

<b>Agenda Item</b>	<b>14</b>
<b>Report No</b>	<b>RES/22/19</b>

## **HIGHLAND COUNCIL**

**Committee:** Corporate Resources Committee

**Date:** 23 May 2019

**Report Title:** Corporate Resources Service Plan 2017-22 (updated 2019)

**Report By:** Depute Chief Executive and Director of Corporate Resources

### **1. Purpose/Executive Summary**

1.1 This report introduces the 2017-22 Corporate Resources Service Plan (updated 2019). It sets out our Service priorities and how we are contributing to the delivery of the Council's Programme, "Local Voices, Highland Choices."

### **2. Recommendations**

2.1 The Committee is invited to comment on the draft Service Plan for 2017-22 (updated 2019), agree any amendments required and approve the plan.

### **3 Background**

3.1 This Service Plan relates to Corporate Resources, its functions and resources. The Plan is structured around five key sections:

1. Service Background – covering the purpose of the plan; Service structure and main functions; and Resources (revenue, capital, staffing)
2. Performance – analysis of performance information with a focus on areas for improvement; Service Transformation (e.g. Redesign); Inspections and Audits; and Workforce Planning.
3. Service Risks (including Corporate Risks where the Service is the Risk Owner).
4. Priorities – outlines the strategic priorities of the Service and is the focus of the Service Plan. This section also outlines how the service is contributing to the delivery of the Council’s Programme “Local Choices, Highland Voices”, and how the Service is working in partnership with other organisations to provide Best Value.
5. Links to Strategies and Plans – highlighting the key strategies and plans the Service is working to deliver.

The focus of the Plan is on continuing to improve performance.

3.2. The Service Plan will be reviewed annually and is also subject to change when any amendments to the Council Programme, “Local Choices, Highland Choices”, are approved by Council.

3.3 The Plan will be monitored on a quarterly basis and reviewed annually.

### **4. Equality and Community Impact Assessment, and Strategic Environmental Assessment**

#### **4.1 Community Impact Assessment**

The Service Plan has been assessed for potential impacts on individuals and communities relating to equality, poverty and rural issues. This helps us to achieve our duties in respect to the Public Sector Equality Duty, considering socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts.

The Corporate Resources Service Plan contains several key priorities and actions which will specifically support and have a positive impact upon protected groups and those at risk of socio-economic disadvantage:

- Maximising benefit take-up across Highland for vulnerable groups including disabled people
- Working towards accreditation of living wage employer status
- Supporting access to grants to address socio-economic disadvantage including clothing grants, winter fuel payments and the Scottish Welfare Fund
- Supporting EU national employees and their families through the implications of Brexit
- Developing the young workforce through focusing on positive destinations and increasing access to apprenticeships
- Improving customer experience and accessibility through digital solutions including public access Wi-Fi and IT access in service points, being mindful of the need to retain a range of methods for contact
- With a changing demographic profile, working with partners to develop an effective strategy to focus on talent attraction and retention to ensure a sustainable workforce across the Highland area

- Taking a pro-active role in lobbying on various UK and Scottish welfare reform issues in order to effect positive change for individuals affected by welfare changes

A number of service priorities also have a specific rural focus:

- Maintaining delivery of customer services at point of need
- Improving customer experience and accessibility through digital solutions including public access Wi-Fi and IT access in service points, being mindful of the need to retain a range of methods for contact
- With a changing demographic profile, working with partners to develop an effective strategy to focus on talent attraction and retention to ensure a sustainable workforce across the Highland area

A number of the priorities contained within the Corporate Resources Service Plan, could potentially have an indirect negative impact upon protected groups and increase socio-economic disadvantage. This includes emerging proposals around a commercial approach and also the budget strategy/any budget reductions. For these areas, it is important to be mindful of impacts during the formulation of policy and approach, for impact assessments to be undertaken and embedded throughout the process and for mitigating actions or changes to the approach to be adopted.

The majority of the strategic priorities, as set out within the Service Plan, should not have a negative impact upon any of the individual protected groups, on individuals experiencing socio-economic disadvantage or on rural areas, and are indeed intended to positively impact on communities. However, this is a high level assessment and a number of the priorities contained within the Service Plan are to develop specific strategies and policies on areas of business; these will require individual community impact assessments to be undertaken for each area. These include the Financial Strategy, Treasury Management approach and the digital ambition plan.

#### 4.2 Strategic Environmental Assessment

The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following pre-screening of the Service Plan no significant environmental impacts were identified.

### 5. **Implications**

- 5.1 **Resources:** The Service Plan outlines the revenue and capital budgets associated with the service, along with our workforce. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings.
- 5.2 **Legal:** there are no legal implications arising from this report.
- 5.3 **Community (Equality, Poverty and Rural):** As outlined at section 4 a high level assessment has been carried out on the strategic priorities contained within the plan for equality, rural and socio-economic impacts. However, this is a high level assessment and a number of the priorities contained within the Corporate Resources Service Plan are for the development of strategies and policy reviews; these will require individual community impact assessments to be undertaken for each area as these are developed.
- 5.4 **Climate Change/Carbon Clever:** There are no climate change / carbon clever implications arising from this report.

- 5.5 Risk: Service risks are recorded in the Service Plan, are managed through the Service Risk Register which is monitored quarterly. Changes will be reported to future committee meetings.
- 5.6 Gaelic: there are no Gaelic implications arising from this report

Designation: Depute Chief Executive and Director of Corporate Resources

Date: 13 May 2019

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Background Papers: None



# **Corporate Resources Service Plan**

**The Highland Council**  
*Comhairle na Gàidhealtachd*

**2017 – 2022**  
**(updated May 2019)**

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## Foreword

### Facal-toisich

The Corporate Resources Service was formed on 1 October 2017 and is a merger of the previous Finance Service and Corporate Development Service (excluding Corporate Governance and Committee Services).

Corporate Resources offers an opportunity to exploit the synergies that exist in the wide range of services that support frontline service delivery, primarily the key drivers of staff, ICT infrastructure and finance. These synergies allow a strategic approach to service efficiency and improvement.

As the first point of contact for residents of Highland wishing to access council services, the Service is also the largest frontline service delivery vehicle for the Council, with responsibility for Service Points, Service Centre and Registration services.

The Service has a major role to play in helping vulnerable people access financial benefits to which they are entitled. The Council is now the top performing council in Scotland in terms of the speed in which benefit applications are processed, meaning that individuals obtain a quick response to claims. The Service has facilitated joint working and co-location with the Department for Work & Pensions (DWP) in Wick and Fort William, and this has enhanced the service provided to customers and increased benefit take-up. This was recognised at a UK level during 2018/19 through the Institute of Revenues, Rating & Valuation (IRRV) Performance Awards where the Highland Council Team were awarded Benefits and Welfare Reform Team of the Year.

Managing the ICT contract and service provision has been a major challenge during 2018/19. Day to day service has not been of the standard required by the Council and this has meant ongoing dialogue and reactivation plans to address the situation, and this work is ongoing. Similarly the ICT transformation programme has suffered significant delay resulting in a rebaselining to the schedule for implementation. However this is now progressing. More positively, delivery of the network refresh programme ahead of schedule has enabled the rollout of cromebooks to schools across Highland to progress at pace, with completion also ahead of schedule, this has been well received by pupils, teachers and parents.

The Council's Revenue Budget continues to represent a significant challenge. Following the bad winter of 2017/18 the Council reported a year end overspend which further depleted reserves. In February 2019 the Council agreed to restore a three year medium term financial plan which includes the restoration of balances to a more sustainable level. The Service has a key role to play in supporting services and the corporate Management Team to deliver a wide range of savings proposals in 2019/20 and beyond.

Delivering efficient processes and effective management information, is a key to the future sustainability of the Council. The Corporate Resources Service is uniquely placed to do this by linking financial and workforce management. The Workforce Strategy, which was successfully launched last year, continues to develop the key themes of sustainability, flexibility, transition and training and development at pace and is a critical component of the major change and redesign programme currently underway across the Council. The Modern Apprenticeship Programme has been a resounding success and the Service is well on track to achieve the ambitious target of 150 apprenticeships by the end of this year.

The Service also leads the organisation in ensuring that we offer a safe and secure environment for all of our employees. This year has seen a significant reduction in accident

severity and rates and the introduction of a new reporting process for violence and aggression in schools. The Occupational Health, Safety and Wellbeing team have also delivered the new course for mental Health representatives, with more than 50 now in place across the region.

Capital investment also continues to be a challenge following a review of the affordability of the Capital Plan. Work is currently underway to review this, and a report will be presented to Council at the end of August. There is an increasing need to invest in infrastructure, but this needs to be prioritised and affordable against a real terms reduction in revenue funding available.

The Corporate Resources Service also has a major role to play in ensuring good governance and controls exist across the Council. The develop, review and audit of processes and controls is a key role of the Service. Whilst there are no major risks identified, reductions in staffing do continue to place challenges on effective controls. The Service is also a key lead in linking and developing performance management with the redesign of services, and monitoring of existing levels of performance, and has a critical role to play in the Best Value Audit which will commence in May 2019.

At the time of writing this Service Plan the Council is considering proposals for a new service structure. Whilst the future in this regard is uncertain, there is no doubt that the constituent elements of the current Corporate Resources Service will have a major role to play in the direct provision of services to the public, as well as supporting other services and the change programme.



## **1a Purpose**

### **Adhbhar a 'phlana**

This Service Plan is a strategic document which details the actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. This includes the work of the Service to support the delivery of Council priorities contained within a 5 year programme' Local Voices, Highland Choices'.

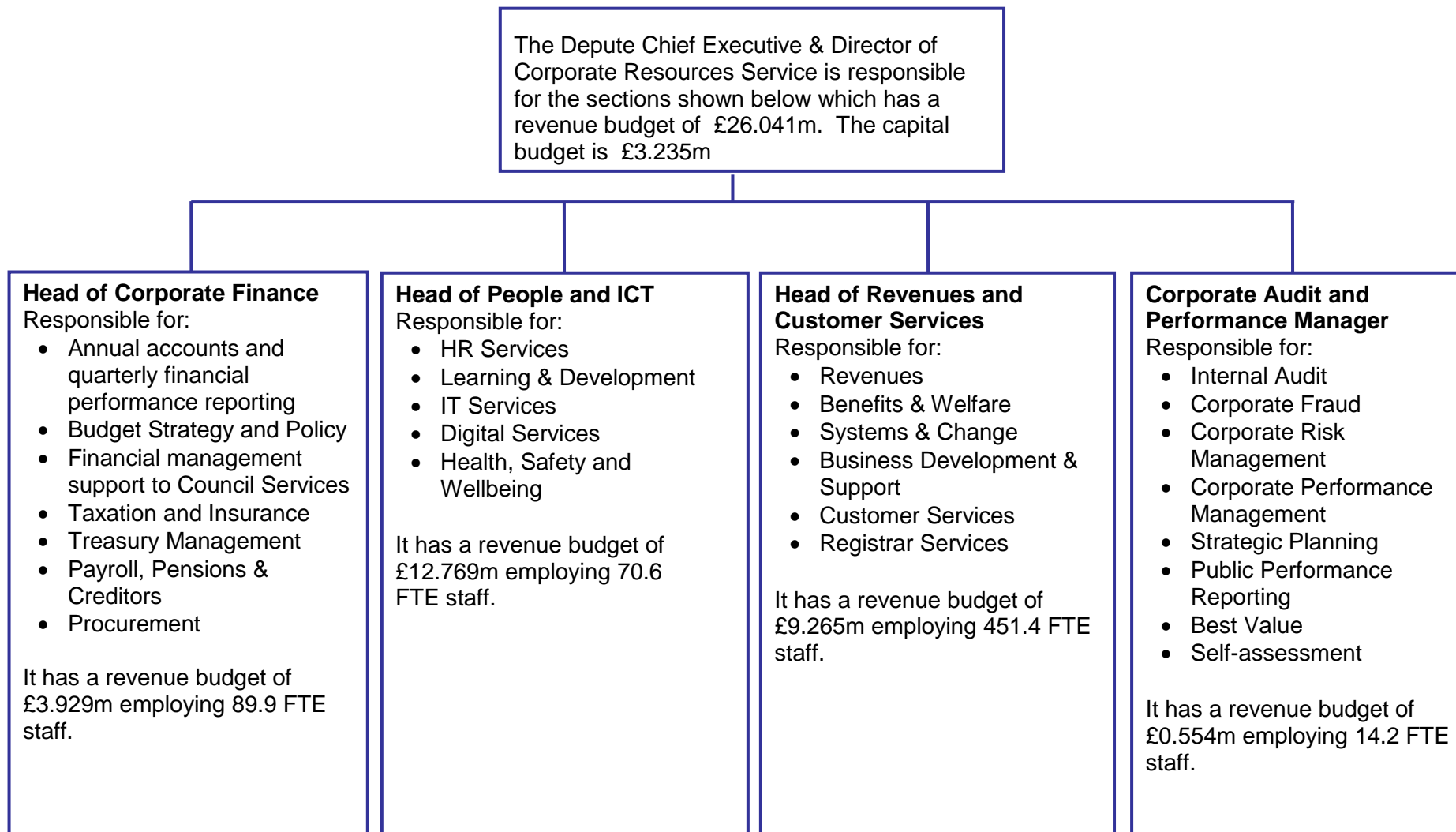
It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, partnership working. It outlines current Service issues and priorities, and the main risk factors identified in relation to these matters.

The plan is an active document and will be subject to update and review on an annual basis with a report to the relevant strategic committee for consideration. Review will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Service Director and senior managers.

This plan will assist anyone who wants an overview of the Service's aims, objectives and resources, and how the Service contributes to the Programme of the Highland Council and partnership working. The plan will be useful to a range of stakeholders including:

- customers;
- partners;
- other Council Services;
- Elected Members; and
- Staff.

**1b Service Structure and main functions**  
**Structar Seirbheis agus Prìomh Dhreuchdan**



## 1c Resources

### Goireasan

#### Corporate Resources Service Revenue Budget

Financial Year	Net Revenue Budget (£m)
2019/20	26.041

#### Breakdown of 2019/20 Budget:

By Section	Net Budget (£m)
Directorate	(0.476)
Corporate Finance	3.929
People and ICT	12.769
Revenues and Customer Services	9.265
Corporate Audit and Performance	0.554
<b>Total</b>	<b>26.041</b>

*\*Nett of Central Support Services & unallocated savings*

By Staff and Other Costs	Budget (£m)
Staff costs	21.715
Other costs	14.681
<b>Total costs</b>	<b>36.396</b>
Income	(9.476)
Grant income	(0.879)
<b>Net budget</b>	<b>26.041</b>

Staffing 2019/20	FTEs
Directorate	1
Corporate Finance	89.9
People and ICT	70.6
Revenues and Customer Services	451.4
Corporate Audit and Performance	14.2
<b>Total</b>	<b>627.1</b>

### Highland Council Capital Budget

Year	Net Budget (£m)	
2018/19	17.018	(per near final monitoring)
2019/20	3.235	(per March 2018 agreed capital programme)
2020/21	0.152	(per March 2018 agreed capital programme)

The capital budget is a corporate resource and may be adjusted subject to corporate priorities.

### Other Budgets(directly managed by Corporate Resources)

By Function	Net Budget (£m)
Loan Fund	£56.744
Council Tax	£136.922

	Gross budget (£m)	Income (£m)	Net Budget (£m)
Welfare	54.225	36.250	17.975

### Highland Council Pension fund – total assets under management

	As at 31/3/19
Pension Fund	£1,993,095,200

## **2. PERFORMANCE** **COILEANADH**

### **2a Performance analysis** **Mion-sgrùdadh Coileanaidh**

#### **Corporate Finance**

The work done within this team does not lend itself easily to assessment by performance indicators as much of it contributes to ensuring the wider financial sustainability of the organisation. As such key outputs include the timely and accurate production of the annual accounts and annual budget setting.

The priorities for the service in 2019-20 are as outlined in section 4b and include the delivery of a medium term financial strategy, supporting managers across the Council, leading organisation change initiatives, developing the Council's commercial strategy and leading a review of the Council's capital strategy and programme

#### **People and ICT**

The People and ICT service operates as an enabling service that supports service delivery across the whole of the organisation. The key aims of the Service for 19/20 are:

- Delivery of ICT transformation against the schedule of the new contract; completion of the Network Refresh Programme; supporting efficiency through Digital Transformation; meet the Scottish Government's statutory requirements with regards to Cyber Resilience; work with Services to ensure that effective health and safety management runs throughout the Council. This will include ongoing monitoring and input to Service OHSW Plans which will identify health, safety and wellbeing needs and a focus on sensible, proportionate risk management, especially through the change process
- Ensuring compliance with Statutory Health and Safety requirements on the Council; management of an effective Health and Wellbeing strategy, including delivery of an Occupational Health contract; work to support the Fire Safety Working Group; achieve the Healthy Working Lives' Gold Award for health promotion;
- Development and delivery of an effective Workforce Planning Strategy; to deliver the senior management re-structure; to continue to develop recruitment, agency and additional hours controls; work with partners to develop a Talent Attraction, Retention and Returns Strategy for Highland; delivery of HR Policy and Operational support in compliance with Employment Law; continuation of a strong working relationship with Trade Unions through our Partnership Agreement; achieve successful accreditation as a living Wage Employer; delivery of Training and Development for employees and elected members; continue the expansion and of our Modern Apprenticeship Programme; continue the provision of support to staff through the implications of Brexit; progress the successful implementation of Holiday Pay legislation and settlement of valid claims.
- Development and delivery of a suite of training and development interventions including: Resilience and wellbeing training opportunities for all employees and leadership training for the Senior Leadership team.

## Audit & Performance

The Internal Audit Team has 2 KPIs currently reported and benchmarked through CIPFA:

- The first is self-reported nationally on adherence to the audit plan. While over the past 3 years there has been a 1.1% improvement in performance the results range from achieving 90%-104% of planned work and a rank of between 5<sup>th</sup> and 24<sup>th</sup> nationally. There is concern over the robustness of self-reporting of this indicator with some Council's appearing to report 100% every year.
- The 2<sup>nd</sup> KPI is also an SPI for the Council and is the cost of internal audit per £m of net expenditure and this shows that has been a 17.8% reduction in cost over the past 3 years with the Council consistently ranked 5<sup>th</sup> to 10<sup>th</sup> nationally, this reflects a smaller team size. The main focus for improvement from available data trends against available resource has been productivity; a Lean review of the internal audit process was completed in autumn 2018. This identified process improvements and enabled a reduction of 1.2 FTE in the team taken as a saving for 2019/20. Overall the Internal Audit Team has reduced in size by 34% over the past 4 years and now consists of 7 FTE and 2 FTE for Corporate Fraud. The team was also restructured during 2018/19 with 2 senior auditor posts established as a result of both the Lean review and issues identified through work force planning on span of control and succession planning. Through improving and streamlining the audit process the aim is to increase productivity and release capacity to support further audit work or fraud investigation along with other Service and corporate initiatives. The full recommendations of Lean are being implemented from April 2019.

The Corporate Performance Team is a small team of 3FTE and while there are no KPIs for this area of activity, the function is a statutory one with significant high profile targets to meet in delivering key annual performance reports to Highland Council to meet public performance reporting (PPR) requirements. These include the Council's Annual Performance Report, the Attitudes and Performance Survey of the Citizens' Panel and Statutory Performance Indicators and national benchmarking.

## Revenues and Customer Services

In October 2018, a team within this section were rightly proud to be awarded the IRRV UK's ***Benefits & Welfare Reform Team of the Year 2018***. This is in addition to being awarded "Best in Scotland 2018" from IRRV Scotland a month earlier.

This section has a range of performance indicators which are reported quarterly to Resources Committee. Links can be found below to the reports for 18/19.

- [Quarter 1](#)
- [Quarter 2](#)
- [Quarter 3](#)
- Quarter 4 (to be reported to 23 May 2019 Corporate Resources Committee)

## 2b Service Transformation

### Cruth-atharrachadh Seirbheis

## Baseline Budgeting

The vision for the work is a comprehensive database that will allow members to determine the Council's Revenue Budget based on levels and quality of service, linked to the Council's strategic priorities, and supported by a workforce strategy to ensure that appropriate levels of staffing are in place to deliver these outcomes over the next few years.

### **Organisational Culture of Financial Management**

In partnership with all parts of Corporate Resources the Corporate Finance and Commercialism team will be proactive in helping all managers across the council develop their skills in financial management. This work should enable the desired medium term financial planning to happen effectively. Specific focus will be placed on improving the quality of information provided to managers, providing clear and concise training and reference materials on budget holder responsibilities and ensuring all managers are appropriately skilled to lead the Council through the financial challenges that lie ahead.

### **ICT Transformation**

The ICT Team will ensure the delivery of a transformed ICT estate as per defined deliverables in the Wipro contract whilst protecting the Council's commercial interests, this includes delivering the contract against the revised contractual milestone dates agreed between the two parties. The ICT Team will also deliver council dependencies to enable Wipro plan including: completion of corporate and curriculum device refresh; completion of network refresh; delivery of self-service ICT for end-users. We will also work collaboratively with Wipro to achieve service delivery meeting SLA expectations.

### **ICT Re-provision**

ICT Services will also initiate re-provisioning planning as the Contract enters the third year of a potential 5, with an option to extend to 7 years. The direction of travel is to move towards a cloud-based operating model, activity to migrate to a new operating model has already been undertaken in Revenues and Benefits, Housing and Care First.

### **Digital Transformation**

We will develop and initiate a robust strategy to further develop and deliver the Council's Digital Ambition through transformation; crucially, the programme will be developed in line with ICT transformation to ensure alignment of both of these business-critical initiatives. This will be underpinned by a benefits-led Business Case development, leading to a defined programme of work initiated with affordable resources in place.

### **Cyber Resilience**

We will adopt the Scottish Government common approach to cyber resilience. Having already met the requirements for Cyber Essentials, we will endeavour to undertake Cyber Essentials Plus assessment by adopting best practice, updating procurement guidance, delivering Cyber resilience training and reviewing ICT Policy to ensure alignment with Scottish Government Policy.

### **Workforce Planning**

Based on our values, the [Workforce Planning Strategy](#) underpins our stated commitment to avoid compulsory redundancies wherever possible and will follow a set of guiding principles; it will be objective-led and focus on the Council's strategic change programme; with the development of our workforce at its core. The aim of the strategy is to deliver the work streams required to ensure that the Highland Council can transition from our current position to build and maintain the workforce of the future.

The programme is designed to be agile and will be reviewed at the end of each annual workforce planning cycle. For this year the focus will be on four primary Business Objectives: Transition - we need to develop an agile and flexible workforce through effective

recruitment, transition, upskilling and retraining opportunities; Future Workforce - we need to grow our workforce of the future, rebalance our age profile and build and retain knowledge through effective succession planning; Leadership & Management - we need to build the leadership and management capability to support organisational development, embed commerciality, and reduce demand on supporting services. Flexible Workforce - we need to develop an agile and flexible workforce that reflect the future needs of the Council and cements our commitment to be the employer of choice.

### **Training and Development**

In addition to supporting Workforce Planning business priorities, the Training and Development team will deliver 1,700 corporate training opportunities over the course of the next year. We will also create the conditions to generate 150 Modern Apprenticeship Opportunities and deliver 100 SVQ qualifications, shared between the Council's Children's Care staff and NHS Adult Care staff. We will continue to achieve an average rate of 90% delegate satisfaction for corporate training.

### **Occupational Health, Safety and Wellbeing**

We will ensure the provision of a new Occupational Health contract, reducing costs and improving performance. We will support the HC Fire Safety Action Programme by delivering Fire Risk Assessments to all high risk premises by 2020, with a robust action plan for the remaining estate. We will deliver an Electronic Health and Safety Management System (EHMS) to allow effective reporting and analysis as part of our Safety Management System.

### **Business Intelligence to Support Service Transformation**

Corporate Audit and Performance support a range of service transformation activity. The Corporate Performance team collate performance indicators on cost, quality, and satisfaction, and will continue to increase the awareness and use of this information as part of service transformation projects. The Internal Audit Team carefully reviews and evaluates key processes and functions, identifying areas for improvement within detailed action plans. The annual internal audit plan has been produced following an assurance mapping exercise and risk analysis process to ensure that any "gaps" in assurance will be subject to audit. All of this business intelligence is also used to support Council Redesign, Lean and budget processes.

### **Performance and Improvement Culture**

Overall the focus of change in the Audit & Performance Team is to add value through supporting continuous improvement across the organisation by shifting the focus of audit and performance work to support Services and also through contributions to activities such as Council Redesign and Lean. Following work surveying and analysing the views of Members and Officers on performance management the Corporate Performance Team will support the delivery of Highland Improvement Priorities Programme (HIPP). The Programme aims to develop a more focused culture around performance, improvement and self assessment while developing the skills of Members and Officers in working effectively with data.

### **Lean Review of Internal Audit and Upgrade of Galileo (internal audit software)**

A Lean review of internal audit processes was completed in autumn 2018. The overall aim of the review was to review and refine processes looking for both efficiencies and improved experience for both internal customers and staff. The review also explicitly sought to identify improved key performance indicators for the function. In parallel the internal audit system Galileo was upgraded by August 2018 to enable staff to work with the latest software version offering improved functionality. The full set recommendations of the Lean review will be implemented from April 2019 and the Galileo upgrade is enabling further development work on key performance indicators from options identified by the Lean review.



## **Customer services**

In addition to delivering continuous improvements in Revenues & Business Support services through business process redesign and increasing automation where appropriate, the merger of Revenues, Business Support and Customer Services has pooled resources across service delivery including Service Points, the Service Centre and Registration Services as well as opportunities through partnership working.

Examples include the partnership working with HighLife Highland at the Grantown on Spey. Also, as part of the Council's ongoing Asset Management programme, the co-location of the Ullapool Service Point to the High School and library. Dingwall Service Point will also be relocating to the County Buildings during 19/20.

Service Points require to be effectively supported to help deliver Digital Transformation. This includes provision of public access wi-fi and terminals for customers to use who do not have access to a PC or as a result of lack of connectivity (broadband). The aforementioned move of the Dingwall Service Point for example aims to deliver greater customer ICT access & support.

Greater use of IT can also support local employment; "moving" / accessing work electronically can deliver efficiencies and support local employment.

## **Welfare Reform**

The Council will continue to play a proactive role within Highland, Scotland and the UK in a variety of its service areas including Welfare Reform, Revenues and Registration matters. This includes submissions to consultations and providing evidence (e.g. Scottish Parliament and UK parliament), attendance at Working Groups informing national policies and speaking at meetings & conferences.

We will also work closely with other public sector bodies including the DWP and Scottish Government. In addition to policy and funding matters, service delivery too. For example, the co-location of DWP within Council offices in Wick (Dec '17) and Fort William (May '18) offers many advantages including in financial and customer service delivery. As part of the development of the new Social Security Agency in Scotland, the Council continues to work closely to deliver some locally-based jobs in Highland.

## **2c Inspections/ Internal and External Audits**

### **Sgrùdaidhean**

#### **Annual External Audit Report**

The annual External Audit Report of the Council sets out opinion on financial management and sustainability, internal audit, risk management and the priorities and performance of the Council. The report also includes an action plan against the 2017/18 audit findings. This was submitted to Audit and Scrutiny Committee in September 2018 with 7 actions identified to be completed over the following 12 months covering heritage assets, financial controls including the Pension Fund and capital expenditure, financial challenges, Council reserves and strategic leadership.

#### **Best Value Assurance Report**

During 2019 the Council will be subject to a Best Value Assurance Report (BVAR) of the Council which started in May 2019 with a final report to the Accounts Commission to be published by the end of November 2019. This audit work will be carried out by the Council's appointed external auditor (Grant Thornton) and Audit Scotland. The focus of the Best Value

work will be based on a local risk assessment by our auditors and at present it is expected to include the following key areas:

- Does the Council have a clear strategic direction?
- How well is the Council performing?
- Is the Council using its resources effectively?
- Is the Council working well with its partners?
- Is the Council demonstrating continuous improvement?

A key priority of the Corporate Audit & Performance Manager and the Corporate Performance Team in 2019/20 will be to support the Council through this Best Value Audit.

## **2d Workforce planning**

### **Dealbhadh Luchd-obrach**

This Council's [Workforce Planning Strategy](#) is expected to set the course for the Council for the next five-year period. It will be reviewed regularly to ensure that the vision, principles, themes and objectives remain consistent with the political, economic, social, technical, legal and environmental direction of the Council as an organisation. The Strategy is designed to put in place the objectives that will be required to support workforce planning conducted by services.

## **3. SERVICE RISKS**

### **CUNNARTAN SEIRBHEIS**

Our methodology for identifying and managing risks is detailed in our [Risk Management Strategy](#). An appetite for risk is set at both a Corporate and Service level, and risks are evaluated against this. Risks which are above this appetite line for the Corporate Resources Service are shown in the table below. This includes Service specific risks and corporate risks where our Service is the risk owner or contributes to the mitigation. All the risks detailed below have a corresponding definition and a set of mitigating actions that help us manage the risk.

All risks are monitored on our electronic Performance and Risk Management System (PRMS), and managed as part of Service Quarterly Performance Review (QPR) meetings.

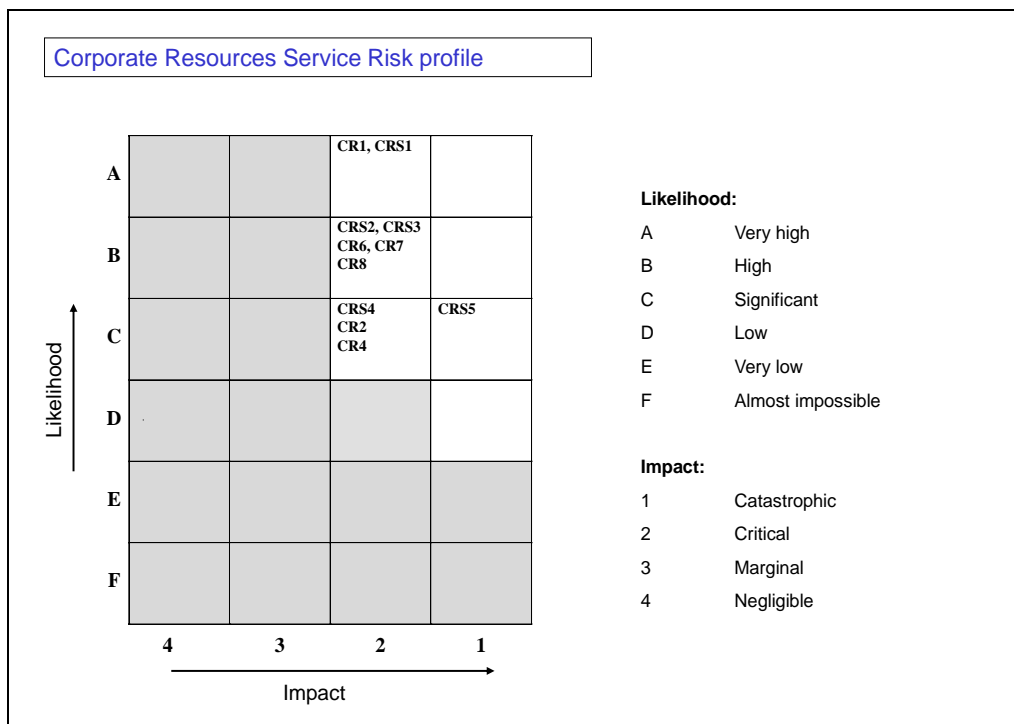


Figure: Corporate Resources Service Risk Profile

Table: Above the line risks – Corporate Resources Service

Risk ID	Risk Rating	Short Name
CRS1	A2	Service capacity
CRS2	B2	Cyber security
CRS3	B2	Budget pressures
CRS4	C2	Professional responsibilities – advice to Members
CRS5	C1	ICT
CR1	A2	Financial sustainability
CR2	C2	Security and resilience
CR4	C2	Brexit
CR6	B2	Workforce planning
CR7	B2	Climate Change
CR8	B2	Demographic change

## 4. PRIORITIES

### PRÌOMHACHASAN

#### 4a. Corporate Priorities

##### Prìomhachasan Corporra

The Service is contributing to the following strategic commitments in the Council’s 2017-22 Programme, “[Local voices, Highland choices](#)”, these are:

#### **Theme 3 – A Place to Thrive**

Outcome 3.1: We will work together with partners and within our communities to reduce inequality and tackle poverty and discrimination with a specific focus on mental health and wellbeing.

- Financial benefit to customers from advice given (£000)

#### **Theme 4 – A Place to Prosper**

Outcome 4.2: We will support economic growth and create and protect jobs across the Highlands.

- Percentage of Council's procurement spent on local enterprises (SME) (ECON4)
- Council to appoint 250 modern apprenticeships by 2022

#### **Theme 5 – A Welcoming Place**

Outcome 5.1: We will promote the Highlands as a diverse, safe, and friendly place to live, study, work and visit

- Develop a co-ordinated talent attraction and retention strategy with partners by June 2019.

Outcome 5.5: We will retain our EU employees by supporting them through the legislative requirement of the BREXIT process.

- Maintain the current proportion of EU Council Employees and report annually.

#### **Theme 6 – Your Highland Council**

Outcome 6.4 – We will improve Council performance with the right staff in the right place with the right skills through effective workforce planning including training and development, wellbeing support, performance management and appraisal, transition and redeployment.

- Sickness THC - Level of sickness absence for Council employees (average number of days per employee, non teachers) (CORP6b)
- % Citizen's Panel who believe the Council listens
- Maintain recruitment controls to shape the workforce and align with budget and priorities and report annually
- Number of staff completing resilience training (target 1100 by 2022)
- 450 staff transitioned to new roles by 2022

Outcome 6.5 – We will achieve financial sustainability, restoring Council Reserves and realigning budgets with the Council's ambition for change.

- Achieve £37.456m budget savings by March 2022
- Council's financial reserves restored to 2% minimum by March 2022

Outcome 6.6 – We will deliver a change programme based on the four themes of Making the Council More Efficient, Commercialisation and Income Generation, Redesigning and Improvement and Flexible and Well Managed Workforce

- Support 2 pilots to test in-sourcing non-housing building maintenance by August 2019
- ICT network refresh across 374 Council sites completed by September 2019
- Council staff travel costs (reduce)
- Council Tax - Proportion of Council tax due that is received annually (CORP7)

#### **4b. Service priorities**

##### **Prìomhachasan Seirbheis**

KEY	Leader Officer
HCF	Head of Corporate Finance
HPICT	Head of People and ICT
HRCS	Head of Revenues and Customer Services
CAPM	Corporate Audit and Performance Manager
FM-S	Finance Manager - Services
FM-C	Finance Manager - Corporate
CETPM	Commercial and Efficiency Team Project Manager

PPM	Payroll and Pensions Manager
OHSW Manager	Occupational Health, Safety and Wellbeing Manager
CAM	Corporate Audit Manager
CPM	Corporate Performance Manager

<b>Service ID</b>	CR01	
<b>Service Commitment/ Priority</b>	We will deliver a 3 year financial strategy which focusses on service outcomes and performance standards, linked to the Council's strategic priorities.	
<b>Lead Officer</b>	Head of Corporate Finance	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Agreed Revenue Budget in February 2020 covering 3 financial years 2020/21 – 2022/23</li> <li>Agreed performance targets and key outcome measures for all services</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
FM-S	Undertake review of expenditure and income based on 2018/19 actuals	August 19
FM-C	Prepare 3 year financial model based on various financial planning assumptions	August 19
HCF	Development of savings proposals and service delivery options that meet the Council's strategic priorities within affordability parameters	December 19
HCF	Workforce strategy updated to reflect priorities of the Council	December 19
HCF	Council determines 3 year Revenue Budget for 2020-2023	February 20

<b>Service ID</b>	CR02	
<b>Service Commitment/ Priority</b>	We will support and empower managers in fulfilling their roles as budget holders throughout the Highland Council	
<b>Lead Officer</b>	Head of Corporate Finance	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>More budget holders delivering annual performance on, or under, budget</li> <li>Earlier identification of budget savings opportunities</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
FM-C	Forecast outturns available on Integra (the Council's Financial Management Information System) and maintained appropriately	October 19
FM-C	Ongoing improvement in the quality of budget holder reports	March 22
HCF	Creation of wide-ranging 'financial management' training to budget holders covering budget holder responsibilities, budget management, contract management, commercialism, procurement, improvement methodologies and key financial processes and procedures	September 19
HCF	Helping managers to identify and deliver budget savings	March 20
HCF	Provide improved workforce data including self-service accessibility to budget holders for finance and budgeting purposes.	May 20

FM-S	Review of the job costing system to ensure its fitness for purpose	December 19
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<b>Service ID</b>	CR03	
<b>Service Commitment/ Priority</b>	We will lead organisational initiatives to strengthen governance, accountability, financial management and improved service delivery	
<b>Lead Officer</b>	Head of Corporate Finance	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Service efficiencies delivered</li> <li>• E-invoicing solution introduced</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
FM-C	Development of an e-invoicing solution, including reviewing use of purchase cards and imprest.	November 19
FM-C	Preparations for implementation of 'Making Tax Digital'	April 20
CETPM	Creation of a standard business case format for commercial opportunities	December 19
PPM	Maximising the uptake of the salary sacrifice scheme	March 20
PPM	Promoting service efficiencies through the use of systems and IT including increased self-service.	June 20

<b>Service ID</b>	CR04	
<b>Service Commitment/ Priority</b>	We will develop a capital strategy and refreshed capital programme	
<b>Lead Officer</b>	Head of Corporate Finance	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Strategy developed and approved by Council</li> <li>• Refreshed capital programme to be delivered</li> <li>• Strategy will link to strategic priorities and target operating model for Council services</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HCF	Commercial investment strategy to be developed as part of capital strategy.	August 19
HCF	Process to be developed to ensure any self-funding projects can be fast tracked for approval	August 19
HCF	Capital strategy to be linked to asset management and treasury management strategies	August 19
HCF	Target operating models for service delivery to be established to help guide areas for capital investment	December 19
HCF	Robust and comparable appraisal and prioritisation process for capital project proposals to be developed	August 19
HCF	Capital strategy to be approved by Council	August 19
HCF	Affordability for capital programme to be determined with wider considerations factored into the 2020-23 budget process	August 19
HCF	Refreshed 5 year capital programme to be approved by Council	December 19

<b>Service ID</b>	CR05	
<b>Service Commitment/ Priority</b>	We will ensure the delivery of a transformed ICT estate as per defined deliverables in the Wipro contract	
<b>Lead Officer</b>	Head of People and ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Completion of corporate device refresh</li> <li>▪ Completion of curriculum device refresh</li> <li>▪ Completion of network refresh</li> <li>▪ Delivery of self-service ICT for end-users</li> <li>▪ Wipro service delivery meeting SLA expectations</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HPICT	Deliver Council dependencies to enable Wipro plan	June 20
HPICT	Enable rollout of Chromebooks to schools	June 19

<b>Service ID</b>	CR06	
<b>Service Commitment/ Priority</b>	We will initiate planning of reprovision of the Core ICT Contracts	
<b>Lead Officer</b>	HPICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Move core line of business systems to cloud</li> <li>▪ Prepare re-provision strategy</li> <li>▪ Put in place reprovision team</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HPICT	Carefirst, Revs& Bens and Housing have been migration to cloud	Dec 2019
HPICT	Reprovision strategy	Oct 2019
HPICT	Reprovision team in place	Oct 2019

<b>Service ID</b>	CR07	
<b>Service Commitment/ Priority</b>	We will develop and initiate a robust programme to further develop and deliver the Council's Digital Ambition	
<b>Lead Officer</b>	Head of People and ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Business Case development for Technology-enabled Transformation</li> <li>▪ Programme defined and initiated with suitable resources in place</li> <li>▪ Benefits identified and quantified</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HPICT	SLT Workshop (Including Scottish Digital Office)	September 19
HPICT	Business Case	March 20

<b>Service ID</b>	CR08	
<b>Service Commitment/ Priority</b>	We will continue meet the requirements of the Scottish Government Cyber Resilience Action Plan	



<b>Priority</b>		
<b>Lead Officer</b>	Head of People and ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Scottish Government common approach to cyber resilience adopted</li> <li>▪ <i>Cyber Essentials</i> requirements met</li> <li>▪ Cyber security guidelines applied to procurement process</li> <li>▪ NCSC Active Cyber Defence Programme implemented</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HPICT	Carry our <i>Cyber Essentials Plus</i> assessment	April 20

<b>Service ID</b>	CR09	
<b>Service Commitment/ Priority</b>	We will deliver effective and efficient training and development services including workforce planning.	
<b>Lead Officer</b>	Head of People & ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Capacity to employ 150 modern apprenticeships</li> <li>• Delivery of 60 SVQ qualifications to NHS Adult Care staff</li> <li>• Delivery of 40 SVQ qualifications to HC Children's Care staff</li> <li>• Maintain 90% of corporate training delegates reporting satisfaction (or higher) with the quality of training provided</li> <li>• Delivery of</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HPICT	We will build the capacity to develop 150 modern apprentices to meet workforce planning requirements	October 19
HPICT	We will deliver 60 SVQ qualifications to NHS Adult Care staff	March 20
HPICT	We will deliver 40 SVQ qualifications to HC Children's Care staff	March 20
HPICT	We will achieve an average 90% delegate satisfaction rate for corporate training	March 20
HPICT	We will deliver Resilience and wellbeing training to all staff groups	March 20

<b>Service ID</b>	CR10	
<b>Service Commitment/ Priority</b>	We will deliver effective and efficient HR services.	
<b>Lead Officer</b>	Head of People & ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• 95% of valid equal pay claims will be settled</li> <li>• New Senior Management structure in place</li> <li>• 100% of our employees affected by Brexit will have received appropriate support to remain in our employment</li> <li>• Holiday Pay will be implemented, including the agreement to settle valid claims.</li> <li>• Highland Council will become an accredited Living Wage Employer with the Poverty Alliance</li> <li>• Avoid compulsory redundancies wherever possible</li> <li>• Implementation of a corporate career path and succession plan</li> <li>• Approved and implemented Leadership and Management</li> </ul>	



	Strategy	
	<ul style="list-style-type: none"> <li>Continue to expand our Modern Apprenticeship Programme</li> </ul>	
Lead Officer	Enabling actions	Completion Date
HPICT	We will settle 95% of valid equal pay claims	April 19
HPICT	New Senior Management structure in place	April 20
HPICT	We will continue to support to 100% of our employees affected by Brexit	March 20
HPICT	Develop and implement controls on Recruitment, Agency useage and additional hours	August 19
HPICT	Settle valid Holiday Pay claims	April 20
HPICT	Achieve Accredited Living Wage status	June 19
HPICT	Continue to develop a sustainable workforce, including the development of a Talent Mangement Strategy	April 20
HPICT	WFP - Support the development of a Transition Strategy	March 19
HPICT	WFP - Support the development of a Future Workforce Strategy, including 150 MA's	August 19
HPICT	WFP - Support the development of a Leadership and Management Strategy	March 20
HPICT	WFP – Support development of a Flexible Workforce Strategy	March 20

<b>Service ID</b>	CR11	
<b>Service Commitment/ Priority</b>	We will deliver an effective and efficient health, safety and wellbeing service to staff	
<b>Lead Officer</b>	Head of People & ICT	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>New Occupational Health (OH) contract in place</li> <li>Reduction in cost of OH service</li> <li>Improve performance of OH</li> <li>100% high risk premises have had initial FRA</li> <li>Schedule drawn up for all remaining premises for FRA</li> <li>Delivery of electronic health and safety management system (EHMS)</li> <li>Delivery of updated suite of staff support services by March 2019</li> </ul>	
Lead Officer	Enabling actions	Completion Date
OHSW Manager	Deliver re-provision of occupational health services	April 19
OHSW Manager	Progress the statutory fire risk assessment (FRA) programme	December 20
OHSW Manager	Introduce EHSMS for collation of health and safety information and management reports	March 20

<b>Service ID</b>	CR12	
<b>Service Commitment/ Priority</b>	We will develop and deliver an effective statutory internal audit service including robust arrangements for the prevention and detection of fraud.	
<b>Lead Officer</b>	Corporate Audit & Performance Manager	
<b>Key Performance</b>	<ul style="list-style-type: none"> <li>Cost of Internal Audit per £1m net expenditure (SPI, CIPFA)</li> </ul>	

Results		• Adherence to the Audit Plan (% achieved) (CIPFA)
Lead Officer	Enabling actions	Completion Date
CAPM	Complete the Implementation of the findings of a Lean review of internal audit processes.	August 19
CAPM	Contribute to the Corporate Governance Review of the Council in relation to the effectiveness of the Audit & Scrutiny Committee.	September 19
CAM	Review the Council's arrangements for preventing and detecting fraud and improve overall resilience in this area.	March 20
CAM	Deliver the 2019/20 Internal Audit Plan.	March 20

<b>Service ID</b>	CR13	
<b>Service Commitment/ Priority</b>	We will ensure that corporate performance can be effectively measured, scrutinised, and used to improve services, helping to achieve Best Value and deliver statutory duties on public performance reporting.	
<b>Lead Officer</b>	Corporate Audit and Performance Manager	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Completion of Council performance reports in-line with agreed deadlines;</li> <li>• Evidence of performance information being used to improve Services and achieve Best Value.</li> </ul>	
Lead Officer	Enabling actions	Completion Date
CPM	Prepare the Annual Performance Report on the Council's Programme "Local Voices, Highland Choices"	September 19
CPM	Prepare, analyse, and report on the results of the Annual Performance and Attitudes Survey of the Citizens' Panel.	October 19
CAPM	Support Member engagement in developing Corporate Plan targets	September 19
CPM	Analyse and report on the Council's local and national Statutory Performance Indicators and national benchmarking.	March 20
CPM	Develop the use of the Council's electronic Performance and Risk Management System to support continuous improvement and public performance reporting.	On-going
CAPM	Support the develop and delivery of the Council's Highland Improvement Priority Programme (HIPP)	March 20
CAPM	Support the Council through its Best Value Assurance Review (BVAR).	November 20
CPM	Continue to develop public performance reporting to inform the public of the Council's performance, to meet the statutory Audit Direction and as evidence of Best Value.	On-going

<b>Service ID</b>	CR14	
<b>Service Commitment/ Priority</b>	We will support the Council to embed effective corporate risk management processes.	
<b>Lead Officer</b>	Corporate Audit and Performance Manager	

<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Six monthly reviews of the Corporate Risk Register presented to the Audit and Scrutiny Committee;</li> <li>• Evidence that risks are being escalated and as such are being managed appropriately;</li> <li>• The Chief Audit Executive provides a positive annual opinion on the effectiveness of the Council's risk management control.</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
CPM	Six monthly reviews of the Corporate Risk Register in September 2018 and March 2019 to the Council's Audit and Scrutiny Committee.	March 20
CPM	Annual review of the Corporate Risk Strategy.	March 20
CPM	Coordinate and chair at least four meetings of Corporate Risk Management Group to ensure effective information sharing and risk escalation to the Executive Leadership Team.	March 20

<b>Service ID</b>	CR15	
<b>Service Commitment/ Priority</b>	We will deliver effective and efficient Revenues & Customer Services.	
<b>Lead Officer</b>	Head of Revenues & Customer Services	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Cost of Council Tax collection</li> <li>• Council Tax collections</li> <li>• Council Tax Direct Debit Take-up</li> <li>• Cost of NDR collection</li> <li>• NDR collections</li> <li>• Cost of HB/CTR administration</li> <li>• HB/CTR processing times</li> <li>• Scottish Welfare Fund processing times</li> <li>• Welfare Support (income maximisation)</li> <li>• School Clothing payments</li> <li>• Inverness Winter Fuel Payments</li> <li>• Invoice Payments within 30 days</li> <li>• Invoice Payments within 10 days</li> <li>• Recruitment processing</li> <li>• Single Grant Applications processing</li> <li>• Customer Services customer satisfaction rates</li> <li>• Customer relationship management</li> <li>• Delivery of budget savings approved for 2019/20-2021/22</li> </ul>	
<b>Lead Officer</b>	<b>Enabling actions</b>	<b>Completion Date</b>
HRCS	Undertake business process redesign (using Lean where appropriate) to review processes and implement change including utilising IT/Digital/automation.	March 20
HRCS	Progress the e-Services project in respect of Council Tax, NDR and Housing Benefit/Council Tax Reduction, delivering new ways of working for staff and new ways of accessing services for customers.	March 20
HRCS	Deliver the "Service Income" Project (as part of the Council's	March 20

	Redesign Programme).	
HRCS	Continue to positively contribute to consultations / considerations / lobbying, including by the Council, professional bodies and CoSLA, in relation to Welfare Reforms. This will include membership of groups including CoSLA's Welfare Reform Advisory Group (Head of Revenues & Customer Services) and Settlement Distribution Group (Depute Chief Executive and Director of Corporate Resources).	March 20
HRCS	Continue to work closely with other public sector bodies including the Scottish Government such as in relation to the implementation of the new Social Security Agency in Scotland aiming to secure locally-based jobs in Highland.	March 20

#### 4c Partnership Com-pàirteachas

##### Community Planning and the Highland Outcome Improvement Plan (HOIP)

The Service has an active role in supporting Community Planning including participation in the Chief Officers Group and the Community Planning Partnership Board to support strategic planning including the HOIP, performance management and self-assessment. The Corporate Audit and Performance Manager has a specific role in relation to performance management linked to the Council's overall statutory responsibilities for public performance reporting (PPR).

##### Trade Unions

The Council will continue their strong working relationship with Trade Unions through our Partnership Agreement.

##### Talent Attraction, Retention and Returns

We will work with partners as part of the Council's commitment to develop a Talent Attraction, Retention and Returns Strategy.

## 5. LINKS TO STRATEGIES AND PLANS

### CEANGLAICHEAN GU RO-INNLEACHDAN AGUS PLANAICHEAN

<b>Name</b>	Financial Regulations
<b>Description</b>	The Financial Regulations are compiled and govern the conduct of the Council in financial matters.
<b>Operational period</b>	Ongoing
<b>Document owner</b>	Head of Corporate Finance & Commercialism/ Corporate Audit and Performance Manager
<b>Link</b>	<a href="https://www.highland.gov.uk/downloads/file/12907/financial_regulations_june_2014">https://www.highland.gov.uk/downloads/file/12907/financial_regulations_june_2014</a>

<b>Name</b>	Treasury Management Strategy
<b>Description</b>	A strategy produced in line with the Prudential Code that outlines the parameters for the Council's treasury activity (i.e. its borrowing and investments).
<b>Operational period</b>	2019/20

<b>Document owner</b>	Head of Corporate Finance and Commercialism
<b>Link</b>	<a href="https://www.highland.gov.uk/download/meetings/id/74921/item_8b_treasury_management_-_strategy_statement_and_investment_statement_201920">https://www.highland.gov.uk/download/meetings/id/74921/item_8b_treasury_management_-_strategy_statement_and_investment_statement_201920</a>

<b>Name</b>	Procurement Strategy
<b>Description</b>	This Joint Procurment Strategy sets outs the procurement objectives and actions.
<b>Operational period</b>	2017-2022
<b>Document owner</b>	Depute Chief Executive and Director of Corporate Resources / Head of Corporate Finance and Commercialism
<b>Link</b>	<a href="https://www.highland.gov.uk/downloads/file/18613/joint_procurement_strategy">https://www.highland.gov.uk/downloads/file/18613/joint_procurement_strategy</a>

<b>Name</b>	Contract Standing Orders
<b>Description</b>	Contract Standing Orders (CSO) is to ensure that uniform contracting procedures of the highest standard are adhered to for use throughout The Highland Council; secure compliance with the law with respect of all contracts; ensure the Council obtains best value in its procurement activity and all resultant contracts; and afford protection to the Council and its staff.
<b>Operational period</b>	2017-2022
<b>Document owner</b>	Depute Chief Executive and Director of Corporate Resources / Head of Corporate Finance and Commercialism
<b>Link</b>	<a href="https://www.highland.gov.uk/downloads/file/5237/contract_standing_orders">https://www.highland.gov.uk/downloads/file/5237/contract_standing_orders</a>

<b>Name</b>	Digital Ambition Plan
<b>Description</b>	This plan provides a clear direction and priorities to continue our journey to provide the best possible services to our communities.
<b>Operational period</b>	2018/19
<b>Document owner</b>	Head of People and ICT
<b>Link</b>	<a href="https://www.highland.gov.uk/download/meetings/id/72386/item_18_digital_ambition_2020">https://www.highland.gov.uk/download/meetings/id/72386/item_18_digital_ambition_2020</a>

<b>Name</b>	Workforce Planning Strategy
<b>Description</b>	To ensure that the vision, principles, themes and objectives remain consistent with the political, economic, social, technical, legal and environmental direction of the Council as an organisation.
<b>Operational period</b>	2018-23
<b>Document owner</b>	Head of People and ICT
<b>Link</b>	<a href="https://www.highland.gov.uk/peopleandtransformation/downloads/file/564/workforce_planning_strategy">https://www.highland.gov.uk/peopleandtransformation/downloads/file/564/workforce_planning_strategy</a>

<b>Name</b>	Internal Audit Annual Plan
<b>Description</b>	Planned audit and investigations activity for the year
<b>Operational</b>	2019/20

<b>period</b>	
<b>Document owner</b>	Corporate Audit Manager
<b>Link</b>	<a href="https://www.highland.gov.uk/download/meetings/id/75073/item_4_internal_audit_plan_201920">https://www.highland.gov.uk/download/meetings/id/75073/item_4_internal_audit_plan_201920</a>

<b>Name</b>	Internal Audit Charter
<b>Description</b>	This defines the purpose, authority and responsibility of Internal Audit
<b>Operational period</b>	Approved by Committee in September 2016.
<b>Document owner</b>	Corporate Audit and Performance Manager
<b>Link</b>	<a href="https://www.highland.gov.uk/download/meetings/id/70921/item_6_revisions_to_the_internal_audit_charter">https://www.highland.gov.uk/download/meetings/id/70921/item_6_revisions_to_the_internal_audit_charter</a>

<b>Name</b>	Service Planning Guidance
<b>Description</b>	This guidance document supports Council Services to complete a Service Plan to ensure that appropriate links are made between corporate and service priorities, continuous improvement and risk.
<b>Operational period</b>	2017-2022
<b>Document owner</b>	Corporate Audit and Performance Manager
<b>Link</b>	<a href="https://www.highland.gov.uk/downloads/file/19062/service_planning_guidance">https://www.highland.gov.uk/downloads/file/19062/service_planning_guidance</a>

<b>Name</b>	Corporate Risk
<b>Description</b>	Corporate Risk is managed at the council through the Corporate Risk Register which identifies the Council's key strategic risks and the actions being taken to mitigate these. Our approach to how we manage risk at the Council is set out in the Risk Management Strategy.
<b>Operational period</b>	The Corporate Risk Register is reviewed every six months, and the Risk Management Strategy every 12 months.
<b>Document owner</b>	Executive Leadership Team/ Corporate Performance Manager
<b>Link</b>	The Corporate Risk Register and Risk Management Strategy are available at: <a href="https://www.highland.gov.uk/CorporateRisk">https://www.highland.gov.uk/CorporateRisk</a>