

HIGHLAND COUNCIL

Agenda Item	4
Report No	RB/05/21

Committee: Recovery, Improvement & Transformation Board

Date: 24 May 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 (to end Dec 20) was presented to the Board on 29 March 2021. This report is an update on progress including exceptions and actions on the Recovery Action Plan for phase 4 which commenced in Jan 21.
- 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 easing, the increased availability of the vaccine and testing programmes and the Scottish Government’s (SG) Covid 19 Strategic Framework update on 4 May 21 and moving to Covid Level-3 protection level. Members will be aware that the update provides specific detail regarding permissible activity under level 3 in support of the plan to restore, in a phased way, greater normality to our everyday lives. All of these continue to be reflected in the Recovery Action Plan priorities and considered when planning and implementing the Recovery Action plan workstreams.
- 1.3 Work on the Recovery Action Plan key priorities has continued at pace. A summary of overall progress is provided at table 5.1. Table 5.3 provides an update against those tasks previously reported in slippage at the previous Board (29 March 2021).

2. Recommendations

- 2.1 Members are asked to consider:
 - i. The latest summary of progress against the Council’s Recovery Action Plan.
 - ii. Any recommendation or observations to Council in respect of progress on the Recovery Plan and associated actions.
 - iii. Note the overall status of the Recovery Action Plan including that the majority of actions are now complete or are business as usual, with the remaining actions are subsumed within the Transformation Programme plan, which will be reported at the next Board meeting.

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.

- 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 compiled by the respective sponsors/leads, as part of the project cycle, 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 particular report; the Recovery Board (now RITB) has and continues to receive updates and separate reports on progressing the Council's Climate Change Action. Going forward the RITB will continue with this approach and through the Transformation Programme the RITB will monitor the three new climate change projects in addition to the existing workstreams.
- 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;
 - respond to new work arising from any re-introduction of local lockdown measures;
 - 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 29 March 2021 the Recovery Action Plan entered a new phase, phase 4 in January 2021. Of the 71 individual tasks, 1 task is reporting slippage. This compares favourably with the last update where 3 were in slippage. The Table at section 5.1 provides a summary of the overall position and 5.3 provides an update of tasks reported in slippage.
- 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, return to schools now complete and initiating arrangements for the easing of lockdown measures. Additionally, the progressing of 9 major projects under the Transformation Programme which is discussed further at a separate item (item 5) to this agenda. Despite the challenges, continued focus on delivering the Recovery Action Plan has remained with the efforts from staff, support from Members and partners resulting in continued good progress.
- 4.3 A comprehensive review of the Recovery Action plan and associated tasks that remain was recently undertaken by the PMO. This shows that a number of the key priority tasks are now complete, have become business as usual or have been subsumed under the Transformation Programme projects.
- 4.4 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.

- 4.5 'Real-time' reporting via PRMS (Performance and Risk Management System) has proven to be extremely useful over the last 3 reporting periods and the principle of RAG and real-time reporting established. Recognising the magnitude and complexity of the Transformation Programme and its associated projects, Members are advised that the PMO is now exploring further options to utilise existing technology to deliver real time reporting and importantly new technological solutions for project staff and sponsors to assist and support the work and streamline processes involved in project management. This will also further highlight the critical interdependencies of projects such as asset rationalisation, digital transformation and climate change. An update will be provided to the Board in due course and Members may also wish to note that some further information on this initiative is reported at item 5 of today's agenda.




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

- 5.1 The table below presents a **real-time** high-level status summary of the actions for each key Priority as at 12 May 2021

Recovery Action Plan Summary - Status of actions month: M12 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	1	1	0	0	0
RAP02: Lockdown Agility incl. Schools Reopening	5	1	4	0	0
RAP03: Supporting the Recovery of the Highland Economy	2	1	1	0	0
RAP04: Financial Recovery Strategy	2	1	1	0	0
RAP05: Community Empowerment	6	0	6	0	0
RAP06: Workforce Planning and Development	10	2	8	0	0
RAP07: Service Re-design	17	9	8	0	0
RAP08: IT Transformation	12	2	9	1	0
RAP09: Digital Transformation	6	3	3	0	0
RAP10: Leadership, Culture and Performance	5	0	5	0	0
RAP11: Asset Management	5	0	5	0	0
Summary Total - M12 20/21	71	20	50	1	0

5.2 The real-time position reflects 71 tasks due for completion in phase 4, 20 are completed, 50 are on-going and just 1 action; ICT “Commence fixed telephony review” reporting some slippage at the end of phase 4. This action was previously carried over from phase 3.

5.3

<i>Key Priority</i>	<i>Action Point</i>	<i>Latest Status</i>	<i>Comments</i>
Digital Technology Strategy	CRM Implementation – Stage 2/3/4		Priority has been on delivering stage 1. Further stages of work will be taken forward under a broader scope of work as part of the Transformation Programme through a Project known as Connected Customers. This Project will look at the development of the digital offering to our citizens through the creation of a customer portal to offer services in a modern way as consumers now demand. This will include secure account creation and management of digital identity, two initial use cases, these being Housing Online, Revs & Bens Online and will also include further development of the CRM platform. Benefits include an ability for citizens to self-manage and a reduction in manual handling of high-volume transactions for our staff leading to reduced effort and cost.
ICT Transformation - Recovery	Physical Refresh - Programme completion and closure		The Wipro ICT Implementation Programme, following a comprehensive review of the detailed closure report, is now formally closed in line with good programme management governance practice. A report covering programme closure is on the agenda for the 26 th May Corporate Resources Committee. Carry forward actions have been identified including mop up activity for any remaining refresh activity, but these will now be carried out under BAU and the action can be closed.
Digital Technology Strategy	Commence fixed telephony review linked to MS strategic engagement		The Council’s current Avaya telephony system was introduced through the Unified Communications Project in 2018. Functionality has been recently improved for use at home via softphones. Although there may be opportunities to rationalise telephony systems further in future, the current system is still seen as fit for purpose and delivering within budget. Any change to those arrangements in the short term is considered to be introducing additional risk for minimal immediate benefit. On that basis, it is

			proposed that this action is closed and considered as part of the overall progress in the Asset rationalisation & New Ways of Working project within the Council's Transformation Programme.
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All updates can also be viewed at appendix 1.

- 5.4 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.

Designation: Executive Chief Officer Transformation



Date: 12 May 2021







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The Highland Council Recovery Action Plan – Phase 4 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	Q4 Status	Q4 Remarks
Committees	Maintain emphasis on virtual meetings as Business as Usual	●	Complete All actions complete – nothing further to report. Physical access to buildings (Members) to be reported under New Ways of Working – Redesign Board










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	Q4 Status	Q4 Remarks
Return of Services	Implement solutions for staff returning to workplace	●	Return of services/hubs and support to staff – Report from NWoW via Redesign for next meeting” Verbal update from NWOw Sponsor at next RITB.
Return of Services	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government	●	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. Work is progressing on Asset rationalisation and new ways of working, led by the Redesign Board and supported by an extended project team. Future reporting will be via the Transformation Programme updates.
Return of Services	Support staff working from home settings, incl workspace assessments & 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. Further reporting will be provided under the New Ways of Working project.















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.
National Guidance	Implement plans for full return to work as required, assess HC operational needs incl 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. 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 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. This and a second project Asset Rationalisation phase2 – will be led by the Redesign Board and future reports provided to RITB under the Transformation Programme.

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	Q4 Status	Q4 Remarks
External Economic Recovery	Continue to deliver support with a focus on place planning to reflect different requirements and investment opportunities across the region.		Economic recovery report considered by E & I Committee on 5th May - good progress on all fronts
External Economic Recovery	Develop formal partnerships and new models of Service delivery linking Economic Recovery (Highland) economic development in its widest sense		A refreshed and refocussed Economic recovery Partnership will be held at the end of May 2021, following productive discussions with HIE. This will now be part of the business as usual approach and will be reported regularly to the E&I Committee.















4. Financial Recovery Strategy		Status Key:	
Sponsor: Liz Denovan		Completed  On Track/On-going  Some Slippage  No Significant Progress 	
RAP04: Financial Recovery Strategy	Action	Q4 Status	Q4 Remarks
Financial Recovery Strategy	Future 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. Reporting against this now Business as Usual.

Contract Management Review	Continue review of performance of contracts, implementing changes where appropriate		Contract performance to be reported under Transformation Programme "Procurement & Contracts" project. Future reporting via Transformation Programme updates to RITB.
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5. Community Empowerment		Status Key:	
Sponsor: Carron MacDiarmid		Completed  On Track/On-going  Some Slippage  No Significant Progress 	
RAP05: Community Empowerment	Action	Q4 Status	Q4 Remarks
Sustainable Service Delivery - Humanitarian Assistance	Programme of community development and skills training		Due in Aug 2021. CPP led. Opportunity to inform development through new resilience networks and work of HTSI in longer term resilience network planning. Development officer now in place. Business as usual status
Impact of Covid on vulnerable people and places	Annual child poverty action report for C&P Committee		Re-scheduled - to be reported in Summer 2021 to C&P Committee
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. Business as usual reporting to C&P Committee.
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. Business as usual reporting to C&P Committee, latest report Progress report on the Framework for Community Participation and Involvement presented to C&P Committee 12 May 2021
Greater community and business involvement	Community asset transfer approvals to Committee		Business as usual - ongoing action. asset transfer considerations to each committee. Latest report 12 May 2021 Report Community Asset Transfer Requests – Communities & Place Committee.
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 Business as usual reporting to C&P Committee.

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	Q4 Status	Q4 Remarks
Workforce Data Project	Resource Link - implement project plan & report progress to Recovery Board		<p>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). WFD project closed April 2021.</p> <p>A new project will shortly be established to take forward options for system replacement in 2022.</p> <p>The Redesign Board action for WFD project – next steps as part of good governance an update report will provided to Redesign board on next steps for system replacement and then to RITB at the next RITB meeting.</p>
Service Workforce Plans	Communities and Place (ECO): Continue Service WFP review & develop Service solutions		<p>The Workforce planning project work led by the Redesign Board is now complete. Work continues to progress on 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. Workforce planning – business as usual.</p>
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		

			The 3 objectives were: 1. Review the Council's Workforce Planning Strategy 2. Identification of Workforce Data Required 3. Identification of Management Tools.
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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	Q4 Status	Q4 Remarks
Service Structures	Implement 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 on 13 May 2021.
Service Structures	Implement Service Structures - Education & Learning		
Service Structures	Implement Service Structures - Health & Social Care		
Service Structures	Implement Service Structures - Infrastructure & Environment		
Service Structures	Implement Service Structures - Performance & Governance		
Service Structures	Implement Service Structures - Property & Housing		
Service Structures	Implement Service Structures - Resources & Finance		
Service Structures	Implement 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		

All ECOs	BAU Phase with continued focus on new opportunities for transformation - Communities & Place	●	Following approval of the Transformation Programme at 4 March Council, RITB Members were provided with a detailed report and background to the Transformation programme on 29 March 2021. This programme of projects commenced immediately, and a rapid recruitment drive has been undertaken to properly resource the projects, thereby enabling work to start in earnest at the earliest opportunity. A full update on progress will be provided to the RITB as part of today's (24 May 2021) agenda.
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	●	
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	Q4 Status	Q4 Remarks
Organisational Change Management Programme	Implementation of Phase 2 MS Teams training	●	Although this phase of Teams 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	●	The Wipro ICT Implementation Programme, following a comprehensive review of the detailed closure report, is now formally closed in line with good programme management governance practice. A report covering programme closure is on the agenda for the 26 th May Corporate Resources Committee. Carry forward actions have been identified including mop up activity for any remaining refresh activity, but these will now be carried out under BAU and the action can be closed.
Digital Technology Strategy	Commence fixed telephony review linked to MS strategic engagement	●	The Council's current Avaya telephony system was introduced through the Unified Communications Project in 2018. Functionality has been recently improved for use at home via softphones. Although there may be opportunities to rationalise telephony systems further in future, the current system is still seen as fit for purpose and delivering within budget. Any change to those arrangements in the short term is considered to be introducing additional risk for minimal immediate benefit. On that basis, it is proposed that this action is closed and considered as part of the overall progress in the Asset rationalisation & New Ways of Working project within the Council's Transformation Programme.

Digital Technology Strategy	CRM Implementation – Stage 2/3/4	●	Priority has been on delivering stage 1. Further stages of work will be taken forward under a broader scope of work as part of the Transformation Programme through a Project known as Connected Customers. This Project will look at the development of the digital offering to our citizens through the creation of a customer portal to offer services in a modern way as consumers now demand. This will include secure account creation and management of digital identity, two initial use cases, these being Housing Online, Revs & Bens Online and will also include further development of the CRM platform. Benefits include an ability for citizens to self-manage and a reduction in manual handling of high-volume transactions for our staff leading to reduced effort and cost.
Digital Technology Strategy	CRM Stage 1 – Improve & Deliver as is current capability	●	CRM implementation continues to progress well. All processes are now live, change management activity is well underway to support migration to the new system and activity to facilitate close down of old platform also is in progress. Project is expected to close by mid- June.
Digital Technology Strategy	ICT Business Transformation – delivery of Tranche 1 of programme	●	On-going, the scope and timescale for delivery of Digital Transformation to be defined in the overall business case to be worked up through Microsoft engagement. This will now be taken forward under the Transformation Programme.
Digital Technology Strategy	ICT Business Transformation - development of business case & implementation plan	●	Microsoft engagement has restarted. Additional resources being recruited, and this will now be progressed through the Transformation Programme.
Digital Technology Strategy	ICT Delivery Model – Project Dochas – programme implementation	●	Revised approach agreed at Corporate Resources Committee on 25th Feb 2021. To be taken forward under Dochas ICT Transition Board, established to oversee programme delivery, with reporting to Corporate Resources Committee on a regular basis.
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 as a project in the 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 CareFirst. Focus now on ResourceLink and Integra contracts & systems. Roadmap for all key line of business applications will be included as part of development of the Digital Strategy once resource is in place within ICT Services as part of new agreed ICT Team Structure.
Digital Technology Strategy	Strategic review of Line of business applications - Implement outcomes	●	Dependent on the review of LOB applications for scope and timescales - as above

9. Digital Transformation		Status Key:	
Sponsor: Malcolm Macleod		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP09: Digital Transformation	Action	Q4 Status	Q3 End Remarks
Rural Gigabit Connectivity (RGC) Programme	Identify/apply future phases of programme working with partners	●	Completed
Rural Gigabit Connectivity (RGC) Programme	Manage the delivery of the programme of works	●	Implementation continues with no major risks reported - updates will be provided to the E&I Committee.
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. This is part of the wider broadband roll-out and will be reported through the City Region Deal governance arrangements, including regular reports to E&I Committee.
Local Full Fibre Network	Identify/apply future phases of programme working with partners	●	The programme arrangements have been agreed with a completion date of September 2021.
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	●	Regular discussions continue as business as usual.

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	Q4 Status	Q3 End Remarks
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. Business Partners positions approved and recruitment underway
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 and new resource in place to work with Executive Leadership Team and partners. Now business as usual.
Leadership Development, Support and Performance	Leadership Development - Implementing, reviewing, adapting action plan	●	reviewing stage not reached yet but will follow from the work now underway
Care for Staff	Care for Staff -survey staff on adjusting to return to work, what's worked, improvements needed, barriers to improving performance.	●	Staff surveys now key elements of staff engagement strategy led by HR and Corporate Communications. Surveys regarding return to work and new ways of working subsumed as part of Asset Rationalisation phase 1 – New Ways of Working Project under the Transformation Programme. The latest survey was completed 20 April and results are currently being reviewed which will inform the Redesign Boards key leadership role in the delivery of the Asset Rationalisation projects.

11. Asset Management	Status Key:		
Sponsor: Mark Rodgers	Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●		
RAP 11: Asset Management	Action	Q4 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		Subsumed into “New Ways of Working – Asset Rationalization Phase 1” Project under Transformation. 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. to 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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