

Agenda Item	4
Report No	RB/10/21

HIGHLAND COUNCIL

Committee: Recovery, Improvement & Transformation Board

Date: 23 August 2021

Report Title: Recovery Action Plan: Update & Exceptions Report

Report By: Executive Chief Officer - Transformation

1. Purpose/Executive Summary

- 1.1 The Highland Council Recovery Action Plan was approved by the Recovery Board and subsequently by The Highland Council on 25 June 20. The regular reports that have since been presented to this Board over the last 14 months detail the progress against this plan. This report covers the final phase of the Recovery Action Plan presenting an update on progress including that with one exception (discussed later in this report), actions are now complete, business as usual or are subsumed into the Transformation Programme, an update on which is also reported within today's agenda.
- 1.2 Work on the Recovery Action Plan key priorities has continued at pace. A summary of overall progress is provided at table 5.1. Table 5.2 provides an update against those tasks previously reported in slippage at the previous Board (24 May 2021).
- 1.3 Members are asked to consider the progress that has been made since the last update in the context of the Covid-19 lockdown easing, the increased availability of the vaccine and testing programmes and the announcement from Scottish Government that the whole of Scotland moving beyond level 0 from Monday 9 August 2021. Scottish Government updates provide detail regarding permissible activity in line with updated Scottish Government Guidance issued on 6 August 2021: [Coronavirus \(COVID-19\): staying safe and protecting others](#) . This is in support of the plan to restore greater normality to our everyday lives, in a safe way. The Council's Corporate Communications Team will be issuing updated guidance for staff and managers (which will include Frequently Asked Questions) from 9 August 21.

2. Recommendations

2.1 Members are asked to consider:

- i. The latest summary of progress against the Council's Recovery Action Plan.
- ii. Any recommendation or observations to Council in respect of progress on the Recovery Plan and associated actions.
- iii. Note the overall status of the Recovery Action Plan including that with one exception, actions are now complete, business as usual or are subsumed into the Transformation Programme, an update on which is also reported within today's agenda.

3. Implications

- 3.1 **Resource:** The staffing resources required to deliver these 11 key priorities are being deployed from within the Council's existing resources. This approach ensures that the powerful matrix of skills and knowledge across the organisation are being utilised effectively while also managing ongoing operational delivery and compliance with statutory requirements and changing national guidance.
- 3.2 **Legal:** While there are no presenting legal implications at this stage in the Programme, Sponsors will seek legal advice and take appropriate actions as required.
- 3.3 **Community (Equality, Poverty and Rural):** All the Recovery Workstreams will embed our equalities and Fairer Scotland duties. Equality impact assessments are compiled by the respective sponsors/leads, as part of the project cycle, supported by the Transformation Service and Principal Policy Officer (Equalities).
- 3.4 **Climate Change/Carbon Clever:** There are no immediate Climate Change implications associated with this particular report; the Recovery Board (now RITB) has and continues to receive updates and separate reports on progressing the Council's Climate Change Action. Going forward the RITB will continue with this approach and through the Transformation Programme the RITB will monitor the three new climate change projects in addition to the existing workstreams.
- 3.5 **Risk:** The Recovery process has many risk elements across the 11 key priorities. Significantly, risks relate to reduced capacity to focus on recovery should we:
 - return to a heightened period of resilience.
 - respond to new work arising from any re-introduction of local lockdown measures.
 - support staff through the transition to New Ways of Working, paying attention to health and wellbeing impacts.
 - financial challenges as a result of this pandemic.
- 3.6 There are no specific Gaelic implications arising from this report. Opportunities to promote and enhance Gaelic will be picked up across a number of the workstreams and as part of the culture/tourism theme within Economic Recovery in particular.

4. Progress and Operating Context









- 4.1 This report provides a further update on the report presented to the Board on 24 May 21. Of the 71 individual tasks, 1 task is reporting slippage. The Table at section 5.1 provides a summary of the overall position and 5.2 provides an update of tasks reported in slippage.
- 4.2 As previously reported, Members are asked to note that The Council continues to deliver against the extensive Recovery Action Plan. Arrangements include continued

support for staff including from 9 August 21 following the Scottish Government's updated guidance announced in the preceding week. Additionally, the progressing of nine major projects under the Transformation Programme which is discussed further at a separate item (item 5) to today's agenda. Despite the challenges, continued focus on delivering the Recovery Action Plan has remained with the efforts from staff, support from Members and partners resulting in continued good progress.

- 4.3 A comprehensive review of the Recovery Action plan that is now in its final phase was recently undertaken by the PMO. This shows that a number of the key priority tasks are now complete, have become business as usual or have been subsumed and reported under the Transformation Programme projects.
- 4.4 In line with Programme Management Office (PMO) principles, exception reporting continues to enable staff and Members to understand the work that has been achieved since June 2020 and to focus on those tasks that are under pressure against timelines and milestones.

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

- 5.1 The table below presents a real-time high-level status summary of the actions for each key priority as of 9 August 2021.

Recovery Action Plan Summary - Status of actions month: M5 21/22					
	 No. Completed in Phase	 No. On Target	 No. Some Slippage	 No. No Significant Progress	
Key Priority	Planned Tasks this Phase				
RAP01: Restoring Political Governance	1	1	0	0	0
RAP02: Lockdown Agility incl. Schools Reopening	5	1	4	0	0
RAP03: Supporting the Recovery of the Highland Economy	2	1	1	0	0
RAP04: Financial Recovery Strategy	2	1	1	0	0
RAP05: Community Empowerment	6	0	6	0	0
RAP06: Workforce Planning and Development	10	2	8	0	0
RAP07: Service Re-design	17	9	8	0	0
RAP08: IT Transformation	12	4	8	0	0
RAP09: Digital Transformation	6	3	2	1	0
RAP10: Leadership, Culture and Performance	5	2	3	0	0
RAP11: Asset Management	5	2	3	0	0
Total	71	26	44	1	0

- 5.2 The real-time position reflects 71 tasks due for completion in phase 4 (and beyond), 26 are completed, 44 are on-going and just 1 action; R100/City Region Deal “*Implement project as soon as practicable*” reporting some slippage during this reporting period. The Digital Technology Strategy item ‘*Commence fixed telephony review*’ was reported on 24 May 2021 as being in slippage but this item has since been completed in this reporting period. All updates can also be viewed at appendix 1.






Key Priority	Action Point	Latest Status	Comments
Digital Technology Strategy	Commence fixed telephony review linked to MS strategic engagement	●	The Council's current Avaya telephony system was introduced through the Unified Communications Project in 2018. Functionality has been recently improved for use at home via softphones. Although there may be opportunities to rationalise telephony systems further in future, the current system is still seen as fit for purpose and delivering within budget. Any change to those arrangements in the short term is considered to be introducing additional risk for minimal immediate benefit. As per the last report on 24 May 2021, this action is now closed and any future requirements will be considered as part of the Transformation Programme, New Ways of Working and Digital Transformation.
R100/Highland City Region Deal	Implement project as soon as practicable	●	This Project is unlikely to continue through R100 due to late signing of R100 project between BT and Scottish Government now due August 21 although this is still to be fully ratified. Discussions continue with HIE and both Governments to secure a suitable delivery framework. Future reporting will be through existing governance arrangements, including reports to E&I Committee.








Designation: Executive Chief Officer - Transformation

Date: 09 August 2021

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The Highland Council Recovery Action Plan – Phase 4 Priorities Update











1. Restoring Political Governance		Status Key:	
Sponsor: Kate Lackie		Completed 	On Track/On-going  Some Slippage  No Significant Progress 
RAP01: Restoring Political Governance	Action	Status	Remarks
Committees	Maintain emphasis on virtual meetings as Business as Usual		Completed - Physical access to buildings (Members) to be reported under New Ways of Working – Redesign Board

2. Lockdown Agility including Schools Reopening		Status Key:	
Sponsor: Mark Rodgers		Completed 	On Track/On-going  Some Slippage  No Significant Progress 
Schools Re-opening: Nicky Grant (ECO – Education and Learning)			
RAP02: Lockdown Agility including Schools Reopening	Action	Status	Remarks
Return of Services	Implement solutions for staff returning to workplace		Return of services/hubs and support to staff – Report from New Ways of Working as part of Transformation Programme update with the Redesign Board.
Return of Services	Amend working arrangements as required for return to work as any changes to national advice are made by UK and Scottish Government		Works continues to support staff to work from home and where required, through an authorisation process, Covid compliant access to buildings where it is essential to Operations. Under the New Ways of Working project access for office reliant personnel will be provided at the 9 main hubs. Work is progressing on Asset rationalisation and new ways of working, led by the Redesign Board and supported by an extended project team. All reporting will be via the Transformation Programme updates.
Return of Services	Support staff working from home settings, incl workspace assessments & welfare/training support		Works continues to support staff to work from home and where required, through an authorisation process, Covid compliant access to buildings where it is essential to Operations. Further reporting will be provided under the New Ways of Working project.

National Guidance – PPE	PPE provided to those RTW in accordance with regulations & guidance	●	Staff are able to request, order and receive the necessary Covid-19 PPE items as required and defined by risk assessments. Businesses as usual processes established for PPE. There are currently no marketplace notifications of supply constraints, however, the established process will support the New Ways of Working Project.
National Guidance	Implement plans for full return to work as required, assess HC operational needs incl rationalisation or disposal.	●	This action now closed. Work has now been subsumed into Phase 1 of Asset Rationalisation - New Ways of Working project - details under return to work action. A project team was assembled on 2 March 2021 to initiate a project, New Ways of Working – Asset Rationalization Phase 1 the simultaneous preparation of all 9 main hub offices - Caithness House, Drummuie, Osprey House, Dingwall, Tigh Na Sgire, Charles Kennedy Building, Kingussie Courthouse, Nairn Courthouse and HQ Inverness. Is an initialisation project that will provide the opportunity for returning office reliant personnel to the nine main offices in a planned and Covid-compliant way. To be completed by October 2021. This and a second project Asset Rationalisation phase2 – will be led by the Redesign Board and future reports provided to RITB under the Transformation Programme.

3. Supporting the Highland Economy		Status Key:	
Sponsor: Malcolm Macleod		Completed ●	On Track/On-going ● Some Slippage ● No Significant Progress ●
RAP03 Supporting the Highland Economy	Action	Status	Remarks
External Economic Recovery	Continue to deliver support with a focus on place planning to reflect different requirements and investment opportunities across the region.	●	Economic recovery report considered by E & I Committee on 5th May - good progress on all fronts Draft Skye and Rasaay Future Plan drawn up and will go to the Area committee for consideration. Inverness City and Area Recovery Plan to be considered by the City of Inverness Area Committee. Opportunities being identified elsewhere in the Highlands This will now be part of the business as usual approach and will be reported regularly to the E&I Committee.
External Economic Recovery	Develop formal partnerships and new models of Service delivery linking Economic Recovery (Highland) economic development in its widest sense	●	A refreshed and refocussed Economic recovery Partnership will be held at the end of May 2021, following productive discussions with HIE. This will now be part of the business as usual approach and will be reported regularly to the E&I Committee.

4. Financial Recovery Strategy		Status Key:	
Sponsor: Liz Denovan		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP04: Financial Recovery Strategy	Action	Status	Remarks
Financial Recovery Strategy	Future Finance reports presented to Board /CR Committee	●	The 2021/22 to 2023/24 Revenue Budget was presented to Council on 4 March 2021. The report detailed the plan "Ambitious Highland - Health & Prosperity Strategy with three strands: Investment in people, infrastructure, places and business across Highland. Recovery Improvement & Transformation and savings to deliver a balanced budget. Reporting against this now Business as Usual.
Contract Management Review	Continue review of performance of contracts, implementing changes where appropriate	●	Contract performance updates reported to Corporate Resources Committee under Transformation Programme "Procurement & Contracts" project update. Future reporting will also be via RITB as part of its overall monitoring role of the Council's Transformation Programme.

5. Community Empowerment		Status Key:	
Sponsor: Carron MacDiarmid		Completed  On Track/On-going  Some Slippage  No Significant Progress 	
RAP05: Community Empowerment	Action	Status	Remarks
Sustainable Service Delivery - Humanitarian Assistance	Programme of community development and skills training		Programme to be reported to CPP board in September 21. CPP led. Business as usual status.
Impact of Covid on vulnerable people and places	Annual child poverty action report for C&P Committee		To be reported to C&P committee. Business as usual.
Impact of Covid on Communities	CPP – strategic and local - to review priorities to reflect impacts and recovery		Review of priorities complete. CPP Board agreed a new focus on economic recovery and performance framework. Business as usual reporting to CPP board.
Impact of Covid on Communities	Develop shared local priorities focused on recovery and 'people' resilience		Focus on resilience activity and learning from lockdown to help inform direction going forward. Reports will be taken to future C & P committees as required.
Greater community and business involvement	Community asset transfer approvals to Committee		Business as usual activity/ongoing action. Asset transfer considerations to either local or C&P committee. Annual report to August 21 C&P Committee.
Greater community and business involvement	Consider mechanisms to involve groups in local networks/ decision making		Community support co-ordinators started 2 nd August 21. Core role to support and work with community groups to build capacity involvement and participation. Further work required with Members on how local areas wish to take forward. Business as usual reporting to C&P Committee.

6. Workforce Planning and Development		Status Key:	
Sponsor: Liz Denovan		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP06: Workforce Planning and Development	Action	Status	Remarks
Workforce Data Project	Resource Link - implement project plan & report progress to Recovery Board	●	<p>The Project will deliver a number of short-term improvements including updated Members expenses. A systems team will continue in situ to deliver any other short-term improvements to the system ahead of the expiry of the current contract (end March 2022). WFD project closed April 2021.</p> <p>A new project will shortly be established to take forward options for system replacement in 2022.</p> <p>The Redesign Board action for WFD project – next steps as part of good governance an update report will provided to Redesign board on next steps for system replacement and then to RITB at the next RITB meeting.</p>
Service Workforce Plans	Communities and Place (ECO): Continue Service WFP review & develop Service solutions	●	<p>As reported to the RITB on 24 May 2021, the Workforce planning project work led by the Redesign Board is complete. Work continues to progress on service redesign with service workforce plans concurrently. Workforce planning by its very nature is an iterative process and therefore discussions, engagement with managers/supervisors (and staff) will continue as required. Workforce planning business as usual function reported via individual Service Plans to Strategic Committees where required.</p>
Service Workforce Plans	Education and Learning (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Health & Social Care (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Infrastructure & Environment (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Performance & Governance (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Property and Housing (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Resources and Finance (ECO): Continue Service WFP review & develop Service solutions	●	
Service Workforce Plans	Transformation (ECO): Continue Service WFP review & develop Service solutions	●	
Convene Redesign Board	Continue WFP reviews & develop Corporate Workforce Planning Strategy	●	

7. Service Re-design		Status Key:	
Sponsor: Allan Gunn/Malcolm MacLeod		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP07: Service Re-design	Action	Status	Remarks
Service Structures	Implement Service Structures - Communities & Place	●	This project is now subsumed under the Transformation Programme – Service Redesign Project. Following the report to Council “Proposal and Update on Senior Leadership Redesign” 13 May 2021. Supported by HR, work has been on-going led by the Chief Executive and Executive Chief Officers to progress the implementation of the approved recommendations.
Service Structures	Implement Service Structures - Education & Learning	●	
Service Structures	Implement Service Structures - Health & Social Care	●	
Service Structures	Implement Service Structures - Infrastructure & Environment	●	
Service Structures	Implement Service Structures - Performance & Governance	●	
Service Structures	Implement Service Structures - Property & Housing	●	
Service Structures	Implement Service Structures - Resources & Finance	●	
Service Structures	Implement Service Structures - Transformation	●	
ECO Transformation	Ensure full implementation of outstanding and new recommendations	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Resources & Finance	●	Following approval of the Transformation Programme at 4 March Council, RITB Members were provided with a detailed report and background to the Transformation programme on 29 March 2021. This programme of projects commenced immediately, and a rapid recruitment drive has been undertaken to properly resource the projects, thereby enabling work to start in earnest at the earliest opportunity. A full update on progress is provided as part of today’s (23 Aug 2021) agenda.

All ECOs	BAU Phase with continued focus on new opportunities for transformation - Communities & Place	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Education & Learning	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Health & Social Care	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Infrastructure & Environment	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Performance & Governance	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Property & Housing	●	
All ECOs	BAU Phase with continued focus on new opportunities for transformation - Transformation	●	

8. IT Transformation		Status Key:	
Sponsor: Liz Denovan		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP08: IT Transformation	Action	Status	Remarks
Organisational Change Management Programme	Implementation of Phase 2 MS Teams training	●	Although this phase of Teams implementation is now complete, use of Teams will continue to grow and new functionality will be introduced as it becomes available.
ICT Transformation - Recovery	Physical Refresh - Programme completion and closure	●	The Wipro ICT Implementation Programme, following a comprehensive review of the detailed closure report, is now formally closed in line with good programme management governance practice. A report covering programme closure is on the agenda for the 26 th May Corporate Resources Committee. Carry forward actions have been identified including mop up activity for any remaining refresh activity, but these will now be carried out under BAU and the action can be closed.
Digital Technology Strategy	Commence fixed telephony review linked to MS strategic engagement	●	The Council's current Avaya telephony system was introduced through the Unified Communications Project in 2018. Functionality has been recently improved for use at home via softphones. Although there may be opportunities to rationalise telephony systems further in future, the current system is still seen as fit for purpose and delivering within budget. Any change to those arrangements in the short term is considered to be introducing additional risk for minimal immediate benefit. As per the last report on 24 May 2021, this action is now closed and any future requirements will be considered as part of the Transformation Programme, New Ways of Working and Digital Transformation.

Digital Technology Strategy	CRM Implementation – Stage 2/3/4	●	<p>Priority has been on delivering stage 1. Further stages of work will be taken forward under a broader scope of work as part of the Transformation Programme through a Project known as Connected Customers. This Project will look at the development of the digital offering to our citizens through the creation of a customer portal to offer services in a modern way as consumers now demand. This will include secure account creation and management of digital identity, two initial use cases, these being Housing Online, Revs & Bens Online and will also include further development of the CRM platform. Benefits include an ability for citizens to self-manage and a reduction in manual handling of high-volume transactions for our staff leading to reduced effort and cost.</p> <p>This action is being taken forward under the Transformation Programme (Digital Transformation Project - Connected Customers). Progress will be reported via Digital Transformation Project updates to the Corporate Resources Committee and the RITB.</p>
Digital Technology Strategy	CRM Stage 1 – Improve & Deliver as is current capability	●	Stage 1 is now delivered and the new CRM System is now live.
Digital Technology Strategy	ICT Business Transformation – delivery of Tranche 1 of programme	●	<p>On-going, the scope and timescale for delivery of Digital Transformation to be defined in the overall business case to be worked up through Microsoft engagement. This will now be taken forward under the Transformation Programme.</p> <p>The Business Case(s), Strategies and associated plans will be delivered under the Digital Transformation Project and progress will be reported via Digital Transformation Project Board, Recovery Improvement and Transformation Board and Corporate Resources Strategic Committee.</p>
Digital Technology Strategy	ICT Business Transformation - development of business case & implementation plan	●	Microsoft engagement has restarted. Additional resources being recruited, and this will now be progressed through the Transformation Programme. The Business Case(s), Strategies and associated plans will be delivered under the Digital Transformation Project and progress will be reported via Digital Transformation Project Board, Recovery Improvement and Transformation Board and Corporate Resources Strategic Committee.
Digital Technology Strategy	ICT Delivery Model – Project Dochas – programme implementation	●	<p>Revised approach agreed at Corporate Resources Committee on 25th Feb 2021. To be taken forward under Dochas ICT Transition Board, established to oversee programme delivery, with reporting to Corporate Resources Committee on a regular basis.</p> <p>Project Dochas project ongoing with detailed reports reported to Corporate Resources Committee. Project status has improved from amber to green since May 21.</p>
Digital Technology Strategy	ICT Strategy approval & implementation	●	<p>Dependencies on Microsoft engagement which was delayed due to COVID but progress with Project Dochas which will deliver a large part of the strategy. Further strategy development with Microsoft now included as part of the Transformation programme.</p> <p>Project Dochas project ongoing with detailed reports reported to Corporate Resources Committee. Project status has improved from amber to green since</p>

			May 21.
Digital Technology Strategy	Microsoft engagement to inform ICT Delivery Model and ICT Business Transformation	●	<p>Microsoft engagement has restarted as a project in the Transformation Programme.</p> <p>This is being progressed under the Digital Transformation Project and progress and will be reported via the Digital Transformation Project, Recovery, Improvement and Transformation Board and Corporate Resources Committee.</p>
Digital Technology Strategy	Strategic review of Line of business applications – Corporatisation of ICT Plan.	●	<p>New CRM delivery underway as reported above, Cloud migration and contracts in place for Housing systems, Revenues and Benefits and CareFirst. Focus now on ResourceLink and Integra contracts & systems. Roadmap for all key line of business applications will be included as part of development of the Digital Strategy once resource is in place within ICT Services as part of new agreed ICT Team Structure.</p> <p>This is being progressed under the Digital Transformation Project and progress and will be reported via the Digital Transformation Project, Recovery, Improvement and Transformation Board and Corporate Resources Committee.</p>
Digital Technology Strategy	Strategic review of Line of business applications - Implement outcomes	●	<p>Dependent on the review of LOB applications for scope and timescales - as above</p> <p>This is being progressed under the Digital Transformation Project and progress and will be reported via the Digital Transformation Project, Recovery, Improvement and Transformation Board and Corporate Resources Committee.</p>

9. Digital Transformation		Status Key:	
Sponsor: Malcolm Macleod		Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●	
RAP09: Digital Transformation	Action	Status	Remarks
Rural Gigabit Connectivity (RGC) Programme	Identify/apply future phases of programme working with partners	●	Completed
Rural Gigabit Connectivity (RGC) Programme	Manage the delivery of the programme of works	●	Implementation continues with no major risks reported. Project completion target End March 2022. Updates continue to be provided to the E&I Committee.
R100/Highland City Region Deal	Implement project as soon as practicable	●	This Project is unlikely to continue through R100 due to late signing of R100 project between BT and Scottish Government now due August 21 although this is still to be fully ratified. Discussions continue with HIE and both Governments to secure a suitable delivery framework. Future reporting will be through existing governance arrangements, including reports to E&I Committee.
Local Full Fibre Network	Identify/apply future phases of programme working with partners	●	The programme arrangements have been agreed with a completion date of September 2021.
Local Full Fibre Network	Inspect and manage the delivery of the programme.	●	Weekly meetings are being held with contractors to ensure pace of delivery is maintained. Project completion target date is end of September 2021. Updates continue to be provided to the E&I Committee.
External Collaboration and Partnerships	Digital - work with UK and Scottish Governments on emerging opportunities	●	Regular discussions continue as business as usual.

10. Leadership, Culture and Performance Sponsor: Donna Manson (CEO)	Status Key: Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●		
RAP10: Leadership, Culture and Performance	Action	Status	Remarks
Quality Improvement and Performance	Embed a performance culture across the Council	●	Council approval for additional resource in P&G will provide support to Services in understanding and improving their performance, focusing on improvement. Business Partners positions approved and recruitment to these positions expected to complete August 21. All Service Plans are now in place. Quarterly performance reports are now coming to each Service Committee and Annual Corporate Performance Reports will be going to full Council under business as usual arrangements.
Quality Improvement and Performance	Implementation of the revised Corporate and Service Plans	●	Corporate and Service Plan were taken to May 2021 Committees.
Leadership Development, Support and Performance	Leadership Development - Implement rolling programme of surveys, engagement and development	●	The senior leadership development programme has been developed. Intended to commence in September 2021.
Leadership Development, Support and Performance	Leadership Development - Implementing, reviewing, adapting action plan	●	The senior leadership development programme has been developed. Intended to commence in September 2021.
Care for Staff	Care for Staff -survey staff on adjusting to return to work, what's worked, improvements needed, barriers to improving performance.	●	Staff surveys now key elements of staff engagement strategy led by HR and Corporate Communications. Latest survey reported to Council on 24 June 2021. The findings are informing the Council's project on New Ways of Working which is being taken forward by the Redesign Board.

11. Asset Management	Status Key:		
Sponsor: Mark Rodgers	Completed ● On Track/On-going ● Some Slippage ● No Significant Progress ●		
RAP 11: Asset Management	Action	Status	Remarks
Corporate Asset Management & Investment Plan	Design & agree Corporate Asset Management Strategy	●	Design approved in principle at Housing & Property Committee in August 2020,with detailed methodology to be set out. Subsequent report was taken to H&P Committee for approval in the December 2020 and was approved.
Corporate Asset Management & Investment Plan	Implement Corporate Asset Management Strategy	●	The implementation phase is now being taken forward following Council approval of the Transformation programme on 4 March 2021. Further reporting on this area of work will be provided via the Transformation Programme updates via RITB and Housing & Property Committee.
Corporate Asset Management & Investment Plan	Produce Corporate Asset Management Strategy – Report to Dec 2020	●	Design approved in principle at Housing & Property Committee in August 2020,with detailed methodology to be set out. Subsequent report was taken to H&P Committee for approval in the December 2020 and was approved.
Corporate Landlord Strategy	Implement Corporate Landlord and long-term strategic asset management strategy	●	Approved in outline in August 2020. This implementation is being led by the ECO for Property and Housing.
Returning to Work - Offices and Schools	(Offices and Schools) implement affordable, flexible, prompt solutions	●	This action has been subsumed into “New Ways of Working – Asset Rationalisation Project. The simultaneous preparation of all 9 main hub offices - Caithness House, Drummie, Osprey House, Dingwall, Tigh Na Sgìre, CharlesKennedy Building, Kingussie Courthouse, Nairn Courthouse and HQ Inverness.to provide the opportunity for returning office reliant personnel to the nine main offices in a planned and Covid-compliant way. To be completed by October 2021.

