

Agenda Item	12
Report No	HC/16/19

HIGHLAND COUNCIL

Date: 9 May 2019

Report Title: Change Strategy

Report By: The Chief Executive

1. Purpose/Executive Summary

- 1.1 On 14 February 2019 the Council approved its budget strategy and Change Programme “A Sustainable Highland”. As part of this, it was agreed to set aside £2.5m into a Change Fund to ensure appropriate resourcing is in place to deliver £37.456m savings over the next three years. On 7 March 2019 the Council agreed to support a range of bids to the first phase of the Change Fund, totalling up to £0.755m.
- 1.2 This report provides an update on the progress being made to implement and deliver the Change Programme, including the allocation of resources from Phase 1; and seeks Members’ approval for a new set of bids to Phase 2 of the Fund.

2. Recommendations

- 2.1 Members are asked to note progress being made to implement the Change Programme and agree that:
- i. The 6 priority areas for expenditure from the second phase of the Change Fund will be: education transformation, ASN project management and parent and pupil advocacy, Visitor Levy consultation, NHS Partnership Agreement Review; Catering and Cleaning Peer Review; and enhancing communications.
 - ii. Support for these projects will be provided through a combination of Change Fund and the re-prioritisation of existing in-house resources;
 - iii. A total sum of £0.307m (pro rata) to be approved for expenditure against the 6 areas as detailed in sections 5 and 6 below and in Appendix 1.

Background and Context

- 3.1 On 14 February 2019 the Council approved £37.456m of savings to be delivered over the next three years through the change programme ‘A Sustainable Highland’. The

strategy sets out a positive vision for change, informed by extensive staff, member and public engagement and focussed around four key themes:

1. Making the Council More Efficient;
2. Commercialism and Income Generation;
3. Redesign and Improvement;
4. A Flexible and Well Managed Workforce.

3.2 Whilst many of the budget proposals will be delivered as part of the Council's normal service improvements within individual services, Members agreed the need for a new Change Programme to ensure appropriate governance, resourcing, scrutiny and delivery of the more ambitious and cross-service changes being proposed. A Programme Manager was appointed in April and currently the Programme Board meets weekly to monitor progress. An account of progress against each project is given at Appendix 2.

3.3 Members also agreed that it was essential for this transformation to be properly resourced and so approved £2.5m to be set aside in 2019/20 specifically to provide sufficient funding for resourcing this ambitious change programme.

4. Change Fund Phasing and Prioritisation

4.1 The Change Fund purpose is threefold: to resource the Change Programme; to support new ideas for innovation and income generation; and to manage risk around the programme as a whole. There is still a need to identify further measures to meet the Council's budget targets for 2020/21 and 2021/22 and so any subsequent allocation phases for the Change Fund will most likely focus on new proposals arising from the Redesign and Commercial Boards and when opportunities are identified for improved processes; income generation and commercialisation; and to address any emerging risks to ensure the delivery of the Council's budget commitments. There will also be a focus on front-loading and accelerating budget initiatives, where possible and sustainable, in order to deliver the Council's commitment to increasing reserves.

4.3 As before, where appropriate, the intention will be to identify additional programme staffing resource internally prior to advertising externally and close attention will continue to be paid to the implementation of recruitment controls to maintain focus on managing in-year pressures. In a number of cases it will be necessary to look outside the organisation for specialist support/skills and where this is the case, it has been highlighted against the specific Change Programme initiative in Section 5 below.

5. Proposals for Phase 2

5.1 6 bids are recommended for approval for Phase 2 funding through the Change Fund. These are:

1. Education Transformation
2. ASN project management and parent and pupil advocacy
3. Visitor Levy consultation
4. NHS Partnership Agreement Review
5. Peer Review of Catering Service
6. Enhancing communications

5.2 Education Transformation

5.2.1 The Education Transformation programme has the dual purpose of improving outcomes for all children and young people whilst ensuring that all resources are used wisely and efficiently. A key priority is to achieve stable staffing for all schools – and a more efficient and empowered school system will contribute significantly to resolving this matter whilst also supporting the Council’s ambition for improved outcomes for all children and young people.

5.2.2 Through Phase 1, resources have been put in place to create a small team of 5 seconded head teachers to put in place a new structure to support schools whilst they work together to deliver meaningful and relevant improvements for their young people and their communities. Based on the principles of collaboration and empowerment, work is underway within schools to enhance capacity to lead quality improvement work and develop improved approaches to learning and teaching. The focus is on training in communication, nurture, resilience and autism, helping staff to become better skilled to support a more inclusive education system with an emphasis on staff wellbeing to relieve stress and reduce absence.

5.2.3 The savings identified in year 1 will be achieved from tighter allocation and tracking of staffing in Primary, Secondary and Special schools. Ensuring funding follows the child will be managed through better deployment of staff, a model which enables staff movement across the ASG. This will remove ad hoc additional and unnecessary spend. Reductions in high levels of absence costs will also contribute to efficiencies.

5.2.4 There are a number of work streams underway to deliver a range of improvements and savings, and good progress has been made with establishing a project board and drawing up a scope and terms of reference. The work now needs to be taken forward by a dedicated and experienced project manager to ensure all interdependencies are recognised, understood and accommodated whilst maintaining pace and momentum.

5.2.5 It is proposed that the Change Fund supports the appointment of a full time Project Manager for a minimum of 9 months, with the option to extend, if required into the 2nd year of the Change Strategy. The cost of the post, with on-costs, would be approximately £53,000 pro rata. Project Manager interviews for the projects agreed under Phase 1 of the Fund will have just been concluded at the time that this report comes to Council. If the Education Transformation Project Manager resource is agreed today, it may be possible to offer the position immediately to one of the successful candidates to minimise the delay in getting this underway.

5.3 ASN project management and parent and pupil advocacy

5.3.1 The ASN Transformation Project is complex, with significant HR, communication and data challenges. The project has many competing interdependencies, especially the schools transformation project, the Early Learning and Childcare expansion and Placements. To date, the Project has been initiated, a Project Board has been established and is making good progress. However, the scale of work means that the

current resourcing situation of having no dedicated project management resource is untenable and is a major risk to successful project delivery. Provision of a dedicated project manager is in the critical path to meeting both the objectives and outcomes set out in the Project Initiation Document.

5.3.2 It is proposed that the Change Fund supports the appointment of a full time Project Manager for a minimum of 9 months, with the option to extend, if required into the 2nd year of the Change Strategy. Project manager interviews for the projects agreed under Phase 1 of the Fund will have just been concluded at the time that this report comes to Council. If the ASN project manager resource is agreed today, it may be possible to offer the position immediately to one of the successful candidates to minimise the delay in getting this underway.

5.3.3 In addition, following a series of meetings between the Chief Executive and individual parents and also with parent representative groups, including Highland Children's' Forum, CHIP+ and Friends of Autism Highland, a commitment has been given to establish a parent and pupil advocacy resource to ensure that this key stakeholder group has their voices heard and can play a crucial role in shaping the Council's approach to the future allocation of resources. It is recommended that the cost of doing this, which is anticipated to be in the region of a total of £11,000, is met from the Change Fund.

5.4.4 The Chief Executive and the Leader have also engaged with pupil representatives and the Highland Inclusion Advocacy Service. A commitment has been given to include the young people as a key stakeholder in playing a crucial role in shaping the Council's transformation of inclusive practice. It is recognised that the cost of doing this could be in the region of £11,000, and approval is sought to meet this from the Change Fund.

5.4 Visitor Levy consultation

5.4.1 A Project team has been established and an outline project plan had been drawn up which includes engagement with key tourism stakeholders in May and June to inform a public consultation which will commence late summer/early autumn.

5.4.2 A bid to the Change Fund for project management support, to be shared with the income generation project, was approved at the March full Council meeting and this was recruited to at the beginning of May 2019. This subsequent request to the Change Fund is for up to £23,000 to commission independent expertise to undertake face to face visitor engagement to inform the public consultation on the Tourism Levy. This specialised work requires specific expertise not available within the Council and will provide invaluable 3rd party support for the consultation and engagement process.

5.5 NHS Partnership Agreement review

5.5.1 A report earlier on the Council agenda sets out the proposal for a review of the partnership agreement with NHS Highland. The Scottish Government's continued support for the Lead Agency Model was recently strongly reaffirmed in a constructive meeting between the Health Secretary, Jeane Freeman, and the Leader and Chief Executive of the Council. Following on from this meeting there has also been very positive engagement with the new Chief Executive and Chair of NHS Highland, and

agreement that the time is right to review current arrangements with a focus on joint strategic planning, improved financial governance, and a renewed commitment to shifting the balance of care for both adult and children's services to community-led approaches.

5.5.2 It is proposed that the Council invests in the appointment of a senior post to drive this review and present recommendations within 2019/20 financial year to enable a new agreement to be signed in April 2020. The post would be a fixed term appointment for a period of 6-9 months, costing approximately £80,000, to be met from the Change Fund.

5.6 Peer Review of Catering Services – income and efficiency

5.6.1 The Redesign Board has agreed to carry out a Peer Redesign review into Catering Services. A team has been established and will now start to carry out the work. As part of this project, it is considered beneficial to seek external assistance from the Association of Public Sector Excellence (APSE). They will offer specialist advice on new models of delivery for the service; identify and comment on existing and potential areas for efficiency savings and future income generation; signpost us to best practice models across the UK and also to act as a "critical friend" through the redesign process. Change Fund support for this is sought, to a limit of £16,000.

6. **Supporting the Change**

6.1 The Change Strategy, Sustainable Highlands, represents a fundamental shift in the way that the Council identifies opportunities for improved financial management, process efficiency and service improvement. It is a complex and complicated programme of projects that has implications for staff across the organisation and for people and communities across the Highlands. It is therefore essential that the Council invests in the way this is communicated to key internal and external stakeholders, including the media, to support the implementation of new arrangements and the smooth transition from old approaches to new. This is a two way process which involves listening as much as it does telling. Given the necessary pace of change and breadth of reach, is not possible to support this effectively using only the existing resources within the current Corporate Communications Team which are already at full stretch.

6.2 It is recommended that the Change Fund is used to support the appointment of additional communication resource to support the Change Programme up to a value of £60,000. This would be a time limited resource, for 6-9 months initially, to cover the first year of the Programme, with the option to review the provision in February/March 2020.

7. **Oversight and Delivery**

7.1 As outlined in the budget report to Council in February, a rigorous approach to oversight and governance of the change strategy will be essential. New arrangements have already been put in place, to ensure that there is regular robust scrutiny of the budget at Member and senior officer level so that the effectiveness and impact of all of the changes are understood and corrective action is taken if and when required.

7.2 Members in particular will play a critical role in overseeing the delivery of the Change

Strategy and in identifying future initiatives, including new income generation and commercial opportunities through the Redesign and Commercial Boards. A monthly cross-Member Resources and Improvement briefing has already been established to provide oversight and scrutiny of the Change Programme and of the Council's wider revenue budget and the capital programme.

- 7.3** A Programme Office and a Change Strategy Programme Board, chaired by the Chief Executive and comprising Executive Leadership Team members, has been established to ensure enhanced visibility and better collaboration and coordination of all initiatives across the Council but with a particular focus on 15 major change projects (Appendix 2). This will deliver greater returns from the projects implemented; more efficient delivery and therefore increased pace; and improved risk mitigation and structured risk resolution. It will also provide a clear and consistent mechanism for assessing potential new projects arising from member, staff and public feedback. Progress reports have been provided to each of the Members' monthly Resources and Improvement briefings and will also report to Corporate Resources Committee in May 2019.
- 7.4** The Change Strategy Programme Board currently meets weekly and will continue to do so until all projects are up and running with their own Project Boards in place. Frequency will then revert to fortnightly so that regular oversight and assurance is maintained.
- 7.5** The delivery of the Change Programme will also be monitored through the Corporate Plan. The draft Corporate Plan measures were discussed in detail by Members at the most recent Budget briefing and the final draft Corporate Plan has subsequently been brought forward to this meeting and considered earlier on the agenda. Members will have identified that specific performance measures around the successful delivery of the Change Strategy are contained within that document.

8. Implications

8.1 Resources: the resources required to deliver the 6 Change priorities have been outlined in the main body of the report.

9.2 Legal: The approach set out in this report will support the Council to meet its legal duty to secure Best Value and continuous improvement.

9.3 Community (Equality, Poverty and Rural): Screening for equality, rural, and socio-economic implications were undertaken on all of the Change Programme initiatives as part of the budget process. A number of these highlighted the need for further assessment to be undertaken as part of project development. Assessments and any actions as a result of these, will be incorporated into each project plan.

9.4 Climate Change / Carbon Clever: There are no implications arising from the recommendations in this report.

9.5 Risk: There are risks attached to the proposals set out in the report. These include:

- delivering on the priorities. This will be addressed by the new managerial and Member governance arrangements outlined in the report and with proposals to implement changes to the organisational structure of the Council;

- driving and sustaining improvement. This will be addressed by high quality and ambitious Member and corporate scrutiny and leadership; drawing on current resources and talent in the organisation along with additional support brought in, supported by the Change Fund where needed;
- impact on staff, with the right balance to be struck between supporting and challenging staff to be high performing. This will be addressed by a range of supports, provided through Phase 1 of the Change Fund with regard to enhanced HR resources, and through Phase 2 of the Fund with an additional communications resource.

Gaelic: There are no implications for Gaelic arising from this report.

Author: Kate Lackie, Business Manager

Date: 25 April 2019

Change Fund Phase 2

Proposal	Cost (pro rata)	Status/Notes
<u>Visitor Levy</u> Procure independent engagement expertise	£23,000	<p>The Project team has established an outline project plan which includes engagement with key tourism stakeholders in May and June to inform a public consultation which will commence late summer/early autumn. A bid to the Change Fund for project management support for this project, to be shared with the income generation project, was approved at the March Council meeting and is currently being recruited to.</p> <p>This subsequent request is for up to £23k to commission independent expertise to undertake face to face visitor engagement to inform the public consultation on the Tourism Levy. This specialised work requires specific expertise.</p>
<u>Education Transformation</u> Project/Programme Manager	£53,000	Post to pull together the various strands of work involved in Education transformation. James Vance to confirm requirements w/c 22 April
<u>ASN</u> <ul style="list-style-type: none"> • Project Manager • Parent and Pupil Advocacy posts – communication support for communities and parents with children with ASN 	£53,000 £11,000 + £11,000	<p>The ASN project Board is well established, and a draft scope has been completed. A dedicated Project manager is now needed to drive this forward. A Job Description has been scoped and this is ready to advertise</p> <p>Proposal to be worked through with parental and pupil involvement as soon as funds have been approved.</p>
<u>Enhanced Communications</u> Communications resource to support the Change programme	£60,000	It is recommended that the Change Fund is used to support the extensive transformation programme for the council. It is proposed to enhance the communications and engagement resource for a period of 9 months, to be reviewed in Feb/March 2020. This resource will support the development of marketing and communications strategy, enhanced digital engagement and strategic support for transformation projects. Additional resource will also enable enhanced local media and

		public engagement and positive public relations for all areas in relation to the change programme.
Senior Health post at Head of Service level	c£80,000	Senior post to lead on the review of the partnership agreement; to work with NHSH on joint strategic planning, better financial governance and a renewed focus on shifting the balance of care.
Redesign Peer Review of Catering	£16,000	The Redesign Board has agreed to carry out a Peer Redesign review into Catering Services. A team has been established and will now start to carry out the work. As part of this project, it is considered beneficial to seek external assistance from the Association of Public Sector Excellence (APSE). They will offer specialist advice on new models of delivery for the service, identify and comment on existing and potential areas for future income generation, signpost us to best practice models across the UK and also to act as a “critical friend” through the redesign process. Change Fund support for this is sought, to a limit of £16k.
Total Phase 2 Bids	c£0.307m	
Phase 1 Bids already approved (minus pro rata calculation)	£0.685m	
Total Change Fund Requested	£0.992m	

Change Fund Phase 1 – Progress update 29 April 2019

Projects	Status
<u>Education Transformation</u>	
5 X HTs + Expert Advisor	Appointed
<u>Care Placement Services Programme</u>	Being progressed. Care Placement 'trouble shooters' being considered
1 X Project Manager	tbc
1 X Business Analyst	tbc
2 X Social Workers	tbc
<u>Trades Review</u>	
1 X Project Manager	Interviews 2/05/19
<u>Transport and Grey Fleet</u>	
1 X Project Manager	Interviews 2/05/19
1 X Business Analyst	As above
<u>Waste Strategy</u>	
External Advice	Not yet required
<u>Income Generation including Visitor Levy</u>	
1 X Project Lead	Interviews 2/05/19
1 X Project coordinator	As above
<u>Corporate Support</u>	
2 X HR Officers	Recruitment underway
2 X Learning and Development Officers	As above
Attendance Management Officer	As above
Talent Attraction Manager	As above
Communications Officer	appointed
Admin support	appointed

Update on Change Programme

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
CP1 Project: Trade Services	PS: Carron McDiarmid PM: TBC	<p>To implement the redesign review agreed by the Redesign Board and Council and shift the balance of property maintenance to undertake more repairs in-house and reduce the cost of out-sourcing.</p> <p>Year 1 focus is 3 priorities out of 13 recommendations. These are to:</p> <ul style="list-style-type: none"> • re-procure a framework for trade services so that where we do out-source we comply with all legal, procurement and audit requirements; • make repairs processes more efficient (by undertaking 2 lean reviews) ;and • pilot the use of in-house trades for non-domestic repairs in 2 areas of Lochaber and the Inverness Royal Academy ASG. <p>Savings compliance will be through budget removal at the start of the financial year and enhanced scrutiny of monthly spend in the project board and to intervene where appropriate.</p>	<ul style="list-style-type: none"> • Board established, and meeting regularly. Finance & HR support confirmed . Project Manager will have an initial focus on PID, project risk plan, comms plan & pilot set up. • Timeline for re-procurement confirmed – new framework to be in use October 2019. • Pilot set up August 2019 • Lean recommendations due Sept 2019
CP2 Project: Grey Fleet	PS: Caroline Campbell PM: Keith Masson	<p>18/19 carry forward savings of £575k to be delivered in 2019/20 through reduction in non-essential staff travel, to optimise the use of the Council’s “white fleet” (e.g. vans), and to reduce our fleet costs in so doing.</p> <p>Compliance through behaviour change (e.g. default is that</p>	<ul style="list-style-type: none"> • New project team met 3 April. • New actions added to Action Plan (review of white fleet, Members travel, staff survey, insurance savings) • White fleet project scope is

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
		<p>travel is unnecessary), and the proactive and effective management of staff, including using data to identify who is travelling, where, and for what purpose</p>	<p>being prepared.</p> <ul style="list-style-type: none"> • Scoping with Budget Leader opportunities to reduce costs relating to Member travel. • Over 1000 members of staff have signed up for the car club. • Project has been shortlisted for a Scottish Transport Award for our grey fleet work and collaborative partnership with Enterprise
CP3 Project: Transport	PS: William Gilfillan PM: TBC	<p>This project will: Deliver improvements and reduce costs by £400k for school and contracted bus service contracts, and the management of the same. Compliance will be through monitoring and tracking data (usage, costs) Implement the recommendations of the re-design review which were approved by the re-design board in February 2017, the aim being to drive efficiencies and to deliver improvements in Community Transport and Engagement. The recommendations included:</p> <ul style="list-style-type: none"> • Explore transfer of HC minibuses from establishment to central management; • Further analysis of home to school network • Establishing and implementing the recommendations from a Lean review of transport processes. • Delivering improvements to the provision of Home/School transport for all pupils through process changes, more effective route planning, introducing collection hubs and renegotiating pricing structures with individual operators. 	<ul style="list-style-type: none"> • Project Manager post being progressed along with support for the transport team. • Project scope is clear and team is committed to delivering the savings identified.

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> Ensuring effective delivery of changes to the costs of public bus tenders 	
CP4 Project: Waste Management	PS: William Gilfillan PM: Stephen Graham	<p>Delivering a waste management solution for the residual waste project which complies with the 1st January 2021 biodegradable municipal waste (BMW) landfill ban [arising from the Waste (Scotland) Regulations 2012] and the approvals secured at Environment, Development and Infrastructure Committee.</p> <p>Delivering associated infrastructure developments to provide new waste transfer stations in Lochaber and Badenoch & Strathspey.</p> <p>Delivering a range of Waste Service savings proposals:</p> <ul style="list-style-type: none"> assessing waste haulage processing contracts for potential to bring some activity back in-house from October 2019 route optimisation for waste collection services to generate savings in relation to employees, vehicles and fuel increase recycling through improved practices within Council functions and introduction of actual cost recovery for waste generated by Council functions and partner organisations identify recycling centres' optimum operating hours to reflect periods of highest demand reducing construction and demolition waste brought to Council's household waste recycling centres to decrease handling and treatment costs removing the grant to social enterprise groups for operating waste collection services 	<ul style="list-style-type: none"> Waste project - financial analysis progressing; pre-tender phase planning and procurement meeting with technical/procurement adviser. Completed external review of the Residual Waste Project – report finalised 12/04/19 Increase income from commercial waste collections (Ref 2.5) – Change Fund finance is available to support delivering this project.

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> increasing the number of commercial premises that the Council collects waste from to generate income Delivering the key actions as agreed by Members in the Single use Plastics Strategy 	
CP5 Project: Education Transformation	PS: James Vance PM: TBC	<p>This project will specifically target the following objectives:</p> <ul style="list-style-type: none"> Delivering improved educational outcomes through schools through a rolling 3 year programme of consultation across all Associated School Groups. Providing improved support to Head Teachers Delivering efficiencies to working practices and processes <p>Overall target is to deliver savings of £4.3m and improvements (£3.9m year one, £200k in years 2 and 3) TOR to be produced that incorporates the scope and objectives relating to Education, Note that the sponsor also covers ASN and Early Learning and Childcare An overarching board oversees all 4 C&L projects. The additional posts established through the Change Fund to support Absence Management are integral to this project.</p>	<ul style="list-style-type: none"> 5 Head Teachers have been seconded to work on the project particularly around improved educational outcomes, funded by the Change Fund. Further work is required to be clear about project scope, and workshop planned with project sponsor on 24th April for this purpose, so that a clear strategy is prepared. Some dedicated project management support is essential and a Change Fund bid forms part of this report.
Ref CP6 Project: Early Learning and Childcare	PS: James Vance PM: TBC	<ul style="list-style-type: none"> Deliver savings of £2.5m and improvements (£2m in year one, £0.5m in each of years two and three) <p>TOR to be produced incorporating the following actions:</p> <ul style="list-style-type: none"> Reconfiguration of the early years workforce Reduction in non-contact time for staff. Developing a career pathway by promoting the ELCC support worker role. Promotion of purchase of non-funded hours by parents. 	<ul style="list-style-type: none"> The current board is on track to deliver provision in accordance with the plan, although the current board needs to be reconfigured to focus on savings as well as the roll-out of provision. Confidence is high that this will be delivered.

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> • Promotion of a provider-neutral approach • Support to new partnerships in line with national standard. • Enhancing childminding particularly in rural areas. • Developing the ELCC MA programme. 	
CP7 Project: Placement Services Change Programme (Including Fostering & Adoption)	PS: Karen Ralston PM: Lynnsey Urquhart	<ul style="list-style-type: none"> • Resolve overspend (£4.4m), deliver savings of £1m in year 3 ,and deliver improvements Review of current Programme Management arrangements carried out by CET – recommendations to be implemented. Terms of reference to be refreshed.	<ul style="list-style-type: none"> • The project needs to more clearly address the overspend on placements which has been increasing despite success in returning young people from OOA placements. A greater focus on foster care is required. • Appointment of a PM is being progressed following Change Fund agreement at Council.
CP8 Project: Additional Support Needs	PS: Carron McDiarmaid PM: TBC	This project will specifically target the following objectives: <ul style="list-style-type: none"> • Transforming ASN services to enable schools to better meet the needs of children, so that resources are allocated equitably and meet the needs of children and young people. This will be delivered through a classroom-focused and inclusive approach, where teachers are best placed to identify the support needs of children. • ASN transport - ensuring it is linked to the Transport Project • Deliver savings of £9.2m and improvements 	<ul style="list-style-type: none"> • Review of current Programme Management arrangements carried out by CET – recommendations to be implemented. • Good progress being made in delivering the initial phases – project board has been established and work is underway on transition/HR arrangements • The overall project scope requires further work, and is

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
			being reframed to cover all of the work required and to develop a clear project plan around it. Project Management support is sought from the Change Fund.
CP9 Project: Service Income	PS: Allan Gunn PM: Caroline Urquhart	<ul style="list-style-type: none"> • Deliver £700k savings through implementing an invoicing surcharge, and statutory interest and penalties on late payment • Compliance through proactive manager budget monitoring and intervention as required 	<ul style="list-style-type: none"> • Project went live on 1 April 2019 • No issues reported - quality assurance continues in inaugural “go-live” weeks. • Initial information/impact will be produced at each month end as part of regular budget monitoring processes
CP10 Project: Transient Visitor Levy/ Tourism Developments	PS: Stuart Black PM: TBC	<ul style="list-style-type: none"> • Complete Highland consultation on TVL to provide basis for implementing a Levy (subject to Scottish Government legislation), and so maximise opportunity this affords for income generation and targeted spend of the same • Proactively target commercial opportunities for new income from Tourist Developments such as charging for camper van parking/facilities 	<ul style="list-style-type: none"> • Project Management support being put in place. • Project plan for Pre-Consultation round-table events with tourism industry (May/June) being written, for discussion at next Tourism Change Programme Board (30 April).
CP11 Project: Energy and Renewables	PS: Stuart Black PM: Martin Macdonald	<ul style="list-style-type: none"> • Deliver £500k saving, and take urgent action to respond to increasing energy costs (10-14% by 2020/21 = additional £1m+ spend) • Reduce energy consumption through compliance and behaviour change, and through rationalisation of Council property 	<p>Hydro</p> <ul style="list-style-type: none"> • Tended costs being assessed and clarified through the Energy & Renewables Board to ensure Business Case remains viable <p>Solar</p>

Project	Project Sponsor/Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> • Reduce energy costs through effective management of energy supply contracts • Reduce energy costs and generate income through the implementation of viable renewable schemes 	<ul style="list-style-type: none"> • Current list of projects being delivered. <p>Salix</p> <ul style="list-style-type: none"> • £3.5m award letter received, with Energy & Renewables Board finalising project list (majority on LED lighting refits) and securing resource for delivery • Behaviour change is a critical element and will be the subject of much more focussed work in the coming weeks to ensure visibility throughout the organisation and the need for everyone to assume responsibility for delivery.
CP12 Project: Asset Management, Property Rationalisation and Investment	PS: Edward Foster PM: Graham Bull	<ul style="list-style-type: none"> • Deliver efficiencies and reduce Council Estate to deliver £1.7m savings • Compliance and behaviour change through Corporate Landlord approach with all properties treated as Corporate assets and must be used to best effect (cost/service delivery), and through adoption of agile working that maximises usage of space (e.g. presumption of hot desking) <p>This project will specifically target the following objectives:</p> <ul style="list-style-type: none"> • Challenging/supporting and ensuring that adequate resource exists in legal and asset management 	<ul style="list-style-type: none"> • ELT communication to all Services being produced, notifying of action and required support in the achievement of the Property Rationalisation Savings target. • Target list of properties being drawn up for disposal – work to progress on agile/flexible working within any proposed office move.

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		<p>(surveyors) to deliver a quicker and more efficient asset disposals programme</p> <ul style="list-style-type: none"> • Implementing new ways of working to become more a more agile, modern workplace and reduce space requirements • Reducing the number of properties occupied by the Council, with a particular focus on those with poor condition ratings and high backlog maintenance liabilities • Ensuring that Community Asset Transfer process is carried out as efficiently and effectively as possible, with strong support provided for communities. • Ensuring that Community Asset Reviews are carried out with Community Planning Partners to ensure that opportunities for co-location are identified and delivered. • Ensuring that commercial opportunities for property investment, as identified through the Commercial Board, are actioned appropriately. • A smarter asset management system that accurately triggers rent reviews. 	
CP13 Project: ICT Development/Digital	PS: Steve Walsh PM: TBC	<p>The Council has embarked upon an ambitious and challenging programme of change to upgrade the ICT estate to a state of the art operating model. The programme includes:</p> <ul style="list-style-type: none"> • Migration to Microsoft Office 365 and Windows10, with a full device refresh programme, all underpinned by a comprehensive upgrade of the Councils' ageing network across schools and the 	<ul style="list-style-type: none"> • The savings element of the project is effectively delivered, as it was part of contractual savings. • The wider work being undertaken as part of this project is going to help deliver the organisational change that

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		<p>Corporate estate.</p> <ul style="list-style-type: none"> • Through communication and engagement, the Council will promote the efficient use of data, technology and applications that it has invested in. This will characterise digital and technology as a key enabler for transformation across the Council and endeavour to deliver continuous service improvement in line with business objectives. • Council Services will identify the right data structures, tools, applications and technologies to meet their business objectives. This in turn enables positive outcomes for its internal and external customers, which include citizens, pupils, staff and elected members alike. • The Council will use national and local government strategies, key legislative and other industry trends in the ICT sector. This includes Scotland wide programme of work being driven through the Local Government Digital Office. • To deliver savings of £2.15m 	<p>we need to help deliver other savings projects across the Programme – for example, agile working arrangements.</p>
CP14 Project: Workforce Planning	PS: Steve Walsh PM: TBC	<p>This project will specifically target the following objective:</p> <ul style="list-style-type: none"> • Developing a strategy for the Council around: vision and values, flexible workforce, leadership and Management training for all employees, sustainable workforce, transition and C&L Management Restructure. • Review of Terms and Conditions • Programme/Project Board for Workforce Planning with workstreams for each of the key themes <p>Key to enabling staff related savings to be taken and</p>	<ul style="list-style-type: none"> • Council Paper (7th March) approved the use of the Change Fund in Phase I to get teams fully resourced and up and running as soon as possible. The types of resource required would include a Talent Attraction Manager; an additional Attendance Management Officer; 2 X Learning and Development

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		sustained	<p>officers; 2 X HR Officers; a Communications Officer; and data management and support posts. It is the intention these additional positions will be filled through internal secondments/appointments. Costs to the Change Fund would be kept to a minimum by reviewing the need for, type and timing of back filling for seconded posts.</p>
CP15 Project: Redesign	PS: Malcolm Macleod PM: N/A	<ul style="list-style-type: none"> • Savings of £1.38m to be delivered • Will include work around service budget peer review challenge • New redesign reviews on catering, cleaning & FM and Engineering Services to be progressed ASAP • Includes taking forward the strategy around car parking income across the Council. • Includes ensuring the delivery of completed redesign reviews to maximise benefits. • Lean reviews will continue to be identified and benefits realised. 	<ul style="list-style-type: none"> • Teams have been identified for the new redesign reviews in Catering and Engineering Services. • Some external assistance on delivering improvements to the catering service has been requested as part of this paper. Meeting has been held with APSE to confirm scope.