HIGHLAND COUNCIL

Committee:	**Highland Council**
Date:	**10 September 2020**
Report Title:	**Recovery Action Plan: Progress to 30 June 2020 - Update Report**
Report By:	**Executive Chief Officer - Transformation**

1. Purpose/Executive Summary

1.1 The Highland Council Recovery Action Plan Progress Report – Phase 1 (to 30 June 20) was presented to Council on 3rd August 2020. This report is an update on progress.

1.2 Members are asked to consider the progress that has been made since the last progress report; as we continue to manage competing demands, we are working hard to lead the Council out of the health and economic crises. The Recovery Action Plan reinforces the Council's overall objectives of recovery and is cognisant of the actions required within it that support The Council's financial recovery. As previously reported, the Council faces significant challenges in recovering the budget position - as discussed in the Budget Report on today's agenda - while at the same time as delivering agile responses to the pandemic, which impacts on all aspects of Council operations and frontline service delivery.

1.3 To that end the main effort over the period has focused on those areas that directly impact on the Council's financial recovery, which is contingent upon Key Priorities 2, 3,4,5, 6,7, 8 and 11 – namely: Lockdown Agility, Supporting the Highland Economy, Financial Recovery, Community Empowerment, Workforce Planning, Service Redesign, IT Transformation and Asset Management. As these Key Priorities support the sharp focus on financial recovery, a review of the timelines for some of the other workstreams will be undertaken.

1.4 Recovery from Covid-19 is a large, complex challenge with a significant number of interdependencies and inter-related work strands. Other significant issues are extant: the challenging health environment; a pressurised and fluid working environment reflective of emergent guidance; demands aligned to agile operational delivery; staff well-being; and the ability to utilise finite resources to help implement Recovery actions. On-going changes to national guidance continue – these especially impact planning for work-force return and the developing situation regarding recovery of the Highland economy.

2.   Recommendations

2.1   Members are invited to note

i.   the latest progress of the Council's Recovery Action Plan to 30 June 2020;

ii.   the associated implications and pressures on resources in the delivery of the Recovery programme; and

iii.   the latest update on PPE.

3.   Implications

3.1   Resource: There are no additional resource implications arising from this progress report. The staffing resources required to deliver these 11 key priorities are being deployed from within the Council's existing resources. This approach ensures that the powerful matrix of skills and knowledge across the organisation are being utilised effectively while also managing ongoing operational delivery and compliance with statutory requirements and changing national guidance. 7 of the 11 key priorities directly support the financial recovery of the Council and are therefore the primary focus of the Council's staffing efforts.

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 the Recovery Workstreams will embed our equalities and Fairer Scotland duties. Equality impact assessments are currently being compiled led by the respective sponsors/leads and supported by the Transformation Service and Principal Policy Officer (Equalities).

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. Work continues to identify and analyse risks associated with the delivery of the action plan; as discussed above, resourcing carries significant risk, both financial and staffing. This means that the timelines for some workstreams will be reviewed to ensure that our finite resources can concentrate on financial recovery of the Council while also managing the competing demands as outlined in paragraph 3.1 above.

3.6   Gaelic: This is inherent within the culture/tourism theme within Economic Recovery.

4.   Background

4.1   Working under a Programme Management Office (PMO) framework, the Recovery Board continues to provide a single support structure, change management and delivery initiatives within the Recovery Action Plan; reporting by exception and 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, as are robust governance and project management guidance.

4.2   The Recovery Board participated in a Workshop on 28th July to consider Climate Change, Community Empowerment & Schools re-opening. The Recovery Board also met on 24th August where it considered latest progress against the Recovery Action Plan - Phase 1. Other items discussed were: an update on Key Priority 9 - Digital Transformation, HLH Recovery Plan and a further update on schools re-opening. At its next meeting on 7th October, the Board will receive an update on progress – phase 2 (to 30 Sep 20), Supporting the Highland Economy and a further update on Climate Change.

4.3   Complementing the Recovery Action Plan, the Recovery Board continues to receive updates and briefings from the EU Exit (Brexit) Working Group, Tourism Committee and Redesign Board – which are leading on Workforce Planning.

> **EU Exit (Brexit) Working Group** – the Group are meeting 17 August 2020 where it is recommended to provide a report to the Recovery Board in October when the implications of Brexit on the Council's wider Recovery Programme are clearer, along with note of the potential associated opportunities to engage in national workstreams.

> **Tourism Committee** – the Committee met 16 July 2020 with the aim of ensuring that Council support for the recovery of the tourism sector be promoted. Aligned to the Recovery of the Highland Economy, the proposed role and remit of the Tourism Committee covering tourism strategy, management, investment, and consultations, is intended to be presented to the Council in September 2020 for approval.

> **Redesign Board: Workforce Planning** – a Redesign Workshop was held with Members on 7 August 2020 that included a review of the current Workforce Planning Strategy 2017-23 to take account of the changed context and environment (political, economic, social, technical, legal and environmental). Outputs from the workshop are being assessed to inform the project plan being produced for the delivery of actions in the short, medium and long term. Further workshops are planned to continue with this work over the coming months.

4.4   The table below presents the latest progress for phase 1 (June 2020).

Key Priority Phase 1	Planned tasks to end June	Complete 🟣	On-Track / On-going 🟢	Some Slippage 🟡
Restoring Political Governance	7	7		
Lockdown Agility incl. Schools Reopening	8	4	4	
Supporting the Recovery of the Highland Economy	3	1	2	
Financial Recovery Strategy	4	1	3	
Community Empowerment	5	1	4	
Workforce Planning & Development	2	1	1	
Service Re-Design	2	2		
IT Transformation	12	6	4	2
Digital Transformation	5		5	
Leadership, Culture & Performance	7		6	1
Asset Management	3		3	
Total Tasks	58	23	32	3

4.5 The current position is, of the 58 actions due, 23 are complete, 32 are on track and 3 show some slippage. This compares favourably with the position last reported (30 July 20) of 15 complete, 35 on-track and 8 showing slippage. Further details are at Appendix A.

4.6   Where actions are shown as complete or on-track using the PMO approach, these will be monitored periodically as part of the Recovery Board's programme assurance function and reporting by exception.

4.7   The table below lists the 3 action points where some slippage is reported:

Key Priority	Action Point	Remarks
IT Transformation	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.	On Hold pending strategic review paper. Engagement with Microsoft delayed due to Covid-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery Plan. **Aim is to complete this action point by Sep 20.**
IT Transformation	Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications. 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.	Project Sponsor agreed (C&P Head of Performance and Resources). Scoping, planning and initiation stage being finalised. Business Case to a newly convened CRM Project Board pre-end of August 2020. CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re-started. Decision re procurement is expected in August with implementation plan to follow. **Contingency has been put in place with existing supplier for a short-term extension to the current CRM contract**.
Leadership, Culture & Performance	Re-branding and communication - Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.	Staff survey reported to Full Council 30th July; work required to complete collation of public perceptions and feedback. Performance & Governance Officers carrying out scoping work with Corporate Comms to further develop staff recognition initiatives. Customer engagement Strategy to be presented to

		C&P Committee on 19th August. Following that a cross-service team will be established to capture public perceptions and develop future branding initiatives to include development of Council Values - re-branding task to add "Caring" to existing: "Ambitious, Sustainable, Connected". Update will be provided to Recovery Board in October.

4.8   The above summary table further demonstrates the on-going commitment to meet the Recovery objectives within the context of the competing demands being managed by the Council. Where some slippage remains, this is a direct reflection of the fluid environment being managed by officers and the targeted focus on those priorities that aim to enable financial recovery of the Council.

4.9   The Transformation Service along with colleagues in the Performance & Governance Service continue to develop the corporate PRMS system to support high level progress reporting to both the Recovery Board and the Highland Council. The aim is that PRMS will be used to support the progress report at the Recovery Board on 7 October and The Highland Council on 29 October 2020.

5.   Lockdown Agility – Personal Protective Equipment (PPE) Supply

5.1   While reviewing the latest progress report on 24 August 2020, the Recovery Board sought a further update on the arrangements for managing PPE supplies.

5.2   As well as adhering to Scottish Government directions, the Council deploys a stepped protection process to avoid staff putting themselves in danger. This is based on competent risk assessments being prepared and applying the hierarchy of control.

5.3   The hierarchy of control involves:

Elimination – don't undertake the task, remove yourself from the situation completely or don't enter into it in the first place.

Substitution – can something else be done that will achieve the same or broadly the same outcome if that is appropriate and removes the risk?

Ensure that **good hygiene** practices and **infection prevention and control** measures are implemented.

Engineering controls - examples with relevance to Covid-19 practice could include making changes to minimise contact such as physical barriers, markings or changing the placement of equipment or seating to maintain a 2-metre distance.

Administrative controls - examples could include signage/warnings and/or changes in working practices such as procedures / guidance / rules / training to maintain social distancing.

Personal protective equipment - where none of the previous levels of action achieve either complete mitigation of the risk or reduction to satisfactory levels, then only at that point should PPE (the use of items to guard against Covid-19 infection) be considered to provide sufficient protection so as to reduce the risk to acceptable levels.

5.4   Where a risk assessment in relation to Covid-19 has been conducted, and the assessment is that in order to prevent a risk of acquiring or transmitting Covid-19 that PPE is required, the function/task may only be carried out if that PPE is available.

5.5   *Status of Supply (looking externally)*

5.5.1   The range of products considered as important during the Covid-19 period continue, typically, to be accessible in the necessary quantities, although not always as swiftly as desired. (Items under the categories of eye protection, masks, hand sanitiser, surface disinfectant with blue roll, gloves, aprons and overshoes).

5.5.2   A particular supply concern remains in respect of the availability of triggers for using in conjunction with multi-purpose plastic bottles – these are considered part of a market-wide componentry supply chain challenge, along with the bottles and pumps. The initial supply received proved faulty (over 5,000 had been ordered from a new supplier). Highland Council has subsequently secured 1,500 triggers from more regularly used suppliers (they had previously been unable to provide the product). Highland Council is in dialogue with the provider of the faulty triggers, having returned their product.

5.5.3   There are some longer than normal lead-in times at present for vinyl gloves. We are slowly building up stocks of gloves; however, with the USA and Brazil bidding very aggressively the continuity of supply for vinyl gloves is expected by our suppliers to remain volatile until the summer of next year.

5.5.4   Using a range of suppliers – those on relevant frameworks plus other supply as appropriate to secure product needs.

5.6   *Status of availability (looking internally)*

5.6.1   The Council is currently satisfying demand for cleaning and hygiene products for schools and seeking to build up stocks. Broader Council demand is being met; however, supply can be drip-fed by suppliers which affects the quantities and timing of deliveries to Council Services.

5.7   *Preparedness for a 2nd wave of Covid-19*

5.7.1   The Council has established a supply programme with key suppliers. The programme covers the period July-December 2020. The approach initially involves ordering 100% of item quantity from the comparable period last year plus 50% extra. We are currently looking at stocking up for the next 6 months.

5.7.2   The Council will be keeping a close watch on the internal demand, how the quantities ordered are satisfying this and what buffer it is permitting the Council to build up. Where it is thought necessary to increase the order quantities, the Council

can make this request of suppliers. The suppliers involved are committed to supporting the Council's supply programme.

5.7.3   The foregoing is subject to the caveat that the ability of suppliers to satisfy the Council's orders will be affected by any market volatility should Covid-19 derail manufacturing capability, or be affected by a surge in demand, or a continuous pressure on supply.

Designation: Executive Chief Officer Transformation

Date: 27 August 2020

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

**The Highland Council Recovery Action Plan – Key Priorities Phase 1 Update
Exception Reporting**

Phase	1 – to end June 2020	Complete ●	On Track ●	Some Slippage ●	No Significant Progress ●	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
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.	●				Successful – though some stability issues inevitable in terms of individual connections. Challenges remain around webcasting in relation to network stability.	Complete
	Prepare protocol for running of meetings and ensure adequate Member and officer training is carried out.	●					Complete
	Hold virtual North and South Planning Applications Committees in May and June	●					Complete
	Hold virtual meeting of Corporate Resources Committee using Microsoft Teams.	●					Complete
	Hold virtual Highland Council meeting (25 June 2020)	●				Full Council delivered. Financial savings from virtual meetings. Additional benefits – sustainability.	Complete
	Hold virtual Area Committees	●				Committees held in June and being held July	Complete
	Agree revised timetable of meetings at Council on 25 June 2020.	●					Complete

Phase	1 – to end June 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
National Guidance	Monitor current UK and Scottish Government guidance to ensure that current work being undertaken complies with the guidance.		🟢			Ongoing. Guidance being monitored and shared by various teams.	Unchanged. Officers continue to monitor guidance.
PPE	Monitor current UK and Scottish Government regulations and guidance and ensure that appropriate PPE is made available and on-time		🟢			Ongoing. Council Intranet provides a range of links to guidance. Risk around supply chain availability.	Unchanged. PPE update was reported to Recovery Board and Council on 30th July.
Return of services	Carry out a full status update on current circumstances/ staff status across Services, including schools, and report to Recovery Board. Plan return of services.		🟢			Staff survey was undertaken during May. Management briefing via My Online Learning from w/c 6th July.	Work underway to ensure a safe return to HQ office for some staff and members reflecting all current Scottish Government guidance and health and safety considerations, and how that can be used as a template for other offices. This includes how future Council meetings might be carried out under a blended format. Also looking into future office modelling options to reflect on-going Coronavirus circumstances and developments in the Council's working practices over the past months
	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government		🟢			Recommendations will be based on analysis of data gathered through the management briefings.	On-going. Monitoring of advice and implications fed into workplans.
	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 home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.		🟢			Initial information has been gathered. Further information to be sought during July 2020 through the management briefings. Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will start week commencing 3 Aug, pupils from 10 Aug. Working to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn towards other buildings and service' return - current guidance to	96% of schools opened on 12th August. All schools will be opened by the end of this week, ahead of the 18th August deadline set by Scottish Government. Work underway allows Services to prioritise which staff could return to office workplaces subject to Scottish Government guidance and health and safety matters being attended to. The health, safety and wellbeing

							continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.	of staff, members, contractors and other visitors is of paramount importance. Depots have continued to operate throughout the lockdown period delivering a range of vital services.
Schools Reopening (ECO Education & Learning - Paul Senior)	Develop guidance for relevant staff on what needs to be considered in preparing for returning to workplaces	●				The management briefings contribute significantly to this. The Council's Intranet contains a range of relevant information.	School staff return on 10 August. Pupils return on a phased basis 12th – 18th August inclusive. 8 Schools delayed due to enhanced cleaning requirements not yet complete. Tore, Shieldaig, Tarbart Old, Kyle, Kyleakin, Knockbreck and Rum and Mallaig. Update as at 14 August – all schools open Director of Public Health to join Return to Schools Board with effect from 20 August 2020
	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.	●				Governance arrangements well established and additional working groups have been established for communications, and early learning and childcare. All working groups proceeding	Governance arrangements established
	School and settings building environment 'readiness' activity including facility and learner risk assessment and deep cleaning activity commences. School and settings operating/ delivery model and approach for phased reopening. Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.	●				Inspection programmes underway. Risk identified around additional cost for CCFM support to schools return apace with preparations.	School and settings building environment 'readiness' activity including facility and learner risk assessment and deep cleaning activity commences – complete School and settings operating/ delivery model and approach for phased reopening – complete Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office

						estate. Remedial works where needed – complete (remedial works ongoing where required)

3. Supporting the Recovery of the Highland Economy

Sponsor: Malcolm MacLeod

Phase	1 – to end June 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
	Continue to engage with business sector partners to support the delivery of immediate support and develop plans for future recovery.		🟢			Regular meetings held with the business sector partners, including Chambers of Commerce, Business Improvement Districts, Federation of Small Businesses, and SCDI. Weekly meetings have been held with key contacts within Highlands & Islands Enterprise to discuss ongoing support mechanisms and the emerging recovery strategy in respect of strategic projects.	Weekly meetings continue. Further update to be provided to the Recovery Board 7 October 2020
External Economic Recovery	Recovery Board to agree Economic Recovery Papers and implement Recommendations	🟣				Recovery Board of 18th June agreed papers and recommendations are being implemented.	Complete

| | Economic Recovery Task Force to be established and separate workstreams tasked, with regular reports to Recovery Board | | 🟢 | | | The first meeting of the Economic Recovery Task Force is being held on 8th July 2020 to agree the Terms of Reference and confirm the workstreams that will be put in place to direct recovery efforts. | Feedback from all the Partners in the Economic Recovery Partnership are being collated and will be reported to the next task force meeting and the Recovery Board on 7 October 2020. |

4. Financial Recovery Strategy

Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Comments as at 30th July (Full Council Report)	**Follow Up Comments (24 Aug 20)**
Financial Recovery Strategy	Financial Resilience paper presented to Resources Committee Financial Impact response – paper presented to Council	●					Complete
Capital Plan	Review approved Capital Plan		●			Council approved Priority 1 and 2 Capital projects. Work ongoing to develop Capital Strategy in advance of preparing revised capital plan. Work to be complete in phase 2.	Capital report to be taken to Council in September providing details of current 'live' projects and seeking approval for all projects requiring contractual commitment in financial year 20/21
Introduce robust spend controls	Identify spend controls and implement. Monitor progress and report to Corporate Resources Committee, Recovery Board and The Highland Council.		●			Spending controls measures introduced. Financial reporting – ongoing to Council & Resources Committee.	Controls implemented. Q1 revenue monitoring report was to be presented to Resources Committee 12/8/20 cancelled due Internet outage – re-scheduled 20 August. Further budget report to Council in September.
Review of contracts management	Review of strategic and critical suppliers		●			Initial assessment complete, actions ongoing.	Review of strategic and critical suppliers complete. Despite that certain contractual challenges have emerged outwith that exercise as reported to Council in July.

5. Community Empowerment

Sponsor: Carron McDiarmid

Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
Sustainable service delivery model for humanitarian assistance, including support and coordination of community action (with groups and TSIs)	• Proposals developed • Shielding requirements update from Govt • Test and Protect responsibilities and monitoring of need	(purple circle)				• Proposals aired with Members in last all Member briefing on 10th June. Council on 25th June agreed to review all Covid projects by end July 2020. Proposals amended following Government guidance received 1.7.20. • Shielding requirements extended to 31.7.20. Weekly up-dates provided through resilience partnerships. • Scottish Government requirement (and funding provided) to support vulnerable people who are experiencing difficulty accessing or affording food during the pandemic. • Test and Protect responsibilities and guidance confirmed. Arrangements in place. Responsibilities extended to support anyone required to quarantine after period abroad.	• New approach designed and considered at Council on 30 July. • Community support co-ordination model currently being implemented
Learning from, and building on, good practice from Community Action	• 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		(green circle)			• Briefing update completed. Over £2.2m of external funding attracted by community groups. The update is being communicated through presentations at Area committee	• Engagement with community support groups underway. Initial messages shared with Recovery Board and will be reported to C&P committee on 19 August including elements of good practice.

						meetings and that has enabled discussion on the funding attracted. The briefing will also be emailed to members. • Register maintained and amended as information changes. Members briefing on register and map mid-June 2020.	Good practice a key area for enquiry within community engagement
Understanding experience and impacts of Covid on our communities and hopes for the future in order to develop consensus on shared local priorities	Identify: • 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		🟢			• Proposed framework for engagement under development in the team and will be considered at the officer Recovery Meeting in July in advance of a Recovery Board meeting. Also, an item on the agenda for the C&P Committee in August 2020. • Lochaber Area Committee heard on 29th July the feedback from business (Chamber of Commerce) and Local Voluntary Sector. By the time of the July Recovery Board, thirds sector feedback on Covid impacts and response will be reported to 5 further local committees and a further session planned with Lochaber Chamber of Commerce. Developing a learning log from feedback from 3rd sector to Area Committees. • Proposals for sustaining humanitarian support include support for building and developing relationships with third sector and better understanding impacts and local priorities moving forward (linked to action1 above).	• Engagement framework considered by Recovery Board at the Workshop on 28 July and paper on developing a framework for participation and involvement to be considered at the C&P committee on 19 August. • Engagement with community support groups underway and design of other strands in progress.

Understanding experience and impacts of Covid from our most vulnerable people and places	As above • complete data matching of vulnerable households – food support, benefits and other support services • analysis of core data sets including benefit claimants and employability/skills		🟢			• Individual data sets completed but some further work required to synthesise them to understand levels of need and services being delivered. Resourcing issues as only one research officer for the Council and competing work priorities. Developing proposal for data analyst support going forward. • Aiming to complete this action point by September 20.	• Initial data analysis completed
Re-invention and development of our Customer Relationship Management System (and links to new approach to business intelligence) CRM Project reinitiated	• 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.		🟢			• Helping Hands software in use from mid-June. • Officer discussions about CRM project re-start began week beginning 29th June.	• Report to C&P Ctte 19 Aug.- Item 11 CP 12-20 • Working on completion of the scoping, planning and initiation stage. • New Project Sponsor (Head of Performance and Resources). • Business Case to a newly convened CRM Project Board pre-end of August 2020.

6. Workforce Planning and Development

Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
Convene Re-Design Board	Re-Design Board to Initiate Review of Workforce Planning	🟣					Complete
Workforce Data Project (ResourceLink)	Continue work on developing interim establishment data and maintain. Finalise Business Case. Identify Lead Officer. Identify Project Manager. Identify Project delivery team.		🟢			Work continues maintaining establishment data. Business case finalised. Lead Officer, Project Manager and Project Team identified.	Board meeting set for 25 August. Scoping work continues, initial stakeholder engagement on-going

7. Service Re-design

Sponsor: Allan Gunn/Malcolm Macleod

Phase	1 – to end June 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
All ECOs Recovery Board Review	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.	🟣				Service responses being co-ordinated and analysed. Detailed assessment will be undertaken, and further analysed to include Staff Survey responses. Outcomes will be reported to 24 August Recovery Board.	Staff survey analysis reported to Council 30 July
ECO Transformation	Analyse, Review, compare and contrast existing programmes, projects and workstreams and validate against Recovery actions to identify relationship to Key Priorities	🟣					Complete

8. IT Transformation Sponsor: Liz Denovan							
Phase	**1 – to end June 2020**	**Complete** 🟣	**On Track/On-going** 🟢	**Some Slippage** 🟡	**No Significant Progress** 🔴	Comments as at 30th July (Full Council Report)	**Follow Up Comments (24 Aug 20)**
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.	🟣					Complete
	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	🟣					Complete
	Completion of initial phase of work to create capability for virtual Council Committees including remote connectivity for Members, online broadcast and publication	🟣					Complete

	Activity					Commentary	Status
	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.		🟢			This is ongoing activity as the Council adapts to a "new normal"	ICT officers continue to monitor, review and respond to emerging requirements.
	Helping Hands Shielding CRM solution go live	🟣					Complete
	Remote telephony solution		🟢			A successful pilot has taken place with some lessons learnt from that. Rollout to the first wave of users planned for week commencing 6 July 2020	Rollout is complete with 2,500 users.
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		🟢			Initial re-baseline of plan completed with Wipro but now ongoing activity to try and pull delivery dates forward.	Re-baselined plan complete; delivery on-going.
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	🟣				Report originally intended for June 20 Council meeting; report being presented to July 30 Council meeting.	Members approved the report supporting all recommendations
	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			🟠		Engagement with Microsoft delayed due to COVID-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery	On hold pending strategic review paper – aim remains to complete by Sep 20. Future engagement with SMT commencing October 2020

						Plan. Aim is to complete this action point by Sep 20.	
	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			🟡		CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re started. Decision re procurement is expected in July with implementation plan to follow. Contingency has been put in place with existing supplier for a short-term extension to the current CRM contract.	Project Sponsor agreed (C&P Head of Performance and Resources). Scoping, planning and initiation stage being finalised. Business Case to a newly convened CRM Project Board pre-end of August 2020
	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	🟢				Initial review complete, this is however a continuous cycle of activity to review costs and drive value from our suppliers. Engagement with managed print supplier continues regarding actions to reduce costs.	Driving value for money from contracts now BAU activity but on-going.
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 – Circa 500 attendees to date Development of Phase 2 Teams training Lead for ICT Communications	🟣					Complete

9. Digital Transformation

Sponsor: Malcolm MacLeod

Phase	1 – to end June 2020	Complete ⬤	On Track/On -going ⬤	Some Slippage ⬤	No Significant Progress ⬤	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
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		⬤			City Fibre has recommenced work. The Project Manager, who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed by seeking a replacement as soon as possible.	Subject of separate Update report to Recovery Board 24 August 2020
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		⬤			Work is underway in developing the project programme with Openreach, with a deadline of 31st March 2021. The Project Manager (as noted above), who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed	Subject of separate Update report to Recovery Board 24 August 2020

					by seeking a replacement as soon as possible.	
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		🟢			The Leader has written to Scottish Government seeking progress in relation to the R100 programme. Discussions continue with HIE on the delivery of the City Region Deal element of the scheme.	Subject of separate Update report to Recovery Board 24 August 2020
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.		🟢			The Digital Programme Board met on 27th May 2020 and a further meeting is planned for 10th July 2020.	Subject of separate Update report to Recovery Board 24 August 2020
	Ensure appropriate project management resource is available for the continued delivery of the digital workstream		🟢			See comments above.	Subject of separate Update report to Recovery Board 24 August 2020

10. Leadership, Culture and Performance

Sponsor: Donna Manson (CEO)

Phase	1 – to end June 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
Cultural Development – reimagining, revisioning 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		●			Development of engagement strategy underway. An initial Staff Well-being Survey was issued mid-June and has had 4500 respondents to 6 July 2020. Draft engagement strategy prepared – to be finalised with the senior management team.	Development of engagement strategy on-going
Leadership Development, Support and Performance Progress – scheduled for SLT approval? Mentoring and Coaching (RB – 15 July)	Review the Senior Leadership Development Programme in the context we are now working under (Learning & Development)		●			Senior Leadership Development programme review by L&D complete, with new options for delivery virtually in place of face to face. Some limitations but other opportunities will enable external speakers to be involved through Teams or Google classroom. Senior team agreement required.	Senior Leadership Development Programme to be discussed in phase 2
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.		●			Early discussions and some of collating information done including responses from ECO task, Staff Survey and performance data required. Intention is to move this into phase two in order to allow time to fully understand the extensive data. Meetings to be arranged with Service management teams through August and September.

Development of appropriate "new" performance measures to be discussed at Service Management team meetings in phase 2 (to 30 Sep 20). | Staff Survey reported to Full Council 30 July, this information along with Covid learning (ECO task) will form the basis for discussion and be included in agendas at SMTs |

	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.		🟢			Requirement to capture learning from the Resourcing team activity during the Covid emergency. Examples in Staff Connections. Service Management Team discussions to review culture and behaviours in relation to new ways of working using staff survey and ECO task data in phase 2.	Covid learning (ECO Task) high level analysis and overall brief completed by Transformation team. Individual Services utilising data within Service Redesign.
	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine into a single performance improvement strategy.		🟢			Identification of workstreams and projects associated with this task required – project leads understanding any performance improvement measures and new approaches that are relevant. To be discussed with the Recovery team and performance team in phase 2. Proposed use of PRMS for Recovery reporting is an example of this.	Use of PRMS to support Programme reporting continues to be developed
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		🟢			Staff Survey 4500 respondents, Staff Connections – Staff experiences and stories during Covid. Task in phase 2 to capture wider and longer-term impacts. Further staff surveys will link in with staff returning to the workplace in phase 2.	Phase 2 work stream
Re-branding and communication	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.			🟡		Requirement to capture feedback and collate public view of the Council and our staff. Staff Connections stories also useful for this task. Corporate Comms task in phase 2. Requirement to link in with customer engagement strategy. Consider Staff recognition initiatives – for discussion in phase 2 with Executive Leadership Team (ELT).	Staff survey reported to Full Council 30th July; work required to complete collation of public perceptions and feedback. Performance & Governance Officers carrying out scoping work with Corporate Comms to further develop staff recognition initiatives. Customer engagement Strategy to be presented to C&P Committee on 19th August. Following that a cross-service team will be established to capture public perceptions and develop future branding initiatives to include development of Council Values - re-branding task to add "Caring" to existing "Ambitious, Sustainable, Connected". Update will be provided to Recovery Board in October.

11. Asset Management

Sponsor: Mark Rodgers

Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Comments as at 30th July (Full Council Report)	Follow Up Comments (24 Aug 20)
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.		🟢			Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will week commencing 3 Aug, pupils from 10 Aug. Woking to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn toward other buildings and service' return - current guidance to continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.	Work continues to be influenced by Scottish Government guidelines. Medium level of risk that may require a pause to progressing through to level 3. Further updates will be provided
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)		🟢			Scoping initiated, building stock condition (evidence base) requirement understood but further investigation required – cost implication – previous bid (prior to Covid) to Change Fund to enable evidence gathering task to obtain baseline evidence for stock condition surveys and enable the creation of a medium to long term investment strategy. This process, if approved will take in the region of 24 months. Broadly similar approach will be required for the Council's 14,000 HRA stock which will take a similar time and run concurrently with the above.	Approved by Housing & Property Committee 13 August 2020 – A Strategic Asset Management Approach to Building and Assets – Item 4 Principles accepted. Next steps to identify resource for Stock and Conditioning surveys to provide fundamental evidence base for all assets to enable the shaping of the asset management programme. For implementation over the coming decade.
Corporate Landlord Strategy	Begin to Scope requirement(s) to initiate Corporate Landlord Strategy		🟢			Initial research well underway looking at best practice in other areas, to also include Covid learning. Paper being drafted to introduce Corporate Landlord concepts for discussion - proposal is for this to be at an appropriate Housing & Property Committee in Recovery phase 2 This will be part of a series of documentation to inform the Council and drive the strategy forward from an evidence base.	Approved by Housing & Property Committee 13 August 2020 – An Introduction to the Corporate Landlord Model – item 3. Principles accepted. Next steps to set out detailed methodology and plan to implement – this will be presented to future H&P Committees