

THE HIGHLAND COUNCIL

**Resources Committee
27 May 2015**

Agenda Item	15
Report No	RES/42/15

Draft Service Plan 2015-16: 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 2015-16 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 Corporate Development Service operates 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 2015-16 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 brought together the services which 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 2014
- 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 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 In addition to the delivery of the Corporate Plan the service plan also sets out each year the operational priorities of the Service. Achievements in 2014/15 include:

- Established the new Corporate Development services and continued to provide effective support for Services to facilitate business change and transformation;
- Introducing a corporate approach to Workforce Planning which supports effective capacity and succession planning as well as a managed reduction in the workforce;
- Established a Partnership Forum with Trade Unions to promote employee engagement which is viewed as best practice nationally;
- The Corporate Improvement Programme (CIP) has delivery phase 2 of the programme on target and on budget and has developed the next 5 year phase of business transformation and savings;
- We successfully worked with public sector partners as the centre for public sector WAN delivery under the SWAN contract;
- Successful Public Sector Network (PSN) Accreditation up to 2017.
- Continue to successfully support to major Council projects such as the Inverness West Link Road and Wick campus.
- Successful delivery of the Referendum process across the Highlands.

3.3 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, climate change/Carbon Clever and rurality:** 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). The Service also contributes to corporate climate change and carbon clever targets and new projects and policies are screened for impact on rurality.
- 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 2015-16, agree any amendments required and approve the plan.

Designation: Depute Chief Executive

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Corporate Development Service
Seirbheis an Leasachaidh Chorporra

Service Plan
Plana Seirbheis

The Highland Council
Comhairle na Gàidhealtachd
2012 – 2017

Updated for 2015/16
Air ùrachadh airson 2015/16

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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 2015/16) 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. The views of internal customers will also be sought to inform service delivery and future priorities.
- 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 Approach

The Service's Vision, Mission and Priorities 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 Service Priorities

- Leading the delivery of the Transformation and Savings Programme
- Transformation of ICT service delivery through ICT Re-provision and transition to the Scottish Wide Area Network (SWAN) to ensure that ICT enables transformation and efficient service delivery
- Driving forward the move to a Digital Council to deliver more services on-line and achieve an increase in the uptake of digital services
- Supporting Services in implementing change through effective workforce planning, deployment of technology, programme and project management and professional support and advice

2.7 The Corporate Development Service comprises of the following Services:

Corporate Improvement Team

- Responsible for assuring and supporting delivery of the remaining initiatives within the transformation agenda.
- Responsible for Programme management of four transformation work streams within the Transformation and Savings Programme (These are Digital First, Mobile Service Delivery, Managing Information and The Transport Programme).
- Responsible for supporting and developing the methodology and support around business improvement projects.

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 re-provision 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.

2.8 **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 £16.533m and employs 231.72 FTE staff. The Corporate Development Service's Revenue Budget for the period 1 April 2015 to 31 March 2016 is allocated as follows:

Revenue Budget

Financial Year	Net Revenue Budget (£m)
2015/16	16.533

Breakdown of 2015/16 Budget by Section

2015/16	
Section	Net Budget (£m)
Depute Chief Executive	(2,198)
Corporate Improvement Team	523
Corporate Governance:	
Legal Services	518
Licensing	(542)
Democratic Services	608
Elections	102
Digital Transformation:	
ICT Services	13.188
Customer Services	2.189
People & Performance	
HR Services	0.915
Workforce Planning, Learning & Development	0.389
Health, Safety & Wellbeing	0.621
Performance Management	0.220
Total Corporate Development Service	16.533

By Staff and Other Costs (including Members)

2015/16	
Section	Budget (£m)
Staff costs	8.294
Other costs	14.377
Gross Expenditure	22.671
Grants	-
Other income	(6.138)
Total Income	(6.138)
Net budget	16.533

3.2 The 2015/16 budget includes service efficiency savings for Corporate Development as follows:

Saving Measures	Description	2015/16 £m
Staffing	Reduction in staffing across the Service	(0.170)
Miscellaneous Budgets	Remove/reduce miscellaneous budgets (e.g. furniture, equipment, stationery, catering)	(0.050)
Travel & Subsistence	Further reduction in Travel & Subsistence budgets	(0.035)
Further ICT Efficiency Savings	ICT Efficiency – reduction in SLA Service Desk, On-line password reset and Webchat	(0.100)
Advertising	Reduce advertising budget	(0.025)
Budget Reductions	All services	(0.120)
Customer Service	Additional savings identified through customer service review (agreed Council March 2014)	(0.060)
Unified Communications	Replacement of telephony with new Unified Communications solution review (agreed Council March 2014)	(0.300)
ICT contract Extension	Contract extension (one-off) – 12 months equivalent saving of £1.2m for 18 months	(0.900)
	Total	(1.780)

3.14 The Service’s capital budget is detailed below for the period 2015-2016.

Service Capital Budgets will not be finalised until June 2015. This section will be updated as soon as possible.

Capital Budget - Projects	Net Budget (£m)
Total	

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

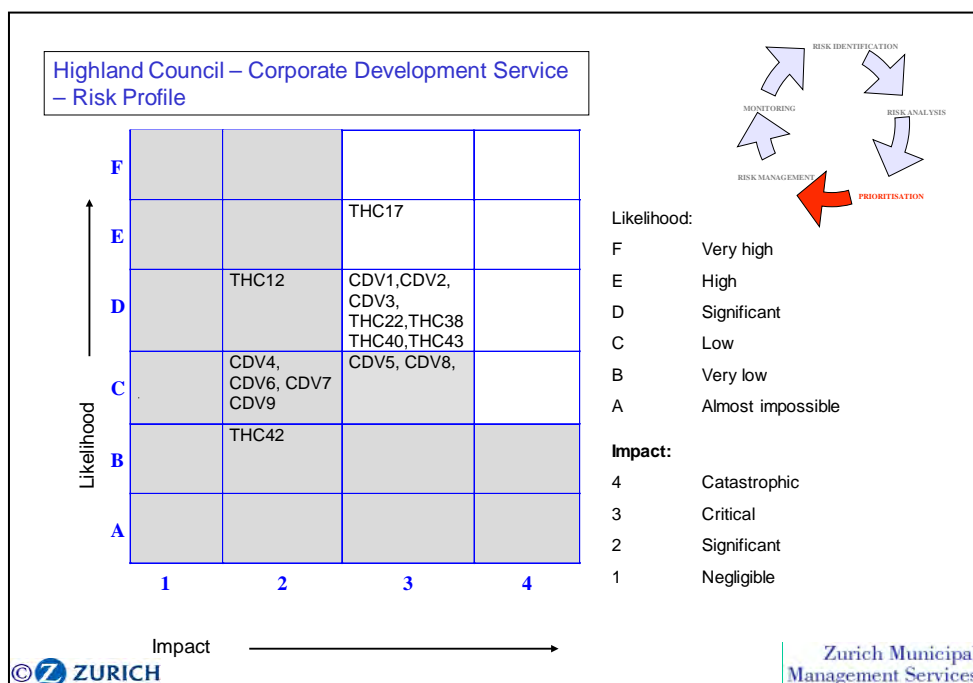
The Corporate Development Service contributes to the development of the Single Outcome Agreement and takes the lead in performance management of the agreement. The third Single Outcome Agreement reflects the 6 national priorities and 16 national outcomes and was approved by Council in June 2013.

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



Risk Number	Risk Rating	Short Name
THC17	3E	New ways of working and changing service delivery
THC22	3D	Information Management and security
THC38	3D	ICT re-provisioning
THC40	3D	Workforce Planning
THC43	3D	Swan Contract
CDV1	3D	Unified Communications Project
CDV2	3D	Customer Service Review
CDV3	3D	CRM Upgrade

5.2 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 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 100% (capable of being delivered on-line) by April 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.	31/03/15 annually

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES

Service I.D.	1.4	
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 Digital First Programme in the transformation of service delivery.	31/03/15 & annually

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES

Service I.D.	1.5	
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 for economy, environment and health inequalities strands by March 2016.	31/03/16
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WORKING TOGETHER TO EMPOWER OUR COMMUNITIES

Service I.D.	1.6	
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 Results:	<ul style="list-style-type: none"> Increase the percentage of women in management in the Council top 2% of earners.(cp) 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.	1.7	
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) 	
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	complete

	realised (with annual review) and targets of 2013/14 £2.51m, 2014/15 £2.19m (cp)	
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.	30/09/15 & annually
HPP	Re-procurement of independent research and survey support by March 2016.	31/03/16

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.08	
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	Complete further review of Service Points and deliver agreed efficiency savings.	30/06/15
HDT	Improve the complaints handling process, including increasing satisfaction with complaints handling. (annual survey) (cp)	Annually in September

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES		
Service I.D.	1.09	
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

WORKING TOGETHER TO EMPOWER OUR COMMUNITIES

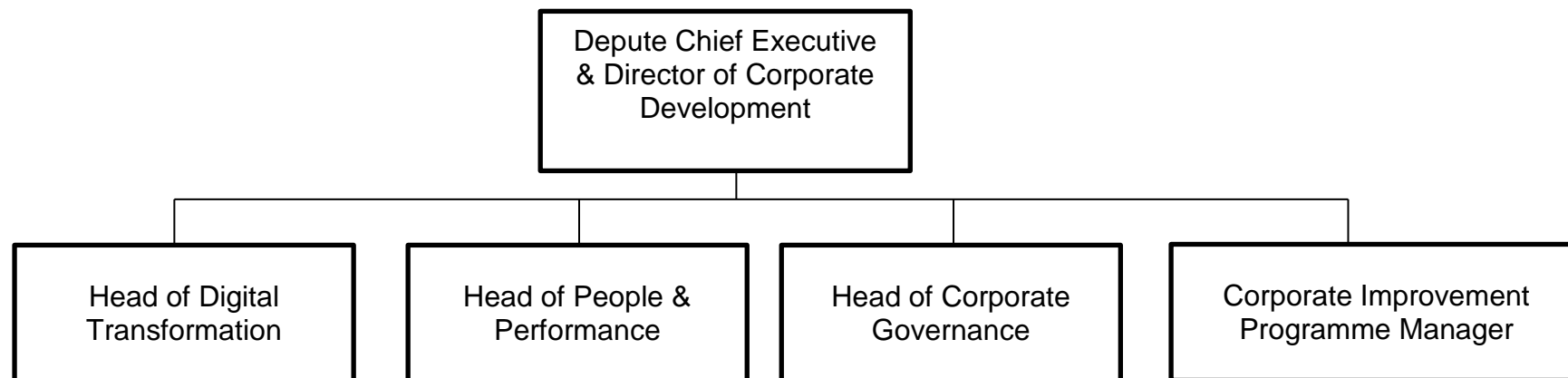
Service I.D.	1.10	
Programme Commitment:	We will reduce the volume of printed material produced by the Council building on a current initiative for paperless Council meeting options and developing further options for members, customers and employees to conduct Council business online.	
Council Programme Ref:	6.21	
Lead Officer:	Head of Corporate Governance	
Resource:		
Key Performance Results:	Increase the % of services accessible through customer services including the website to 100% (capable of being delivered on-line) by April 2017. (cp) (ref: 1.3/6.5 above)	
Risk:		
Enabling Actions		Review Date:
HCG	Reduce paper use by introduction of Carbon Clever Committees (cp)	31/03/16
CIPM	Introduce a self-service human resources system for staff and managers. (cp)	30/06/15

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	Continue to deliver professional services and the infrastructure which supports service delivery and change e.g. ICT delivery, legal and democratic services, Employee Development, business change etc.	DCE/All HoS	On-going
2.2	Continue to build on a new Structure based around 'Business Partner' and other appropriate models.	HDT/HCG	31/03/16
2.3	Continue to deliver senior leadership and management development programmes	DCE/HPP	30/09/16
2.4	Support the development of Service Learning & Development plans	HPP	30/09/15
2.5	Achieve Healthy Working Lives Gold Award	HPP	31/03/16
2.6	Create and implement a Corporate Workforce Development and Engagement Strategy	HPP	30/09/15
2.7	Review our performance management and budgeting processes to support identification of further service improvement, efficiencies and savings.	DCE/HPP/CIPM	31/03/2016
Driving Change & Transformation			
2.8	Support delivery of the new Transformation and Savings Programme.	DCE/CIPM	31/03/2016
2.9	Deliver transformation projects allocated to Corporate Development Service including Digital First, Absence Management, Changes to terms and conditions and Mobile Service Delivery.	DCE/CIPM	31/03/2016
2.10	Continue ICT Re-Provision, on target and on budget, engaging with Services and Schools to deliver an ICT Service which will support business requirements and transformation.	HDT	31/03/16 & annually
2.11	Transform Customer Services to increase focus on Digital Service Delivery developing the new website and other digital channels.	HDT	31/03/16 & annually
2.12	Undertake Customer Services Review 3, working with the customer service board to review face to face provision across Highland in order to deliver the budget savings target.	HDT	30/06/15
2.13	Deliver planned ICT Projects on target and on budget including Unified Communications and develop an improved approach to 'innovation'.	HDT	31/03/16 & annually
2.14	Implement the upgrade of the CRM system and installation of web chat.	HDT	31/12/15

2.15	Ensure that appropriate transition plan is in place to provide seamless continuation of ICT Services in line with ICT Strategy and re-provision arrangement.	HDT	31/12/16
2.16	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
2.17	Plan, arrange and deliver accurate results for the UK Parliamentary elections, Scottish Parliamentary election and Council by elections	HCG	31/05/16
2.18	Reduce reliance upon and creation of paper records within legal by introduction of case management system and progression of electronic database of titles.	HCG	31/03/16
2.19	Offer support to major Council projects such as Inverness West Link Road, Wick campus and the introduction of a Decriminalised Parking Enforcement regime.	HCG	On-going
2.20	Develop take-up 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

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

- 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