

HIGHLAND COUNCIL

Agenda Item	4
Report No	RB/02/21

Committee: Recovery, Improvement & Transformation Board

Date: 29 March 2021

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 3 was presented to the Board on 25 January 2021. This report is an update on progress including exceptions and actions on the Recovery Action Plan, and in respect of the related Members Motion agreed on 7 January 2021.
- 1.2 Members are asked to consider the progress that has been made since the last update in the context of the Covid-19 lockdown context, the vaccination programme and the Scottish Government's (SG) Covid – 19 Strategic Framework update announced on 23 Feb 21 that sets out the plan to restore, in a phased way, greater normality to our everyday lives. The framework explains how all of the tools available will be utilised to get coronavirus to the lowest possible level and keep it there. These tools are vaccination, Testing & contact tracing, protective measures and levels system, travel restrictions, adherence to measures and support for people & businesses. All of these continue to be reflected in the Recovery Action Plan priorities and due consideration is paid to them when planning and implementing the Recovery Action plan workstreams.
- 1.2 Work on the Recovery Action Plan key priorities has continued with an update on the tasks that reported some slippage at the 27 January 21 Recovery Board at table 5.1. A summary of overall progress presented in *real-time* is provided at table 6.1, with further detail on each Key Priority (KP) at appendix 1. Progress against the 7 January 2021 motion are summarised at appendix 2.
- 1.3 Members are also provided with specific updates on Schools, Mental Health & Well-being, PPE and Climate Change at section 7 of this report.

2. Recommendations

- 2.1 Members are asked to consider:
 - i. The latest summary of progress against the Council's Recovery Action Plan.
 - ii. The associated implications and pressures on resources in the delivery of increased response and resilience activity in light of the latest Covid-19 measures.

- iii. Any recommendation or observations to Council in respect of progress on the Recovery Plan and associated actions.
- iv. Note the specific updates to Schools return, Mental Health & Well-being (Education) and PPE.

3. Implications

- 3.1 **Resource:** 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. The current lockdown measures are expected to impact on Recovery Action Plan delivery, and progress reports will continue to detail any such impacts.
- 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.
- 3.5 **Risk:** The Recovery process has many risk elements across the 11 key priorities. Significantly, risks relate to reduced capacity to focus on recovery should we:
 - Return to a heightened period of resilience;
 - undertake new joint work with NHH to sustain the delivery of adult social care services and support the continuation of the roll out of the vaccination programme;
 - respond to new work arising from Brexit;
 - support staff through another period of lockdown and resilience, paying attention to health and wellbeing impacts; and
 - financial challenges as a result of this pandemic.
- 3.6 There are no specific Gaelic implications arising from this report. Opportunities to promote and enhance Gaelic will be picked up across a number of the workstreams and as part of the culture/tourism theme within Economic Recovery in particular.





4. Background and Operating Context








- 4.1 As reported to the Board on 25 January 2021 the Recovery Action Plan reached a third milestone – the end of Phase 3 at the end of December 2020. Of the 79 individual tasks, 13 tasks reported slippage, now reduced to just 2 tasks that continue to show slippage, testament to the on-going efforts to drive the plan forward. The remainder are now either back on target or have been completed. The Table at section 5.1 of this report provides further details.
- 4.2 As previously reported Members are asked to note 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. Despite the lockdown, significant efforts from staff, Members and Partners sees many of the workstreams progressing well.

- 4.3 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.
- 4.4 Real-time' reporting via PRMS (Performance and Risk Management System) continues to be available and has been used in the compilation of this report.
- 4.5 At the Highland Council meeting on 7 January 2020, Members also agreed a related motion as detailed at appendix 2 with progress reported.

5 Progress Update – Exceptions.

- 5.1 The table below lists the action points where some slippage was reported against phase 3 due end Dec 2020, with updated latest status and comments. As Members will note the number of actions that report slippage has reduced from 13 to 2.

Key Priority	Action Point	Latest Status	Comments
Financial Recovery Strategy	CIPFA Implement CIPFA review findings - develop Medium Term Financial Plan (MTFP)		Approval of 2021/22 to 2023/24 budget sets the basis for ongoing development of MTFP throughout the year ahead.
Financial Recovery Strategy	Capital Plan - Develop Capital Strategy		Now on-going, the 2021/22 to 2023/24 revenue budget as approved by Council on 4th March allocated funding to resource the development of the capital strategy and subsequently support the development of a new, long-term, innovative and best practice informed capital plan. This work will be undertaken during financial year 2021/22
Community Empowerment	Programme of community development and skills training		New timescale Aug 2021. CPP led and not currently prioritised due to ongoing Covid resilience response. Opportunity to inform development through new resilience networks and work of HTSI in longer term resilience network planning. Development Officer now in place.
IT Transformation	Implementation of Phase 2 MS Teams training		Following the initial implementation of Microsoft Teams across the Council, development of its use continues. <i>Teams</i> is now a core area of technology enabling Council business to operate. Stage 2 of the Teams

			implementation focussed on training of staff, through the ICT Change Network, of some of the more advanced functionality. Evidence of this functionality being used can be seen in the Teams sites used to manage the budget discussions prior to the Highland Council meeting on 4th March. A similar Teams site is now being used to run ELT meetings. Also seen for the first time on 4th March was the use of forms within Teams for voting. Although this phase of implementation is now complete, use of Teams will continue to grow and new functionality will be introduced as it becomes available.
IT Transformation	Physical Refresh - Programme completion and closure		Still impacted by COVID-19 and hoped to end of March 2021. Now further impacted by delays in obtaining kit (up to 12 weeks) due to worldwide shortage and this may push closure timescale into Q1 21/22.
IT Transformation	Commence fixed telephony review linked to MS strategic engagement		Dependencies on Microsoft engagement delayed due to COVID. This action will commence during Q1 2021
IT Transformation	CRM Stage 1 – Improve & Deliver as is current capability		CRM implementation now in progress and going live March 21.
IT Transformation	ICT Business Transformation - development of business case & implementation plan		Microsoft engagement has restarted. Wider engagement resourcing now included in Transformation programme.
IT Transformation	ICT Delivery Model – Project Dochas – programme implementation		Revised approach agreed at Corporate Resources Committee on 25th Feb 2021.
IT Transformation	Microsoft engagement to inform ICT Delivery Model and ICT Business Transformation		Microsoft engagement has restarted. Wider engagement resourcing now included as part of the Transformation programme.
IT Transformation	Strategic review of Line of business applications (ICT applications & systems)		New CRM delivery underway as above, Cloud migration and contracts in place for Housing systems, Revenues and Benefits and Care-first. Q1

			focus now on Resource-link and Integra contracts & systems
Leadership, Culture & Performance	Deliver a public engagement programme	●	Public engagement will be subsumed into the Enhanced Communications & business as usual workstream.
Asset Management	Returning to Work - Offices and Schools implement affordable, flexible, prompt solutions	●	A project team was assembled on 2 March 2021 to initiate a project, New Ways of Working – Asset Rationalisation Phase 1 the simultaneous preparation of all 9 main hub offices - Caithness House, Drummie, Osprey House, Dingwall, Tigh Na Sgìre, Charles Kennedy Building, Kingussie Courthouse, Nairn Courthouse and HQ Inverness. This is an <i>initialisation</i> project that will provide the opportunity for returning office reliant personnel to the nine main offices in a planned and Covid-compliant way. To be completed by October 2021.

6. Route Map to Recovery – 11 Key Priorities Progress Summary latest position.

6.1 The table below presents a **real-time** high-level status summary of the actions for each key Priority as at March 2021

	No. Completed in Phase	No. On Target	No. Some Slippage	No. No Significant Progress	No. Not Updated	
Key Priority	Planned Tasks this Phase					
RAP01: Restoring Political Governance	1	1	0	0	0	0
RAP02: Lockdown Agility incl. Schools Reopening	5	1	4	0	0	0
RAP03: Supporting the Recovery of the Highland Economy	2	0	2	0	0	0
RAP04: Financial Recovery Strategy	2	0	2	0	0	0
RAP05: Community Empowerment	6	0	6	0	0	0
RAP06: Workforce Planning and Development	10	0	10	0	0	0
RAP07: Service Re-design	17	0	17	0	0	0
RAP08: IT Transformation	12	1	8	3	0	0
RAP09: Digital Transformation	6	0	6	0	0	0
RAP10: Leadership, Culture and Performance	5	0	5	0	0	0
RAP11: Asset Management	5	0	5	0	0	0
Summary Total - M11 20/21	71	3	65	3	0	0

6.2 The *real-time* position reflects 6 actions reporting some slippage. In addition to the 2 amber actions points reported at 5.1, included in this total, there is 1 further ICT actions that whilst is not due for completion until end of phase 4, the latest information intimate’s slippage primarily because of the delays reported at the related action points at 5.1. For convenience the table below shows the real-time reporting status of these two tasks.

6.3

Key Priority	Action Point	Latest Status	Comments
ICT Transformation	Digital Technology Strategy CRM Implementation – Stage 2/3/4		Priority has been on delivering stage 1. Plan for further stages to be developed and actions defined during Q1 21/22.

All updates can also be viewed at appendix 1.

6.4 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.

7 Updates

7.1 The following updates are provided to the Board in respect of:

- Schools Return
- Mental Health and Wellbeing Support - Schools
- Mental Health and Wellbeing Support – Mental Health Representative Scheme
- PPE
- Climate Change

7.2 **Schools Return.** The Return to School Project Board has continued to meet weekly in preparation for the phased return to school. On 22nd February all P1-3 and ELC children returned to school on a full-time basis and in schools with a roll of less than 25 pupils the entire school returned. A small number of senior phase pupils also returned to undertake practical work in relation to 2021 qualifications. Preparations are now underway for the full-time return of all P4-7 pupils on 15th March alongside the resumption of regulated childcare, after school and breakfast clubs. S1-S3 and the remaining S4-S6 students who are not taking national qualifications will be in school for some time each week commencing 15th, 22nd and 29th March. Priority for face to face lessons will be given to pupils taking qualifications and face coverings and 2m distancing will be in place at all times. Voluntary lateral flow testing will continue for senior pupils & all staff (testing kits were delivered to schools prior to reopening) and will be introduced for S1-3 pupils from 19th April. A full time return for all S1-S6 pupils is expected from 19th April.

7.3 **Mental Health and Wellbeing Support – Schools.**

The literature on supporting mental health and well-being highlights the importance of adhering to a staged approach. Most individuals are highly resilient and do not require psychological intervention. Support is best received if offered by those who know the children best, that is family members and familiar school staff. Ensuring normal reactions to the situation, such as responses to grief and high stress, are not pathologised is also important and so providing information for adults to access is key.

In Highland the following supports have been provided for parents, staff and pupils, to support their wellbeing:

- sessions on mental health and wellbeing were provided to all head teachers in November. A detailed information sheet and power-point were provided as reference documents for them to continue to refer to;
- information on staff and pupil health and wellbeing can be found on the wellbeing section of the digital hub:
<https://sites.google.com/millburnacademy.org.uk/highlanddigitalschoolshub/wellbeing-for-all>; and
- training and information is available on a number of topics relating to building resilience, maintaining positive wellbeing and good mental health, for staff and parents to access https://www.highland.gov.uk/info/886/schools_-_additional_support_needs/36/psychological_service/2 and <https://sites.google.com/millburnacademy.org.uk/highlanddigitalschoolshub/digital-learning/asn>.

A list of people trained to deliver 'Seasons for Growth' has been compiled and updated companion training and refresher courses were delivered last term, so that they can better support pupils experiencing loss or bereavement:

- training and information relating to supporting pupils with ASD can be found here <https://www.schudio.tv> and also on the Pines website;
- opportunities are available to have a consultation with an Educational Psychologist or primary mental health worker (PMHW) if required.
- Head Teachers can contact their link member of these teams at any time and along with parents and older pupils can also call the Just Ask helpline on a Tuesday or Thursday afternoon 1-4pm on 0300 303 1365;
- the Early Years Educational Psychologist and Team Lead for PMHW Service are providing supervision for health visitors, to support the parents of children in the early years;
- drop-in sessions are being coordinated daily for secondary pupils by youth work staff, supported by the Educational Psychology Service and PMHW Service providing specialist mental health support;
- those schools where counselling has been established, can still access these services on-line at present; and
- Education Scotland and NHS Scotland have provided a range of resources for staff and parents to access as required, this includes resources for children of all ages. Education Scotland have also commissioned Place2be to provide group coaching for teaching staff and this offer has been circulated to staff. It is an opt-in offer. <https://education.gov.scot/improvement/learning-resources/strengthening-support-for-school-staff/> Wider materials are also available specifically for the wellbeing of all Highland Council employees during the COVID-19 outbreak and can be accessed here: https://www.highland.gov.uk/peopleandtransformation/info/28/hr_topics/50/covid-19

Following a discussion at the Communities and Place Committee in February, a Member Seminar will be scheduled to provide an update on the different approaches being taken across Highland to promote good mental health and wellbeing and also identifying the supports available to people whose mental wellbeing has been affected as a result of the pandemic.

7.4 **Mental Health and Wellbeing Support – Mental Health Representative Scheme**

The Highland Councils Mental Health Representatives (MHR) initiative is well established and places trained mental health first aiders into establishments and premises across the Council's area and Services. There are currently 116 trained MHRs assisting and supporting colleagues through Covid-19 in all areas of the council. The roll out of additional training is continuing with the aim being to have a Mental Health Rep in every school to support colleagues suffering from mental distress. In addition to the MHR training there are other opportunities for learning and support from the Learning and development team including:

- Wellbeing Workshops
- Supporting Anxious Colleagues
- Mental Health Awareness (short course)
- Team Building

For details on these and other courses please go to the Learning and Development page on the intranet.

7.5 **PPE**

No change from last report - Staff are able to request, order and receive the necessary Covid-19 PPE items as required and defined by risk assessments. There are currently no marketplace notifications of supply constraints. For the main Covid-related PPE items (e.g. nitrile gloves, face masks, sanitiser, and Oxivir Plus) we have the 3-month buffer

stocks ECO Property & Housing has sought to ensure resilience. There are no current notifications from suppliers regarding supply chain difficulties. For noting, Oxivir Plus is the Council-approved spray product for use by pupils and/or teachers in-class for cleaning desks etc.

7.6 **Climate Change**

It is intended that a Member workshop is held shortly. At the time of writing, the date has not been confirmed although if not held by end of March, will be in April. This workshop is to present the outcomes of the recent climate change programme alignment report and to discuss options for the setting of a corporate net zero target date, with a view to seeking agreement of a net zero target date at a future Highland Council meeting. This Member workshop will follow on from a Senior Leadership Team workshop on 22nd March 2021 which will examine how Service Plans can best incorporate actions to address the climate and ecological emergency.

Designation: Executive Chief Officer Transformation
Date: 19 March 2021
Authors: Allan Gunn, Paul Whitham, Matt Bailey

Appendix 1

The Highland Council Recovery Action Plan – Mid Phase Key Priorities Update

1. Restoring Political Governance		Status Key:	
Sponsor: Kate Lackie		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP01: Restoring Political Governance	Action	Q3 End Status	Q3 End Remarks
Committees	Maintain emphasis on virtual meetings as Business as Usual	●	Complete

2. Lockdown Agility including Schools Reopening		Status Key:	
Sponsor: Mark Rodgers		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
Schools Re-opening: Nicky Grant (ECO – Education and Learning)			
RAP02: Lockdown Agility including Schools Reopening	Action	Q3 End Status	Q3 End Remarks
	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	●	Works continues to support staff to work from home and where required, through an authorisation process, Covid compliant access to buildings where it is essential to Operations. Under the New Ways of Working project access for office reliant personnel will be provided at the 9 main hubs. It is intended that further work on Asset rationalisation and new ways of working, led by the Redesign Board and supported by an extended project team will commence in April 2021, as reported to Council on 4 March 2021.
	Implement plans for full return to work as required, whilst taking the opportunity to assess the operational needs for all Council property and identifying settings which may be subject to rationalisation or disposal.	●	This action now closed. Work has now been subsumed into Phase 1 of Asset Rationalisation - New Ways of Working project - details under return to work action.
Return of Services	Continue to support staff working from home settings, including appropriate workspace assessments and welfare/training support.	●	Works continues to support staff to work from home and where required, through an authorisation process, Covid compliant access to buildings where it is essential to Operations. Under the New Ways of Working project access for office reliant personnel will be provided at the 9 main hubs. It is intended that further work on Asset rationalisation and new ways of working, led by the Redesign Board and supported by an extended project team will commence in April 2021, as reported to Council on 4 March 2021.















Return of Services	Implement solutions for these staff and make changes promptly and flexibly as required within affordability.	●	A project team was assembled on 2 March 2021 to initiate a project, New Ways of Working – Asset Rationalization Phase 1 the simultaneous preparation of all 9 main hub offices - Caithness House, Drummie, Osprey House, Dingwall, Tigh Na Sgìre, Charles Kennedy Building, Kingussie Courthouse, Nairn Courthouse and HQ Inverness. Is an initialisation project that will provide the opportunity for returning office reliant personnel to the nine main offices in a planned and Covid-compliant way. To be completed by October 2021.
National Guidance - PPE	PPE provided to those RTW in accordance with regulations & guidance	●	Staff are able to request, order and receive the necessary Covid-19 PPE items as required and defined by risk assessments. There are currently no marketplace notifications of supply constraints.

















3. Supporting the Highland Economy		Status Key:	
Sponsor: Malcolm Macleod		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP03 Supporting the Highland Economy	Action	Q3 End Status	Q3 End Remarks
External Economic Recovery	Continue to deliver support with a focus on place planning to reflect different requirements and investment opportunities across the region.	●	Detailed update to be provided to 29 March 2021, Recovery Board.
External Economic Recovery	Develop formal partnerships and new models of Service delivery linking Economic Recovery (Highland) economic development in its widest sense	●	Detailed update to be provided to 29 March 2021, Recovery Board.

4. Financial Recovery Strategy		Status Key:	
Sponsor: Liz Denovan		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP04: Financial Recovery Strategy	Action	Q3 End Status	Q3 End Remarks
Financial Recovery Strategy	Finance reports presented to Board /CR Committee	●	The 2021/22 to 2023/24 Revenue Budget was presented to Council on 4 March 2021. The report detailed the plan "Ambitious Highland - Health & Prosperity Strategy with three strands: Investment in people, infrastructure, places and business across Highland. Recovery Improvement & Transformation and savings to deliver a balanced budget.
Contract Management Review	Continue review of performance of contracts, implementing changes where appropriate	●	Work continuing with Services and the proposed Transformation Programme for 21/22 includes specific project to take this work forward to identify further savings, most likely 22/23 onwards reflecting contractual obligations/commitments.

5. Community Empowerment		Status Key:	
Sponsor: Carron MacDiarmid		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	

RAP05: Community Empowerment	Action	Q3 End Status	Q3 End Remarks
Sustainable Service Delivery - Humanitarian Assistance	Programme of community development and skills training	●	New timescale Aug 2021. CPP led and not currently prioritised due to ongoing Covid resilience response. Opportunity to inform development through new resilience networks and work of HTSI in longer term resilience network planning. Development officer now in place.
Impact of Covid on vulnerable people and places	Annual child poverty action report for C&P Committee	●	To be reported to May committee as not considered urgent item for reduced February agenda and to reflect Integrated Children's Service Plan Child Poverty priorities
Impact of Covid on Communities	CPP – strategic and local - to review priorities to reflect impacts and recovery	●	Work ongoing through the CPP to review priorities at Community Partnership and Strategic Level. CPP Board agreed a new focus on economic recovery.
Impact of Covid on Communities	Develop shared local priorities focused on recovery and 'people' resilience	●	New timescale: Initial priorities – May 2021 Full plan – Aug 2021 Ongoing, current focus on resilience activity and learning required from latest lockdown to inform direction going forward.
Greater community and business involvement	Community asset transfer approvals to Committee	●	Ongoing action. Asset transfer considerations to each committee, Business as Usual - Propose removal from Recovery Plan.
Greater community and business involvement	Consider mechanisms to involve groups in local networks/ decision making	●	New timescale: Aug 2021 Ongoing work with local groups and support for resilience networks will help inform way forward. Further work required with Members on how local areas wish to take forward

6. Workforce Planning and Development		Status Key:	
Sponsor: Liz Denovan		Completed 	On Track/On-going  Some Slippage  No Significant Progress 
RAP06: Workforce Planning and Development	Action	Q3 End Status	Q3 End Remarks
Workforce Data Project	Resource Link - implement project plan & report progress to Recovery Board		The Project will deliver a number of short-term improvements including updated Members expenses. A systems team will continue in situ to deliver any other short-term improvements to the system ahead of the expiry of the current contract (end March 2022). A new project will shortly be established to take forward options for system replacement in 2022.
Service Workforce Plans	Communities and Place (ECO): Continue Service WFP review & develop Service solutions		Work progressing with service redesign with service workforce plans concurrently. Workforce planning by its very nature is an iterative process and therefore discussions, engagement with managers/supervisors (and staff) will continue as required
Service Workforce Plans	Education and Learning (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Health & Social Care (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Infrastructure & Environment (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Performance & Governance (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Property and Housing (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Resources and Finance (ECO): Continue Service WFP review & develop Service solutions		
Service Workforce Plans	Transformation (ECO): Continue Service WFP review & develop Service solutions		
Convene Redesign Board	Continue WFP reviews & develop Corporate Workforce Planning Strategy		

7. Service Re-design		Status Key:	
Sponsor: Allan Gunn/Malcolm MacLeod		Completed 	On Track/On-going  Some Slippage  No Significant Progress 
RAP07: Service Re-design	Action	Q3 End Status	Q3 End Remarks
Service Structures	Re-Design Service Structures - Communities & Place		The culmination of the work reported to the Board in January 2021, has informed the Service Redesign process which will be implemented as part of the Transformation programme reported to Council on 4 March 2021. Ahead of starting the implementation, the chief executive will present a Senior Management report to Council in May 2021, which will act as an enabler to the Service Redesign process to be taken forward during 21/22.
Service Structures	Re-Design Service Structures - Education & Learning		
Service Structures	Re-Design Service Structures - Health & Social Care		
Service Structures	Re-Design Service Structures - Infrastructure & Environment		
Service Structures	Re-Design Service Structures - Performance & Governance		
Service Structures	Re-Design Service Structures - Property & Housing		
Service Structures	Re-Design Service Structures - Resources & Finance		
Service Structures	Re-Design Service Structures - Transformation		
ECO Transformation	Ensure full implementation of outstanding and new recommendations		
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Resources & Finance		In the report to Council 4 March 2021, Members approved a Transformation programme which details the approach to implementation of Transformational
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Communities & Place		
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Education & Learning		

All ECOs	BAU Phase with continued focus on new opportunities for transformation - Health & Social Care	●	Change across the Council. This programme of projects will commence immediately, supported by a PMO - reporting to the renamed Recovery, Transformation & Improvement Board.
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Infrastructure & Environment	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Performance & Governance	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Property & Housing	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Transformation	●	

8. IT Transformation		Status Key:	
Sponsor: Liz Denovan		Completed ●	On Track/On-going ● Some Slippage ● No Significant Progress ●
RAP08: IT Transformation	Action	Q3 End Status	Q3 End Remarks
Organisational Change Management Programme	Implementation of Phase 2 MS Teams training	●	Following the initial implementation of Microsoft Teams across the Council, development of its use continues. Teams is now a core area of technology enabling Council business to operate. Stage 2 of the Teams implementation focussed on training of staff, through the ICT Change Network, of some of the more advanced functionality. Evidence of this functionality being used can be seen in the Teams sites used to manage the budget discussions prior to the Highland Council meeting on 4th March. A similar Teams site is now being used to run ELT meetings. Also seen for the first time on 4th March was the use of forms within Teams for voting. Although this phase of implementation is now complete, use of Teams will continue to grow and new functionality will be introduced as it becomes available.
ICT Transformation - Recovery	Physical Refresh - Programme completion and closure	●	Still impacted by COVID-19 but expected to be complete by end of March 2021. Now further impacted by delays in obtaining kit (up to 12 weeks) due to worldwide shortage and this may push closure timescale into Q1 21/22.
Digital Technology Strategy	Commence fixed telephony review linked to MS strategic engagement	●	Microsoft engagement has restarted. Wider engagement resourcing included as part of Transformation programme 21/22

Digital Technology Strategy	CRM Implementation – Stage 2/3/4	●	Priority has been on delivering stage 1. Plan for further stages to be developed and actions defined during Q1 21/22.
Digital Technology Strategy	CRM Stage 1 – Improve & Deliver as is current capability	●	CRM implementation now in progress and going live March 21.
Digital Technology Strategy	ICT Business Transformation – delivery of Tranche 1 of programme	●	On-going, the scope and timescale for delivery of ICT Transformation to be defined in the overall business case to be worked up through Microsoft engagement
Digital Technology Strategy	ICT Business Transformation - development of business case & implementation plan	●	Microsoft engagement has restarted. Wider engagement resourcing now included in Transformation programme
Digital Technology Strategy	ICT Delivery Model – Project Dochas – programme implementation	●	Revised approach agreed at Corporate Resources Committee on 25th Feb 2021 .
Digital Technology Strategy	ICT Strategy approval & implementation	●	Dependencies on Microsoft engagement which was delayed due to COVID but progress with Project Dochas which will deliver a large part of the strategy. Further strategy development with Microsoft now included as part of the Transformation programme.
Digital Technology Strategy	Microsoft engagement to inform ICT Delivery Model and ICT Business Transformation	●	Microsoft engagement has restarted. Wider engagement resourcing now included in Transformation programme
Digital Technology Strategy	Strategic review of Line of business applications – Corporatisation of ICT Plan.	●	New CRM delivery underway as reported above, Cloud migration and contracts in place for Housing systems, Revenues and Benefits and Care-first. Q1 focus now on Resource-link and Integra contracts & systems
Digital Technology Strategy	Strategic review of Line of business applications - Implement outcomes	●	Dependent on the review of LOB applications for scope and timescales






9. Digital Transformation		Status Key:	
Sponsor: Malcolm Macleod		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP09: Digital Transformation	Action	Q3 End Status	Q3 End Remarks
Rural Gigabit Connectivity (RGC) Programme	Identify/apply future phases of programme working with partners	●	Project underway and additional sites have been agreed for roll-out.
Rural Gigabit Connectivity (RGC) Programme	Manage the delivery of the programme of works	●	Implementation continues with no major risks reported.
R100/Highland City Region Deal	Implement project as soon as practicable	●	Discussions continue with HIE to ensure that r100 roll-out information is provided as soon as possible.
Local Full Fibre Network	Identify/apply future phases of programme working with partners	●	Significant work being undertaken to meet the requirements of the grant funding from DCMS. Completion of the work is progressing well and will inform future opportunities.
Local Full Fibre Network	Inspect and manage the delivery of the programme.	●	Weekly meetings are being held with contractors to ensure pace of delivery is maintained.
External Collaboration and Partnerships	Digital - work with UK and Scottish Governments on emerging opportunities	●	Details of the r100 roll-out are still awaited

10. Leadership, Culture and Performance	Status Key:		
Sponsor: Donna Manson (CEO)	Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●		
RAP10: Leadership, Culture and Performance	Action	Q3 End Status	Q3 End Remarks
Care for Staff	Survey staff on adjusting to return to work, what's worked, improvements needed, barriers to improving performance	●	Second staff survey about to be issued
Quality Improvement and Performance	Embed a performance culture across the Council	●	Council approval for additional resource in P&G will provide support to Services in understanding and improving their performance, focusing on improvement
Quality Improvement and Performance	Implementation of the revised Corporate and Service Plans	●	Due to come to Committees in May 2021
Leadership Development, Support and Performance	Leadership Development - Implement rolling programme of surveys, engagement and development	●	Surveys and engagement planned.
Leadership Development, Support and Performance	Leadership Development - Implementing, reviewing, adapting action plan	●	reviewing stage not reached yet


11. Asset Management	Status Key:		
Sponsor: Mark Rodgers	Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●		
RAP 11: Asset Management	Action	Q3 End Status	Q3 End Remarks
Corporate Asset Management & Investment Plan	Design & agree Corporate Asset Management Strategy	●	Design approved in principle at Housing & Property Committee in August 2021, with detailed methodology to be set out.
Corporate Asset Management & Investment Plan	Implement Corporate Asset Management Strategy	●	The implementation phase is now being taken forward following Council approval of the Transformation programme on 4 March 2021.
Corporate Asset Management & Investment Plan	Produce Corporate Asset Management Strategy – Report to Dec 2020 I	●	Approved in outline August 2021, H&P Committee with detailed methodology of how it is to be delivered set out to H&P Committee 10 Dec 2021 and reported to Council.
Corporate Landlord Strategy	Implement Corporate Landlord and long-term strategic asset management strategy	●	Approved in outline August 2021, H&P Committee with detailed methodology of how it is to be delivered set out to H&P Committee 10 Dec 2021

Returning to Work - Offices and Schools	(Offices and Schools) implement affordable, flexible, prompt solutions	●	A project team was assembled on 2 March 2021 to initiate a project, New Ways of Working – Asset Rationalization Phase 1 the simultaneous preparation of all 9 main hub offices - Caithness House, Drummuie, Osprey House, Dingwall, Tigh Na Sgire, Charles Kennedy Building, Kingussie Courthouse, Nairn Courthouse and HQ Inverness. Is an initialisation project that will provide the opportunity for returning office reliant personnel to the nine main offices in a planned and Covid-compliant way. To be completed by October 2021.
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7 January 2021 Highland Council Motion – progress updates

Prepare a Resilience Group Support Programme to provide practical support for local resilience groups as we identify funding support that can be provided or diverted		New resilience support underway and planned reported to C&P Committee on 24.2.21
Introduce a weekly virtual briefing for Resilience Groups and Community Councils convened by the Chief Executive (or appropriate ECO) and the Leader of the Council (or senior administration councillor).		Started in February and reported to C&P Committee on 24.2.21.
Identify resources to train appropriate staff in the provision of Mental Health First Aid to provide additional support for school staff in dealing with the mental health issues experienced by young people during the lockdown and beyond		See section 7 paragraph 7,3 and 7.4 of this report.
Discuss with the Scottish Government (and other appropriate partners) the current operation of travel advice and identified loopholes in regulations that expose areas of the Highland Council to higher risk and seek changes to these regulations where appropriate		<p>The issue has been raised at ministerial level. It has been regularly discussed at the H&I Local Resilience Partnership (HILRP) and a short life working group on tourism issues has been established with key partners such as the police. It has also been discussed in other national groups and there have been partner meetings with CALMAC.</p> <p>The Council is represented on the National Visitor Management Group chaired by VisitScotland on behalf of Scottish Government and this group leads on travel advice etc to tourist consumers as well as to tourism industry.</p>
Prepare a Town Centre Recovery Plan, identifying what resources are available and what practical action the Council can take to support town centre and high street businesses		<p>Town and City Centre Recovery will be an integral part of the Economic Recovery Plan that will be presented to members at the May 21 E&I Committee.</p> <p>Discussions continue with business partners and with members on the different levers that can be applied to support recovery.</p>

Appendix 2

<p>Prepare a “Highland Opening-Up Plan” to identify risks and action required by the council as pandemic restrictions are eased in the future.</p>	<p> The Recovery Action Plan and associated reports on progress on the 11 Key priorities, including this report provide the route map to recovery. The Key priorities cover all aspects of recovery including response, resilience and operational measures required to sustain public services in The Highlands, working collaboratively with partners and communities to meet the challenges that Covid presents. Beyond Recovery, The Council’s Revenue budget 4 March 2021 and the report at today’s Recovery Board provide detailed information setting out an Ambitious Highland – Health and Prosperity Strategy for 21/22 including investment in people, infrastructure, places and businesses, Recovery Improvement and Transformation in the form of a detailed Transformation programme and key savings themes for delivering a balanced budget and support medium-term financial planning.</p>
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