

Agenda Item	5
Report No	HC/12/20

HIGHLAND COUNCIL

Committee: Highland Council

Date: 25 June 2020

Report Title: Recovery Action Plan

Report By: Executive Chief Officer Transformation

1. Purpose/Executive Summary

- 1.1 The Recovery Board was established by the Member Gold Covid-19 Group in recognition that, following from the immediate response phase, addressing and mitigating the short, medium and long term impacts of the coronavirus pandemic had to be the councils highest and most pressing priority. The Board met in shadow form between 7 May and 11 June 2020, during which time it was quickly established that a Recovery Action Plan needed to be drawn up to identify the key priorities required and to capture the many interdependencies involved. Reporting to Full Council, The Recovery Board will perform the strategic Programme Management function to oversee and ensure the effective delivery of the Council's Recovery Plan, with Strategic Committees, and Area Committees providing additional scrutiny and oversight of projects falling within their remits.
- 1.2 Flexibility in the Recovery Action Plan has been specifically designed in order to sustain a state of readiness for response and resilience, while supporting new approaches to service delivery, restoring political governance and nurturing economic growth for Highland.
- 1.3 The Recovery Action Plan is shown at **Appendix A** to this report and is presented in "Microsoft Word" format, for ease of presentation and accessibility. The plan will be managed using Programme Management Office (PMO) techniques an example of which can be found at **Appendix B** in the form of a spreadsheet. The PMO approach is discussed later in this report.
- 1.4 The Recovery Action Plan sets out a timetable for action, on a phased approach, into 2021. The Board recognises the cross-cutting nature of the recovery priorities and the need for coherence with, and consideration of, the considerable number of workstreams in the existing improvement programmes. This includes for example the interdependencies between

Workforce Planning & Development, IT Transformation, and Service Re-design.

- 1.5 The current dynamic and fluid environment means recovery requires rigour, pace and urgency to be applied using Programme Management principles. This report details The Highland Council's Recovery Action Plan and its 11 key priorities. The need for an agile Programme Management approach is also discussed in order to support recovery from the initial Covid-19 pandemic.

2. Recommendations

- 2.1 Members are invited to:

Approve

1. The Terms of Reference for the Highland Council's Recovery Board (paragraph 5.2 below refers)
2. The Highland Council Recovery Action Plan (Appendix A);

Note

3. The programme approach to recovery (Appendix D);
4. The work undertaken to align The Recovery Action Plan, the existing Change Programme, Transitions Programme, Service-specific Reviews, and Savings Programmes and Projects;
5. Roles and responsibilities (Appendix C); and
6. The composition of the Transformation team (Appendix F).

3. Implications

- 3.1 **Resource:** The Recovery Programme staffing resource will come from The Transformation Service, comprising existing Transitions programme and Commercial & Efficiency Team staff group, thereby using the opportunity for skills transfer for existing staff and enabling robust programme management. Should it be required, any additional costs associated with required resource from out with the Council to help the delivery of the agreed 11 key priorities will be the subject of a separate report.

- 3.2 **Legal:** While there are no presenting legal implications at this stage in the Programme, Sponsors will seek legal advice and take appropriate actions as required.

- 3.3 **Community (Equality, Poverty and Rural):** All of the Recovery Workstreams will embed our equalities and Fairer Scotland duties. This will include undertaking impact assessments to inform proposals and decisions which will be informed by continuous engagement with partners and communities.

- 3.4 **Climate Change/Carbon Clever: Climate Change/Carbon Clever:** The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets a target date for net-zero emissions of all greenhouse gases by 2045 for the economy and society using the Just Transition principles, whilst The Highland Council has itself set a target of 2025 to achieve a carbon neutral

Highland. The Just Transition principles could directly support economic recovery post Covid-19 and help enable Highland to lead the move towards a net zero economic and social model.

- 3.5 **Risk:** The Recovery process has many risk elements across the 11 key priorities. Significantly, the immediate risks include, health and wellbeing of our workforce, finance, socio-economics and stability. Sponsors (ECOs) will manage all risk elements within each workstream. The Strategic Change Team (SCT), working closely with Sponsors, will maintain, monitor and report via a programme Risk Register. The SCT will work closely with the Corporate Audit & Performance Manager in order to cross-reference project risks with the Corporate Risk Register.
- 3.6 **Gaelic:** This is inherent within the culture/tourism theme within Economic Recovery.

4. Background

- 4.1 The Scottish Government's 'Coronavirus (COVID-19): framework for decision making', published on 23 April 2020, contained the high-level approach to the pandemic and transitioning arrangements as set out below:
- Suppress the virus through compliance with physical distancing and hygiene measures, ensuring that R0 remains below 1 and that our NHS remains within capacity.
 - Care for those infected by the virus.
 - Support people and organisations affected by the crisis.
 - Recover to a new normal, carefully easing restrictions when safe to do so while maintaining necessary measures and ensuring that transmission remains controlled, supported by developments in medicine and technology.
 - Protect against this and future pandemics, including through effective testing, contact tracing and isolation.
 - Renew our country, building a fairer and more sustainable economy and society.
- 4.2 Reflective of the continually evolving circumstances of Covid-19, on 21 May 2020, the Scottish Government issued Scotland's route map through and out of the crisis. This detailed a phased approach to recovery with specific guidance based on risk levels associated with the virus. This will inform and guide the Council's local approach to Recovery. Consisting of 4 phases it details measures that must be taken and the likely changes to restrictions at any given phase of the recovery. While this is an iterative process and subject to change, the Scottish Government's current route map can be found at this [link](#).
- 4.3 The Council has a key role in recovery from this crisis and as circumstances change to allow Highland communities to adopt some form of normality. Whilst work related to core services, including welfare, remains essential, the Council's role in recovery must be clearly set out, communicated and actioned – both in terms of ensuring that the Council continues to operate in a

sustainable way, but also that we work with partners and communities to support wider economic recovery. It is also important to capture and reinforce many of the leading examples of partnership and cross-service collaboration that have emerged throughout the response to the Covid-19 crisis. This includes developing a more agile and flexible workforce, reducing the need to travel through increased digital engagement and enhanced partnership efforts to deliver place-based outcomes.

5. The Highland Council Recovery Board

5.1 Chaired by the Depute Leader, the Recovery Board comprises 11 Elected Members, three non-voting senior officials, and a non-voting Trade Union representative, as follows.

Mr A Christie (Chair)	Mrs G Campbell-Sinclair	Ms C Caddick
Dr I Cockburn	Mrs M Davidson	Mr K Gowans
Mr J Gray	Mr A Jarvie	Mr B Lobban
Mr A Mackinnon	Mr P Saggars	Mrs D Manson (non-voting)
Mr A Gunn (non-voting)	Mr M MacLeod (non-voting)	Mr J Gibson (Unison) (non-voting)

5.2 Recovery Board - Terms of Reference

Composition:

- The Recovery Board is chaired by the Depute Leader of the Highland Council
- The Recovery Board is comprised of 11 Members on the basis of political balance
- The Recovery Board has 3 non-voting senior officers: the Chief Executive; the Executive Chief Officer, Transformation; and the Executive Chief Officer for Infrastructure and Environment
- The Recovery Board has a non-voting Trades Union representative
- Recovery Board meetings will be held in public and be available to all elected Members to attend.

Purpose The Board will:

- Provide a strategic oversight and co-ordination for a recovery action plan in order to lead recovery from the consequences of Covid-19.
- Provide a single Point of co-ordination for internal and external recovery efforts;
- Provide strategic co-ordination of the Recovery Action Plan, prepared by Council Services, in order to lead recovery from the consequences of Covid-19;
- Lead the facilitation of external and internal collaborative partnerships required to deliver Recovery;

- Consider and assess renewal implications of national civil contingencies decisions and what action is needed to assist renewal;
- Maintain and communicate an overview of risks from Covid-19 emergency response to, mitigations and impacts, and including those from local and national policy areas in the immediate, medium and long term; and
- Report and make recommendations for the Highland Council to ensure effective delivery of the recovery action plan.

6. Recovery Action Plan – Route Map to Recovery – 11 Key Priorities

6.1 Recovery from Covid-19 is a large, complex change with a significant number of interdependencies and inter-related work strands requiring a Programme Management Office approach. Recovery action will be phased across the 11 key priorities.

6.2 These priorities have been identified as follows with further details provided at **Appendix A** to this report.

<i>Key Priority</i>	<i>Sponsor</i>	<i>Political Governance</i>
<i>1. Restoring Political Governance</i>	<i>Kate Lackie</i>	<i>Full Council</i>
<i>2. Lockdown Agility incl. Schools Reopening</i>	<i>Mark Rodgers Paul Senior (Education)</i>	<i>Housing & Property Committee Education Committee</i>
<i>3. Supporting the Recovery of the Highland Economy</i>	<i>Malcolm Macleod</i>	<i>Environment & Infrastructure Committee Full Council.</i>
<i>4. Financial Recovery Strategy</i>	<i>Liz Denovan</i>	<i>Corporate Resources Committee</i>
<i>5. Community Empowerment</i>	<i>Carron McDiarmid</i>	<i>Communities & Place Committee</i>
<i>6. Workforce Planning & Development</i>	<i>Liz Denovan</i>	<i>Redesign Board Corporate Resources Committee</i>
<i>7. Service Re-Design</i>	<i>Allan Gunn Malcolm MacLeod</i>	<i>Strategic Committees.</i>
<i>8. IT Transformation</i>	<i>Liz Denovan</i>	<i>Corporate Resources Committee</i>
<i>9. Digital Transformation</i>	<i>Malcolm Macleod</i>	<i>Environment & Infrastructure Committee</i>
<i>10. Leadership, Culture & Performance</i>	<i>Donna Manson CEO</i>	<i>Full Council</i>
<i>11. Asset Management</i>	<i>Mark Rodgers</i>	<i>Housing & Property Committee</i>
<i>N.B. Place Based Recovery aspects in the above Priorities will be consulted on locally and taken to Area Committees as required.</i>		

- 6.3 A Programme Management Office (PMO) is a single support structure, designed to assist change and deliver initiatives within an organisation. Further information regarding PMOs and Sponsors is provided at **Appendix C** to this report.
- 6.4 The Recovery Board place engagement with stakeholders including Partners, Staff and Trade Unions at the forefront of the work to deliver the 11 Key Priorities and capturing their ideas, innovative solutions, views and concerns that will inform and support effective outcomes. The Trade Union representative through Partnership meetings and the non-voting senior staff through Staff Forums will provide this conduit to the Board.
- 6.5 Highlife Highland and Eden Court are leading on their respective Recovery Plans and are engaging informally with The Highland Council. Further discussion is required to formalise governance and scrutiny processes moving forward.
- 6.6 Adherence to robust programme management principles will be fundamental to the delivery of the plan. These principles will be founded on best practice, be sufficiently flexible to adapt in a dynamic and fluid environment and be reflective of evolving guidance from both UK and Scottish Governments. For example, supporting the recovery of the Highland economy and digital transformation while enabling and empowering local communities using a place-based strategy.
- 6.7 Assigning Sponsors (ECOs) helps visibility and corporate responsibility across all Council Services and enables informed reporting to the Board. The sequence of actions across the various strands of the Recovery Action Plan will be carefully managed by the Programme Management Office (PMO) in order to ensure that all the interdependencies are fully understood and considered as each key priority is developed and implemented.
- 6.8 Regular updates, including the changing national and local context, will be provided for the Recovery Board during each of following phases of recovery.

Phase	Deliverable
1	End June 2020
2	End Sep 2020
3	End December 2020
4	2021 onwards

- 6.9 Progress against identified actions will be risk-based both from the perspective of protecting those most vulnerable to infection as well as protecting against causes, situations, circumstances, and behaviours that may lead to risk of disease spread. Equally the financial risks to the Council, and to the wider Highland economy, will become more visible and important to consider as time moves on. A Recovery Risk Register will be maintained to ensure that once risks are identified, they are captured, monitored and managed.

- 6.10 The Sponsors will consider their approaches to involving and engaging others in the recovery activities. The key tasks that will be required to move these priorities forward have been listed in the Recovery Action Plan.
- 6.11 The Annual Accounts 2019/20 and Revenue Budget 2020/21 report at today's Council meeting, reinforces the Council's overall objective of recovery which is cognisant of the need to identify solutions that will address the financial gap in the short term, while considering the financial impact in future years. This will involve identifying solutions and opportunities to support the longer-term financial resilience and sustainability of the Council and the wider Highland economy.
- 6.12 Capital investment will be critical to recovery and it is important that any financial gains achieved through remodelling the Council's debt are maximised. This is a one-off opportunity to deliver transformation at a time when many will be focusing on retrenchment. Success will require bravery, creativity, confidence and vision.

7. Internal Council Transformation

- 7.1 Transforming the delivery of Council Services, improving financial and non-financial outputs and outcomes, enabled by a more agile organisation and workforce, will be key drivers for success. The circumstances that are facing the Council, whether from a health and welfare, financial or sustainability perspective means it is essential to take stock and implement change.
- 7.2 The Highland Council Redesign Board will continue to fulfil its role to demonstrate that:
- i. The Council is more open-minded to new ways of delivering services.
 - ii. The Council is more commercially-minded by adopting more efficient business practice.
 - iii. The Council is more community-minded.
 - iv. That staff and Members will be supported in the change that is needed by a programme of organisational change and support.
 - v. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.
- 7.3 The Redesign Board will work closely with the Recovery Board including undertaking work as agreed with the Recovery Board. The Redesign Board has already commenced a review of Key Priority 6: Workforce Planning and Development.
- 7.4 During May 2020, as part of Council Redesign/Covid-19 Rapid Reviews, ECOs were tasked with preparing an assessment of the impacts of Covid-19

and to assess how these completed assessments can inform what and how services could be delivered in the short, medium and long-term. This review can also be described as internal re-purposing and included a focus on the following themes:

1. What parts of your service have stopped/been suspended during the lockdown period?
2. What parts of your service have been operating on a business as usual basis? What differences has the lockdown made to the delivery of the service (e.g. success of home working/new ways of working)?
3. What do you see as the major barriers to change?
4. What are the key areas of change that you would like to address as we return to a “new normal”?
5. Are there any of the outcomes of previous redesign projects or the Rapid Reviews that need urgent attention as part of the recovery of your Service?

7.5 This work is ongoing, and these insights will help inform the ongoing service redesign which had begun before the crisis.

8. Aligning all Council improvement activities within Recovery

8.1 Council is asked to note that several change/improvement programmes were running concurrently prior to the Covid-19 emergency; namely the Change Programme, Transitions Programme, and the Service-specific reviews and savings to be delivered as part of the budget setting process. In depth analysis of all of these has been undertaken to assess their status and relevance to the Recovery Action Plan. These have been mapped to the 11 key priorities with the ultimate aim of aligning all change/improvement activities necessary for recovery, as well as their originally intended outcomes where these remain relevant.

8.2 Having a single Recovery Action Plan using a Programme Management Office approach will ensure that relevant benefits are quickly realised by the Council.

8.3 The opportunity to deliver effective programme management principles and re-align the existing staff under one Transformation lead is both logical and efficient. Using clear programme management principles, linking Corporate Strategy, Change Delivery mechanisms and the Business as Usual environment, will be of real advantage enabling quick, efficient reporting and agility for the Recovery Board.

8.4 The Programme approach to recovery at **Appendix D** to this report. This provides a clear view of what needs to be delivered, the support available from the Transformation Service, and a clear understanding of roles and responsibilities of all involved from the outset. This would also then be in line with the Board’s agreement that the reporting approach must be changed to a programme management office format, with assurances being provided on the work being undertaken and reporting of exceptions. **Appendix E** to this

report provides a template Highlight Report that will be used by the Programme Management Office.

- 8.5 By providing strategic co-ordination for the Council's Recovery Action Plan, the Recovery Board will lead and support the alignment and merging of these individual programmes; understanding the distinction between individual programmes is important to fulfil this role. The Council is asked to note that the alignment of programmes will expedite reporting, make best use of limited staffing resource and Members' time, and recognise the pressure on senior staff and their capacity to carry forward business as usual alongside resilience and response. Alignment also accommodates welfare considerations and the need to provide all concerned with the opportunity to maintain an appropriate work-life balance.

9. Transformation Service

- 9.1 It was agreed the ECO - Transformation would work with the Chief Executive and all ECOs to bring together an initial staff team to drive the plan forward. The Transformation Team structure is detailed at **Appendix F** to this report. The Transformation Service will be formed from the former (existing resource) Transitions Programme and Commercial & Efficiency Team staff group with other key staff providing resilience and capacity to the team, for a finite time/as required, thereby enabling robust programme management.

- 9.2 The Transformation team will consist of:

- **Strategic Change Team** – initiating, controlling and coordinating Strategic Change on behalf of the Board(s) and Executive Leadership Team; Programme Management, including Board reporting, programme assurance, risk management, Time/Cost/Quality overview and assurance, benefits monitoring, programme quality assurance, programme communications and Configuration Strategies.
- **Business Change Team** – day to day management of operational business change managers, project staff, project reporting to the Programme team, LEAN interventions and support to service change initiatives.

- 9.3 Both teams bring together the strength of collective action to support the Recovery Board, Council Services and for Council transformation in years to come. The Transformation Service will work alongside Council leadership, other support teams and services to provide:

- **Priority Focus**
Creating and communicating a focus throughout the Council regarding our priorities and ambitions for improvement. This will include the need and importance for change, such as financial targets and organisational objectives.
- **Business Change Interventions**

Resourcing corporate and complex business change activity to deliver improvements and efficiencies, balancing the quality of services with cost, to ensure our services are sustainable and providing Best Value for the area and the people of Highland.

- ***Performance Improvement Focus***
Working and connecting with Services, and with our partners to take a fresh approach to solving problems and improving performance in service delivery, and in supporting/developing communities.

Designation: Executive Chief Officer - Transformation

Date: 15 June 2020

Authors: Allan Gunn, Paul Whitham, Matt Bailey, Sheila McKandie

The Highland Council Recovery Action Plan – Key Priorities

1. Restoring Political Governance				
Sponsor: Kate Lackie				
Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
Committees	Test systems to allow for effective management of virtual meetings. Test live streaming of meetings to enable the press and public to view proceedings.	Strategic Committees and Area Committees to be established using virtual meetings wherever possible (Business as Usual Phase).	Maintain support for virtual meetings as part of Business as Usual	Maintain support for virtual meetings as part of Business as Usual
	Prepare protocol for running of meetings and ensure adequate Member and officer training is carried out.	Prepare a detailed management plan for physical distancing in Highland Council HQ for Members who wish to attend the meeting in person.	Quantify financial and environmental benefits from increased use of virtual meeting capability	
	Hold virtual North and South Planning Applications Committees in May and June	Bring forward formal meetings into the 'recess' period as required		
	Hold virtual meeting of Corporate Resources Committee using Microsoft Teams.			
	Hold virtual Highland Council meeting (25 June 2020)			
	Hold virtual Lochaber Area Committee 29 June 2020. Agree revised timetable of meetings at Council on 25 June 2020.			
	Agree revised timetable of meetings at Council on 25 June 2020.			

2.Lockdown Agility

Sponsor: Mark Rodgers

Schools Re-opening: Paul Senior (ECO – Education and Learning)

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
	Monitor current UK and Scottish Government guidance to ensure that current work being undertaken complies with the guidance.	Implement changes to workplace settings to ensure full health & safety provisions are in place and enable a managed return as circumstances dictate.	Implement plans for further return to work as required, whilst taking the opportunity to assess the operational needs for all Council property and identifying settings which may be subject to rationalisation or disposal.	Implement plans for full return to work as required, whilst taking the opportunity to assess the operational needs for all Council property and identifying settings which may be subject to rationalisation or disposal.
National Guidance	Monitor current UK and Scottish Government regulations and guidance and ensure that appropriate PPE is made available and on-time	PPE is provided to those returning to work in work in accordance with regulations and guidance.	PPE is provided to those returning to work in work in accordance with regulations and guidance.	PPE is provided to those returning to work in work in accordance with regulations and guidance.
PPE	Carry out a full status update on current circumstances/ staff status across Services, including schools, and report to Recovery Board. Plan return of services.	Continue to support staff working from home settings, including appropriate workspace assessments and welfare/training support. Continue ongoing feedback from staff – at work and from home to continue to learn, challenge and review all policies so they remain fit for purpose.	Continue to support staff working from home settings, including appropriate workspace assessments and welfare/training support. Continue ongoing feedback from staff – at work and from home to continue to learn, challenge and review all policies so they remain fit for purpose.	Continue to support staff working from home settings, including appropriate workspace assessments and welfare/training support. Continue ongoing feedback from staff – at work and from home to continue to learn, challenge and review all policies so they remain fit for purpose.
Return of services	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government.
	identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.

	home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.			
	Develop guidance for relevant staff on what needs to be considered in preparing for returning to workplaces			
	<p>Governance arrangements established comprising of a three tier structure (project board supported by nine sub-groups, four at area level and five specific groups focusing on transport, facilities management, catering, people and ICT. In addition, area consultation meetings will be held involving all secondary head teachers, one primary head teacher per area, Highland Parent Council Partnership and community interest groups.</p> <p>School and settings building environment 'readiness' activity including facility and learner risk assessment and deep cleaning activity commences.</p> <p>School and settings operating/delivery model and approach for phased reopening.</p>	<p>Weekly project board, sub-group and area consultation meetings continue with escalation of any issues or decisions that require support to the board.</p> <p>Schools and settings reopen on 11th August with adapted operating model.</p> <p>Continued test of assurance/ continued risk assessment and community engagement. Provision 'readiness' and health and safety monitoring.</p>	<p>Continued test of assurance/ continued risk assessment and community engagement. Provision 'readiness' and health and safety monitoring to continue. Assessments of provision capacity to 'scale up' number of learners on site and in classrooms.</p>	
Schools Reopening (ECO Education & Learning - Paul Senior)	Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.	Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.	Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.	

3. Supporting the Recovery of the Highland Economy

Sponsor: Malcolm MacLeod

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
	Continue to engage with business sector partners to support the delivery of immediate support and develop plans for future recovery.	Longer term strategic partnerships to be established and maintained with a focus on supporting and promoting the Highland economic recovery and delivering our aspirations as a net-zero region.	Develop formal partnerships and new models of Service delivery linking economic development in its widest sense.	Delivery Phase as Business as Usual
External Economic Recovery	Recovery Board to agree Economic Recovery Papers and implement Recommendations	Work on the key areas identified: <ul style="list-style-type: none"> • Third Sector and Community Led Economic Development • Construction and Infrastructure Delivery (with a focus on supporting construction activity, digital infrastructure, transport and active travel and housing delivery) • Retail, Town and City Centres • Tourism and Culture • Energy and Renewables • The Rural Economy • Technology and Innovation 	Continue to deliver support with a focus on place planning to reflect different requirements and investment opportunities across the region.	
	Economic Recovery Task Force to be established and separate workstreams tasked, with regular reports to Recovery Board	Review all available funding to support the wider economic recovery, including discussions with SG/UK Governments in respect of the Highland City Region Deal. Focus on delivery of all available funding to the Highlands to support growth and a response to the climate and ecological emergency.		

4. Financial Recovery Strategy

Sponsor: Liz Denovan

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
Financial Recovery Strategy	Financial Resilience paper presented to Resources Committee Financial Impact response – paper presented to Council	Develop Financial Recovery Strategy (as part of Council's overall Financial Strategy). Future Finance reports presented to Recovery Board, Corporate Resources Committee, and The Highland Council.	Future Finance reports presented to Recovery Board, Corporate Resources Committee, and The Highland Council.	Future Finance reports presented to Recovery Board, Corporate Resources Committee, and The Highland Council.
Capital Plan	Review approved Capital Plan	Identify Essential / Contracted General Fund Capital Spend	Develop 5-year Strategic Capital Plan Develop Capital Strategy	
Introduce robust spend controls	Identify spend controls and implement. Monitor progress and report to Corporate Resources Committee, Recovery Board and The Highland Council.	Review controls and their effectiveness. Identify further controls if required and implement. Continue to report progress, highlighting material issues.	Review controls and their effectiveness. Identify further controls if required and implement. Continue to report progress, highlighting material issues	
Review of contracts management	Review of strategic and critical suppliers	Review current contract Register and ensure the Council has a comprehensive Contracts Register for all contracts. Maintain Contracts Register. Initiate review of performance of contracts including understanding of spend, outputs and outcomes.	Continue review of performance of contracts, implementing changes where appropriate.	Continue review of performance of contracts, implementing changes where appropriate.
Review of Procurement Services		Undertake scoping review of Procurement Services. Complete business case and design project plan.	Implement project plan.	
Development of Business Intelligence - financial and non-financial		Jointly lead session with ECO Performance & Governance to scope and review Business Intelligence requirements – financial & non-financial		

Review cost and value of services delivered including benchmarking		<p>Undertake scoping exercise with ECO Performance & Governance to better understand current performance including VFM (value for money).</p> <p>Review of previous year LFR submission to support base line benchmarking.</p>	Undertake benchmarking / performance management information to support financial analysis	
Implement findings of CIPFA Financial Management review			Develop Medium Term Financial Plan	

5. Community Empowerment

Sponsor: Carron McDiarmid

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
<p>1.1 Sustainable service delivery model for humanitarian assistance, including support and coordination of community action (with groups and TSIs)</p>	<ul style="list-style-type: none"> • Proposals developed • Shielding requirements update from Govt • Test and Protect responsibilities and monitoring of need 	<ul style="list-style-type: none"> • New arrangements in place internally to coordinate humanitarian assistance – from any proposals agreed • Additional community bodies and new volunteers mobilised • Relocation from schools to new premises 	<ul style="list-style-type: none"> • Programme of community development and skills training 	
<p>1.2 Learning from, and building on, good practice from Community Action</p>	<ul style="list-style-type: none"> • Briefing on funding attracted by community groups in Highland from other sources (and on-going updates) • Maintaining the published register of community action in partnership with HTSI 	<ul style="list-style-type: none"> • Reviewing data on who has accessed support (analysis of service provided based on need) • Proposals for supporting further community action in new areas e.g. grounds maintenance, community growing of food • Presentation from community body at Strategic and Area Committees • Working with the community to establish local community networks where not already in place • Collating evidence from local community networks and partnerships 	<ul style="list-style-type: none"> • Presentation from community body at Committees 	
<p>1.3 Greater community and business involvement and connections in the delivery of local services and in local</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Community asset transfer (CAT) approvals to C&P Committee 	<ul style="list-style-type: none"> • Community asset transfer approvals to Committee • Consideration and agreement of different 	

decision-making (place-based approach)		<ul style="list-style-type: none"> • Statutory annual report on CAT and participation requests • 	mechanisms to involve groups in local networks and decision making	
2.1 Understanding experience and impacts of Covid on our communities and hopes for the future in order to develop consensus on shared local priorities	Identify: <ul style="list-style-type: none"> • data required and available • consideration of community, third sector, public partners and business experience • methods to use for gathering a range of views and experience in each area • available resource/capacity 	<ul style="list-style-type: none"> • initial data gathered • surveys underway • some virtual engagement • update at C&P Committee 19.8.20 	<ul style="list-style-type: none"> • discussion with Area Committees and local partnerships to develop shared local priorities focused on recovery and 'people' resilience • Community Planning Partnership – strategic and local - to review priorities to reflect impacts and recovery 	
2.2 Understanding experience and impacts of Covid from our most vulnerable people and places	As above <ul style="list-style-type: none"> • complete data matching of vulnerable households – food support, benefits and other support services • analysis of core data sets including benefit claimants and employability/skills 	As above <ul style="list-style-type: none"> • Proposals for reviewing CLD activity • Agree approach to engaging equality groups to inform the statutory review of equality outcomes March 2021 	As above <ul style="list-style-type: none"> • Annual child poverty action report for C&P Committee (look back and forward look in a Covid context) 	
3.Re-invention and development of our Customer Relationship Management System (and links to new approach to business intelligence)	<ul style="list-style-type: none"> • Learn lessons from Helping Hands software solution for humanitarian assistance • Engage with project teams and working groups already in place to replace the Council's existing CRM system to ensure requirements/learning from Covid-19 emergency response effort is accounted for. 	<ul style="list-style-type: none"> • Feed in learning/any new requirements to the specification for new solution. 	<ul style="list-style-type: none"> • Options appraisal underway (timing TBC) 	

6. Workforce Planning and Development

Sponsor: Liz Denovan

Phase	1 – to end June 2020	2 – to end Aug 2020	3 – to Dec 2020	4 – 2021 and beyond
Convene Re-Design Board	Re-Design Board to Initiate Review of Workforce Planning	Commence Workforce Planning Reviews including Review of current Workforce Planning Strategy	Continue Workforce Planning Reviews and Develop Corporate Workforce Planning Strategy	
ECO Resources & Finance		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Communities & Place		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Performance & Governance		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Housing & Property		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Infrastructure & Environment		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Transformation		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Health & Social Care		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	
ECO Education & Learning		Review Service Workforce Plan	Continue Service Workforce Planning Review and Develop Service solutions in accordance with Corporate Workforce Planning Strategy	

<p>Workforce Data Project (ResourceLink)</p>	<p>Continue work on developing interim establishment data and maintain.</p> <p>Finalise Business Case.</p> <p>Identify Lead Officer.</p> <p>Identify Project Manager.</p> <p>Identify Project delivery team.</p>	<p>Continued maintenance of interim establishment.</p> <p>Design and finalise Project Plan.</p> <p>Commence project.</p>	<p>Implement project in accordance with the Project Plan.</p> <p>Report progress to the Recovery Board.</p>	
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7. Service Re-design

Sponsor: Allan Gunn/Malcolm Macleod

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
All ECOs	Prepare service specific Covid-19 status reports by Service and report outcomes to Recovery Board, with a focus on functions that can be adapted or stopped or subject to redesign/restructuring.	Implement short-term Service changes in the context of experiences learned during the lockdown period and reflecting the serious financial position of the Council.	Continue to implement key projects to transform Council service delivery as part of the “new normal”	Business as usual Phase with continued focus on new opportunities for transformation
ECO Resources & Finance		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Communities & Place		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Performance & Governance		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Housing & Property		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Infrastructure & Environment		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Transformation		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Health & Social Care		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Education & Learning		Review Structures	Re-Design Service Structures	Implement Service Structures
ECO Transformation	Analyse, Review, compare and contrast existing programmes, projects and workstreams and validate against Recovery actions to identify relationship to Key Priorities	Revisit completed/in process Redesign and Rapid Reviews and identify key activities that are still to be implemented or require further work. Task as appropriate.	Continue to progress key projects to transform Council service delivery as part of the “new normal”	Ensure full implementation of outstanding and new recommendations

8. IT Transformation

Sponsor: Liz Denovan

Phase	1 – to end of June 2020	2 – to end of Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
ICT Transformation in response to significant change to operational requirements as a result of Covid – 19. (Remote working/ online collaboration, connectivity & teamworking)	Completion of core infrastructure changes. Implementation of new remote working solution (AOVPN) to support substantial increased capacity demand. Re-routing of appropriate network traffic to reduce pressure on Data Centre and improve network performance.	Completion of AOVPN rollout to Education	Action as required	Action as required
	Complete Phase 1 rollout of MS Teams further enabling remote working through improved functionality to connect and collaborate online. Define Phase 2 of rollout. Education version of Teams - Google Hangouts & Meets enabled on managed devices & SEEMiS enabled for remote working	Phase 2 Rollout of MS Teams further enhancing remote working and online collaboration capability	Action as required	Action as required
	Completion of initial phase of work to create capability for virtual Council Committees including remote connectivity for Members, online broadcast and publication	Evaluation of new platform specifically designed for virtual committees from Public i	Action as required	Action as required
	Service engagement to support any ICT dependency arising for phased return of people (including pupils) Council premises. Includes people who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from home for any reason). Note link to schools reopening project.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.
	Helping Hands Shielding CRM solution go live	Management and action as required	Management and action as required	TBC
	Remote telephony solution	Trial of softphone capability – allows significant proportion of corporate user's (circa 2500)	Rollout dependant on trial	TBC

		ability to use desktop phone functionality on their laptop/desktop – No cost to deliver as part of current telephony system capability and licencing		
Restart, recovery & completion of existing ICT Transformation programme (Corp & Curriculum end user computing refresh, automation of JML (HR joiner mover, leaver, process), ICT Catalogue supporting tooling & infrastructure)	Rebase line of delivery plan review in line with ease of lockdown measures and Councils phased to return of people to premises - over 3000 devices still to be refreshed in schools with associated significant device decommissioning also required Continue to progress activity that can be completed remotely. Note - Direct Links to schools re-opening project – indirectly with National initiatives Connecting Scotland & Devices for Learners that ICT are supporting	Restart physical refresh activity in line with return of people to premises and Educations digital skills & learning requirements Confirmation of delivery plan and associated commercial & contractual changes Go live of JML & ICT Catalogue	Programme completion and closure	
Development & Implementation of Digital & Technology Strategy	Strategic review of ICT Delivery Model (arrangements for provision and support of all aspects of core ICT Service beyond existing contractual arrangements) – Options appraisal and submission for decision to ELT & Members	Definition of programme dependent upon outcome Strategic engagement with core ICT supplier	Programme defined - Tranche 1 in progress	Programme Implementation
	Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition of scope for potential programme of works including outline business case and high-level plan	Stakeholder Engagement Development of business case & high-level plan	Continued Stakeholder engagement Development of business case & plan – Development of Programme as required and potential Tranche 1 in progress	TBC
			Review of current ICT Strategy – Development of a new Digital & Technology Strategy Broad stakeholder engagement commences to define required business outcomes and priorities Includes; All Services ICT In Learning Strategy Data Strategy	Strategy approval and implementation

			Procurement/ Sourcing Strategy Note – Links to Finance Transformation Plan and Corporatisation of ICT	
Development & Implementation of Digital & Technology Strategy		Strategic review - Line of business applications – Includes application roadmap for key LOB systems and resourcing of systems support – Corporatisation of ICT	Continue strategic review	Implement outcomes as required in
	Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications but requirements are defined – Decision required for procurement Note- Critical links to Data Strategy & Digital & Technology Strategy especially for development of self-serve/self-manage capability	Implementation plan defined	CRM Implementation Stage 1 – Improve & Deliver as is current capability	Stage 2/3/4 - Enhancement of capability dependant on business requirements that have informed Data Strategy/ Digital & Technology Strategy
	Third Party Contract Review (Ongoing activity to review existing contracts and spend – Immediate activity centres around managed print contract and opportunity to reduce annual spend of 0.75m per annum on print and associated support	Complete managed print review and action as required Commence fixed telephony review linked to Microsoft strategic engagement (Move to cloud, adoption of softphone)	Ongoing activity to action as required	Ongoing activity to action as required
	Organisational Change Management Programme Underpins all transformation activity work but is a separate defined activity - includes; Continued development & Utilisation of Change Network Communication Training Benefits Realisation & Ownership	Completion of Phase 1 MS Teams training – Crica 500 attendees to date Development of Phase 2 Teams training Lead for ICT Communications	Implementation of Phase 2 MS Teams training Development & Implementation of OCM Programme in line with ICT Transformation Programme development	Development & Implementation of OCM Programme in line with ICT Transformation Programme development Engagement with Learning & Development for ICT Training Needs Analysis

9. Digital Transformation

Sponsor: Malcolm MacLeod

Phase	1 – to end June 2020	2 – to end Aug 2020	3 – to Dec 2020	4 – 2021 and beyond
Local Full Fibre Network (LFFN) (Implementation of the funding from DCMS' Local Full Fibre Networks (LFFN) Challenge fund. The Highland project, totalling £7.5m, will see gigabit capable, full fibre connections installed in 152 public buildings in Fort William, Inverness, Thurso and Wick).	Manage the safe return to work and establish immediate project priorities and programme	Inspect and manage the delivery of the programme	Inspect and manage the delivery of the programme. Identify and apply for future phases of the programme working closely with partners in NHW, HIE, UHI and other public bodies.	Inspect and manage the delivery of the programme. Identify and apply for future phases of the programme working closely with partners in NHW, HIE, UHI and other public bodies.
Rural Gigabit Connectivity (RGC) Programme (The procurement of higher bandwidth network services for public buildings that will be delivered through the deployment of full fibre infrastructure.)	Pull together project programme and ensure appropriate project management procedures in place to deliver on time and to budget	Manage the delivery of the programme of works	Manage the delivery of the programme of works Identify and apply for future phases of the programme working closely with partners in NHW, HIE, UHI and other public bodies.	Manage the delivery of the programme of works Identify and apply for future phases of the programme working closely with partners in NHW, HIE, UHI and other public bodies.
R100/Highland City Region Deal To deliver a digitally capable region and stimulate economic growth.	Continue to work with partners to expedite current barriers to the delivery of the programme	Implement project as soon as practicable	Implement project as soon as practicable	Implement project as soon as practicable
External Collaboration and Partnerships	Continue to lead the Digital Programme Board and highlight the critical importance that digital infrastructure has in ensuring a sustainable recovery for the Highland area.	Continue to lead the Digital Programme Board and highlight the critical importance that digital infrastructure has in ensuring a sustainable recovery for the Highland area.	Work with UK and Scottish Governments on emerging opportunities	Work with UK and Scottish Governments on emerging opportunities
	Ensure appropriate project management resource is available for the continued delivery of the digital workstream	Ensure appropriate project management resource is available for the continued delivery of the digital workstream		

10. Leadership, Culture and Performance				
Sponsor: Donna Manson (CEO)				
Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
Cultural Development – reimagining, reversioning and renewing	Develop staff engagement strategy to understand and scope out current cultures and attitudes across the organisation and identify aspirational behaviours and traits for future development Reimagining, Re-visioning, Renewing	Implement the strategy and collate findings from interactions, stories, staff forums, connections, ECO task – Develop a report to inform cultural change		
Leadership Development, Support and Performance	Review the Senior Leadership Development Programme in the context we are now working under (Learning & Development)	Develop collaborative leadership approach – Re-framing, understanding problems, co-production		Implementing, reviewing, adapting the action plan
		Re-framing staff development initiatives and programmes to encompass agile approaches, collaborative problem solving, shifting leadership style away from hierarchical stance. Link in with revised ERDs	Implement new T&D programme	Implement rolling programme of surveys, engagement and development
Quality Improvement and Performance	Understand from each Service how performance has been affected by Covid to identify what actions are required to address barriers/difficulties; and identify and adopt new working practices that have been beneficial. These will be a mixture of practical, behavioural and cultural. Some measures will be for Services to implement, in some cases they will require a corporate approach.	Develop a new performance improvement strategy to include performance team restructure and building a strong, data driven, performance network across all Services. Focus on identifying and measuring priority impacts and outcomes, and on measuring against the Recovery Programme Link in with care for staff and cultural development workstream	Review and update the Council's Corporate Plan and develop the Council's Service planning Framework accordingly	Implementation of the revised Corporate and service plans
	Identify examples of agile approaches to deployment and ways of working & problem solving – (using the ECO task output) to capture and develop benefits of working from home/working differently.			
	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine	Develop revised performance framework in line with Recovery Programme priorities and revised Council Programme	Re-launch enhanced performance reporting framework	Embed a performance culture across the Council

	into a single performance improvement strategy.			
Care for Staff	Identify a range of methods to understand the wider impact of Covid on staff and varying circumstances – stress, anxiety and fears, family health how this will affect their return to work. to encourage a positive return to the work place	Continue to understand the wider impact of Covid on staff and varying circumstances – stress, anxiety and how this will affect their return to work. Identify ways to engage with staff differently e.g. Videos, bulletin board, staff facebook page, forum?		Use a range of approaches to survey staff to understand how they have adjusted to the return to work, what's worked, what still needs improvement, what are the ongoing barriers to strong and improving performance
		Develop, advise and provide tools for managers to discuss circumstances with staff. Tie in with refreshed ERD and CPD arrangements		
Re-branding and communication	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.	Identify ways to retain the positive attitudes of staff and public towards their roles/their council as result of Covid-19 Revisit the way we engage with communities – link to C&P Community Empowerment initiative under COVID and beyond. and the media to harness current positivity (wider public mood) towards council as an organisation Understand what the public has valued about the council during the pandemic	Deliver a public engagement programme	

11. Asset Management

Sponsor: Mark Rodgers

Phase	1 – to end June 2020	2 – to end Sep 2020	3 – to Dec 2020	4 – 2021 and beyond
Returning to Work (Offices and Schools – excludes depots)	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, office-based staff who cannot work from home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.
Corporate Asset Management Strategy and Investment Plan	Begin to Scope requirement(s) to initiate Corporate Asset Management Strategy (Identifying the Evidence base that needs to be gathered)	Continue scoping requirement(s) to initiate Corporate Asset Management Strategy Start to gather evidence (stock condition surveys of relevant assets and buildings)	Continue stock conditions surveys of relevant assets	Design & agree Corporate Asset Management strategy Understanding service and stakeholder requirements to include the corporate approach to Asset Rationalisation and Management, reflecting the climate emergency and a forecast reduction in capital investment Post 2021 Produce Corporate Asset Management Strategy – Report to Dec 2020 Council? Implement Corporate Asset Management Strategy
Corporate Landlord Strategy	Begin to Scope requirement(s) to initiate Corporate Landlord Strategy	Continue scoping requirement(s) to initiate Corporate Landlord Strategy Develop Corporate Landlord approach, to include partnership working opportunities	Design Corporate Management Strategy – Report to Council?	Implement Corporate Landlord and long term strategic asset management strategy

Appendix B – Recovery Action Plan – Extract from PMO documentation

RECOVERY ACTION PLAN					08/06/20 - Week 6							15/06/20 - Week 7							22/06/20 - Week 8							29/06/20	
					8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
KEY PRIORITY	TASK	ASSIGNED TO	END DATE		M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T
	PHASE 1		30/06/20																								
Restoring Political Governance	Test systems to allow for effective management of virtual meetings. Prepare protocol for running of meetings, and ensure adequate member and officer training is carried out.	Kate Lackie	30/06/20																								
Restoring Political Governance	Hold virtual South Planning Applications Committee through Microsoft Teams – programmed for 26th May following extensive testing and member/officer training	Kate Lackie	30/06/20																								
Restoring Political Governance	Hold virtual meeting of Resources Committee using Microsoft Teams.	Kate Lackie	30/06/20																								
Restoring Political Governance	Hold virtual Highland Council meeting (June 2020) using Microsoft Teams.	Kate Lackie	30/06/20																								
Lockdown Agility incl. Schools Reopening	National Guidance - Monitor current UK and Scottish Government guidance to ensure that current work being undertaken complies with the guidance.	Mark Rodgers	30/06/20																								
Lockdown Agility incl. Schools Reopening	PPE - Monitor current UK and Scottish Government regulations and guidance and ensure that appropriate PPE is made available and on-time	Mark Rodgers	30/06/20																								
Lockdown Agility incl. Schools Reopening	Carry out a full status update on current circumstances/ staff status across Services, including schools, and report to Recovery Board.	Mark Rodgers	30/06/20																								
Lockdown Agility incl. Schools Reopening	Plan return of services.	Mark Rodgers	30/06/20																								
Lockdown Agility incl. Schools Reopening	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	Mark Rodgers	30/06/20																								
Lockdown Agility incl. Schools Reopening	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who can	Mark Rodgers	30/06/20																								

Role Descriptions:

Sponsor

The sponsor is a member of the executive leadership team with overall accountability for the project or programme. He or she is primarily concerned with ensuring the delivery of agreed business benefits and acts as the representative of the organisation, playing a vital leadership role through a series of areas:

Provides business context, expertise, and guidance to the project manager and the team;

Champions the project/programme, throughout the organisation to ensure capacity, funding, and priority for the project;

Acts as an escalation point for decisions and issues that are beyond the authority of the project manager;

Acts as an additional line of communication and observation with team members, customers, and other stakeholders; and

Acts as the link between the project/programme, business as usual, The Board and strategic committees and Council.

Programme Management Office - A programme management office is a single support structure, designed to provide assistance to change and delivery initiatives within an organisation.

Acting as the nerve centre and information hub of the programme, all information, communication, monitoring and control activities for the programme are coordinated through the PMO. Additionally, good governance and project management guidance are delivered by the PMO.

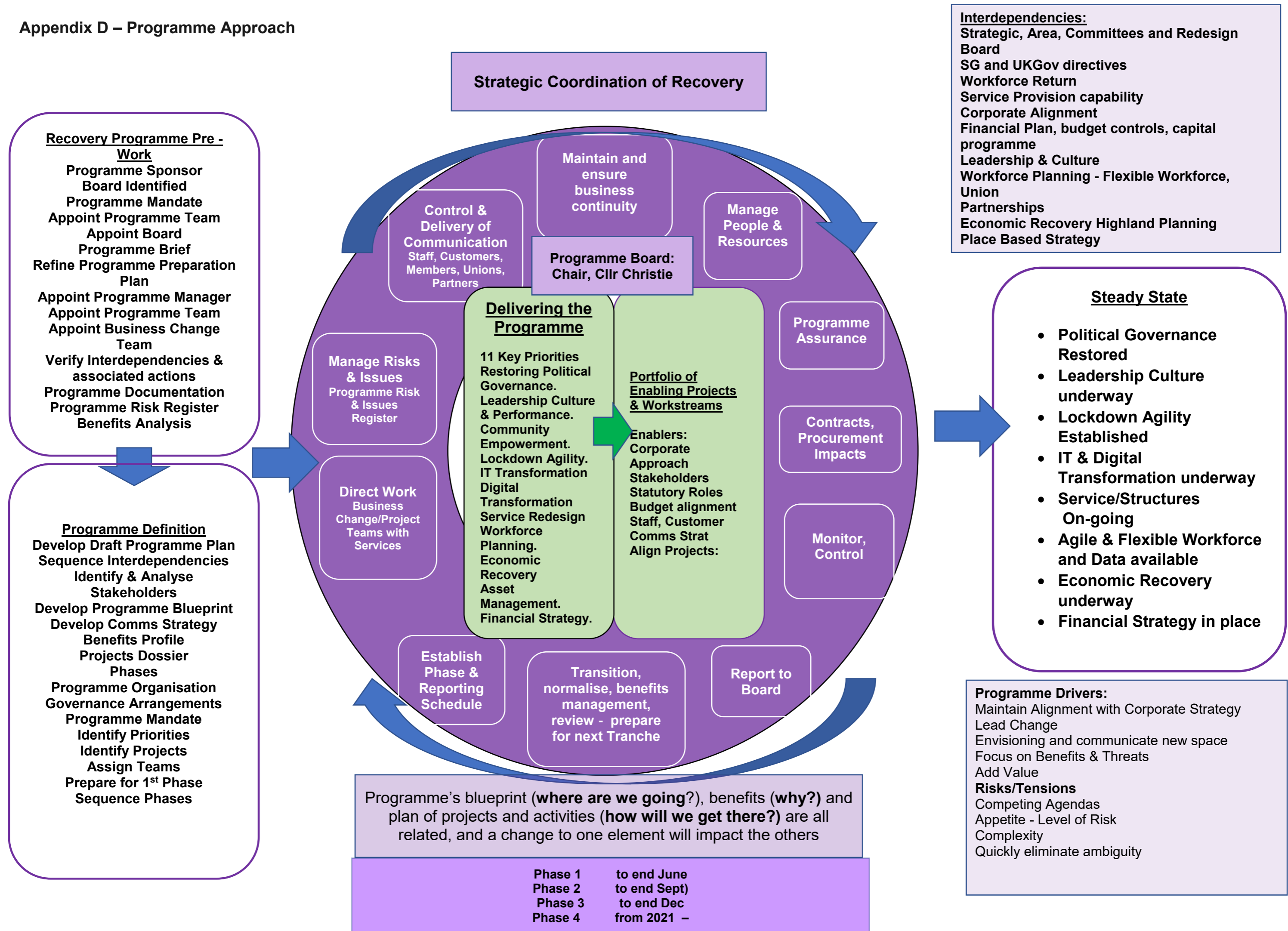
Responsibilities of the program management office

- Setting up tools and standards for managing the program;
- Planning, tracking, and reporting on outputs and outcomes;
- Information and logistics management;
- Financial planning and tracking;
- Risk and Issue tracking;
- Cross-project and programme interdependency management;
- Setting quality control standards and tracking implementation;
- Setting and tracking change control procedures;
- Developing stakeholders' map, defining the interest of each group; and
- Planning and executing communication plans to stakeholders.

Additional roles that a permanent PMO can have

- Strategic overview and reporting on all programs to senior management;
- In-house consultancy to projects and programs;
- Providing training to projects and programs management teams; and
- Auditing and health checks on projects and programs

Appendix D – Programme Approach



Programme Definition

- Develop Draft Programme Plan
- Sequence Interdependencies
- Identify & Analyse Stakeholders
- Develop Programme Blueprint
- Develop Comms Strategy
- Benefits Profile
- Projects Dossier
- Phases
- Programme Organisation
- Governance Arrangements
- Programme Mandate
- Identify Priorities
- Identify Projects
- Assign Teams
- Prepare for 1st Phase
- Sequence Phases

Steady State

- Political Governance Restored
- Leadership Culture underway
- Lockdown Agility Established
- IT & Digital Transformation underway
- Service/Structures On-going
- Agile & Flexible Workforce and Data available
- Economic Recovery underway
- Financial Strategy in place

Programme Drivers:

- Maintain Alignment with Corporate Strategy
- Lead Change
- Envisioning and communicate new space
- Focus on Benefits & Threats
- Add Value

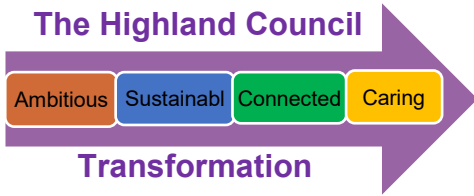
Risks/Tensions

- Competing Agendas
- Appetite - Level of Risk
- Complexity
- Quickly eliminate ambiguity

Programme's blueprint (**where are we going?**), benefits (**why?**) and plan of projects and activities (**how will we get there?**) are all related, and a change to one element will impact the others

Phase 1	to end June
Phase 2	to end Sept)
Phase 3	to end Dec
Phase 4	from 2021 –

Appendix E – Template Highlight Report



Programme Name:	Transformation – INSERT PROJECT/WORKSTREAM NAME		
Date:	16/06/2020	Release:	Draft/Final
Author:	INSERT AUTHOR NAME		
Owner:	INSERT SPONSOR NAME		
Client:	INSERT BOARD NAME		
Document Number:			

Distribution

This document has been distributed to:

Name	Title	Date of Issue

Overview


Executive Summary **INSERT TEXT HERE**
Covering: Time, Cost, Quality, Risk, Scope, Benefits

Key Issues and Risks


INSERT TEXT HERE

Date of Highlight Report	
Period Covered	
Next Report	

Status Summary

Project/Workstream	Priority (High, Med, Low)	Status Copy and insert as appropriate 	Remarks
1.			•
2.			
3.			•
4.			•
			•
5.			•
6.			•
7.			•
8.			•

Work Packages - This reporting period – POPULATE TABLE AS PER EXAMPLES BELOW

Work Package Ref	Work Package Name Old / New	Status ¹ (In Execution, Issued, Pending)	Progress Copy and insert as appropriate 	Notes ²

Next Reporting Period – [INSERT REPORTING PERIOD DATE]

INSERT ITEMS/NARRATIVE HERE

Further Work

USE THIS SECTION TO DETAIL ANY FURTHER/RELATED WORKSTREAMS THAT SHOULD BE NOTED.

Appendix F- Composition of Transformation Team

ECO Transformation

Allan Gunn

Strategic Change Team

Programme Manager (Strategic)

Paul Whitham

Programme Coordinator/Assurance

Laura Williamson

Risk Manager

Carol Campbell

Financial Business Intelligence

Alister MacBain

Dorothy MacKenzie

Strategic Business Analyst

Lucy Lallah

Quality Assurance Manager

Iain Swayne

Communications

Corporate Communications Team

Business Change Team

Business Change Manager (Operations)

Matt Bailey

Business Change Managers/Project Managers

Lynnsey Urquhart

Jonathan Scott

Stephen Graham

Sylvia Beswick

Lorna Bailey

Fiona Daschofsky

Martin MacDonald

Brian Forsyth

Business Analysts

Suzanne Gowdy

Kat Urquhart

Amy Prior

**HIGHLAND COUNCIL
RECOVERY BOARD**

Minutes of the Meeting of the Highland Council Recovery Board held remotely on Thursday 4 June 2020 at 11.00am.

PRESENT:-

Mr A Christie (Chair)
Mrs G Campbell-Sinclair
Ms C Caddick
Dr I Cockburn
Mrs M Davidson
Mr K Gowans
Mr J Gray

Mr A Gunn (non-voting) (AG)
Mr A Jarvie
Mr B Lobban
Mrs D Manson (non-voting) (DM)
Mr A Mackinnon
Mr M MacLeod (non-voting) (MMcL)
Mr P Saggars

Non-Members also present:-

Mr G Adam
Mr A Baxter
Mr B Boyd
Mr J Bruce
Ms B Campbell
Mrs H Carmichael
Mr J Finlayson
Mr R Gale
Mr A Henderson

Mr D Louden
Mr A MacInnes
Mr G Mackenzie
Mrs F Robertson
Mr D Rixson
Ms E Roddick
Mr K Rosie
Ms M Smith

Officers Present:-

Mrs K Lackie, ECO Performance & Governance (KL)
Mrs L Denovan, ECO Resources & Finance
Mr P Senior, ECO Education & Learning (PS)
Mr J Shepherd, Head of ICT & Digital Transformation
Ms R Cleland, Corporate Communications Manager
Mrs L Dunn, Principal Administrator, Highland Council

Mr A Christie in the Chair

Item	Subject/Decision	Action
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Preliminaries

As this was the first formal meeting of the Board and there were a number of non-members in attendance, the Chair provided some background information. He explained that the Recovery Board would operate as a Project Management Office (PMO) and the key purpose of which was to act as a single point of co-ordination for both internal and external matters in relation to the delivery of the Recovery Action Plan. Continuing, he explained that the Board would not be responsible for undertaking the work,

this would instead be done by strategic/area committees, but it would take a strategic overview, act as a consultative body, examine compliance and governance issues and gather evidence and assurances to ensure that the necessary work was being completed and the overarching Plan was being adequately resourced and delivered.

1. Apologies for Absence

**No Action
Necessary**

There were no apologies for absence.

2. Declarations of Interest

**No Action
Necessary**

There were no declarations of interest.

3. Minutes of Previous Meeting

KL

There had been circulated the Minutes of the previous meeting held on 21 May 2020, the terms of which **APPROVED**.

Arising from the Minutes and responding to questions, the Chair clarified that significant decisions would be made by full Council but that the Recovery Board would be responsible for making decisions in terms of ensuring that actions were progressed. However, he highlighted that much of the work would be undertaken by the relevant strategic committee which had the required delegated powers to make the necessary decisions. Regarding limiting Area Committee agendas to two items, it was clarified that agendas were ultimately a decision for Area Chairs, however it was emphasised that a reasonable approach should be taken to ensure not to overburden staff. It was requested that this message be conveyed to Ward Managers. With regard to the appointment of the Chair, it was explained that the Terms of Reference stated the Chair of the Recovery Board would be the Depute Leader of the Council.

Thereafter, the Board **NOTED** the position and **AGREED** that a communication be issued to Ward Managers advising that it was feasible for Area Committee agendas to comprise of more than two items if required and should be finalised in consultation with Areas Chairs.

4. Restoring Political Governance

KL

The Board **NOTED**:-

- a. The report circulated and revised Timetable which indicated the significant amount of work undertaken jointly by ICT Services and Committee Services to implement a robust and secure platform to enable meetings to be held virtually and broadcast publicly. In addition, Corporate Resources Committee had also been successfully broadcast live to the press. As a result of this, Highland Council was in the top quartile for returning to near-normal governance arrangements. It was explained that a number of Area Committees had been brought forward on the revised timetable, i.e. these were not additional meetings. Assurance was provided that there was a commitment to provide as many meetings as possible to

enable the required business to be transacted. However, the Board was reminded that each meeting required significant resource and it was requested that there be cognisance of the staffing capacity issues that had been raised. The Board acknowledged the position and emphasised that every effort would be made to dovetail business, including budget approvals, into the existing meeting timetable whilst noting that an urgent meeting could be scheduled if necessary. It was further requested and **AGREED** that the Redesign Board meetings be added to the timetable;

- b. That a copy of the Member Support Requirements survey would be submitted to a future meeting; and
- c. A meeting of the Redesign Board had been scheduled for 10 June 2020 (Single item agenda – Workforce Planning).

5. Recovery Action Plan for Highland

AG

There had been circulated Report No RB/03/20 dated 1 June 2020 by the Executive Chief Officer Transformation.

During discussion the following main points were raised:-

- This was a dynamic Action Plan but the report was still in its infancy and information continued to be gathered in respect of the relevant themes, priorities and ideas. The final report that would be presented to Council should be in a project management format which would be a phased approach;
- The Chair advised that the meeting scheduled on 11 June 2020 would be a workshop to focus on the key priorities of the Action Plan followed by a formal Board meeting on 18 June 2020;
- Although welcome, the report was felt to be difficult to digest and it was requested that the report format be revised to make it more user-friendly;
- Roles needed to be defined as there was a clear cross-over with the Redesign Board;
- There was a need for greater emphasis on job creation, economy and welfare and the workstreams needed to be co-ordinated;
- An update was provided on the Scottish Cities Alliance during which the Board was informed that their focus was on a green recovery - it was important that this was reflected in the Action Plan - and also on preserving jobs to which there would be a sector by sector approach. There was a need to monitor the position at a national and UK level to ensure that all opportunities were being fully exploited. The Leader of the Council would circulate a copy of the Minutes of the Scottish Cities Alliance meeting once available;
- The approach of having all the workstreams in single location was welcome as this overview helped with decision making and identifying priorities but further information was sought on how the budget would be integrated;
- Concern was expressed at the duplication of roles, particularly in respect of those that had been assigned both Project Sponsor and Project Lead roles. This point was acknowledged and there was a need to ensure that staff had the capacity to undertake their

assigned roles. Further concerns were expressed at the pressures on staff, many of which were already at maximum capacity, and it was queried whether any external sources of funding could be secured to engage consultants to assist. The Chair highlighted that para 3.1 of the report confirmed that resource would be utilised to obtain expert support. In addition, the Chief Executive acknowledged that the Council did not have the expertise, skillset or capacity for key tasks, particularly in regard to the economic analysis and HR strategy, hence the requirement for external support. However, she further emphasised that the Council could not do this alone and would need to work collaboratively with partners;

- It was indicated that the approach adopted by the Redesign Board had been effective and that including staff from varying levels had been particularly beneficial. This view was supported and it was emphasised that this collaborative approach through workshops would be essential although concern was expressed that this might slow the pace at which work progressed. However, it was indicated that the opposite had occurred with the Redesign Board, where workshops enabled staff and Members to work collaboratively and quickly. Assurance was provided this approach would work well provided that workshops were appropriately interspaced with formal Board meetings. It was further indicated that pace and urgency was essential to the PMO approach being a success and the workshops would be valuable in achieving this;
- Priorities would progress at different rates and there would be interdependencies and crossover of themes. It was therefore important that a framework was developed to enable communication and monitoring of trends across the varying strands; and
- It was acknowledged that the Trade Unions had an important role and that membership of the Board would include one Trade Union representative and this would be rotated across the unions depending on the agenda items.

Following discussion, the Board:-

- i. **AGREED** the programme approach to recovery (Appendix A to the report);
- ii. **NOTED** the alignment of The Recovery Action Plan and the existing Change Programme, Transitions Programme, Service Specific Reviews and Savings Programmes and Projects (Appendix B to the report);
- iii. **AGREED** the initial complement of the Programme and Transformation team (Appendix D to the report);
- iv. **NOTED** progress towards finalising Recovery Plan;
- v. **AGREED** the next steps for programme delivery as detailed in section 9 of the report which were:
 - a. Sponsors, supported by staff from Transformation, complete Key Priority Briefing Documents (Appendix E to the report);
 - b. Sponsors identify/finalise respective Leads and key staff (such as Subject Matter Experts) to take their Priorities forward;
 - c. Finalise Recovery Action Plan;
 - d. Develop the Recovery Programme Risk Register;

- e. Prepare Recovery Board Recovery Action Plan Report for The Highland Council 25 June 2020; and
- vi. **NOTED** that a copy of the Minutes of the recent Scottish Cities Alliance meeting would be circulated once available.

6. Economic Recovery Strategy

MMcL

There had been circulated Report No RB/04/20 dated 31 May 2020 by the Executive Chief Officer Infrastructure and Environment.

During discussion, the following main points were raised:-

- The ECO Infrastructure and Environment confirmed that the Council had contributed to the Highlands and Islands Enterprise (HIE) response (a copy of which would be circulated to the Board) to the Scottish Government Economic Recovery Advisory Group however it was felt that the Council should make a direct response;
- Although it was recognised that Inverness was a key hub within the Highlands, a number of concerns were expressed that the report was too focussed on Inverness and more balance was needed to reflect the other areas across the Highlands. The report referred to activity that had been taking place in Inverness, e.g. weekly meetings with Inverness BID, and assurance was sought that similar mechanisms of support, tailored to suit local needs and challenges, would be implemented. The Chair acknowledged the need for clear messaging of this to other areas and partners and proposed that there be greater focus on rurality and sparsity issues in Appendix 1 to the report. It was further stressed that there were distinct rural challenges across all of the Highlands and the impact of COVID-19 would vary significantly across the Highlands. In particular rural areas did not have the same levels of resilience compared to more urban areas such as the Inner Moray Firth. In short, a plea was made for a more inclusive Highland wide approach;
- It was proposed that the establishment of the Inverness City Centre sub-group should be broadened and extended across the whole of Inverness, i.e. not just the City Centre, as businesses outwith the City centre, e.g. at retail parks etc, had been equally impacted. For clarity, the Chair explained that the Inverness City Centre sub-group would not report to the Recovery Board and establishment of this Group would be at the discretion of the City of Inverness Area Committee;
- With regard to Tourism, it was suggested that the Council should work with the UK and Scottish Governments to help businesses to pivot and become more sustainable to the evolving changes to the tourism sector, i.e. developing the staycation market and investing in the infrastructure required to support this activity whilst ensuring social distancing was maintained. However, it was indicated that areas which had a predominate tourism economy would need to diversify and the situation should be used as an opportunity in which to reshape the future of the Highlands through harvesting new ideas and implementing radical changes. It was vital that this was taken forward quickly in partnership with external agencies, SMEs, the third

sector and community groups across the Highlands which could help rebuild confidence;

- Economic recovery would be delivered by business but the Council had a role to support and help drive this process forward. Business attraction had to be a key strand to economic recovery and the Council needed to work collaboratively with external partners to help attract new and different businesses into the Highlands. However, in parallel to this, there needed to be focus on digital transformation. Broadband coverage was insufficient in certain areas to support business needs and it was critical that there was the necessary IT infrastructure across the Highlands. With regard to attracting new business, it was suggested that consideration should be given to reviewing business rates to ensure they were competitive/attractive;
- The role of the Highland City Region Deal needed to be re-examined with a view to it being refocussed to address the dramatically changing needs and support the recovery process particularly in respect of infrastructure;
- There was a need for public agencies to work collaboratively to ensure collective resources were maximised, spent in the most effective manner, and duplication of expenditure avoided;
- The need for a macro plan to be developed was recognised but this needed to be supported by micro plans produced in their localities;
- There had to be a focus on inward investment. The Highlands had excess power and this presented major energy opportunities which needed to be maximised;
- There were two key strands, namely to support existing businesses and secondly to develop new opportunities. In this regard, further consideration should be given to focussing on the key growth area of innovation which often had high value jobs which could help boost the economy. In addition, there should also be greater collaborative working with further education providers which would also help with population retention;
- Communication and partnership working would be key to the success of the economic recovery plan. Existing structures such as the Community Planning Partnerships (CPP) should be utilised to co-ordinate partnership working with external partners, third sectors and communities. However, it was highlighted that some CPPs were more progressed in some areas and this needed to be addressed to ensure they were effective;
- It was queried whether there could be more flexibility with regard to the Regulations for issuing business grants;
- Further information was sought on the scientific expertise that would be adhered to and whether any consideration could be given to reducing the social distance to less than two metres to help tourism; and
- The Chair welcomed the in-depth debate on this item and proposed that a report be brought back on ways in which to be more proactive in attracting new businesses and inward investment by companies in Highland.

Following discussion, the Board **AGREED:-**

- i. the Statement of Principles as set out in Appendix 1 to the report for immediate release subject to further strengthening in respect of rurality and sparsity;
- ii. to the continued funding of the Digital programme manager Project Manager, subject to further information being brought back to the Board on partner contributions;
- iii. to recommend to the City of Inverness Area Committee that an Inverness City Centre sub-group should be established;
- iv. the Terms of Reference of the Highland Economic Recovery Task Force and to establish a date for the first meeting as soon as practical;
- v. to the approach being undertaken with respect to the Highland City region Deal; and
- vi. that there be a further report to a future meeting on ways in which to be more proactive in attracting new businesses and inward investment by companies in Highland.

The Board also **NOTED** that a copy of the HIE response to the Scottish Government Economic Recovery Advisory Group would be circulated.

7. Phased Reopening of Schools

PS

There was a verbal report by the Executive Chief Officer Education and Learning on the phased reopening of schools. The Board was advised that a wide systematic programme of engagement with local head teachers, partners and stakeholders had been commenced with the key aim of making schools ready for reopening on 11 August 2020. This consultation process would continue to be widened to include parents/carers and Members to help shape and design a local approach to plans. He explained that dialogue with head teachers had focussed on blended learning, the need for identification of risk and the need for creativity. A PMO approach was being taken which would comprise of nine key workstreams such as transport, IT, people, catering etc, to develop the required flexible solutions. Assurance was provided that Members of the Education Committee would be consulted on the workstreams. Continuing, he emphasised that sequencing would be critical and schools would not be able to reopen until robust fit for purpose risk assessments had been undertaken to ensure the school had implemented safe working practices to enable the staff and pupils to return safely. It was intended that Scottish Governance guidelines would be followed whereby staff would be given until then end of the current summer term (2 July 2020) to enable this aforementioned work to be undertaken. Then by August 2020, much of the planning work would have been completed in terms of the learning opportunities, ensuring the environment was ready, and supporting transport plans. In conclusion, assurance was provided that there would be maximum consultation and a co-ordinated approach was being adopted to the wide range of activities being undertaken and a report would be submitted to the next meeting giving an update on progress.

In response to a question on phasing returns, the ECO Education and Learning explained that the number of learners that would be able to return to school at any one time would be determined by the outcome of the risk

assessments. In addition, it was planned that schools would implement a bubble system whereby learners (up to 10) would be assigned into a designated pod which would work and learn together to minimise the potential for risk. In the event that one member of the pod was unwell then the whole group would have to self-isolate thus minimising the potential for cross-infection. The outcome of the individual risk assessments (203 schools in total) would determine the number of learners able to return on 12 August 2020 and this would be scaled up in line with risk management processes. It was further highlighted that providing reassurance to parents would be critical to the success of schools returning and it was suggested that learning opportunities be taken from England, which was ahead of Scotland in terms of easing up the lockdown process and implementing a new normal.

Thereafter, the Board **NOTED** the verbal report and that an update to would be provided to the next meeting.

8. **Project Dochas**

AG

There had been circulated Report No RB/06/20 dated 21 May 2020 by the Executive Chief Officer Resources & Finance.

During discussion, the following main points were raised:-

- the significant work that had been undertaken was acknowledged and appreciation for this was extended to the Head of ICT & Digital Transformation. It was explained that the report was still in draft format and had yet to be populated with further information which would also include an Options Appraisal;
- although the general direction of travel was welcome, concern was expressed regarding the potential for litigation and at the decision-making process of approving the report in its current form. However, it was clarified that the Board was not being asked to approve the recommendations set out in the report, this was a decision for full Council. Instead, the Board was being asked to agree that the report should be submitted to the next meeting of full Council on 25 June 2020 for determination; and
- It was suggested that a Member Briefing could be undertaken prior to Council and that external legal advice should also be sought and included within the final report presented to Council on 25 June 2020.

Thereafter, the Board **AGREED** that the report be completed with the additional outstanding information including an Options Appraisal and legal opinion and be presented to The Highland Council on 25 June 2020.

9. **Date of Next Meeting**

**No Action
Necessary**

The Board **NOTED** that the next meeting would be a workshop on Thursday 11 June 2020 at 10.30 am.

The meeting was closed at 1.25pm.