HIGHLAND COUNCIL

Committee: Recovery Board

Date: 23 November 2020

Report Title: Recovery Action Plan: Update & Exceptions Report

Report By: Executive Chief Officer - Transformation

1.   Purpose/Executive Summary

1.1   The Highland Council Recovery Action Plan Progress Report – Phase 2 was presented to Council on 29 October 2020. This report is an update on progress including exceptions.

1.2   Members are asked to consider the progress that has been made since the last update including that the Covid-19 context remains, and Members will be aware that the Scottish Government's (SG) Tier based Covid-19 local protection levels were introduced on 1 November 2020 with The Highlands at Tier 1. It is within this environment that The Council's response and recovery actions operate with continued consideration for the impact on staff and citizens at the forefront of operational delivery.

1.3   In the last report good progress was reported against major areas of work including Service Redesign, Workforce Planning and the Workforce Data Project. The Board is advised that these initiatives continue to make significant progress as 'critical enablers' for the Council to move forward in Recovery and are prioritised accordingly. An update summary against all Key Priorities can be found at table 4.7. Workforce Planning is subject to a more detailed report as part of today's agenda.

1.4   Four tasks under Key Priority 4 *Financial Recovery Strategy* and Key Priority 8 *IT Transformation* reported some slippage as at 30 September. An update to these is provided at table 5.1. An update to the one remaining action from phase one that remained in slippage is provided at 5.2.

2.   Recommendations

2.1   Members are asked to consider:

   i.   the latest summary of progress against the Council's Recovery Action Plan including exceptions.

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

   and to note:

      iii. the example of the Performance and Risk Management System (PRMS) at appendix 1 to support future Recovery Action Plan reporting.

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.

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: There are no immediate Climate Change implications associated with this report. An update on Climate change work is provided later in this report.

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, socioeconomics 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.

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

4.   Background

4.1   As reported to Council on 29 October 2020, the Recovery Action Plan reached a second milestone – the end of Phase 2 at the end of September 2020. Of the 69 tasks 4 showed slippage. Members are advised that The Council continues to deliver against the extensive Recovery Action Plan while supporting resilience requirements and dealing with the effects of pandemic in parallel. The introduction of SG Tier 1 has provided some clarity which consequently affords a degree of predictability and understanding of the potential implications should the local protection level for The Highlands change. While any changes will always provide challenge with regard to service delivery, an awareness of the parameters enables better contingency planning for both resilience and recovery.

4.2   In line with Programme Management Office (PMO) principles, exception reporting continues to enable staff and Members to understand the work that has been achieved since June 2020 and to focus on those tasks that are under pressure against timelines and milestones.

4.3   The aspiration to provide the Board with 'real-time' reporting via existing IT systems – PRMS (Performance and Risk Management System) is almost complete and Members

are asked to view the example at appendix 1. A self-service link direct into PRMS will be provided to Recovery Board Members by 23 November 2020.

4.4 At appendix 1, Members are able to see the PRMS summary template and an example of the reporting format. In future the template will provide a summary similar to that at 4.7 and also show exceptions. Ultimately future phases will also be accessible in real-time. The introduction of this mechanism of reporting for programme management is the result of considerable effort by staff in Transformation Service and the Performance & Governance Service, to adapt the system to suit the PMO approach.

4.5 **Board activity- updates**
At the Recovery Board on the 7th October, the Board received a detailed update on a number of workstreams, namely; Supporting the Highland Economy, Brexit Working Group, Tourism Committee and Leadership, Culture & Performance. At today's Board, the agenda includes updates on Workforce Planning, Brexit, Readiness and Buildings and Economic Recovery.

4.6 At the last Board meeting as part of the comprehensive update on Climate Change the Board were advise that the first Highland Climate Change Conference was to take place on 2 November 2020. The conference was attended by a large and diverse audience of over 130 people, and presentations were delivered by over 30 guest speakers. The conference was split into four themes: Biodiversity and Habitat, The Bigger Picture (looking at National and international policy and sustainability targets), Personal Responsibility and The Green Recovery. Members of the public, local community groups and Council staff contributed video content which was well received and enhanced the messages delivered on the day. Almost all of the 200 tickets available for the afternoon's workshop sessions were allocated, which is a positive sign of the demand from Highland residents to engage with the climate agenda in Highland and support the Council's efforts to decarbonise the region.

4.7 **Route Map to Recovery – 11 Key Priorities Progress Summary as at 23 Nov 2020**
The table below presents a high-level status summary of the actions for each key priority.

Key Priority Phase 2	Planned tasks to end Sep	Complete ⬤	On-Track / On-going ⬤	Some Slippage ⬤	No significant Progress ⬤
Restoring Political Governance	3	⬤ 2	⬤ 1		
Lockdown Agility incl. Schools Reopening	7		⬤ 7		
Supporting the Recovery of the Highland Economy	3		⬤ 3		
Financial Recovery Strategy	7	⬤ 1	⬤ 6		
Community Empowerment	6		⬤ 6		

Key Priority Phase 2	Planned tasks to end Sep	Complete 🟣	On-Track / On-going 🟢	Some Slippage 🟡	No significant Progress 🔴
Workforce Planning & Development	3	🟣 2	🟢 1		
Service Re-Design	10	🟣 9	🟢 1		
IT Transformation	13	🟣 2	🟢 8	🟡 3	
Digital Transformation	5		🟢 5		
Leadership, Culture & Performance	9		🟢 9		
Asset Management	3		🟢 3		
Total Tasks	69	16	50	3	

4.8 The current position is; of the 69 actions due, 16 are complete, 50 are on track/on-going and 3 continue to show some slippage. Table 5.1 provides further details on these exceptions. Updates can also be viewed at appendix 2.

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

5 Progress Update – Exceptions

5.1 The table below lists the 4 action points where some slippage is reported against phase 2 – due end Sep 2020.

Key Priority	Action Point	Revised Status	Remarks
Financial Recovery Strategy	Review current contract Register and ensure the Council has a comprehensive Contracts Register for all contracts. Maintain Contracts Register. Initiate review of performance of	🟢	**Now back on Track.** Review of contracts register to identify and engage with strategic and critical suppliers to understand Covid impacts completed. New procurement e-learning modules developed and rolled out with requirement for completion by all relevant managers encompassing responsibilities around the contracts register and

	contracts including understanding of spend, outputs and outcomes.		contract management. Performance reviews of certain contracts, e.g. ICT provision, already underway and this work will continue for certain contracts across the Council during Q3 and Q4 taking account of the various demands on Council managers including Covid resilience and recovery.
IT Transformation

Restart, recovery & completion of existing ICT Transformation programme | 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

Implementation plan defined | 🟠 | **Remains in slippage**
The Refresh continues with strong progress being made with regard to the refresh, particularly in schools. Previously reported slippage due to supply chain issues has been largely recovered as a result of efforts to expedite orders.   Many remaining users due for refresh have complex requirements which have taken more time to resolve but are expected to be completed in line with the current plan. The remaining challenges in completing the corporate refresh arise from the continued closure of Council offices. This is being addressed through engagement with the property team and remaining users to be refreshed to be able to offer a suitable location for the set up and collection of their new device. |
| IT Transformation

Development & Implementation of Digital & Technology Strategy | Stakeholder Engagement Development of business case & high-level plan

CRM Implementation Plan | 🟠 | **Remains in slippage**
Corporatisation of ICT is being considered under the Service Redesign process. Engagement at a strategic level continues in Q3 and is focussing initially on establishing a baseline data set of all IT related business systems and related budgets across the Council. This will inform the development of the strategy |

Key Priority	Action Point	Revised Status	Remarks
			Implementation of new CRM system is well underway and expected to complete Q1 2021. Resource-Link also under focus as part of Workforce Data Project. Stakeholder engagement has continued at a tactical level to meet immediate service requirements. The previous report identified a risk with regard to the impact of Covid and competing priorities and this has proven to be the case, as such, timeline for this work to progress has moved to Q1 2021.
IT Transformation Development & Implementation of Digital & Technology Strategy	Implementation plan defined	🟠	**Remains in slippage** A separate Project Dochas report was presented to Corporate Resources Committee on 11 November 2020 in private which provided further detail on the IT Transformation and refresh project. Engagement with Wipro regarding the planning and delivery is positive and continues to progress well. A detailed agreement about a phased transfer of services in-house should be in place by December 2020 and Wipro are aligned with that timeframe.

5.2   The table below lists the 1 remaining action point from phase one (end June 20) where the previous progress reports highlighted some slippage.

Key Priority	Action Point	Revised Status	Remarks
Leadership, Culture & Performance	Re-branding and communication - Public perception of HC Brand under COVID – capture & build on the positive public feedback	🟢	This task is on-going. Proposal to include "Kind" in Highland Council's vision and values. Further work will be undertaken in phase 3 and 4 to build on learning from Covid, including a staff and public engagement programme which will help to inform the overall public

			engagement strategy in 2021.

6. Personal Protective Equipment [PPE] Update, Covid-19 Requirements

6.1 Acknowledging the importance of Personal Protective Equipment (PPE) and availability for use across the Services, the Council received a comprehensive update in the last Recovery Action Plan Progress Report dated 29 Oct 2020. Members are advised that that the position regarding PPE remains **unchanged.** Council Services which support communities and deliver vital services across the Highlands, continue to receive and are able to access the necessary supplies of PPE.

Designation: Executive Chief Officer Transformation

Date: 12 November 2020

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

Appendix 1 PRMS Reporting Summary Template Example – Phase 3 for illustration purposes only

Recovery Action Plan Summary - Status of actions month: M7 20/21

	No. Completed in Phase		No. On Target		No. Some Slippage		No. No Significant Progress

Key Priority	Planned Tasks this Phase	🟣	🟢	🟡	🔴
RAP01: Restoring Political Governance					
RAP02: Lockdown Agility incl. Schools Reopening					
RAP03: Supporting the Recovery of the Highland Economy					
RAP04: Financial Recovery Strategy					
RAP05: Community Empowerment					
RAP06: Workforce Planning and Development					
RAP07: Service Re-design					
RAP08: IT Transformation					
RAP09: Digital Transformation					
RAP10: Leadership, Culture and Performance					
RAP11: Asset Management					
RAP Exceptions Latest Month Reported					

Appendix 1 PRMS Reporting Key Priority Example – Phase 3 for illustration purposes only

Recovery Action Plan

RAP02: Lockdown Agility incl. Schools Reopening ⇕	Action ⇕	Q2 End Status (M6) ⇕	Q2 End Remarks (M6) ⇕	Latest for all ⇕
National Guidance	☆ [National Guidance] PPE provided to those RTW in accordance with regulations & guidance	M6 20/21 🟢	On-going with provision to reflect evolving Scottish Government guidance.	M6 20/21 🟢
National Guidance	☆ [National Guidance] Implement changes to workplace settings - ensure H&S compliance to enable a managed return	M6 20/21 🟢	On-going. Guidance document has been prepared by Occupational Health Safety and Wellbeing Team, 'Reopening of premises following lockdown'. Key conditions for use of workplace communicated. Updated guidance package being distilled for access via Intranet. Scottish Government and Health Protection Scotland updates monitored to advise on workplace access requirements. Contributing to Scottish Government consideration of ventilation requirements to assist subsequent updating of advice to staff working indoors.	M6 20/21 🟢
PPE	☆ [PPE] Support staff working from home settings, incl workspace assessments & welfare/training support	M6 20/21 🟢	Staff continue to be supported to work from home in accordance with national guidance and direction. Individual managers are taking note of any feedback from their teams and providing advice. Initial learning from Covid and staff survey reported previously to Council. Additional dialogue with service managers to ascertain the requirement to return personnel to office workplaces at an appropriate time and to understand where flexible and working from home options could continue.	M6 20/21 🟢
PPE	☆ [PPE] Ongoing feedback from staff & challenge/ review all policies so they remain fit for purpose	M6 20/21 🟢	Staff continue to be supported to work from home in accordance with national guidance and direction. Individual managers are taking note of any feedback from their teams and providing advice. Initial learning from Covid and staff survey reported previously to Council. Additional dialogue with service managers to ascertain the requirement to return personnel to office workplaces at an appropriate time and to understand where flexible and working from home options could continue.	M6 20/21 🟢
Return of Services	☆ [Return of Services] Amend working arrangements for RTW to national advice from UK & SG	M6 20/21 🟢	Ongoing. Arrangements continue to be considered in context of the most recent Scottish and UK Government pronouncements.	M6 20/21 🟢

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**The Highland Council Recovery Action Plan – Key Priorities Phase 2 Update
Exception Reporting**

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**1. Restoring Political Governance
   Sponsor Kate Lackie**

Phase	2 – to end Sep 2020	Complete 🟣	On Track/On-going	Some Slippage 🟡	No Significant Progress 🔴	Remarks
Committees	Strategic Committees and Area Committees to be established using virtual meetings wherever possible (Business as Usual Phase).	🟣				Virtual meetings now well established and business as usual.
	Prepare a detailed management plan for physical distancing in Highland Council HQ for Members who wish to attend the meeting in person.		🟢			No prospect of a return to HQ for some time yet. At the point at which this may be permitted the management plan will need to reflect the guidance current at the time and so will need to be drawn up as and when required. In light of the latest guidance issued on 21 Sep 20 work continues on guidance but given the fluid environment and Scottish Governments direction regarding continued working from home any further guidance and planning will be revised when appropriate.
	Bring forward formal meetings into the 'recess' period as required	🟣				Complete

2.Lockdown Agility

Sponsor: Mark Rodgers

Schools Re-opening: Nicky Grant (ECO – Education and Learning)

Phase	2 – to end Sep 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Remarks
National Guidance	Implement changes to workplace settings to ensure full health & safety provisions are in place and enable a manged return as circumstances dictate.		●			On-going. Guidance document has been prepared by Occupational Health Safety and Wellbeing Team, 'Reopening of premises following lockdown'. Key conditions for use of workplace communicated. Updated guidance package being distilled for access via Intranet. Scottish Government and Health Protection Scotland updates monitored to advise on workplace access requirements. Contributing to Scottish Government consideration of ventilation requirements to assist subsequent updating of advice to staff working indoors.
PPE	PPE is provided to those returning to work in work in accordance with regulations and guidance.		●			On-going with provision to reflect evolving Scottish Government guidance.
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.		●			Staff continue to be supported to work from home in accordance with national guidance and direction. Individual managers are taking note of any feedback from their teams and providing advice. Initial learning from Covid and staff survey reported previously to Council. Additional dialogue with service managers to ascertain the requirement to return personnel to office workplaces at an appropriate time and to understand where flexible and working from home options could continue.
	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government		●			Ongoing. Arrangements continue to be considered in context of the most recent Scottish and UK Government pronouncements.
	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.		●			Ongoing. Emerging operational requirements managed to reflect national guidance.
Schools Reopening (ECO Education & Learning	Weekly project board, sub-group and area consultation meetings continue with escalation of any issues or decisions that require support to the board. Schools and settings reopen on 11th August with adapted operating model.		●			All schools and ELC settings opened by 17 August and continue to take account of local circumstances in updating detailed risk assessments. Area Project Boards now run on a fortnightly basis, with a focus on individual school and community issues relating to transport, catering, FM and digital issues. Operational

		Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
	Continued test of assurance/ continued risk assessment and community engagement. Provision 'readiness' and health and safety monitoring.					Groups meeting as appropriate. Close working with and joint comms for parents with the Highland Parent Council Partnership (HPCP). Links between The Highland Council resilience teams and Public Health teams have forged effective communication and partnership working. Development of flowchart for schools, parents and carers, in addition to Scottish Government advice. A tactical response team now meets regularly with protocols in place to respond to any future cluster outbreaks or incidences in schools, as well as local Emergency Liaison Groups as required in each Area.
	Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.		🟢			Significant inspection and testing programme undertaken to ensure systems safe for schools to reopen. Ongoing maintenance and remediation to support schools.

3. Supporting the Recovery of the Highland Economy

Sponsor: Malcolm MacLeod

Phase	2 – to end Sep 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Remarks
	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.		🟢			Highland Recovery Partnership established and has met once. This will continue over the coming period to ensure actions are taken forward. The next meeting of the Economic Recovery Partnership will be held on 13th November 2020.
	Work on the key areas identified: - 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		🟢			Whole range of work being carried out to ensure resilience in these sectors, including discussions with Government, businesses and partner agencies.

| | 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. | | 🟢 | | | Discussions continue regarding Highland City Region Deal and other funding streams that will contribute to economic recovery. In respect of the Highland City Region Deal, the reality is that there is limited scope to amend the current Deal outwith the projects already identified, but efforts continue to look at options.
In terms of progress the City Region Deal Monitoring Group met on 19 October and an update report was provided to the Economy and Infrastructure Committee on 4th November 2020 as follows: Overall good progress had been made over most projects. In particular, the Programme Manager reported that the Castle, West Link and Affordable Housing Development projects were back up and running. An underspend was anticipated in financial year 2020/21, largely due to the short delays with projects and the inability to do some of the construction work due to Covid 19. Discussions were taking place with the Scottish Government, but it was anticipated that the underspend would fall into the next financial year. |

4. Financial Recovery Strategy

Sponsor: Liz Denovan

Phase	2 – to end Sep 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Remarks
Financial Recovery Strategy	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.		🟢			Regular reporting being provided to every Highland Council and Corporate Resources committee meeting with latest report provided to full Council on 1st October and update on 29th October. Revenue and Capital monitoring was subject to a full updated report to Corporate Resources on 11 November 2020.
Capital Plan	Identify Essential / Contracted General Fund Capital Spend		🟢			Financial recovery strategy will need to be flexible to allow for potentially significant changes around Covid financial impact as well as allowing best advantage to be taken of emergent fiscal flexibilities proposed by Scottish Government

| Introduce robust spend controls | Review controls and their effectiveness.

Identify further controls if required and implement.

Continue to report progress, highlighting material issues. | | 🟢 | | | Capital elements presented in Council budget reports of 25th June and 1st October and update on 29th October. Revenue and Capital monitoring was subject to an updated report to Corporate Resources on 11 November 2020. |
|---|---|---|---|---|---|---|
| Review of contracts management | 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. | | 🟢 | | | Now back on Track. Review of contracts register to identify and engage with strategic and critical suppliers to understand Covid impacts completed. New procurement e-learning modules developed and rolled out with requirement for completion by all relevant managers encompassing responsibilities around the contracts register and contract management. Performance reviews of certain contracts, e.g. ICT provision, already underway and this work will continue for certain contracts across the Council during Q3 and Q4 taking account of the various demands on Council managers including Covid resilience and recovery. |
| Review of Procurement Services | Undertake scoping review of Procurement Services.

Complete business case and design project plan. | | 🟢 | | | Project Outline completed including scoping & milestone dates.
Project Sponsor (ECO Resources & Finance), Project Leads (ECO Transformation and Head of Revenues & Customer Services) and Project Manager (Business Analyst) agreed.
This review will include an assessment of the costs of, and savings delivered by, the Shared Service and taking cognisance of the business case for this Shared Service as agreed by Resources Committee in August 2016. |
| 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 | | 🟢 | | | As detailed below, work is on-going into this task. Building on the discussions with the CEx and ECOs further sessions will be held to continue to take this matter forward. Work continues on 19/20 LFRs and it has been agreed that respective ECOs are to be included in the sign off process for future submissions. |
| | Undertake scoping exercise with ECO Performance & Governance to better understand current performance including VFM (value for money).

Review of previous year LFR submission to support base line benchmarking. | 🟣 | | | | Local Financial Returns (LFRs) LFRs form part of Scottish Local Government Financial Statistics (SLGFS) which is an annual publication that provides a comprehensive overview of Scottish LA financial activity. The publication covers are range of areas including revenue costs. During August and September, Transformation Service staff have examined the data contained within the LFRs to 18/19 (19/20 LFRs to be submitted Dec 20) and discussed with the CEx and ECOs. This analysis has helped to provide an enhanced understanding of Service costs across the Council and Scotland. Further analysis will be undertaken as required. Scoping exercise to continue, and reflective of the nature of this work, there is an on-going commitment to continue this initiative. |

5. Community Empowerment

Sponsor: Carron McDiarmid

Phase	2 – to end Sep 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Remarks
Sustainable service delivery model for humanitarian assistance, including support and coordination of community action (with groups and TSIs)	• 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		●			Continuing to provide humanitarian support where local outbreaks occur and to respond to requests for support as a result of welfare/food insecurity concerns
Learning from, and building on, good practice from Community Action	• 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		●			• Initial conversations (14) with community support groups completed. Follow-up survey being developed. • All area committee presentations now complete. Strategic committee engagement ongoing. • Engagement planned to explore new areas for community action taking a place-based approach.
Greater community and business involvement and connections in the delivery of local services and in local decision-making (place-based approach)	• Community asset transfer (CAT) approvals to C&P Committee • Statutory annual report on CAT and participation requests		●			CAT reports agreed at C&P committee in August
Understanding experience and impacts of Covid on our communities and hopes for the future in order to	• initial data gathered • surveys underway • some virtual engagement		●			• Initial conversations (14) with community support groups completed. Follow-up survey being developed. • Design of survey for recipients of support underway

develop consensus on shared local priorities	• update at C&P Committee 19.8.20					• Working with partners to design of engagement with Covid-impacted communities of interest underway
	As above • Proposals for reviewing CLD activity • Agree approach to engaging equality groups to inform the statutory review of equality outcomes March 2021		🟢			• CLDE group currently reviewing Covid activity to understand learning from response and impacts for CLDE • Working with partners to design of engagement with Covid-impacted communities of interest underway • Through service redesign, learning from Covid response to help inform poverty reduction approach in Highland.
	• Feed in learning/any new requirements to the specification for new solution.		🟢			Learning from Helping Hands and consultation with staff contributed to development of CRM business case. Business Case agreed by Project Board at end of August, preferred supplier identified and procurement stage for project phase 1 is complete.

6. Workforce Planning and Development

Sponsor: Liz Denovan

Phase	2 – to end Sep 2020	Complete ⬤	On Track/On-going ⬤	Some Slippage ⬤	No Significant Progress ⬤	Remarks
Convene Re-Design Board	Commence Workforce Planning Reviews including Review of current Workforce Planning Strategy	⬤				A full report on Workforce Planning was submitted to the 08 October 2020 Redesign Board, detailing work completed, progress, and planned. Following the initiation of the Workforce Planning Project at the 10 June 2020 Redesign Board, and the completion of project scoping, the project is progressing the planned work to deliver the project objectives: 1. Review the Workforce Planning Strategy – to ensure ongoing currency and fitness for purpose 2. Identification of Workforce Data Required – assessing what data is already held, what is required to enable managers to effectively manage their teams (right people, right place, right time), identifying the gaps and taking action to rectify 3. Identification of Management Tools – assessing what is in place, what managers need, revising and adding to the tools as required Summary of the work completed, in progress, and planned • Project sponsor, lead officer, Transformation project manager and project team are in place and meeting regularly (including members of the Redesign Board) • Project Plan produced detailing tasks, timescales and responsibilities • Redesign Workshop was held 07 August 20 and completed a PESTLE review of the Workforce Planning Strategy to provide a member perspective and insight into the external factors impacting workforce planning • Survey of Managers was issued 23 Sep 20 to inform the review of the Strategy and to help inform areas for further improvement such as additional data, management tools and support required • As a follow on to the Survey, Workshops are to be held during October to further understand from a

						• manager and staff perspective of what changes are required, where are the gaps and weaknesses that need to be addressed (e.g. data, tools, support) • A progress report will be presented to the Redesign Board 27 Nov 20. Workforce data types currently held and available have been assessed for the purpose of identifying where there are gaps in the data required (to be delivered through the Workforce Data Project – see "Workforce Data Project" entry below)
All ECOs	Review Service Workforce Plans		🟢			• This task is on-going including the learning from managers/supervisors from the management survey issued on 23 Sep 20, with workshops and interviews planned with managers and supervisors to take place in Q3. Workforce planning by its very nature is an iterative process and therefore discussions, engagement with managers/supervisors (and staff) will continue as required.
Workforce Data Project (ResourceLink)	Continued maintenance of interim establishment. Design and finalise Project Plan. Commence project.	🟣				Project initiated. Project sponsor, lead officers, Transformation project manager and project team in place. Project Plan produced detailing tasks, timescales and responsibilities, and the project is currently progressing the planned work summarised as follows: • Interim Establishment Data – activity progressed to cleanse and complete data set covering all established posts (this work is feeding into and supporting the wider Workforce Planning Programme and Service Redesign). The focus of this work is on our immediate data requirements • HR/Payroll System Assessment – work has been progressed to assess what short-term improvements can be achieved through rationalising the number of HR systems and processes used to create efficiencies, identifying how existing system functionality could be widened to capture more manual processes, and how a greater application of self-service functionality could be introduced to maintain workforce related data and access to management information and reports. Where applicable short-term improvements will be made – the priority being the maintenance and ongoing integrity of establishment data. Workforce Data Project Board met mid-September; all involved recognise the positive influence Boards have to the successful delivery of timeous outcomes thus further Board meetings will take place regularly.

7. Service Re-design

Sponsor: Allan Gunn/Malcolm Macleod

Phase	2 – to end Sep 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Remarks
All ECOs	Implement short-term Service changes in the context of experiences learned during the lockdown period and reflecting the serious financial position of the Council.		●			Covid learning has been captured by Services and an overall assessment has been collated. Service delivery continues to be adapted, reacting to guidance from Scottish Government as appropriate.
ECO Resources & Finance	Review Structures	●				Service Redesign – Review Stage now complete. Redesign stage commenced 1 November 2020.
ECO Communities & Place	Review Structures	●				Key milestone dates approved as part the Council's Recovery Action Plan for Service Redesign: • Review by Sep 20 • Redesign by Dec 20 • Implement during 2021.
ECO Performance & Governance	Review Structures	●				Each ECO is supported by staff from the Transformation Service, HR and Finance. Review phase included: • Reviewing current Service structures • Current performance – financial and non-financial • Covid Learning
ECO Housing & Property	Review Structures	●				• Workshops (PESTLE and SWOT) • Chief Executive led peer review workshops with the ECOs early Oct 20 and work continues as we enter the *Redesign* phase. Next steps:
ECO Infrastructure & Environment	Review Structures	●				• Chief Executive will hold a seminar on 4 December 2020 for Members. As detailed in The Recovery Action Plan the *Redesign* phase has commenced and is due to complete by
ECO Transformation	Review Structures	●				December 2020. An example of the analysis that will be carried out under this next phase, is to examine how best The Council will support a cross-service response to poverty reduction in the Highlands. The Chief Executive and ECOs have committed to progress Service Redesign

ECO Health & Social Care	Review Structures	●				at pace with work continuing in the *Redesign* stage in November and December with submission of reports to respective Strategic Committees, as appropriate.
ECO Education & Learning	Review Structures	●				
ECO Transformation	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.	●				In relation to Redesign, a summary position is as follows: • 10/06/20 Redesign Board - Workforce Planning and initiated the project scoping work • 7/8/20 Redesign Workshop - included completion of a PESTLE review of the Workforce Planning Strategy to provide a member perspective and insight into the external factors impacting workforce planning • 1/9/20 Redesign Workshop – updated on the Lean review of Burials and Cremations administration • 8/10/20 Redesign Board –Workforce Planning & Development report to be presented • 27/11/20 Redesign Board arranged, with further Boards and Workshops to be scheduled In relation to Rapid Reviews, a summary position is a follows: • The Rapid Reviews in late 2019 identified 17 possible savings opportunities • 10 of the 17 opportunities are included in the 20/21 budget approved by Council in in March 20 • These 10 opportunities are estimated to deliver savings of £1.551m, or 93% of all the possible savings highlighted within these 17 reviews • For the 7 opportunities not included in the budget, 4 were considered to deliver possible savings. Foregoing initial investment required, the assessment of available supporting information (e.g. Outline Business Cases) is that at present (e.g. due to the changed environment such as COVID impact) these remain not viable. The 10 Rapid Reviews savings approved for 20/21 are under significant pressure for delivery due to COVID19.

8. IT Transformation

Sponsor: Liz Denovan

Phase	2 – to end of Sep 2020	Complete ●	On Track/On-going ●	Some Slippage ●	No Significant Progress ●	Remarks
ICT Transformation in response to significant change to operational requirements as a result of Covid – 19. (Remote working/ online collaboration, connectivity & teamworking)	Completion of AOVPN rollout to Education	●				Complete
	Phase 2 Rollout of MS Teams further enhancing remote working and online collaboration capability		●			Work continues with roll out and utilisation of Teams.
	Evaluation of new platform specifically designed for virtual committees from Public i		●			Consolidating on MS Teams as the preferred platform for virtual committees with trials ongoing to connect HQ Chamber and Area Committee Rooms to Teams meetings
	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.		●			Refresh project being adapted to cater for new requirements as a result of home working. Specific engagement with Health & Social Care to ensure correct solutions are in place.
	Management and action as required		●			Complete
	Trial of softphone capability – allows significant proportion of corporate user's (circa 2500) ability to use desktop phone functionality on their laptop/desktop – No cost to deliver as part of current telephony system capability and licencing	●				Refresh activity underway but some delays due to supply chain and the fact that many of the remaining users to be refreshed have complex software and hardware requirements. JML and ICT Catalogue undergoing final testing with plan for go live in October 2020.

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)	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			🟡		**Remains in slippage** The Refresh continues with strong progress being made with regard to the refresh, particularly in schools. Previously reported slippage due to supply chain issues has been largely recovered as a result of efforts to expedite orders. Many remaining users due for refresh have complex requirements which have taken more time to resolve but are expected to be completed in line with the current plan. The remaining challenges in completing the corporate refresh arise from the continued closure of Council offices. This is being addressed through engagement with the property team and remaining users to be refreshed to be able to offer a suitable location for the set up and collection of their new device
Development & Implementation of Digital & Technology Strategy	Definition of programme dependent upon outcome Strategic engagement with core ICT supplier		🟢			Service engagement delayed due to other priorities. First area to be looked at in detail will be Education and Learning with workshop completed in September 2020. Also waiting for further engagement with Microsoft Cloud Navigator Programme.
	Stakeholder Engagement Development of business case & high-level plan			🟡		**Remains in slippage** Corporatisation of ICT is being considered under the Service Redesign process. Engagement at a strategic level continues in Q3 and is focussing initially on establishing a baseline data set of all IT related business systems and related budgets across the Council. This will inform the development of the strategy Implementation of new CRM system is well underway and expected to complete Q1 2021. Resource-Link also under focus as part of Workforce Data Project. Stakeholder engagement has continued at a tactical level to meet immediate service requirements. The previous report identified a risk with regard to the impact of Covid and competing priorities and this has proven to be the case, as such, timeline for this work to progress has moved to Q1 2021.
	Implementation plan defined			🟡		**Remains in slippage** A separate Project Dochas report was presented to Corporate Resources Committee on 11 November 2020 in private which provided further detail on the IT Transformation and refresh project. Engagement with Wipro regarding the planning and delivery is positive and continues to progress well. A detailed agreement about a phased transfer of services in-house should be in place by December 2020 and Wipro are aligned with that timeframe.
	Strategic review - Line of business applications – Includes application roadmap for key LOB systems and resourcing of systems support – Corporatisation of ICT		🟢			Review of managed print contract undertaken, and print volumes continue to be significantly lower than previous years. Telephony review will be undertaken as part of the ICT Strategy work. Assessments thus far indicate that no urgent requirement as softphones are operating and investment in telephony over that the last 12-18 months is still delivering benefits.

	Complete managed print review and action as required Commence fixed telephony review linked to Microsoft strategic engagement (Move to cloud, adoption of softphone)		🟢			Review of managed print contract carried out and opportunities for savings identified. Print volumes continue to be significantly lower than previous years. Telephony review will be carried out as part of ICT Strategy work. No urgent requirement as softphones are operating and we have recent investment in telephony that is still delivering benefits.
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	Implementation of Phase 2 MS Teams training Development & Implementation of OCM Programme in line with ICT Transformation Programme development		🟢			OCM activity is continuing – targeted through the Change Network comprising all managers, Head Teachers and school Digital Champions.

9. **Digital Transformation**

Sponsor: Malcolm MacLeod

Phase	1 – to end Sep 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
		🟣	🟢	🟡	🔴	
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).	Inspect and manage the delivery of the programme		🟢			Project management resource being recruited which will greatly aid progress towards deadline of 31st March 2021. Discussions ongoing with UK Government on the potential for some slippage in timescale given the impact of COVID. CityFibre have completed 40 locations and the majority of construction activity has now been completed in Thurso, Wick and Fort William. The key challenge is to ensure that the site list (152 public building sites) is finalised to allow CityFibre the final list that they have to connect to by the end of the project in March 2021.
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.)	Manage the delivery of the programme of works		🟢			All project documentation has now been completed and agreement reached with the UK Government Department for Digital, Culture, Media & Sport (DCMS). The supplier is Openreach and they have completed the surveys for the Highland RGCP order. We await details of the proposed installation timetable which is required to meet the DCMS March 2021 funding deadline. Openreach are confident this date can be achieved. Costings for a second phase of sites is being prepared to ensure that there is a continued access to this funding stream for 2021/22. This is expected soon.
R100/Highland City Region Deal To deliver a digitally capable region and stimulate economic growth.	Implement project as soon as practicable		🟢			It is positive to report that the R100 North Lot has cleared the court challenge that was underway. Scottish Government are now working with Openreach on the proposed roll out of the programme and details of the implementation plans will be available by the end of the year. The Council Leader has met with both UK Government and Scottish Government Ministers in recent weeks to stress the importance of both administrations working together to ensure that the full benefits of the R100 and City Region Deal Funding are brought forward at pace. This could include for example a greater number of Fibre to the Premises projects than was originally envisaged.

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 meets regularly with the next meeting, most recently on 30th September. The Board noted progress across all workstreams and identified the key risks along with mitigation of these, particularly in respect of the LFFN project.
	Ensure appropriate project management resource is available for the continued delivery of the digital workstream		🟢			Recruitment underway – HIE temporarily carrying out Project Management, dedicated resource to be in place by end Oct 20.

10. Leadership, Culture and Performance

Sponsor: Donna Manson (CEO)

Phase	1 – to end Sep 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Remarks
Cultural Development – reimagining, revisioning and renewing	Implement the strategy and collate findings from interactions, stories, staff forums, connections, ECO task – Develop a report to inform cultural change		🟢			Post Covid-19 Employee Engagement Strategy was agreed at Highland Council on 30 July and implementation has commenced
Leadership Development, Support and Performance	Develop collaborative leadership approach – Re-framing, understanding problems, co-production		🟢			The following high-level objectives have been identified from the engagement undertaken to date with citizens, partners, employees and trade union representatives: • Drive improved performance, process and outcomes • Get the right people in the right place • Build the capacity of our leaders and managers • Ensure employee engagement and wellbeing • Develop a learning culture • Deliver the governance and management system to support change
	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		🟢			It is proposed that a 3-stage differentiated Leadership Development Programme (LDP) will be delivered: Tier 1, Senior Leaders/Executive management Tier 2, Established Leaders and Managers Tier 3, Emerging Leaders/Talent Development All of the stages will involve a number of common elements such as self-assessment and reflection, performance management, coaching and mentoring, action learning and system reinforcement, and professional development and accreditation. The LDP will involve a combination of mandatory and voluntary elements with indicative timeframes for certain elements to be completed. This will be reflected in a Leadership Competency Framework aligned to each Stage and refreshed induction programme for new staff and also for staff newly promoted to management. Monitoring will take place as part of the refreshed Employee Review and Development Process (ERDs). The wider employee development approach will emphasise empowerment of staff and explore what leadership behaviour looks like at all levels.
Quality Improvement and Performance	Develop a new performance improvement strategy to include performance team restructure and building a strong, data driven, performance network across all Services.		🟢			The development of a new strategy for performance improvement is tied to the Service redesign workstream in the Recovery Programme, which now has a revised timeline through to the start of the new financial year. However, work is progressing in relation to performance with a Business Partners (BP) model being recommended which would be

	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					delivered through a single central performance team. Performance BPs will be responsible for supporting Service Management Teams to drive improved performance through more effective use of data and data analysis. The BP model cover four themes: engagement & partnership, risk management, performance and self-assessment. The widening of the Council's Values to include 'Caring' demonstrates a focus on how we treat our employees and care about their welfare and general wellbeing – particularly in the context of Covid. Staff and elected members will be surveyed on the behaviours that need to underpin this additional value and the Organisational Framework will be amended accordingly.
	Develop revised performance framework in line with Recovery Programme priorities and revised Council Programme		🟢			The Council's Performance Framework continues to evolve as new plans and strategies are agreed and these are managed through the Council's performance and risk management system (PRMS). The Recovery Programme Plan has been built in PRMS and subject to PMO verification is ready to launch which will move monitoring into an electronic, interactive environment. To support Service Redesign all ECOs have been offered support in reviewing their performance against corporate cost, quality and satisfaction measures the majority of which offer a national benchmark position and family group comparators. The Council Programme is currently under review by the Administration and will take into account the focus of the Recovery Plan themes. The performance framework will be updated as this work concludes to ensure that there is alignment.
Re-branding and communication	Continue to understand the wider impact of Covid on staff and varying circumstances – stress, anxiety and how this will affect their return to work.		🟢			Findings from the recent Employee Engagement Wellbeing survey, reported to Highland Council on 30 July, provided valuable feedback from the workforce. An action plan has been developed in consultation with trade union partners was reported to Highland Council on 10 September. A programme of staff engagement is also underway.
	Identify ways to engage with staff differently e.g. Videos, bulletin board, staff Facebook page, forum		🟢			During the period of the pandemic a variety of media have been used to communicate and engage with the workforce including emails, Facebook and Twitter posts, YouTube videos, management briefings, surveys and staff forums. This will continue through the staff engagement programme.
	Develop, advise and provide tools for managers to discuss circumstances with staff. Tie in with refreshed ERD and CPD arrangements		🟢			Work continues to develop methods, toolkits and approaches for managers to engage with staff across Highland. Next steps planned: • Workshop with the Extended Leadership Team on the refreshed Employee Review and Development (ERD) process and outline LDP;

			Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
							• An employee survey, targeted at managers, to undertake a skills gap analysis and seek feedback on the draft LDP and ERD and possible delivery methods
	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			🟢			Findings from the recent Employee Engagement Wellbeing survey, reported to Highland Council on 30 July, provided valuable feedback from the workforce. An action plan has been developed in consultation with trade union partners and was reported to Highland Council on 10 September. During the period of the pandemic a variety of media have been used to communicate and engage with the workforce including emails, Facebook and Twitter posts, YouTube videos, management briefings, and surveys and staff forums. A Community Engagement approach has been agreed though the Communities and Place Committee.

11. Asset Management

Sponsor: Mark Rodgers

Phase	2 – to end Sep 2020	Complete 🟣	On Track/On-going 🟢	Some Slippage 🟡	No Significant Progress 🔴	Remarks
Returning to Work (Offices and Schools – excludes depots)	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.		🟢			The broad principle behind building rationalisation is being developed. School and office requirements are being managed to fit current operational demands. Going forward office building rationalisation will be developed to reflect future staff needs and operations.
Corporate Asset Management Strategy and Investment Plan	Continue scoping requirement(s) to initiate Corporate Asset Management Strategy Start to gather evidence (stock condition surveys of relevant assets and buildings)		🟢			Both approaches approved in outline at Housing and Property Committee August 2020 and updated to full Council in September 2020. Proceeding with work to define the RAG rating process for buildings and identifying resource requirement for CL model. Updates on progress regarding both due to Housing and Property Committee on 10th December and full Council thereafter.
Corporate Landlord Strategy	Continue scoping requirement(s) to initiate Corporate Landlord Strategy Develop Corporate Landlord approach, to include partnership working opportunities.		🟢			See comment immediately above.