

Agenda Item	4
Report No	RB/11/20

Committee: Recovery Board

Date: 15 July 2020

Report Title: Recovery Action Plan: Progress Report to 30 June 2020

Report By: Executive Chief Officer Transformation

1 Purpose/Executive Summary

1.1 Progress with the Recovery Action Plan as at 30 June 2020 will be considered by The Highland Council on 30 July 2020 and is detailed in the attached report.

2. Recommendations

2.1 The Board is invited to note:

- i. the progress achieved with the Recovery Action Plan to 30 June 20; and
- ii. the significant challenges the Council is faced with in delivering this action including the emergent issues and demands of a national pandemic

Designation: Executive Chief Officer Transformation

Date: 7 July 2020

Authors: Allan Gunn, Paul Whitham, Matt Bailey, Sheila McKandie

Agenda Item	
Report No	

HIGHLAND COUNCIL

Committee: Highland Council

Date: 30 July 2020

Report Title: Recovery Action Plan: Progress Report to 30 June 2020

Report By: Executive Chief Officer Transformation

1. Purpose/Executive Summary

- 1.1 The Highland Council Recovery Action Plan was approved by Members on 25th June 2020. This report will provide a progress update against the 11 Key Priorities for Phase 1 (to 30 June 2020). Members will be aware from the last report that the Council's Recovery Action Plan is being managed using a Programme Management Office (PMO) approach encompassing changes from UK and Scottish Government.
- 1.2 The Recovery Action Plan update is shown at **Appendix A** to this report and is presented in "Microsoft Word" format, for ease of presentation and accessibility. The plan shows progress against phase 1 to 30 June 2020. For future reporting to Council, the Transformation Service is looking to utilise the corporate Performance and Risk Management system (PRMS) to support high level reporting. This development will also afford Members the opportunity to access the "real-time" status of actions directly through PRMS and at their convenience. Officers are aiming to complete this development by the end of August 20; Members will be advised when this development is complete.

2. Recommendations

- 2.1 Members are invited to:
1. Note the progress of the Council's Recovery Action Plan to 30 June 2020.

3. Implications

- 3.1 **Resource:** There are no direct resource implications arising from this progress report. The aim of using PRMS to support high level reporting to future Council's includes making better use of ICT. As highlighted at 5.3 below, there are significant resource implications for the 11 key priorities including return to schools; the economic recovery of The Highlands; and the Council's own budget position.


























- 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 of the Recovery Workstreams will embed our equalities and Fairer Scotland duties. This will include undertaking impact assessments to inform proposals and decisions which will be informed by continuous engagement with partners and communities.
- 3.4 **Climate Change/Carbon Clever: Climate Change/Carbon Clever:** The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets a target date for net-zero emissions of all greenhouse gases by 2045 for the economy and society using the Just Transition principles, whilst The Highland Council has itself set a target of 2025 to achieve a carbon neutral Highland. The Just Transition principles could directly support economic recovery post Covid-19 and help enable Highland to lead the move towards a net zero economic and social model.
- 3.5 **Risk:** The Recovery process has many risk elements across the 11 key priorities. Significantly, the immediate risks include, health and wellbeing of our workforce, finance, socio-economics and stability. Work continues to identify risks associated with the delivery of the action plan; monitoring; and reporting through the Programme Risk Register will inform the Corporate Risk Register.
- 3.6 **Gaelic:** This is inherent within the culture/tourism theme within Economic Recovery.

4. Background

- 4.1 Work on the Key priorities continues at pace and The Recovery Board met on 15 July 2020 to discuss and oversee progress.
- 4.2 Reflective of the evolving guidance from UK and Scottish Governments, sponsors, with support available for the Transformation Team, continue to face significant challenges to adapt their plans to keep pace with emergent guidance and new parameters.
- 4.3 Working under PMO framework, the Recovery Board provides a single support structure, change management and delivery initiatives within the Recovery Action Plan; reporting by exception and acting as the nerve centre and information hub of the programme. All information, communication, monitoring and control activities for the programme are coordinated through the PMO, as are robust governance and project management guidance.
- 4.4 For future reporting to Council, the Transformation Service is looking to utilise the corporate PRMS system to support high level reporting to The Highland Council. Cognisant of the changing parameters and the fluid project and programme environment, the PMO reports to the Recovery Board will reflect the need for responsive and agile reporting utilising programme management office techniques.

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

5.1 The table below presents a high-level status summary of the actions for each key priority.

Key Priority Phase 1	Planned tasks to end June	Complete 	On-Track/ On-going 	Some Slippage 	No Significant Progress 
Restoring Political Governance	7	 6	 1		
Lockdown Agility incl. Schools Reopening	8		 8		
Supporting the Recovery of the Highland Economy	3	 1	 2		
Financial Recovery Strategy	4	 1	 2	 1	
Community Empowerment	5		 4	 1	
Workforce Planning & Development	2	 1	 1		
Service Re-Design	2	 1	 1		
IT Transformation	12	 5	 4	 3	
Digital Transformation	5		 5		
Leadership, Culture & Performance	7		 4	 3	
Asset Management	3		 3		
Total Tasks	58	15	35	8	

5.2 The work summarised above involves significant commitment from Council staff & managers and Members in delivering the Recovery Action plan across Highland to end June 2020. 50 actions have been completed/on-going. Where there has been some slippage, information is shown below; further details can be found in the Appendix A against the key priorities.

5.3 The table below lists the 8 actions points where some slippage is reported:

Key Priority	Action Point	Remarks
Financial Recovery Strategy	Review approved Capital Plan	Council approved Priority 1 and 2 Capital projects. Work ongoing to develop Capital Strategy in advance of preparing revised capital plan. Work to be complete in phase 2.
Community Empowerment	Complete data matching of vulnerable households – food support, benefits and other support services; Analysis of core data sets including benefit claimants and employability / skills	Individual data sets completed but some further work required to synthesise them to understand levels of need and services being delivered. Resourcing issues as only one research officer for the Council and competing work priorities. Developing proposal for data analyst support going forward. Aiming to complete this action point by September 20.
IT Transformation	Strategic review of ICT Delivery Model (arrangements for provision and support of all aspects of core ICT Service beyond existing contractual arrangements) Options appraisal and submission for decision to ELT & Members Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition	Report originally intended for June 20 Council meeting; Report being presented to July 20 Council meeting.

Key Priority	Action Point	Remarks
	of scope for potential programme of works including outline business case and high-level plan	
IT Transformation	Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition of scope for potential programme of works including outline business case and high-level plan	Engagement with Microsoft delayed due to COVID-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery Plan. Aim is to complete this action point by Sep 20.
IT Transformation	<p>Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications but requirements are defined – Decision required for procurement</p> <p>Note - Critical links to Data Strategy & Digital & Technology Strategy especially for development of self-serve/self-manage capability</p>	CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re started.
Leadership, Culture & Performance	Understand from each Service how performance has been affected by Covid to identify what actions are required to address barriers/difficulties; and identify and adopt new working practices that have been beneficial. These will be a mixture of practical, behavioural and Cultural. Some measures will be for	<p>Early discussions and some of collating information done including responses from ECO task, Staff Survey and performance data required. Intention is to move this into phase two in order to allow time to fully understand the extensive data. Meetings to be arranged with Service management teams through August and September.</p> <p>Development of appropriate “new” performance measures to be discussed</p>

Key Priority	Action Point	Remarks
	Services to implement, in some cases they will require a corporate approach.	at Service Management team meetings in phase 2 (to 30 Sep 20).
Leadership, Culture & Performance	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine into a single performance improvement strategy.	Identification of workstreams and projects associated with this task required – project leads understanding any performance improvement measures and new approaches that are relevant. To be discussed with the Recovery team and performance team in phase 2. Proposed use of PRMS for Recovery reporting is an example of this.
Leadership, Culture & Performance	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.	Requirement to capture feedback and collate public view of the Council and our staff. Staff Connections stories also useful for this task. Corporate Comms task in phase 2. Requirement to link in with customer engagement strategy. Consider Staff recognition initiatives – for discussion in phase 2 with Executive Leadership Team (ELT).

5.4 Members are asked to note the good progress that has been made despite the significant challenges the Council is faced with, These cannot be understated and include: a challenging health environment; a working environment in which reflective of the emergent issues and demands of a national pandemic require actions that are perhaps more closely aligned to survival rather than recovery; and utilising limited resources to help implement Recovery actions. Examples include implementation of the very tight timetable for return to Schools, ongoing changes to national guidance, the recovery of the Highland economy and the on-going significant challenges for the recovery of the Council's budget position.












Designation: Executive Chief Officer Transformation












Date: 10 July 2020

Authors: Allan Gunn, Paul Whitham, Matt Bailey, Sheila McKandie

Appendix A

The Highland Council Recovery Action Plan – Key Priorities Phase 1 Update
Exception Reporting

1. Restoring Political Governance Sponsor Kate Lackie						
Phase	1 – to end June 2020	Complete	On Track	Some Slippage	No Significant Progress	Remarks
						
Committees	Test systems to allow for effective management of virtual meetings. Test live streaming of meetings to enable the press and public to view proceedings.					Successful – though some stability issues inevitable in terms of individual connections. Challenges remain around webcasting in relation to network stability.
	Prepare protocol for running of meetings and ensure adequate Member and officer training is carried out.					
	Hold virtual North and South Planning Applications Committees in May and June					
	Hold virtual meeting of Corporate Resources Committee using Microsoft Teams.					
	Hold virtual Highland Council meeting (25 June 2020)					Full Council delivered. Financial savings from virtual meetings. Additional benefits – sustainability.
	Hold virtual Area Committees					Committees held in June and being held July
	Agree revised timetable of meetings at Council on 25 June 2020.					









2.Lockdown Agility						
Sponsor: Mark Rodgers						
Schools Re-opening: Paul Senior (ECO – Education and Learning)						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
National Guidance	Monitor current UK and Scottish Government guidance to ensure that current work being undertaken complies with the guidance.					Ongoing. Guidance being monitored and shared by various teams.
PPE	Monitor current UK and Scottish Government regulations and guidance and ensure that appropriate PPE is made available and on-time					Ongoing. Council Intranet provides a range of links to guidance. Risk around supply chain availability.
Return of services	Carry out a full status update on current circumstances/ staff status across Services, including schools, and report to Recovery Board. Plan return of services.					Staff survey was undertaken during May. Management briefing via My Online Learning from w/c 6 th July.
	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government					Recommendations will be based on analysis of data gathered through the management briefings.
	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.					Initial information has been gathered. Further information to be sought during July 2020 through the management briefings. Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will start week commencing 3 Aug, pupils from 10 Aug. Working to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn towards other buildings and service' return - current guidance to continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.
Schools Reopening (ECO Education & Learning - Paul Senior)	Develop guidance for relevant staff on what needs to be considered in preparing for returning to workplaces					The management briefings contribute significantly to this. The Council's Intranet contains a range of relevant information.
	Governance arrangements established comprising of a three tier structure (project board supported by nine sub-					Governance arrangements well established and additional working groups have been established for

	<p>groups, four at area level and five specific groups focusing on transport, facilities management, catering, people and ICT. In addition, area consultation meetings will be held involving all secondary head teachers, one primary head teacher per area, Highland Parent Council Partnership and community interest groups.</p> <p>School and settings building environment 'readiness' activity including facility and learner risk assessment and deep cleaning activity commences.</p> <p>School and settings operating/ delivery model and approach for phased reopening.</p>					communications, and early learning and childcare. All working groups proceeding apace with preparations.
	<p>Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.</p>		●			Inspection programmes underway. Risk identified around additional cost for CCFM support to schools return.

3. Supporting the Recovery of the Highland Economy						
Sponsor: Malcolm MacLeod						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
		●	●	●	●	
	Continue to engage with business sector partners to support the delivery of immediate support and develop plans for future recovery.		●			<p>Regular meetings held with the business sector partners, including Chambers of Commerce, Business Improvement Districts, Federation of Small Businesses, and SCDI.</p> <p>Weekly meetings have been held with key contacts within Highlands & Islands Enterprise to discuss ongoing support mechanisms and the emerging recovery strategy in respect of strategic projects.</p>
External Economic Recovery	Recovery Board to agree Economic Recovery Papers and implement Recommendations	●				Recovery Board of 18 th June agreed papers and recommendations are being implemented.
	Economic Recovery Task Force to be established and separate workstreams tasked, with regular reports to Recovery Board		●			The first meeting of the Economic Recovery Task Force is being held on 8 th July 2020 to agree the Terms of Reference and confirm the workstreams that will be put in place to direct recovery efforts.

4. Financial Recovery Strategy

Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Financial Recovery Strategy	Financial Resilience paper presented to Resources Committee Financial Impact response – paper presented to Council					
Capital Plan	Review approved Capital Plan					Council approved Priority 1 and 2 Capital projects. Work ongoing to develop Capital Strategy in advance of preparing revised capital plan. Work to be complete in phase 2.
Introduce robust spend controls	Identify spend controls and implement. Monitor progress and report to Corporate Resources Committee, Recovery Board and The Highland Council.					Spending controls measures introduced. Financial reporting – ongoing to Council & Resources Committee.
Review of contracts management	Review of strategic and critical suppliers					Initial assessment complete, actions ongoing.

5. Community Empowerment







Sponsor: Carron McDiarmid



Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Sustainable service delivery model for humanitarian assistance, including support and coordination of community action (with groups and TSIs)	<ul style="list-style-type: none"> Proposals developed Shielding requirements update from Govt Test and Protect responsibilities and monitoring of need 					<ul style="list-style-type: none"> Proposals aired with Members in last all Member briefing on 10th June. Council on 25th June agreed to review all Covid projects by end July 2020. Proposals amended following Government guidance received 1.7.20. Shielding requirements extended to 31.7.20. Weekly up-dates provided through resilience partnerships. Scottish Government requirement (and funding provided) to support vulnerable people who are experiencing difficulty accessing or affording food during the pandemic. Test and Protect responsibilities and guidance confirmed. Arrangements in place. Responsibilities extended to support anyone required to quarantine after period abroad.
Learning from, and building on, good practice from Community Action	<ul style="list-style-type: none"> Briefing on funding attracted by community groups in Highland from other sources (and on-going updates) Maintaining the published register of community action in partnership with HTSI 					<ul style="list-style-type: none"> Briefing update completed. Over £2.2m of external funding attracted by community groups. Briefing will be circulated to members week beginning 6.7.20. Information being shared in Area Committee presentations on Council Covid Community Response. Register maintained and amended as information changes. Members briefing on register and map mid-June 2020.
Understanding experience and impacts of Covid on our communities and hopes for the future in order to develop consensus on shared local priorities	<p>Identify:</p> <ul style="list-style-type: none"> data required and available consideration of community, third sector, public partners and business experience methods to use for gathering a range of views and experience in each area available resource/capacity 					<ul style="list-style-type: none"> Proposed framework for engagement under development in the team and will be considered at the officer Recovery Meeting in July in advance of a Recovery Board meeting. Also an item on the agenda for the C&P Committee in August 2020. Lochaber Area Committee heard on 29th July the feedback from business (Chamber of Commerce) and Local Voluntary Sector. By the time of the July Recovery Board, thirds sector feedback on Covid impacts and response will be reported to 5 further local committees and a further session planned with Lochaber Chamber of Commerce. Developing a learning log from feedback from 3rd sector to Area Committees. Proposals for sustaining humanitarian support include support for building and developing relationships with third sector and better







						understanding impacts and local priorities moving forward (linked to action1 above).
Understanding experience and impacts of Covid from our most vulnerable people and places	As above <ul style="list-style-type: none"> complete data matching of vulnerable households – food support, benefits and other support services analysis of core data sets including benefit claimants and employability/skills 					<ul style="list-style-type: none"> Individual data sets completed but some further work required to synthesise them to understand levels of need and services being delivered. Resourcing issues as only one research officer for the Council and competing work priorities. Developing proposal for data analyst support going forward. Aiming to complete this action point by September 20.
Re-invention and development of our Customer Relationship Management System (and links to new approach to business intelligence)	<ul style="list-style-type: none"> Learn lessons from Helping Hands software solution for humanitarian assistance Engage with project teams and working groups already in place to replace the Council's existing CRM system to ensure requirements/learning from Covid-19 emergency response effort is accounted for. 					<ul style="list-style-type: none"> Helping Hands software in use from mid-June. Officer discussions about CRM project re-start began week beginning 29th June.

6. Workforce Planning and Development





Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Convene Re-Design Board	Re-Design Board to Initiate Review of Workforce Planning					
Workforce Data Project (ResourceLink)	Continue work on developing interim establishment data and maintain. Finalise Business Case. Identify Lead Officer. Identify Project Manager. Identify Project delivery team.					Work continues maintaining establishment data. Business case finalised. Lead Officer, Project Manager and Project Team identified.

7. Service Re-design						
Sponsor: Allan Gunn/Malcolm Macleod						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
All ECOs	Prepare service specific Covid-19 status reports by Service and report outcomes to Recovery Board, with a focus on functions that can be adapted or stopped or subject to redesign/restructuring.					Service responses being co-ordinated and analysed. Detailed assessment will be undertaken, and further analysed to include Staff Survey responses. Outcomes will be reported to 24 August Recovery Board.
ECO Transformation	Analyse, Review, compare and contrast existing programmes, projects and workstreams and validate against Recovery actions to identify relationship to Key Priorities					










8. IT Transformation						
Sponsor: Liz Denovan						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
ICT Transformation in response to significant change to operational requirements as a result of Covid – 19. (Remote working/ online collaboration, connectivity & teamworking)	Completion of core infrastructure changes. Implementation of new remote working solution (AOVPN) to support substantial increased capacity demand. Re-routing of appropriate network traffic to reduce pressure on Data Centre and improve network performance.					
	Complete Phase 1 rollout of MS Teams further enabling remote working through improved functionality to connect and collaborate online. Define Phase 2 of rollout. Education version of Teams -Google Hangouts & Meets enabled on					

	managed devices & SEEMiS enabled for remote working					
	Completion of initial phase of work to create capability for virtual Council Committees including remote connectivity for Members, online broadcast and publication	●				
	Service engagement to support any ICT dependency arising for phased return of people (including pupils) Council premises. Includes people who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from home for any reason). Note link to schools reopening project.		●			This is ongoing activity as the Council adapts to a “new normal”
	Helping Hands Shielding CRM solution go live	●				
	Remote telephony solution		●			A successful pilot has taken place with some lessons learnt from that. Rollout to the first wave of users planned for week commencing 6 July 2020
Restart, recovery & completion of existing ICT Transformation programme (Corp & Curriculum end user computing refresh, automation of JML (HR joiner mover, leaver, process), ICT Catalogue supporting tooling & infrastructure)	Rebase line of delivery plan review in line with ease of lockdown measures and Councils phased to return of people to premises - over 3000 devices still to be refreshed in schools with associated significant device decommissioning also required Continue to progress activity that can be completed remotely. Note - Direct Links to schools re-opening project – indirectly with National initiatives Connecting Scotland & Devices for Learners that ICT are supporting		●			Initial re-baseline of plan completed with Wipro but now ongoing activity to try and pull delivery dates forward.
Development & Implementation of Digital & Technology Strategy	Strategic review of ICT Delivery Model (arrangements for provision and support of all aspects of core ICT Service beyond existing contractual arrangements) Options appraisal and submission for decision to ELT & Members			●		Report originally intended for June 20 Council meeting; report being presented to July 20 Council meeting.

	Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition of scope for potential programme of works including outline business case and high-level plan					Engagement with Microsoft delayed due to COVID-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery Plan. Aim is to complete this action point by Sep 20.
	Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications but requirements are defined – Decision required for procurement Note- Critical links to Data Strategy & Digital & Technology Strategy especially for development of self-serve/self-manage capability					CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re started. Decision re procurement is expected in July with implementation plan to follow. Contingency has been put in place with existing supplier for a short-term extension to the current CRM contract.
	Third Party Contract Review (Ongoing activity to review existing contracts and spend – Immediate activity centres around managed print contract and opportunity to reduce annual spend of 0.75m per annum on print and associated support					Initial review complete, this is however a continuous cycle of activity to review costs and drive value from our suppliers. Engagement with managed print supplier continues regarding actions to reduce costs.
Organisational Change Management Programme Underpins all transformation activity work but is a separate defined activity - includes; Continued development & Utilisation of Change Network Communication Training Benefits Realisation & Ownership	Completion of Phase 1 MS Teams training – Circa 500 attendees to date Development of Phase 2 Teams training Lead for ICT Communications					











9. Digital Transformation

Sponsor: Malcolm MacLeod








Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Local Full Fibre Network (LFFN) (Implementation of the funding from DCMS' Local Full Fibre Networks (LFFN) Challenge fund. The Highland project, totalling £7.5m, will see gigabit capable, full fibre connections installed in 152 public buildings in Fort William, Inverness, Thurso and Wick).	Manage the safe return to work and establish immediate project priorities and programme					City Fibre has recommenced work. The Project Manager, who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed by seeking a replacement as soon as possible.
Rural Gigabit Connectivity (RGC) Programme (The procurement of higher bandwidth network services for public buildings that will be delivered through the deployment of full fibre infrastructure.)	Pull together project programme and ensure appropriate project management procedures in place to deliver on time and to budget					Work is underway in developing the project programme with Openreach, with a deadline of 31 st March 2021. The Project Manager (as noted above), who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed by seeking a replacement as soon as possible.
R100/Highland City Region Deal To deliver a digitally capable region and stimulate economic growth.	Continue to work with partners to expedite current barriers to the delivery of the programme					The Leader has written to Scottish Government seeking progress in relation to the r100 programme. Discussions continue with HIE on the delivery of the City Region Deal element of the scheme.
External Collaboration and Partnerships	Continue to lead the Digital Programme Board and highlight the critical importance that digital infrastructure has in ensuring a sustainable recovery for the Highland area.					The Digital Programme Board met on 27 th May 2020 and a further meeting is planned for 10 th July 2020.
	Ensure appropriate project management resource is available for the continued delivery of the digital workstream					See comments above.

10. Leadership, Culture and Performance

Sponsor: Donna Manson (CEO)

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Cultural Development – reimagining, reversioning and renewing	Develop staff engagement strategy to understand and scope out current cultures and attitudes across the organisation and identify aspirational behaviours and traits for future development Reimagining, Re-visioning, Renewing					Development of engagement strategy underway. An initial Staff Well-being Survey was issued mid-June and has had 4500 respondents to 6 July 2020. Draft engagement strategy prepared – to be finalised in July with the senior management team.
Leadership Development, Support and Performance	Review the Senior Leadership Development Programme in the context we are now working under (Learning & Development)					Senior Leadership Development programme review by L&D complete, with new options for delivery virtually in place of face to face. Some limitations but other opportunities will enable external speakers to be involved through Teams or Google classroom. Senior team agreement required.
Quality Improvement and Performance	Understand from each Service how performance has been affected by Covid to identify what actions are required to address barriers/difficulties; and identify and adopt new working practices that have been beneficial. These will be a mixture of practical, behavioural and cultural. Some measures will be for Services to implement, in some cases they will require a corporate approach.					Early discussions and some of collating information done including responses from ECO task, Staff Survey and performance data required. Intention is to move this into phase two in order to allow time to fully understand the extensive data. Meetings to be arranged with Service management teams through August and September. Development of appropriate “new” performance measures to be discussed at Service Management team meetings in phase 2 (to 30 Sep 20).
	Identify examples of agile approaches to deployment and ways of working & problem solving – (using the ECO task output) to capture and develop benefits of working from home/working differently.					Requirement to capture learning from the Resourcing team activity during the Covid emergency. Examples in Staff Connections. Service Management Team discussions to review culture and behaviours in relation to new ways of working using staff survey and ECO task data in phase 2.
	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine into a single performance improvement strategy.					Identification of workstreams and projects associated with this task required – project leads understanding any performance improvement measures and new approaches that are relevant. To be discussed with the Recovery team and performance team in phase 2. Proposed use of PRMS for Recovery reporting is an example of this.
Care for Staff	Identify a range of methods to understand the wider impact of Covid on staff and varying circumstances – stress, anxiety and fears, family health how this will affect their return to work. to encourage a positive return to the work place					Staff Survey 4500 respondents, Staff Connections – Staff experiences and stories during Covid. Task in phase 2 to capture wider and longer-term impacts. Further staff surveys will link in with staff returning to the workplace in phase 2.

Re-branding and communication	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.					Requirement to capture feedback and collate public view of the Council and our staff. Staff Connections stories also useful for this task. Corporate Comms task in phase 2. Requirement to link in with customer engagement strategy. Consider Staff recognition initiatives – for discussion in phase 2 with Executive Leadership Team (ELT).
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11. Asset Management						
Sponsor: Mark Rodgers						
Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Returning to Work (Offices and Schools – excludes depots)	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, office-based staff who cannot work from home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.					Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will week commencing 3 Aug, pupils from 10 Aug. Working to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn toward other buildings and service' return - current guidance to continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.
Corporate Asset Management Strategy and Investment Plan	Begin to Scope requirement(s) to initiate Corporate Asset Management Strategy (Identifying the Evidence base that needs to be gathered)					Scoping initiated, building stock condition (evidence base) requirement understood but further investigation required – cost implication – previous bid (prior to Covid) to Change Fund to enable evidence gathering task to obtain baseline evidence for stock condition surveys and enable the creation of a medium to long term investment strategy. This process, if approved will take in the region of 24 months. Broadly similar approach will be required for the Council's 14,000 HRA stock which will take a similar time and run concurrently with the above.
Corporate Landlord Strategy	Begin to Scope requirement(s) to initiate Corporate Landlord Strategy					Initial research well underway looking at best practice in other areas, to also include Covid learning. Paper being drafted to introduce Corporate Landlord concepts for discussion - proposal is for this to be at an appropriate Housing & Property Committee in Recovery phase 2 This will be part of a series of documentation to inform the Council and drive the strategy forward from an evidence base.

Agenda Item	4
Report No	RB/11/20

Committee: Recovery Board

Date: 15 July 2020

Report Title: Recovery Action Plan: Progress Report to 30 June 2020

Report By: Executive Chief Officer Transformation

1 Purpose/Executive Summary

1.1 Progress with the Recovery Action Plan as at 30 June 2020 will be considered by The Highland Council on 30 July 2020 and is detailed in the attached report.

2. Recommendations

2.1 The Board is invited to note:

- i. the progress achieved with the Recovery Action Plan to 30 June 20; and
- ii. the significant challenges the Council is faced with in delivering this action including the emergent issues and demands of a national pandemic

Designation: Executive Chief Officer Transformation

Date: 7 July 2020

Authors: Allan Gunn, Paul Whitham, Matt Bailey, Sheila McKandie

Agenda Item	
Report No	

HIGHLAND COUNCIL

Committee: Highland Council

Date: 30 July 2020

Report Title: Recovery Action Plan: Progress Report to 30 June 2020

Report By: Executive Chief Officer Transformation

1. Purpose/Executive Summary

- 1.1 The Highland Council Recovery Action Plan was approved by Members on 25th June 2020. This report will provide a progress update against the 11 Key Priorities for Phase 1 (to 30 June 2020). Members will be aware from the last report that the Council's Recovery Action Plan is being managed using a Programme Management Office (PMO) approach encompassing changes from UK and Scottish Government.
- 1.2 The Recovery Action Plan update is shown at **Appendix A** to this report and is presented in "Microsoft Word" format, for ease of presentation and accessibility. The plan shows progress against phase 1 to 30 June 2020. For future reporting to Council, the Transformation Service is looking to utilise the corporate Performance and Risk Management system (PRMS) to support high level reporting. This development will also afford Members the opportunity to access the "real-time" status of actions directly through PRMS and at their convenience. Officers are aiming to complete this development by the end of August 20; Members will be advised when this development is complete.

2. Recommendations

- 2.1 Members are invited to:
1. Note the progress of the Council's Recovery Action Plan to 30 June 2020.

3. Implications

- 3.1 **Resource:** There are no direct resource implications arising from this progress report. The aim of using PRMS to support high level reporting to future Council's includes making better use of ICT. As highlighted at 5.3 below, there are significant resource implications for the 11 key priorities including return to schools; the economic recovery of The Highlands; and the Council's own budget position.


























- 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 of the Recovery Workstreams will embed our equalities and Fairer Scotland duties. This will include undertaking impact assessments to inform proposals and decisions which will be informed by continuous engagement with partners and communities.
- 3.4 **Climate Change/Carbon Clever: Climate Change/Carbon Clever:** The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets a target date for net-zero emissions of all greenhouse gases by 2045 for the economy and society using the Just Transition principles, whilst The Highland Council has itself set a target of 2025 to achieve a carbon neutral Highland. The Just Transition principles could directly support economic recovery post Covid-19 and help enable Highland to lead the move towards a net zero economic and social model.
- 3.5 **Risk:** The Recovery process has many risk elements across the 11 key priorities. Significantly, the immediate risks include, health and wellbeing of our workforce, finance, socio-economics and stability. Work continues to identify risks associated with the delivery of the action plan; monitoring; and reporting through the Programme Risk Register will inform the Corporate Risk Register.
- 3.6 **Gaelic:** This is inherent within the culture/tourism theme within Economic Recovery.

4. Background

- 4.1 Work on the Key priorities continues at pace and The Recovery Board met on 15 July 2020 to discuss and oversee progress.
- 4.2 Reflective of the evolving guidance from UK and Scottish Governments, sponsors, with support available for the Transformation Team, continue to face significant challenges to adapt their plans to keep pace with emergent guidance and new parameters.
- 4.3 Working under PMO framework, the Recovery Board provides a single support structure, change management and delivery initiatives within the Recovery Action Plan; reporting by exception and acting as the nerve centre and information hub of the programme. All information, communication, monitoring and control activities for the programme are coordinated through the PMO, as are robust governance and project management guidance.
- 4.4 For future reporting to Council, the Transformation Service is looking to utilise the corporate PRMS system to support high level reporting to The Highland Council. Cognisant of the changing parameters and the fluid project and programme environment, the PMO reports to the Recovery Board will reflect the need for responsive and agile reporting utilising programme management office techniques.

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

5.1 The table below presents a high-level status summary of the actions for each key priority.

Key Priority Phase 1	Planned tasks to end June	Complete 	On-Track/ On-going 	Some Slippage 	No Significant Progress 
Restoring Political Governance	7	 6	 1		
Lockdown Agility incl. Schools Reopening	8		 8		
Supporting the Recovery of the Highland Economy	3	 1	 2		
Financial Recovery Strategy	4	 1	 2	 1	
Community Empowerment	5		 4	 1	
Workforce Planning & Development	2	 1	 1		
Service Re-Design	2	 1	 1		
IT Transformation	12	 5	 4	 3	
Digital Transformation	5		 5		
Leadership, Culture & Performance	7		 4	 3	
Asset Management	3		 3		
Total Tasks	58	15	35	8	

5.2 The work summarised above involves significant commitment from Council staff & managers and Members in delivering the Recovery Action plan across Highland to end June 2020. 50 actions have been completed/on-going. Where there has been some slippage, information is shown below; further details can be found in the Appendix A against the key priorities.

5.3 The table below lists the 8 actions points where some slippage is reported:

Key Priority	Action Point	Remarks
Financial Recovery Strategy	Review approved Capital Plan	Council approved Priority 1 and 2 Capital projects. Work ongoing to develop Capital Strategy in advance of preparing revised capital plan. Work to be complete in phase 2.
Community Empowerment	Complete data matching of vulnerable households – food support, benefits and other support services; Analysis of core data sets including benefit claimants and employability / skills	Individual data sets completed but some further work required to synthesise them to understand levels of need and services being delivered. Resourcing issues as only one research officer for the Council and competing work priorities. Developing proposal for data analyst support going forward. Aiming to complete this action point by September 20.
IT Transformation	Strategic review of ICT Delivery Model (arrangements for provision and support of all aspects of core ICT Service beyond existing contractual arrangements) Options appraisal and submission for decision to ELT & Members Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition	Report originally intended for June 20 Council meeting; Report being presented to July 20 Council meeting.

Key Priority	Action Point	Remarks
	of scope for potential programme of works including outline business case and high-level plan	
IT Transformation	Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition of scope for potential programme of works including outline business case and high-level plan	Engagement with Microsoft delayed due to COVID-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery Plan. Aim is to complete this action point by Sep 20.
IT Transformation	<p>Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications but requirements are defined – Decision required for procurement</p> <p>Note - Critical links to Data Strategy & Digital & Technology Strategy especially for development of self-serve/self-manage capability</p>	CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re started.
Leadership, Culture & Performance	Understand from each Service how performance has been affected by Covid to identify what actions are required to address barriers/difficulties; and identify and adopt new working practices that have been beneficial. These will be a mixture of practical, behavioural and Cultural. Some measures will be for	<p>Early discussions and some of collating information done including responses from ECO task, Staff Survey and performance data required. Intention is to move this into phase two in order to allow time to fully understand the extensive data. Meetings to be arranged with Service management teams through August and September.</p> <p>Development of appropriate “new” performance measures to be discussed</p>

Key Priority	Action Point	Remarks
	Services to implement, in some cases they will require a corporate approach.	at Service Management team meetings in phase 2 (to 30 Sep 20).
Leadership, Culture & Performance	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine into a single performance improvement strategy.	Identification of workstreams and projects associated with this task required – project leads understanding any performance improvement measures and new approaches that are relevant. To be discussed with the Recovery team and performance team in phase 2. Proposed use of PRMS for Recovery reporting is an example of this.
Leadership, Culture & Performance	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.	Requirement to capture feedback and collate public view of the Council and our staff. Staff Connections stories also useful for this task. Corporate Comms task in phase 2. Requirement to link in with customer engagement strategy. Consider Staff recognition initiatives – for discussion in phase 2 with Executive Leadership Team (ELT).

5.4 Members are asked to note the good progress that has been made despite the significant challenges the Council is faced with, These cannot be understated and include: a challenging health environment; a working environment in which reflective of the emergent issues and demands of a national pandemic require actions that are perhaps more closely aligned to survival rather than recovery; and utilising limited resources to help implement Recovery actions. Examples include implementation of the very tight timetable for return to Schools, ongoing changes to national guidance, the recovery of the Highland economy and the on-going significant challenges for the recovery of the Council's budget position.












Designation: Executive Chief Officer Transformation












Date: 10 July 2020

Authors: Allan Gunn, Paul Whitham, Matt Bailey, Sheila McKandie

Appendix A

The Highland Council Recovery Action Plan – Key Priorities Phase 1 Update
Exception Reporting

1. Restoring Political Governance Sponsor Kate Lackie						
Phase	1 – to end June 2020	Complete	On Track	Some Slippage	No Significant Progress	Remarks
						
Committees	Test systems to allow for effective management of virtual meetings. Test live streaming of meetings to enable the press and public to view proceedings.					Successful – though some stability issues inevitable in terms of individual connections. Challenges remain around webcasting in relation to network stability.
	Prepare protocol for running of meetings and ensure adequate Member and officer training is carried out.					
	Hold virtual North and South Planning Applications Committees in May and June					
	Hold virtual meeting of Corporate Resources Committee using Microsoft Teams.					
	Hold virtual Highland Council meeting (25 June 2020)					Full Council delivered. Financial savings from virtual meetings. Additional benefits – sustainability.
	Hold virtual Area Committees					Committees held in June and being held July
	Agree revised timetable of meetings at Council on 25 June 2020.					









2.Lockdown Agility						
Sponsor: Mark Rodgers						
Schools Re-opening: Paul Senior (ECO – Education and Learning)						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
National Guidance	Monitor current UK and Scottish Government guidance to ensure that current work being undertaken complies with the guidance.					Ongoing. Guidance being monitored and shared by various teams.
PPE	Monitor current UK and Scottish Government regulations and guidance and ensure that appropriate PPE is made available and on-time					Ongoing. Council Intranet provides a range of links to guidance. Risk around supply chain availability.
Return of services	Carry out a full status update on current circumstances/ staff status across Services, including schools, and report to Recovery Board. Plan return of services.					Staff survey was undertaken during May. Management briefing via My Online Learning from w/c 6 th July.
	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government					Recommendations will be based on analysis of data gathered through the management briefings.
	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.					Initial information has been gathered. Further information to be sought during July 2020 through the management briefings. Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will start week commencing 3 Aug, pupils from 10 Aug. Working to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn towards other buildings and service' return - current guidance to continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.
Schools Reopening (ECO Education & Learning - Paul Senior)	Develop guidance for relevant staff on what needs to be considered in preparing for returning to workplaces					The management briefings contribute significantly to this. The Council's Intranet contains a range of relevant information.
	Governance arrangements established comprising of a three tier structure (project board supported by nine sub-					Governance arrangements well established and additional working groups have been established for

	<p>groups, four at area level and five specific groups focusing on transport, facilities management, catering, people and ICT. In addition, area consultation meetings will be held involving all secondary head teachers, one primary head teacher per area, Highland Parent Council Partnership and community interest groups.</p> <p>School and settings building environment 'readiness' activity including facility and learner risk assessment and deep cleaning activity commences.</p> <p>School and settings operating/ delivery model and approach for phased reopening.</p>					communications, and early learning and childcare. All working groups proceeding apace with preparations.
	<p>Inspection and testing programme to enable the recommissioning of premises – structured programme firstly within school estate then office estate. Remedial works where needed.</p>		●			Inspection programmes underway. Risk identified around additional cost for CCFM support to schools return.

3. Supporting the Recovery of the Highland Economy						
Sponsor: Malcolm MacLeod						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
		●	●	●	●	
	Continue to engage with business sector partners to support the delivery of immediate support and develop plans for future recovery.		●			<p>Regular meetings held with the business sector partners, including Chambers of Commerce, Business Improvement Districts, Federation of Small Businesses, and SCDI.</p> <p>Weekly meetings have been held with key contacts within Highlands & Islands Enterprise to discuss ongoing support mechanisms and the emerging recovery strategy in respect of strategic projects.</p>
External Economic Recovery	Recovery Board to agree Economic Recovery Papers and implement Recommendations	●				Recovery Board of 18 th June agreed papers and recommendations are being implemented.
	Economic Recovery Task Force to be established and separate workstreams tasked, with regular reports to Recovery Board		●			The first meeting of the Economic Recovery Task Force is being held on 8 th July 2020 to agree the Terms of Reference and confirm the workstreams that will be put in place to direct recovery efforts.

4. Financial Recovery Strategy

Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Financial Recovery Strategy	Financial Resilience paper presented to Resources Committee Financial Impact response – paper presented to Council					
Capital Plan	Review approved Capital Plan					Council approved Priority 1 and 2 Capital projects. Work ongoing to develop Capital Strategy in advance of preparing revised capital plan. Work to be complete in phase 2.
Introduce robust spend controls	Identify spend controls and implement. Monitor progress and report to Corporate Resources Committee, Recovery Board and The Highland Council.					Spending controls measures introduced. Financial reporting – ongoing to Council & Resources Committee.
Review of contracts management	Review of strategic and critical suppliers					Initial assessment complete, actions ongoing.

5. Community Empowerment







Sponsor: Carron McDiarmid


Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Sustainable service delivery model for humanitarian assistance, including support and coordination of community action (with groups and TSIs)	<ul style="list-style-type: none"> Proposals developed Shielding requirements update from Govt Test and Protect responsibilities and monitoring of need 					<ul style="list-style-type: none"> Proposals aired with Members in last all Member briefing on 10th June. Council on 25th June agreed to review all Covid projects by end July 2020. Proposals amended following Government guidance received 1.7.20. Shielding requirements extended to 31.7.20. Weekly up-dates provided through resilience partnerships. Scottish Government requirement (and funding provided) to support vulnerable people who are experiencing difficulty accessing or affording food during the pandemic. Test and Protect responsibilities and guidance confirmed. Arrangements in place. Responsibilities extended to support anyone required to quarantine after period abroad.
Learning from, and building on, good practice from Community Action	<ul style="list-style-type: none"> Briefing on funding attracted by community groups in Highland from other sources (and on-going updates) Maintaining the published register of community action in partnership with HTSI 					<ul style="list-style-type: none"> Briefing update completed. Over £2.2m of external funding attracted by community groups. Briefing will be circulated to members week beginning 6.7.20. Information being shared in Area Committee presentations on Council Covid Community Response. Register maintained and amended as information changes. Members briefing on register and map mid-June 2020.
Understanding experience and impacts of Covid on our communities and hopes for the future in order to develop consensus on shared local priorities	<p>Identify:</p> <ul style="list-style-type: none"> data required and available consideration of community, third sector, public partners and business experience methods to use for gathering a range of views and experience in each area available resource/capacity 					<ul style="list-style-type: none"> Proposed framework for engagement under development in the team and will be considered at the officer Recovery Meeting in July in advance of a Recovery Board meeting. Also an item on the agenda for the C&P Committee in August 2020. Lochaber Area Committee heard on 29th July the feedback from business (Chamber of Commerce) and Local Voluntary Sector. By the time of the July Recovery Board, thirds sector feedback on Covid impacts and response will be reported to 5 further local committees and a further session planned with Lochaber Chamber of Commerce. Developing a learning log from feedback from 3rd sector to Area Committees. Proposals for sustaining humanitarian support include support for building and developing relationships with third sector and better







						understanding impacts and local priorities moving forward (linked to action1 above).
Understanding experience and impacts of Covid from our most vulnerable people and places	As above <ul style="list-style-type: none"> complete data matching of vulnerable households – food support, benefits and other support services analysis of core data sets including benefit claimants and employability/skills 					<ul style="list-style-type: none"> Individual data sets completed but some further work required to synthesise them to understand levels of need and services being delivered. Resourcing issues as only one research officer for the Council and competing work priorities. Developing proposal for data analyst support going forward. Aiming to complete this action point by September 20.
Re-invention and development of our Customer Relationship Management System (and links to new approach to business intelligence)	<ul style="list-style-type: none"> Learn lessons from Helping Hands software solution for humanitarian assistance Engage with project teams and working groups already in place to replace the Council's existing CRM system to ensure requirements/learning from Covid-19 emergency response effort is accounted for. 					<ul style="list-style-type: none"> Helping Hands software in use from mid-June. Officer discussions about CRM project re-start began week beginning 29th June.

6. Workforce Planning and Development





Sponsor: Liz Denovan

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Convene Re-Design Board	Re-Design Board to Initiate Review of Workforce Planning					
Workforce Data Project (ResourceLink)	Continue work on developing interim establishment data and maintain. Finalise Business Case. Identify Lead Officer. Identify Project Manager. Identify Project delivery team.					Work continues maintaining establishment data. Business case finalised. Lead Officer, Project Manager and Project Team identified.

7. Service Re-design						
Sponsor: Allan Gunn/Malcolm Macleod						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
All ECOs	Prepare service specific Covid-19 status reports by Service and report outcomes to Recovery Board, with a focus on functions that can be adapted or stopped or subject to redesign/restructuring.					Service responses being co-ordinated and analysed. Detailed assessment will be undertaken, and further analysed to include Staff Survey responses. Outcomes will be reported to 24 August Recovery Board.
ECO Transformation	Analyse, Review, compare and contrast existing programmes, projects and workstreams and validate against Recovery actions to identify relationship to Key Priorities					










8. IT Transformation						
Sponsor: Liz Denovan						
Phase	1 – to end June 2020	Complete	On Track/On-going	Some Slippage	No Significant Progress	Remarks
						
ICT Transformation in response to significant change to operational requirements as a result of Covid – 19. (Remote working/ online collaboration, connectivity & teamworking)	Completion of core infrastructure changes. Implementation of new remote working solution (AOVPN) to support substantial increased capacity demand. Re-routing of appropriate network traffic to reduce pressure on Data Centre and improve network performance.					
	Complete Phase 1 rollout of MS Teams further enabling remote working through improved functionality to connect and collaborate online. Define Phase 2 of rollout. Education version of Teams -Google Hangouts & Meets enabled on					

	managed devices & SEEMiS enabled for remote working					
	Completion of initial phase of work to create capability for virtual Council Committees including remote connectivity for Members, online broadcast and publication	●				
	Service engagement to support any ICT dependency arising for phased return of people (including pupils) Council premises. Includes people who will be prioritised for returning to workplace settings (e.g. schools, depots, office-based staff who cannot work from home for any reason). Note link to schools reopening project.		●			This is ongoing activity as the Council adapts to a “new normal”
	Helping Hands Shielding CRM solution go live	●				
	Remote telephony solution		●			A successful pilot has taken place with some lessons learnt from that. Rollout to the first wave of users planned for week commencing 6 July 2020
Restart, recovery & completion of existing ICT Transformation programme (Corp & Curriculum end user computing refresh, automation of JML (HR joiner mover, leaver, process), ICT Catalogue supporting tooling & infrastructure)	Rebase line of delivery plan review in line with ease of lockdown measures and Councils phased to return of people to premises - over 3000 devices still to be refreshed in schools with associated significant device decommissioning also required Continue to progress activity that can be completed remotely. Note - Direct Links to schools re-opening project – indirectly with National initiatives Connecting Scotland & Devices for Learners that ICT are supporting		●			Initial re-baseline of plan completed with Wipro but now ongoing activity to try and pull delivery dates forward.
Development & Implementation of Digital & Technology Strategy	Strategic review of ICT Delivery Model (arrangements for provision and support of all aspects of core ICT Service beyond existing contractual arrangements) Options appraisal and submission for decision to ELT & Members			●		Report originally intended for June 20 Council meeting; report being presented to July 20 Council meeting.

	Strategic Engagement with Microsoft (Cloud Navigator Programme – Informs both ICT Delivery Model & ICT Strategy) – Definition of scope for potential programme of works including outline business case and high-level plan					Engagement with Microsoft delayed due to COVID-19. However, this also now provides the opportunity to ensure that this programme of works with Microsoft is aligned with the Recovery Plan. Aim is to complete this action point by Sep 20.
	Replacement of Customer Relationship Management System (CRM) (Links to strategic review of applications but requirements are defined – Decision required for procurement Note- Critical links to Data Strategy & Digital & Technology Strategy especially for development of self-serve/self-manage capability					CRM Project was paused as the Digital Services Team focused on priority activity in support of the Councils response to Covid. In line with the drive for recovery the Project has now been re started. Decision re procurement is expected in July with implementation plan to follow. Contingency has been put in place with existing supplier for a short-term extension to the current CRM contract.
	Third Party Contract Review (Ongoing activity to review existing contracts and spend – Immediate activity centres around managed print contract and opportunity to reduce annual spend of 0.75m per annum on print and associated support					Initial review complete, this is however a continuous cycle of activity to review costs and drive value from our suppliers. Engagement with managed print supplier continues regarding actions to reduce costs.
Organisational Change Management Programme Underpins all transformation activity work but is a separate defined activity - includes; Continued development & Utilisation of Change Network Communication Training Benefits Realisation & Ownership	Completion of Phase 1 MS Teams training – Circa 500 attendees to date Development of Phase 2 Teams training Lead for ICT Communications					











9. Digital Transformation

Sponsor: Malcolm MacLeod








Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Local Full Fibre Network (LFFN) (Implementation of the funding from DCMS' Local Full Fibre Networks (LFFN) Challenge fund. The Highland project, totalling £7.5m, will see gigabit capable, full fibre connections installed in 152 public buildings in Fort William, Inverness, Thurso and Wick).	Manage the safe return to work and establish immediate project priorities and programme					City Fibre has recommenced work. The Project Manager, who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed by seeking a replacement as soon as possible.
Rural Gigabit Connectivity (RGC) Programme (The procurement of higher bandwidth network services for public buildings that will be delivered through the deployment of full fibre infrastructure.)	Pull together project programme and ensure appropriate project management procedures in place to deliver on time and to budget					Work is underway in developing the project programme with Openreach, with a deadline of 31 st March 2021. The Project Manager (as noted above), who was based in HIE (but seconded from the Council) has left to take up a new post outwith THC/HIE - so the risk to delivery is being managed by seeking a replacement as soon as possible.
R100/Highland City Region Deal To deliver a digitally capable region and stimulate economic growth.	Continue to work with partners to expedite current barriers to the delivery of the programme					The Leader has written to Scottish Government seeking progress in relation to the r100 programme. Discussions continue with HIE on the delivery of the City Region Deal element of the scheme.
External Collaboration and Partnerships	Continue to lead the Digital Programme Board and highlight the critical importance that digital infrastructure has in ensuring a sustainable recovery for the Highland area.					The Digital Programme Board met on 27 th May 2020 and a further meeting is planned for 10 th July 2020.
	Ensure appropriate project management resource is available for the continued delivery of the digital workstream					See comments above.

10. Leadership, Culture and Performance

Sponsor: Donna Manson (CEO)

Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Cultural Development – reimagining, reversioning and renewing	Develop staff engagement strategy to understand and scope out current cultures and attitudes across the organisation and identify aspirational behaviours and traits for future development Reimagining, Re-visioning, Renewing					Development of engagement strategy underway. An initial Staff Well-being Survey was issued mid-June and has had 4500 respondents to 6 July 2020. Draft engagement strategy prepared – to be finalised in July with the senior management team.
Leadership Development, Support and Performance	Review the Senior Leadership Development Programme in the context we are now working under (Learning & Development)					Senior Leadership Development programme review by L&D complete, with new options for delivery virtually in place of face to face. Some limitations but other opportunities will enable external speakers to be involved through Teams or Google classroom. Senior team agreement required.
Quality Improvement and Performance	Understand from each Service how performance has been affected by Covid to identify what actions are required to address barriers/difficulties; and identify and adopt new working practices that have been beneficial. These will be a mixture of practical, behavioural and cultural. Some measures will be for Services to implement, in some cases they will require a corporate approach.					Early discussions and some of collating information done including responses from ECO task, Staff Survey and performance data required. Intention is to move this into phase two in order to allow time to fully understand the extensive data. Meetings to be arranged with Service management teams through August and September. Development of appropriate “new” performance measures to be discussed at Service Management team meetings in phase 2 (to 30 Sep 20).
	Identify examples of agile approaches to deployment and ways of working & problem solving – (using the ECO task output) to capture and develop benefits of working from home/working differently.					Requirement to capture learning from the Resourcing team activity during the Covid emergency. Examples in Staff Connections. Service Management Team discussions to review culture and behaviours in relation to new ways of working using staff survey and ECO task data in phase 2.
	Link in with all Recovery and Redesign workstreams to capture all performance improvement approaches and combine into a single performance improvement strategy.					Identification of workstreams and projects associated with this task required – project leads understanding any performance improvement measures and new approaches that are relevant. To be discussed with the Recovery team and performance team in phase 2. Proposed use of PRMS for Recovery reporting is an example of this.
Care for Staff	Identify a range of methods to understand the wider impact of Covid on staff and varying circumstances – stress, anxiety and fears, family health how this will affect their return to work. to encourage a positive return to the work place					Staff Survey 4500 respondents, Staff Connections – Staff experiences and stories during Covid. Task in phase 2 to capture wider and longer-term impacts. Further staff surveys will link in with staff returning to the workplace in phase 2.

Re-branding and communication	Public perception of HC Brand under COVID – capture & build on the positive reputation that has been built during the crisis.					Requirement to capture feedback and collate public view of the Council and our staff. Staff Connections stories also useful for this task. Corporate Comms task in phase 2. Requirement to link in with customer engagement strategy. Consider Staff recognition initiatives – for discussion in phase 2 with Executive Leadership Team (ELT).
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11. Asset Management						
Sponsor: Mark Rodgers						
Phase	1 – to end June 2020	Complete 	On Track/On-going 	Some Slippage 	No Significant Progress 	Remarks
Returning to Work (Offices and Schools – excludes depots)	Identify what Services are returning and what groups of staff who will be prioritised for returning to workplace settings (e.g. schools, office-based staff who cannot work from home for any reason) by Service and report proposals to Recovery Board. Appropriate support and needs requirements for Shielding staff met.					Schools phase 1 complete, with teachers enabled to spend time in situ as planned. Phase 2 of school's return will week commencing 3 Aug, pupils from 10 Aug. Working to 100 percent with no social distancing, education return option A. This has been a resource intensive stage but with phase 1 complete this allows attention to turn toward other buildings and service' return - current guidance to continue to work from home where possible as per Government. Appropriate support and shielding arrangements and arrangements in relation to general staff welfare is a Service by Service matter in conjunction with HR Business Partners.
Corporate Asset Management Strategy and Investment Plan	Begin to Scope requirement(s) to initiate Corporate Asset Management Strategy (Identifying the Evidence base that needs to be gathered)					Scoping initiated, building stock condition (evidence base) requirement understood but further investigation required – cost implication – previous bid (prior to Covid) to Change Fund to enable evidence gathering task to obtain baseline evidence for stock condition surveys and enable the creation of a medium to long term investment strategy. This process, if approved will take in the region of 24 months. Broadly similar approach will be required for the Council's 14,000 HRA stock which will take a similar time and run concurrently with the above.
Corporate Landlord Strategy	Begin to Scope requirement(s) to initiate Corporate Landlord Strategy					Initial research well underway looking at best practice in other areas, to also include Covid learning. Paper being drafted to introduce Corporate Landlord concepts for discussion - proposal is for this to be at an appropriate Housing & Property Committee in Recovery phase 2 This will be part of a series of documentation to inform the Council and drive the strategy forward from an evidence base.