HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 8 September 2022

Report Title: DRAFT Depute Chief Executive's Directorate Service Plan 2022/23

Report By: Acting Depute Chief Executive

1.   Purpose/Executive Summary

1.1   This report introduces the Depute Chief Executive's draft Directorate Service Plan for 2022/23. The Plan sets out our Directorate priorities for 2022/23. Further development of the plan will be required during to take a longer-term view of strategic and operational priorities over the life of the new Council 2022/27. This follows local government elections in May 2022 and the need to reflect how the Directorate will contribute to the delivery of new corporate priorities to be set out in the new Council Programme and Corporate Plan which are currently under development. The draft Directorate Service Plan is set out in Appendix 1 of this report

2.   Recommendations

2.1   The Committee is invited to comment on the draft Depute Chief Executive's Directorate Service Plan for 2022/23; and

2.2   Note that the draft plan will be subject to review following the approval of a new Council Programme and Corporate Plan and completion of development work outlined in section 5 of this report.

3.   Implications

3.1   Resource: The Service Plan outlines the revenue budget associated with the Directorate, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Directorate to achieve efficiency savings. The resources section at page 9 of the Plan provides a high-level summary of the budget for 2022/23. The resources available take account of the core budget agreed at the Council meeting in

March 2022, budgets are monitored and reported on quarterly. Any material change which will affect Service Plan delivery will be reported to future Committee meetings to enable informed decisions on any amendment required to be made.

3.2 Legal: Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting. The Directorate is responsible for discharging the duties and functions set out in the Council's Scheme of Delegation including Section 95 duties; Financial Regulations and Contract Standing Orders.

3.3 Community (Equality, Poverty and Rural): Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation. Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.

3.4 Climate Change/Carbon Clever: The Performance and Governance Directorate is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Directorates and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. This remit will continue to be driven through the Climate Change Committee.

3.5 Risk: Directorate risks are managed through the Corporate Risk Register and the Directorate Risk Register which are monitored quarterly. Risks are subject to ongoing review and changes will be reported to future Committee meetings and relevant corporate risks are also reported to the Executive Leadership Team (ELT) and to every Audit & Scrutiny Committee.

3.6 Gaelic: Once approved the Directorate Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

4 Background

4.1 This draft Directorate Service Plan relates to the key functions, resources and strategic improvements for the Directorate. The Plan is structured around five key sections:
   1. Vision
   2. Strategic Priorities
   3. Priorities, Improvement Actions and Measures
   4. Resources – Directorate budget and staffing.
   5. Service Risks

The focus of the draft plan is on improving Directorate performance and supporting the development of the new Council Programme and Corporate Plan. Following local government elections in May 2022 a new Council Programme and Corporate Plan are under development. The Service Plan will need to reflect how the Directorate will contribute to the delivery of the new Programme and Corporate Plan. Therefore, further review will be required to take account of longer-term strategic priorities over the life of the new Council 2022/27. The draft Directorate Service Plan is provided as Appendix 1 of this report.

4.2.   The Service Plan is an active document and once finalised will be subject to update and review on an annual basis and submitted to Committee for consideration. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. Review and update will also take account of any future amendments to the Corporate Plan in subsequent years following its initial approval by Council.

4.3   The plan will be monitored on a quarterly basis and quarterly reports will be provided to Committee as part of an integrated finance and performance report allowing for ongoing scrutiny of delivery by Members.

5.   Developing Directorate Service Plans for 2023/4 forward

5.1   In order to review the plan and update a number of other elements of review are also required by the end of March 2023 in order to submit an updated Plan to Committee by the first committee cycle of 2023/24:

- **Performance Analysis - i**n order to drive continuous improvement, the Directorate needs to be aware of its KPIs and review them in the context of the annual budget process to support setting targets and improvement actions for the financial year or longer term where required. Financial monitoring is an element for every part of the Directorate and financial trends and outturns with will reported quarterly alongside performance data.

- **Business Intelligence (BI) -** Most the Council's KPIs are annual measures therefore it is important that Committee is sighted on more regular reporting on performance. On a quarterly basis Committee will be provided with the following business intelligence reflecting corporate requirement with further Service specific:
  - Budget – in year and projected outturn of revenue budget
  - Directorate staff sickness absence trends and targets (contribution to nationally benchmarked KPI)
  - Directorate Complaints
  - Directorate FOI performance against targets
  - Directorate invoice processing against target (contribution to nationally benchmarked KPI).
  - Service specific BI

- **Risk Analysis -** The Directorate's Management Team regularly reviews service delivery risks along with any Directorate owned or supported corporate risks. This is a continuous process and Committee will be informed of any significant change that might impact on the delivery of the Service Plan.

- **Best Value –** The Council operates in the context of Best Value which focused on the continuous improvement of the organisation and is subject to review by external audit annually. The Service Plan and monitoring reports are evidence in relation to the delivery of Best Value. The Council's most recent Best Value Assurance Report (BVAR) in January 2020 resulted in an improvement plan approved by Council in March 2020 and the Directorate has a responsibility to contribute to the delivery of the improvement plan until completed.

- **Inspections, Internal and External Audit Reports** - the Directorate will review reports and consider if any improvement actions identified require action and monitoring through the Service Plan and advise Committee accordingly.

- **Workforce Planning** - Improvements in performance will be delivered through having the right staff in the right place with the right skills through effective workforce planning including training and development, wellbeing support, performance management and appraisal, transition, sustainability, flexibility and redeployment. The Service Plan will contain any significant strategic improvement needed in order to deliver effective work force planning.

- **Staff Health, Safety & Wellbeing –** The plan will consider any action required to improve staff engagement, health, safety & wellbeing making use of staff survey results to identify areas of improvement.

- **Digital Transformation –** the Plan will consider the role of digital transformation in supporting Directorate improvement activity, identifying any strategic projects in the Service Plan working in partnership with ICT Services.

6. Equality and Community Impact Assessment, and Strategic Environmental Assessment

6.1 Committee should be aware that the Service Plan once finalised is subject to the following statutory processes:

- Equality and Community Impact Assessment – the Plan will be assessed for potential impacts on communities and an Equalities Impact Assessment has also been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts. Assessments will be carried out for equality, rural and poverty impacts.

- Strategic Environmental Assessment - The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. A pre-screening assessment will be completed and submitted to the Scottish Government.

Designation: Acting Depute Chief Executive

Author: Strategic Lead Corporate Audit & Performance Manager

Date: 26 August 2022

Appendices: Depute Chief Executive DRAFT Directorate Service Plan 2022/23

Depute Chief Executive

Draft Directorate Service Plan (2022-2027)

Directorate Vision

- **Value-driven:** The Council's core values will be at the heart of everything we do. As a Service we will provide leadership, and demonstrate what those values mean, acting as an example to others.
    - *Ambitious* – innovative, new opportunities, digital, enabling customer value
    - *Sustainable* – our people and resources are effectively deployed to support continuous improvement, organisational change, and achieve Best Value
    - *Connected* – strategically aligned and value driven, with an inclusive and collaborative approach to change across the Council and with partners - influencing, engaging, listening and responding

- **Organisational Change and Improvement:** We will play a critical role in embedding a culture of continuous improvement across the Council, collaborating with all services for the successful delivery of benefits from cross organisational redesign and change; providing resource, support, and guidance in respect of programme/project management, change management, process improvement including LEAN, and business analysis.

- **Digital:** We will Lead Digital, Think Digital and Be Digital – leading on new ways of designing and delivering services. Enabled by technology, Digital Transformation will have a strong focus on the people who receive and deliver services, aiming to increase digital inclusion and provide a range of ways for services to be accessed so that everyone can get the services they need.

- **ICT:** Information and Communications Technology is essential for the delivery of all Council services. We will ensure that the right technology, with the right support, is in place to enable effective service delivery, enriched learning, collaboration and informed decision making for our citizens, businesses, staff, partners and visitors. ICT will be as secure and resilient as possible to provide protection against cyberattack and to enable continuity of service delivery.

The core role of the Depute Chief Executive's Service is to enable the Council to deliver continuous improvement in the delivery of front line and corporate support services. Organisational development principles will be used to lead the Council in a dynamic way through a constantly changing environment.

Kate Lackie,

Acting Depute Chief Executive

Strategic Priorities
Drive and support the successful delivery of change and improvement initiatives across the Council – providing advice, guidance and resource (programme/project management, business change and business analysis).
Provision of robust, secure and sustainable in-house ICT service to replace Wipro contract. Includes embedding of new ICT Services team structure with increased capability and capacity and review of overall ICT governance and service delivery across the Council.
Maximising the use of improved processes and technology to allow the Council to work smarter and be agile in an ever-changing world.
Effectively deploy project and programme resource to enable the delivery of key projects in line with the Council's Programme, and to further our Net Zero ambitions.
Deliver improved management of key corporate systems to maximise efficiency and effectiveness and develop core business intelligence capabilities.
Ensure that all change and improvement initiatives, digital projects and ICT solutions are aligned to the Council's Net Zero target.

Directorate Priorities, Improvement Actions and Measures

Priorities	Improvement Actions	How we will measure success	Targets
Support the successful delivery of Change and Improvement initiatives across services – providing advice, guidance and resource (programme/project management, business change and business analysis).	• In support of a culture of Continuous Improvement, continue to widen the deployment of Transformation staff to work alongside Services to deliver improvements ranging from changes to business as usual operations, responding to under performance, and the management of major business change projects • Establish a change and improvement request process to provide all Directorates with access to project resources, from small through to large interventions • Support the continued improvement of corporate project delivery, including consistently robust/evidence-based business cases to justify investment; ensure strategic alignment; and benefit realisation	• Internal stakeholder surveys and take up of engagement through drop in sessions and at the end of any change intervention (Reported Annually) • Reporting project outcomes delivered to required standard/quality, on time, and within budget. • Identification of new ideas and innovations as part of the function of the Redesign Board and Change & Improvement Board and reporting to the Board/relevant Strategic Committees • Project staff have Project Management training (annual)	• Annual report • Quarterly report • Ongoing • 90%

Priorities	Improvement Actions	How we will measure success	Targets
	• Ongoing identification and initiation of projects across the Council in line with the Council's strategic priorities on a business case basis	• Reporting approved projects through the Change & Improvement Board, with scrutiny of delivery and assessment of business cases • Report to Redesign Board, Strategic Committees and Council as required	• Monthly Reports • Ongoing

ICT Services: Provision of robust, secure and sustainable in-house ICT service to replace Wipro contract. Includes embedding of new ICT Services team structure with increased capability and capacity and review of overall ICT governance and service delivery across the Council.	• Reduce the reliance on the Data Centre to improve resilience, improve service, provide best value and prepare for the end of the Wipro contract in April 2024.
	
	• Consolidate the in-housing of ICT Service and drive continuous improvement by measuring performance and benchmarking against peers.
		• Reduce data centre storage/backup
		
		• Plan and options defined for future service provision post Wipro contract.
		
		• Suite of PIs to measure internal performance in place. To include:
		  o ICT % customers satisfied (monthly)
		  o ICT Average wait time for Service Desk contacts (monthly)
		  o ICT % Service desk contacts resolved within 24 hours (monthly)
		  o ICT User Satisfaction (SOCITM) (annual survey)
			• By 25% by March 2023
			
			• March 2023
			
			• March 2023

Priorities	Improvement Actions	How we will measure success	Targets
	• Complete the full refresh of the Chromebooks in schools.	• Refresh all out of support Chromebooks.	• Dec 2022
	• Start a sustainable rolling refresh programme for Windows devices and software.	• Windows devices functional and receiving all security updates.	• Dec 2023
	• Renewed effort to recruit to key vacant posts.	• Full ICT team structure in place.	• Oct 2022
	• Review of Cybersecurity services to include technical measures, procedures, external validation and support contracts.	• Revised cybersecurity services in place.	• April 2023
	• Undertake financial review of Council-wide ICT expenditure - data sources such as ledger, LFRs and contracts will support this review, as will benchmarking exercise to industry standards (SOCITM).	• New corporate ICT finance model in place	• April 2023
	• Telephony and printer rationalisation and modernisation projects – to deliver savings and provide functionality to support new ways of working.	• New telephony and printing services implemented across the Council.	• Sept 2023

Priorities	Improvement Actions	How we will measure success	Targets
	• Participate in SWAN re-procurement and redefinition of the Council's Wide Area Network requirements.	• New SWAN contract implemented.	• April 2023
	• Further develop partnership working and engagement with NHS(H) to meet the ICT requirements of integrated care and health provision.	• Required ICT infrastructure in place to support integrated care and health.	• Sept 2023
Digital Transformation: Maximising the use of new processes and technology to allow the Council to work smarter and be agile in an ever-changing world.	• Digital Strategy – Produce a new strategy to define how the Council will become a Digital organisation alongside the ICT Strategy and Information Governance Strategy.	• New strategies agreed and adopted.	• Sept 2022
	• Work alongside Directorates to improve processes, including the effective use of ICT, to reduce process "waste" and support the delivery of an improved customer experience when interacting with the Council.	• Digital "Hub" established. • Service Digital priorities mapped out and included in implementation plan. • Implement Digital Strategy alongside ICT Strategy and Information Strategy.	• April 2023 • Sept 2023 • 2027
	• Review roles and responsibilities for maintenance of the Council's website - to identify the most efficient and effective operating model for the future.	• New website arrangements in place	• April 2023

| Priorities	Improvement Actions	How we will measure success	Targets
Corporate Priorities	• Support Improvement in the Council corporate indicators. • Employee Development - ERDs • Support the Council's Change and Improvement Programme. • Support the delivery of the Council's Best Value Assurance Report (BVAR) Improvement Plan.	• Service Absence rate (Financial Quarter) • Service Complaints – responded to within 5 days (Financial Quarter) • Service Complaints - Investigation – responded to within 20 days (Financial Quarter) • Service FOI Legislative requirement (Financial Quarter) • % of staff ERDs completed (annual) • Reduce staff travel costs (annual)	• Below HC average. • 80% • 80% • 90% • 90% • >10%

Resources

Budget

Revenue Budget	Budget (2022/23)
Transformation	£0.794m
ICT	£10.790m
TOTAL	**£11.584m**

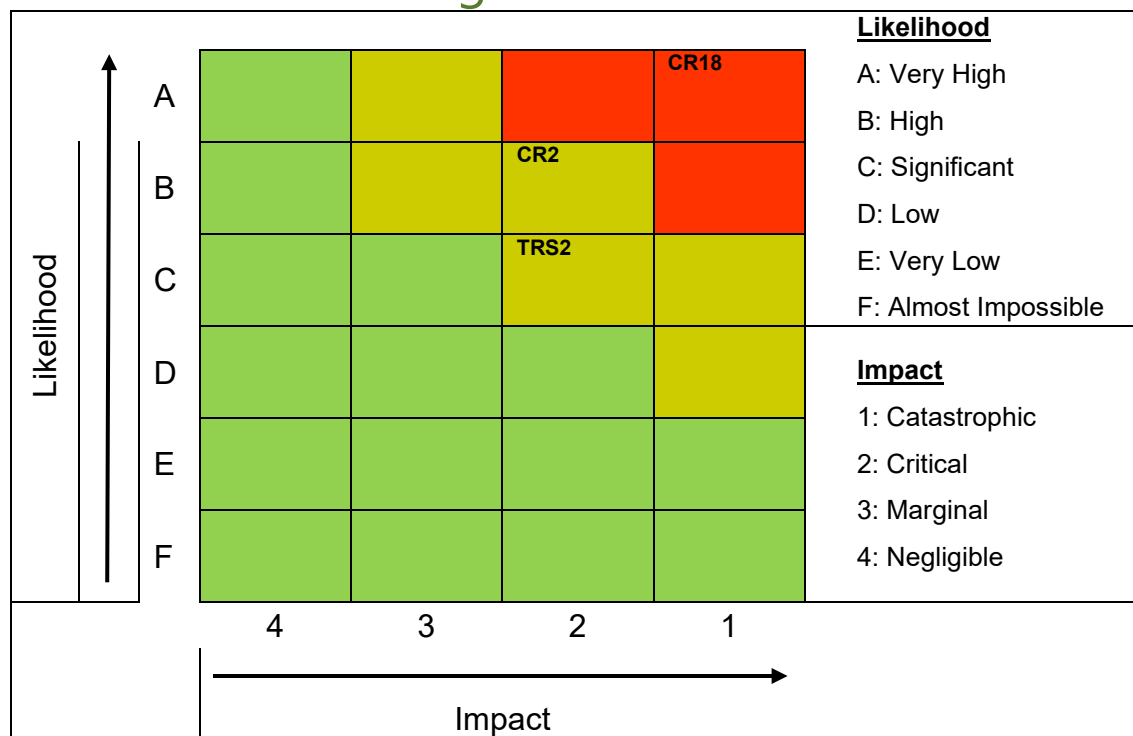| Capital Budget	Budget (2022/23)
ICT	£7.334m

Staffing
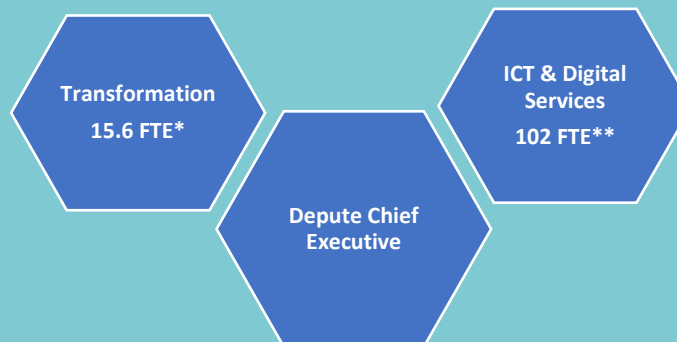
*   There are additional fixed term FTE within the Transformation Team and across various locations and directorates for the delivery of specific projects funded through one-off Investment and Transformation budgets.
** ICT Services current FTE is 102. As part of Project Dochas, it will increase to approx. 132 FTE as the project completes.

Other Resources

We operate over 400 networked sites with more than 40,000 devices and 50,000 users. We support Microsoft, Citrix and G-Suite environments, as well as IP telephony, webcasting and a call centre. Most key applications are now delivered as "cloud" services and a modern Data Centre provides the connectivity, security and storage; with Microsoft 365 at the core of end-user productivity.

Directorate Risk Register

Likelihood

	4	3	2	1
A				CR18
B			CR2	
C			TRS2	
D				
E				
F				

Likelihood (vertical axis)
Impact (horizontal axis)

Likelihood
A: Very High
B: High
C: Significant
D: Low
E: Very Low
F: Almost Impossible

Impact
1: Catastrophic
2: Critical
3: Marginal
4: Negligible

Risk No.	Risk Rating	Risk Name
CR2	B2	Security and Resilience – Cyber Security
CR18	A1	COVID-19 (Improvement and Transformation Programme)
TRS2	C2	Resourcing ICT Service Delivery

CR = Corporate Risk; TR = Service Risk. The Corporate Risks will be reviewed in September 2022

The Performance and Risk Management System (PRMS) contains all identified Corporate and Directorate risks and is used to monitor mitigating actions quarterly.