

THE HIGHLAND COUNCIL

Resources Committee
28th May 2014

Agenda Item	14
Report No	RES/12/14

Draft Service Plan 2014-15: Corporate Development Service Report by the Depute Chief Executive

Summary

The draft service plan for the Corporate Development Service outlines how the Service will lead and support commitments which will deliver 'Working together for the Highlands', the Programme of the Highland Council. The Plan also details how the new Service will operate, its approach and priorities. This report seeks approval of the draft plan.

1. Background

- 1.1 The draft service plan for the Corporate Development Service outlines the enabling actions and key performance results which will deliver the commitments of the Programme of the Highland Council as detailed in Working together for the Highlands and the Council's Corporate Plan for 2012-17. The service plan provides an update for the period 2014-15 and once approved the plan will be a public document and made available on the Council's website.
- 1.2 The plan is also an opportunity to explain how the new Corporate Development service will operate and its vision, mission and service priorities, which aim to set out how Corporate Development will fulfil its purpose of driving change and transformation across the Council whilst continuing to provide strong professional support to all services and Members.

2. Approach

- 2.1 The service plan (Appendix 1) sets out the functions performed by the service, the resources available in terms of staff and budget for 2014-15 and describes the objectives to be met. This takes account of:

The Service's Vision:

'To be the centre of excellence for the corporate development of Highland Council by driving and facilitating change and transformation, encouraging innovation and supporting the delivery of continuously improving public services.'

The Service's Mission:

- To create an environment of empowerment and involvement which inspires and maximises the contribution of employees
- To work in partnership and collaboration with managers and their teams, trade unions, partners and other stakeholders to deliver excellent public services.

- 2.2 The Corporate Development Service brings together the services which will support and deliver business change and transformation – Digital Transformation (ICT Services & Customer Services), People and Performance, Corporate Governance and the Corporate Improvement Programme, creating the capacity to enable the Council to meet respond effectively to future challenges.

- 2.3 The service plan also describes the objectives to be met derived from:
- Working together for the Highlands 2012-17
 - The Single Outcome Agreement
 - Service priorities including statutory and core business
 - The requirements of external scrutiny by regulators (e.g. Best Value audit and compliance with the Code of Corporate Governance)
 - The improvement points arising from the Public Performance Survey in 2013
 - Corporate and Service risks identified which require enhanced management action.
- 2.4 For each objective set there are performance measures identified and a description of the actions to ensure delivery. Lead officers are assigned to each objective. These will be reflected in team operating plans and cascaded through personal development plans for all staff.
- 2.5 The service plan will be amended should the Council agree changes to either the Council Programme 'Working together for the Highlands' or the Corporate Plan. Any changes approved by Council will be made in the electronic performance and risk management system (PRMS). These will be integrated into subsequent annual service plan reviews.

3. Monitoring and Performance Reporting

- 3.1 Progress against the actions is monitored quarterly through Quarterly Performance Reviews (QPRs). Service plans provide information on the operational delivery of the Corporate Plan and progress will therefore also be reported to Council through the Council's Annual Performance Review each Autumn cycle.
- 3.2 The service plan will be reviewed and amended annually and brought back to Committee for consideration each year.

4. Equalities and Strategic Environmental Assessments

- 4.1 The plan has been the subject of an initial screening for Equality Impact Assessment (EQIA) which has been submitted to the corporate policy team as part of corporate monitoring systems for Equalities Legislation. The result of the screening assesses that a full EQIA is not required for the service plan. However policy, strategy and plans linked to the delivery of service plan commitments will be screened to assess their impact.
- 4.2 The service plan has been screened in relation to the Council's statutory duty for Strategic Environmental Assessments (SEA) and a copy of the assessment has been submitted to the corporate policy team for monitoring purposes. The plan is fully aligned with the Corporate Plan and no further action is required.

5. Implications

- 5.1 **Resource and risk:** As a description of current and planned activity there are no new resource implications arising from this report and the plan is aligned to the Council's resources. Audit Scotland produces an annual Assurance and Improvement Plan for the Council which assesses, with other scrutiny bodies, the risk of non-achievement of Council commitments. This includes a review of the progress made against the performance framework.

- 5.2 **Legal:** Includes the need to meet statutory requirements for public performance reporting. Service plans set out the planned objectives and measures which together form the framework for annual public performance reporting. The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve and this is set out in the service plan which also reflects the Council Programme and performance framework.
- 5.3 **Equality and climate change/Carbon Clever:** The service plan sets out specific actions and responsibilities it leads on in supporting delivery of the Fairer Highland Plan and the general and specific duties of the Equality Act (2010) in relation to human resource management. The Service also contributes to corporate climate change and carbon clever targets.
- 5.4 **Gaelic:** While the Service does not lead on any Corporate commitment for Gaelic relevant to this service plan. The Service contributes to corporate work in relation to the delivery of the Gaelic Language Plan and meeting of corporate standards in the use of Gaelic in key documents and publications.

6. Recommendation

6.1 Members are asked to comment on the draft service plan for 2014-15, agree any amendments required and approve the plan.

Designation: Depute Chief Executive

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Date: 14.05.14



Corporate Development Service
Seirbheis an Leasachaidh Chorporra

Service Plan
Plana Seirbheis

The Highland Council
Comhairle na Gàidhealtachd
2012 – 2017

Updated for 2014/15
Air ùrachadh airson 2014/15

DRAFT

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1. Purpose, Time Frame and how it will be monitored

Adhbhar, Frèam-ama is mar a thèid a sgrùdadh

- 1.1 This Service Plan is a strategic document which outlines how the Corporate Development Service will contribute to the delivery of the commitments of the Programme of the Highland Council for which the Service has a lead and details the service priorities. In addition the plan also details key actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2012-17 (updated for 2014/15) and is supported by a series of specific operational and project plans, where appropriate.
- 1.2 It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, current Service issues and priorities, and the main risk factors identified in relation to these matters.
- 1.3 The plan is an active document and will be subject to review on an annual basis with reports being submitted to the Resources Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Corporate Development Quarterly Performance Review of the Service undertaken by the Chief Executive. The plan is implemented by senior managers and staff across the Service and with internal and external partners through operational planning and team meetings.
- 1.4 The Service Plan will be formally updated annually taking into account internal and external influences and actions arising from monitoring activity throughout the year including the development of the Scottish Government's requirements surrounding the Single Outcome Agreement.
- 1.5 The plan will be useful to many people including:
 - Managers and Staff;
 - Customers;
 - Elected members;
 - Other Council Services;
 - All partners or potential partners.

2. Structure and Main Functions and Overview of Financial Resources

Structair is Prìomh Dhreuchdan agus Teachd-a-steach Buntainneach is Buidseat Calpa

2.1 The Corporate Development Service was established in April 2014, following the approval of a new Service Structure by Highland Council. Corporate Development includes four Services – Corporate Improvement, Digital Transformation, People & Performance and Corporate Governance (see organisational chart).

2.2 New Approach

The Service has agreed its Vision, Mission and Priorities, for 2014, which aim to set out how the Service will fulfil its purpose of driving change and transformation across the Council whilst continuing to provide strong professional support to all Services and Members to ensure the proper delivery of the commitments in the Council Programme and the delivery of the Council's ambitious change agenda which will transform the organisation, improve service delivery and outcomes for our customers and enable us to become a more efficient organisation.

2.3 Vision

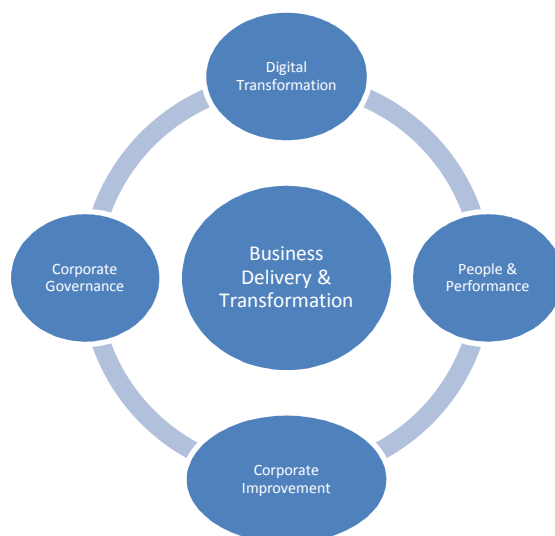
To be the centre of excellence for the corporate development of Highland Council by driving and facilitating change and transformation, encouraging innovation and supporting the delivery of continuously improving public services.

2.4 Mission

- To create an environment of **empowerment and involvement** which inspires and maximises the contribution of employees
- To work in **partnership and collaboration** with managers and their teams, trade unions, partners and other stakeholders to deliver excellent public services

2.5 Corporate Development

The Corporate Development Service is the driver of change across the organisation and to achieve this brings together the services which will deliver and support business change and transformation - ICT, Customer Services, People, Performance, Corporate Governance and Corporate Improvement – and will create the capacity to enable the Council to respond effectively to future challenges.



2.6 The Corporate Development Service comprises of the following Services:

Corporate Improvement Team

- Responsible for delivering the Corporate Improvement Programme to deliver new ways of working and efficiencies;
- The programme is made up of a number of significant projects, these are: Customer Contact Transformation; Business Support, Mobile and Flexible Working (2), Integrated Transport Provision, Asset Management; Procurement, Managing Information and Income Generation;
- The Programme is aimed at delivering improved customer satisfaction, stakeholder satisfaction and most importantly a further £6m cashable savings by April 2015.

Digital Transformation

- Management of all ICT services, including Corporate and Curriculum ICT and contracts with ICT and technology providers including Fujitsu (Managed ICT Service) and Vodafone (Wide Area Network);
- Information Management and Security;
- Major ICT Procurements, including the reprovision of ICT Services and Wide Area Network Services via the national SWAN procurement;
- Management of Customer Services which includes the statutory Registration function, Service Points and the Service Centre;
- Digital services, including web and on line customer contact.
- Management of the Pathfinder North Shared Services Partnership of 5 local authorities, the Scottish Government and a private sector partner to bring broadband to front-line Council facilities in the North of Scotland.

People & Performance

Responsible for strategic support and advice to senior managers and Members across all Services on HR, Learning and Development, Occupational Health, Safety and Wellbeing (OHSW) and Corporate Performance Management. This includes:

- Effective management of organisational change;
- HR policies, procedures and workforce planning;
- OHSW policies and procedures;
- Delivery of corporate training priorities in support of organisational development and change programmes;
- Support member development through PDPs and training programme;
- Meeting statutory public performance reporting duties including annual reports on the Council Programme, Single Outcome Agreement and public opinion;
- Managing a programme of self-assessment across Council Services and with partners.

Corporate Governance

Responsible for the delivery of legal support and advice to officers, the Monitoring Officer and Members across all services including:-

- Support for major Council projects and initiatives;
- Purchase, sale and leasing of land and buildings;

- Representation in courts and tribunals;
- Specialist advice on planning, Data Protection, Freedom of Information and other legislative issues;
- Gate Keeper and support for the Council in relation to the Regulation of Investigatory Powers (Scotland) Act;
- Management of the licensing function including non-liquor and civic government, private landlord registration, liquor licensing and gambling;
- Administer and support meetings of the Council and its Committees, Boards and Working Groups; offers support to members in induction and training;
- Provision of Company Secretarial service to the Council's Arm's Length Companies and administering the Children's Hearings Area Support Team;
- Management of all elections, referenda and ballots including associated aspects of election planning such as polling place reviews.

2.7 **Appendix 1** shows the organisational chart for the Corporate Development Service.

3. Resources *Stòrasan*

3.1 The Corporate Development Service has a total budget of £17.233m and employs 235.4 FTE staff. The Corporate Development Service's Revenue Budget for the period 1 April 2014 to 31 March 2015 is allocated as follows:

<u>Corporate Budget Information</u>		
Area	Annual Budget	Staff fte
Depute Chief Executive	-2,929,202	2.00
Corporate Improvement Team	515,854	11.00
<u>Corporate Governance:</u>		
Legal Services	454,577	16.94
Licensing	-605,027	18.77
Democratic Services	636,215	18.40
Elections	105,761	2.00
<u>Digital Transformation:</u>		
Head of Digital Transformation	100,668	1.00
ICT Services	14,762,500	27.00
Customer Services	2,002,158	92.09
<u>People & Performance:</u>		
HR Services	947,772	21.00
Workforce Planning, Learning & Development	439,256	13.20
Health, Safety & Wellbeing	614,163	9.00
Performance Management	188,361	3.00
	17,233,057	235.40

3.2 The 2014/15 budget includes service efficiency savings for Corporate Development as follows:

Saving Measures	Heading	2014/15 £m
Elections	Reduction in budget	(0.005)
Children's Panel	Reduction in budget (no impact service delivery) efficiencies from new national arrangements and shared services with Moray Council	(0.015)
ICT Services	Opportunities for further cost reductions and efficiency savings in ICT contract	(0.600)
Legal Services	Reduce staffing costs through vacancy management and flexible working. Revise internal and external re-charge levels in relation to Capital and HRA	(0.029)
Committee Services	Managing staffing and reduce costs through vacancy management and flexible working. Expand opportunities for partnership working	(0.027)
HR Services	Reduce associated costs for training whilst maintaining staff training at current levels.	(0.040)
Corporate Development	Service reviews	(0.060)
Corporate Improvement Programme	Delivery of efficiency savings across a number of projects, savings achieved from across all council service budgets.	(2.350)
	Total	(3.126)

3.14 The Service's capital budget is detailed below for the period 2014-2015.

Capital Budget - Projects	Net Budget (£m)
Service Point Investment	0.037
ICT – Curriculum rolling refresh	1.111
ICT - Corporate refresh	0.010
Unified Communications Project	1.501
	Total
	2.659

4. Programme of the Highland Council, Statutory and Corporate Governance priorities including the Single Outcome Agreement

Prògram Comhairle na Gàidhealtachd, Feumalachdan is Prìomhachasan Gnothachais Eile

4.1 The Programme of the Highland Council

“Working together for the Highlands”, the Programme of the Highland Council sets out seven main themes which focus on working together, these are:

- *Working together for the **economy***
- *Working together for our **children and young people***
- *Working together for **caring communities***
- *Working together for **better infrastructure***
- *Working together for **better housing***
- *Working together to **empower our communities***
- *Working together for **strong and safe communities***

There are also three cross-cutting commitments:

- The Council will commit to the principle of equal respect for the Gaelic and English languages, whilst also recognising the diversity of indigenous language and dialects within the Highland area in relation to the economy;
- The Council will maintain its commitment to Scotland’s Climate Change Declaration in relation to the economy;
- The Council will implement the Fairer Highland Plan including the general and specific duties of the Equality Act (2010), ensuring that people are treated fairly and with respect in relation to the economy

Against the themes there are a total of 139 commitments (plus three cross-cutting) of which the Corporate Development Service has a lead or support role for 11 commitments.

4.2 The Highland Single Outcome Agreement

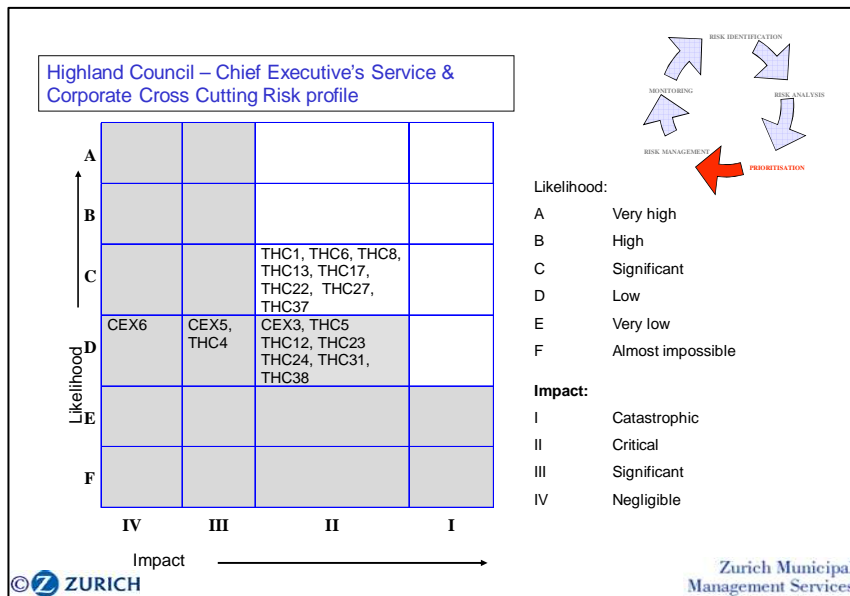
The Corporate Development Service contributes to the development of the Single Outcome Agreement and takes the lead in performance management of the agreement. The third Single Outcome Agreement reflects the 6 national priorities and 16 national outcomes and was approved by Council in June 2013.

5. Risks

Cunnartan

5.1 The Council uses the Zurich Risk Methodology to identify and manage risks. The relative importance of specific risks is judged against the Council's risk appetite and those risks that are deemed to exist above that appetite are shown in the table below. These "above the line" risks cover both corporate and service risks. Where a risk is shown there will be a corresponding objective and action that helps us manage that risk.

Risk Appetite



5.2 At present the Corporate Risk Register is under review and once finalised and submitted to Audit & Scrutiny Committee on 19th June 2014 the Service Plan will require amendment to ensure that all Corporate and Service risks are managed through the plan. In addition all identified risks are monitored through Quarterly Performance Review (QPR) meetings and performance is managed through the electronic performance and risk management system (PRMS).

6. Service Priorities
Prìomhachasan Seirbheis

6a Programme Commitments

WORKING TOGETHER FOR THE ECONOMY		
Service I.D.	1.1	
Programme Commitment:	The Council will prioritise and protect frontline staff, to maintain standards of service delivery and provide stability to the Highland economy. We will do all we can to avoid compulsory redundancies.	
Council Programme Ref:	1.03	
Lead Officer:	Head of People & Performance	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HPP	Annual monitoring report on numbers redeployed, number of early retireals; post deleted for efficiencies; number of redundancies. (cp)	31/03/13 & annually
HPP	Deliver training and support for staff in obtaining other posts within the Council.	31/03/13 & annually
HPP	Vacancy management/monitoring to track possible redeployment opportunities.	31/03/13 & annually

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.2	
Programme Commitment:	The Council will work in partnership with organisations in the Highlands to improve our use of video conferencing, teleconferencing and web-casting technology – efficiently and effectively reaching every part of the Highlands.	
Council Programme Ref:	6.3	
Lead Officer:	Head of Digital Transformation	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HDT	Complete implementation of unified communications project including video conferencing. (cp)	31/12/15

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES	
Service I.D.	1.3
Programme Commitment:	The Council will allow public petitions to be considered by the Council and relevant strategic committees.
Council Programme	6.4

Ref:		
Lead Officer:	Head of Corporate Governance	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HCG	Implement a scheme for public petitions by June 2013. (cp)	Complete

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.4	
Programme Commitment:	The Council will improve public access, including out-of-office-hours access, to the Council and its services, offering members of the public a range of access points including by phone, online and in person.	
Council Programme Ref:	6.5	
Lead Officer:	Head of Digital Transformation	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> • Increase the % of services accessible through customer services including the website to 60% by March 2017. (cp) 	
Risk:		
Enabling Actions		Review Date:
HDT	Complete the review of face to face customer contact for customer services review 3 by June 2015 (cp)	30/06/15
HDT	Increase the number of services you can access or request via the web (CCT)	31/03/15 annually
HDT	Present the review of face to face customer contact to committee by November 2013 (ref 1.24)	Complete

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.5	
Programme Commitment:	The Council will increase the number of issues resolved at first contact.	
Council Programme Ref:	6.6	
Lead Officer:	Head of Digital Transformation	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> • Achieve a minimum of 85% fulfilment of customer contact dealt with at first point of contact via customer services network. (cp) 	
Risk:		
Enabling Actions		Review Date:
HDT	Support the Corporate Improvement Programme (CIP) in the transformation of service delivery.	31/03/15 & annually

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.6	

Programme Commitment:	The Council will work with community councils and other community organisations to encourage community empowerment, and will introduce a community challenge fund of £1million of recurring expenditure to support community projects which explore new ways of delivering services at a local level.	
Council Programme Ref:	6.8	
Lead Officer:	Depute Chief Executive	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
DCE	Develop the community challenge fund. (cp)	31/03/17 annually

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.7	
Programme Commitment:	With partners the Council will implement the changes to community planning and develop the Single Outcome Agreement in line with the Scottish Government review so that community planning is effective in the Highlands.	
Council Programme Ref:	6.11 (support)	
Lead Officer:	Head of Policy & Reform (Head of People & Performance)	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HPP	Report on performance against Single Outcome Agreement.	31/10/15 & annually
HPP	Support approaches to self-evaluation within the community planning partnership by March 2015.	31/03/15

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.8	
Programme Commitment:	The Council will implement the Fairer Highland Plan, including the duties of the Equalities Act 2010, ensuring staff and service users are treated fairly and with respect.	
Council Programme Ref:	6.16 (support)	
Lead Officer:	Head of Policy & Reform (Head of People & Performance)	
Resource:		
Key Performance	<ul style="list-style-type: none"> • Increase the percentage of women in management in the Council 	

Results:	top 2% of earners.(cp) <ul style="list-style-type: none"> Increase the percentage of women in management in the Council top 5% of earners. (cp) 	
Risk:		
Enabling Actions		Review Date:
HPP	Publish employment data. (cp)	31.03.13 Complete & 2015, 2017
HPP	Revised equal pay statement and report with race & disability included in 2017. (cp)	April 2013, 2015 & 2017

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES

Service I.D.	1.9	
Programme Commitment:	The Council will continue to measure its progress openly, report on it publicly and listen to its communities, to ensure we are delivering services that provide best value for Council Taxpayers.	
Council Programme Ref:	6.18	
Lead Officer:	Depute Chief Executive	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Overall satisfaction with Council services reported at 80% or higher. (cp) CIP targets 2013/14 £2.51m, 2014/15 £2.19m (cp) 	
Risk:		
Enabling Actions		Review Date:
HPP	Positive annual report on corporate performance including SPIs. (cp)	30/09/12 & annually
HPP	No areas of significant risk found through the Annual Shared Risk Assessment process by external audit. (cp)	30/05/13 & annually
CIPM	Corporate Improvement programme delivered and benefits realised (with annual review). (cp)	31/03/15
HPP	Positive Best Value audit (due before 2017). (cp)	31/03/17
HPP	Annual survey and report of perceptions of Council performance in September each year.	30/09/12 & annually
HPP	Public performance report as newspaper supplement by December each year.	31/12/13 & annually
HPP	Performance summary included in Council Tax leaflet by February each year.	28/02/14 & annually
HPP	Progress reported on the annual programme of self-evaluation using PSIF.	28/02/13 & 6 monthly

HPP	Review impact from national performance requirements on the corporate performance framework (e.g. unit cost benchmarking, SOA indicators and others) (March 2013)	complete
HPP	Re-procurement of independent research and survey support by March 2013.	complete
HPP	Re-procurement of independent research and survey support by March 2016.	31/03/16

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.10	
Programme Commitment:	The Council will improve public engagement, consultation and our handling of complaints.	
Council Programme Ref:	6.19	
Lead Officer:	Head of Digital Transformation	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Resolve 80% of stage 1 complaints within timescale (5 working days) (cp) Resolve 80% of stage 2 complaints within timescale (20 working days) (cp) 	
Risk:		
Enabling Actions		Review Date:
HDT	Improve the complaints handling process, including increasing satisfaction with complaints handling. (annual survey) (cp)	Annually in September 30.9.2014

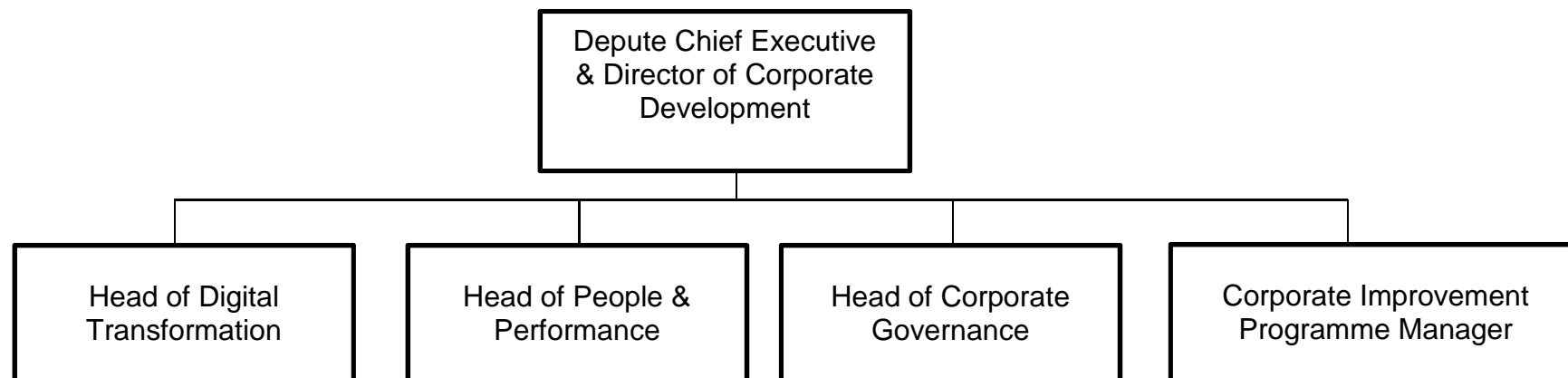
WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.11	
Programme Commitment:	Working with the UK and Scottish Government and Electoral bodies we will encourage voter turn-out, especially among younger people.	
Council Programme Ref:	6.20	
Lead Officer:	Head of Corporate Governance	
Resource:		
Key Performance Results:		
Risk:		
Enabling Actions		Review Date:
HCG	Work with partners to encourage voter turnout including young people and report annually on progress.	31/03/17 annually

6b – Service Operational Priorities

Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline & target
Creating the Capacity for Change & Transformation			
2.1	Talk to all Service Management Teams about what Corporate Development needs to do to enable and facilitate business change and transformation in their Services	DCE	30/07/14
2.2	Continue to deliver professional services and the infrastructure which supports service delivery and change e.g. ICT delivery, Supplier Management, Employee Development, continuous improvement etc.	DCE/All HoS	On-going
2.3	Build on a new Structure based around 'Business Partner' Model	HDT/HCG	30/09/14
2.4	Introduce a corporate approach to Workforce Planning – supporting effective capacity and succession planning as well as a managed reduction in the workforce	HPP	31/03/15
2.5	Promote employee engagement through partnership working with trade unions	HPP	30/09/14
2.6	Create and deliver senior leadership and management development programmes	DCE/HPP	30/09//14
2.7	Support Council wide implementation of Internal Communications Standards	HPP	On-going
2.8	Support the development of Service Learning & Development plans	HPP	31/03/15
2.9	Achieve Healthy Working Lives Gold Award	HPP	30/06/15
2.10	Maintain training and support in stress awareness/management, absence management and mentally healthy workplaces	HPP	On-going
2.11	Create and implement a Corporate Workforce Development and Engagement Strategy	HPP	30/09/15
Driving Change & Transformation			
2.12	Develop and Implement responses to the requirements in the independent review of the CIP with respect to communication	DCE/CIPM	31/07/14
2.13	Complete and launch CIP method and skills toolkit and support mechanisms Including off the shelf project sites	CIPM	31/07/14
2.14	Develop next phase of Business Transformation (linked to 5 yr budget)	DCE/CIPM	31/07/14
2.15	Deliver CIP2 – on target and on budget – communicate clearly the benefits	CIPM	31/03/15
2.16	Continue ICT Re-Provision – on target and on budget – engaging with Services and Schools to deliver an ICT Service which will support business transformation	HDT	31/03/15 & annually
2.17	Transform Customer Services to increase focus on Digital Service Delivery – developing the	HDT	31/03/15 & annually

	new website and other digital channels		
2.18	Deliver and exhibit continuous improvement in Corporate Development with initiatives such as carbon clever committees, information management and greater use of on-line services	HDT/HCG/CIPM	31/03/15 & annually
2.19	Undertake Customer Services Review 3, working with the elected members customer service board to review face to face provision across Highland in order to deliver the budget savings target	HDT	30/06/15
2.20	Deliver planned ICT Projects and rationalise the Council's ICT estate and line of business systems – on target and on budget – including Unified Communications and develop an improved approach to 'innovation'	HDT	31/03/15 & annually
2.21	Implement more online and telephony services (including upgrade of the CRM system, installation of web chat, provision of specialist communication services for the deaf community), by supporting the modernisation of Council services	HDT	31/12/14
2.22	Ensure that appropriate transition arrangements are in place to provide seamless continuation of ICT Services in line with ICT Strategy and re-provision arrangement. Priorities: LAN, WAN, Telephony, Line of business systems as-and-when replaced	HDT	31/03/15
2.23	Continue to work with public sector partners to promote the Council as a centre for public sector WAN delivery under the SWAN contract	HDT	31/12/14
2.24	Migrate to new Scottish Wide Area Network (SWAN) in order to deliver cost reductions and improve service delivery across corporate and schools estate.	HDT	30/09/16
2.25	Plan, arrange and deliver accurate results for the Scottish Independence Referendum, Cairngorm National Park Authority, UK Parliamentary elections and Council by elections	HCG	31/05/15
2.26	Reduce reliance upon and creation of paper records within legal by introduction of case management system and progression of electronic database of titles	HCG	31/03/15
2.27	Complete review of polling districts and polling places	HCG	31/10/14
2.28	Offer support to major Council projects such as the introduction of a Decriminalised Parking Enforcement regime, Inverness West Link Road and Wick campus.	HCG	On-going
2.29	Develop use of on-line licensing services including application processes	HCG	31/10/15

Appendix 1. Organisational Structure
Pàipear-taice 1 Structair Eagarachail



- Digital & Web Services
- Customer Services
- ICT Services
- Information & Records Management

- Improvement
- HR Services
- Workforce Planning, Learning & Development
- Health, Safety & Well-being

- Legal Services
- Licensing
- Committee Services
- Election Management
- Joint Area Support Team – for Children’s Panel
- Support for ALEOs

- Business Transformation & Change
- Corporate Efficiency
- Programme/Project Management