

# The Highland Council

Agenda Item	<b>10</b>
Report No	<b>HC/14/24</b>

**Committee:** Highland Council

**Date:** 9 May 2024

**Report Title:** Highland Council Operational Delivery Plan 2024-27

**Report By:** Chief Executive

## 1 Purpose

- 1.1 On 14 December 2023, Highland Council approved its update report on the Council Programme - [Our Future Highland 2022-27](#) ('the Programme'). This report intimated that in light of potential budget decisions that would have to be taken, there might be a requirement for a recalibration of the Programme.
- 1.2 On 29 February, Highland Council agreed that a delivery plan would be brought forward to ensure that the planned three-year budget approach was able to be delivered.
- 1.3 On 14 March, a draft operational delivery plan was approved by Highland Council, on the basis that there would be further engagement with stakeholders and elected members. It was acknowledged at that time that a parallel report on the Highland Outcome Improvement Plan, being brought forward through the Community Planning Partnership, would have a bearing on the final version of the operational delivery plan. The plan for scrutiny of the progress of the operational delivery plan was also approved at this point.
- 1.4 The purpose of this report is to update Members on the engagement process and to present the finalised version of the operational delivery plan, based on the feedback received in the process.

## 2. Executive Summary

- 2.1 The Operational Delivery Plan presented in **Appendix 1** reconciles previously articulated commitments made in the Programme and the implications emerging from the three-year budget set by Council on 29 February 2024.
- 2.2 The Programme is very much a statement of what the Council is committed to achieve and **why**. The Council's Performance Plan, this name change agreed in March 2024, is a statement of **what** the Council expects to improve in due course through various strands of activity across the organisation. The Operational Delivery Plan provides detail on **how** we plan to deliver on the Programme and improve the outcomes for people and communities of the Highland area.

- 2.3 The Operational Delivery Plan is structured under six portfolio themes which were agreed by Council on 14 December 2023. These are: Person Centred Solutions; Workforce for the Future; Reconfiguring our Asset Base; Corporate Solutions; Income Generation; and Net Zero, Energy Investment and Innovation. Governance will be provided by Portfolio Boards and the Terms of Reference of the Boards are presented in **Appendix 2**.
- 2.4 The Portfolios are organised into workstreams, which are divided into programmes and projects. Each of these has a critical relationship with the aspirations built into the Programme, or with the Council's budget strategy.
- 2.5 The Operational Delivery Plan has been enriched and enhanced by a thorough programme of stakeholder engagement with key partners, and details of this engagement is presented in **Appendix 3**.

### **3 Recommendations**

- 3.1 Members are asked to:
- i. **APPROVE** the Operational Delivery Plan - **Appendix 1**;
  - ii. **APPROVE** the resource requirements in **Appendix 5**;
  - iii. **NOTE** the Portfolio Board Terms of Reference – **Appendix 2**;
  - iv. **NOTE** the engagement activity that has been undertaken – **Appendix 3**;
  - v. **NOTE** the sample Portfolio Report – **Appendix 4**.

### **Implications**

- 4.1 **Finance and Resource:**  
In the budget setting process for 2024 – 2027, and decisions made by the Council on 29 February and 14 March 2024, Council agreed a planned programme of investment from earmarked reserves of £35.1m in a range of change programmes which were designed to support the realisation of £54 million in recurring budget savings over the three-year period. The Council's core budget, existing staff resource and other earmarked reserves also play a key part in resourcing the Operational Delivery Plan. The specific resources and investments, and the planned savings to be realised through particular workstreams are detailed in the Operational Delivery Plan presented in **Appendix 1** and for clarity, in line with previous reports, the specific resource requirements which require decision at this time, are presented in **Appendix 5**.
- 4.2 **Legal:**  
This report contributes to the Council's statutory duties to secure best value and report performance in terms of Section 1 of the Local Government in Scotland Act 2003 and Section 1(1)(a) of the Local Government Act 1992, respectively.  
There are a number of features of this plan which require to be progressed in line with relevant legislation and statutory guidance. Where this is relevant, it will be mentioned in relation to the specific programme or project in the plan.
- 4.3 **Community (Equality, Poverty and Rural):**  
Impact screenings have been undertaken across all of the Portfolios. Some projects and activities are not yet at a stage to undertake a screening, but this will be done when sufficient progress has been made. For some areas, a full impact assessment will be required. Consideration of impacts and, potential mitigations if required, will be a core component of the workstream development and included within reporting frameworks.

#### 4.4 **Climate Change / Carbon Clever:**

The Operational Delivery Plan includes a portfolio dedicated to the delivery of the Council's Net Zero Strategy and range of Renewable Energy initiatives. In addition, there will be positive implications for the Council's net zero strategy through the Reconfiguration of our Asset Base Portfolio.

#### 4.5 **Risk:**

The risk sections built into the programme and project templates highlight key risks. As programmes and projects develop, project specific risks and issues will be captured and managed according to project management best practice and in compliance with the Risk Management Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Portfolio Boards and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

#### 4.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people):**

The Asset Reconfiguration Portfolio is designed to enable a more health and safety informed approach to be built into our asset management strategy in future.

#### 4.7 **Gaelic:**

The Delivery Plan has various points of overlap with the Strategic Priorities of the Highland Council Gaelic Language Plan (GLP4). For example, projects dealing with tourism will have natural synergies with Theme 2 GLP4 – Media, Arts, Culture & Heritage. It is vital that where priorities overlap, services work together to make best use of resource which will positively impact the progress of the Gaelic Language Plan.

### 5 **Building our Operational Delivery Plan**

5.1 The Operational Delivery Plan has been established through an iterative process, in which staff have worked in cross-council teams to evolve ideas for change and improvement. This approach was initially established to support the development of ideas to inform advice to members on budget setting.

5.2 The Operational Delivery Plan emerged from the transparent description of six key areas of activity which were developed into the six Portfolios. To demonstrate strategic alignment with Council approved priorities, all Portfolio activities show where there are links to the [Council Programme](#), the [Performance Plan](#) and the [2024–2027 budget](#).

5.3 Each Portfolio will be sponsored by an Assistant Chief Executive and led by a Chief Officer. A Responsible Officer has been assigned to each of the programmes and projects with day-to-day management responsibilities. As the new senior management structure agreed by Council on 14 March 2024 is implemented, relevant changes will be reflected in the Operational Delivery Plan.

5.4 Governance will be provided by Portfolio Boards which will initially meet consecutively over a 6-week cycle. The Terms of Reference for the Portfolio Boards are presented in **Appendix 2**.

### 7. **Engagement Process**

7.1 In March the Council noted that officers would engage further with Members, services, partners, businesses and the 3rd sector, where appropriate, to continue to develop the programmes and projects to be included in the Operational Delivery Plan to be presented to Council in May. A range of engagement activity has now been undertaken, the details of which are presented in **Appendix 3**.

7.2 This engagement process has informed the development of all the Portfolios since the draft plan was approved in March 2024 and Members will note changes have subsequently been made across the whole Plan. Projects and programmes involving ongoing engagement, collaboration and co-delivery with stakeholders will continue to evolve over the lifetime of the Plan.

## **8. Portfolio Management**

8.1 To ensure consistency and success across all the Portfolios, a standard Portfolio Management approach will be used, with support and co-ordination from the Council's Portfolio Management Office (PMO). The PMO will ensure that across all Portfolios there is a focus on the key elements that will lead to success – risk management, timescales, savings and income targets, resource allocation, management of expenditure and resulting benefits. This support will be a key enabler to Portfolio Sponsors and project teams to support the management, prioritisation and delivery of the projects in line with strategic objectives.

8.2 A consistent reporting mechanism will be put in place utilising the Council's Performance and Risk Management System (PRMS) and a sample of the report structure is provided in **Appendix 4**.

8.3 Additional temporary resources will be recruited into the PMO to support this role and this will be funded from the earmarked reserves as part of the overall agreed investment to support the Operational Delivery Plan.

## **9. Scrutiny of the Operational Delivery Plan**

9.1 The measures of success, milestones and key risks have been incorporated into the Performance and Risk Management System (PRMS) to record and monitor progress for each of the programmes and projects. This will support the reporting of progress against key deliverables within the Operational Delivery Plan to relevant committees or boards and on an annual basis to Highland Council to facilitate appropriate Member oversight and scrutiny. The full 3 year reporting cycle is incorporated into the Operational Delivery Plan.

## **10. Next Steps**

10.1 Inaugural meetings of the Portfolio Boards will commence in May alongside a programme of in-person presentation and engagement between senior management and staff groups in the areas.

10.2 The Portfolio Reporting Cycle will commence in Quarter 1 with updates coming to service committees during May and June, as detailed from page 112 of the Operational Delivery Plan as presented in **Appendix 1**.

10.3 Members can also access PRMS to review progress at any time. Further information on accessing the system and supporting guidance will be made available on the Members Intranet.

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Date: 26 April 2024

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Background Papers:

Council Programme, the Performance Plan and the 2024–2027 budget.

Appendices:

- Appendix 1 - Operational Delivery Plan
- Appendix 2 - Portfolio Board Terms of Reference
- Appendix 3 – Engagement Activity
- Appendix 4 – Sample Portfolio Report
- Appendix 5 – Resource Requirements

# Our Future Highland Ar Gàidhealtachd Ri Teachd



2024-2027

Delivery Plan  
Plana Lìbhrigidh

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# Introduction

## Ro-ràdh

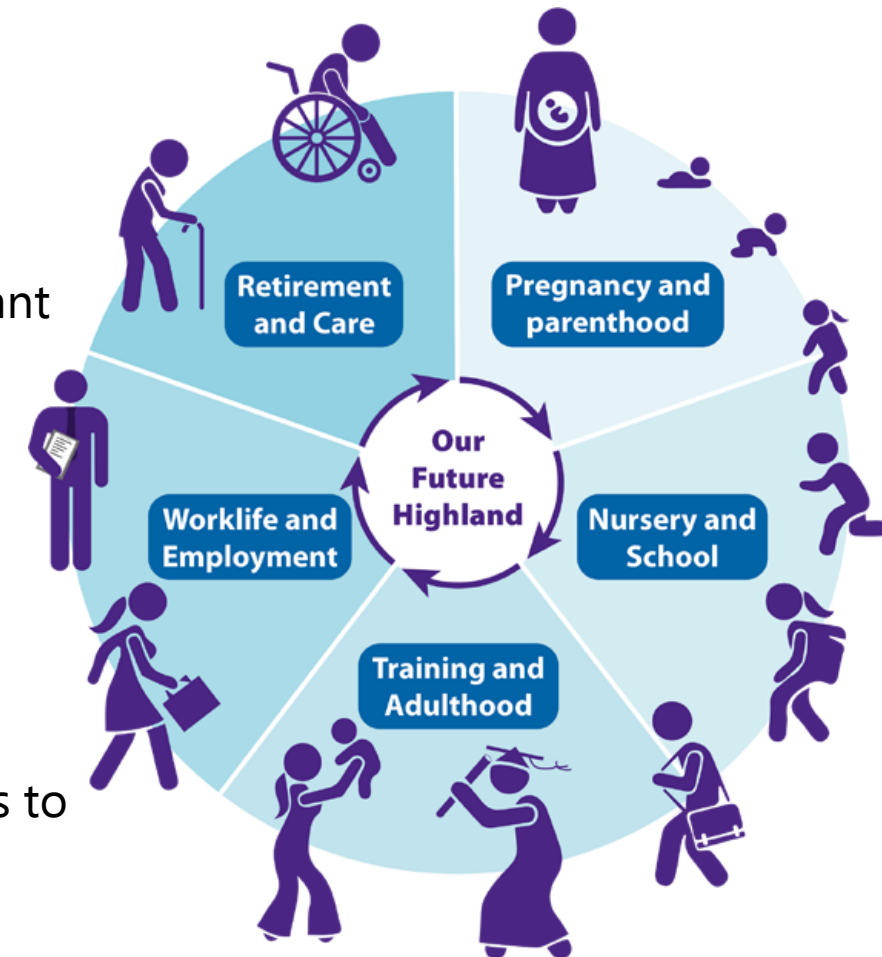
**Our Future Highland** sets out the programme of Highland Council for the five-year period up to 2027. It makes commitments to secure social and economic transformation on behalf of Highland communities.

Our **operational Delivery Plan** shows **how** we will deliver on these commitments, through a major programme of transformation for our people and places, working in collaboration with others to create a vibrant and sustainable Highland area.

It has a range of workstreams, programmes and projects, which are measured by our **Performance Plan** or by specific service plans.

Importantly, the operational delivery plan is also the means by which we will deliver on Highland Council's **three-year budget strategy** (2024–2027).

Finally, the operational delivery plan shows how we will work with others to implement commitments expressed in the Community Planning Partnership's **Highland Outcome Improvement Plan**.



# Vision and Values

## Lèirsinn agus Luachan

### Our Vision

Our Future Highland sets out an ambitious vision for the future, maximising social, economic and partnership opportunities and resources to improve the quality of life for people in the Highlands.

### Our Values



# Administration Programme: Our Future Highland

## Prògram Rianachd: Ar Gàidhealtachd Ri Teachd



The Council Programme 2022-2027 '**Our Future Highland**' says what we will do and why, it sets out five Strategic Priority Outcomes. Through these, we are committed to:



**A Fair and Caring Highland**

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Working together to improve quality of life and opportunities for Highland people.



**Resilient and Sustainable Communities**

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Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.



**Accessible and Sustainable Highland Homes**

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Build houses to support communities and economic growth.



**A Sustainable Highland Environment and Global Centre for Renewable Energy**

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Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.



**A Resilient and Sustainable Council**

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Work with partners to address service delivery challenges with a positive approach to change.

# Delivering Our Future Highland

## A' Lìbhrigeadh Ar Gàidhealtachd Ri Teachd

### **Council Programme 2022-2027**

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We set out what we will do and why.

### **Delivery Plan 2024-2027**

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We are clear about how we will plan and deliver our work.

### **Performance Plan 2022-2027**

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How we monitor, track and report on progress against our commitments



# The six Portfolios

## Na sia Cùraman-roinne

We have organised our delivery plan under six portfolio themes, each of which has a number of workstreams, programmes and projects, which we will deliver over the three-year period.





# Delivering our Portfolios

## A' Lìbhrigeadh nan Cùraman-roinne againn

### These portfolios will:

- Be sponsored by an Assistant Chief Executive and led by a Chief Officer of the Council.
- Be governed by a Strategic Portfolio Board.
- Progress activities to meet the organisation's objectives.
- Report to committees as appropriate.

### To be successful, the portfolios will require:

- Effective leadership by senior officers.
- Collaboration across services & with partners.
- Monitoring within the Council's performance framework.
- Effective communication & engagement with stakeholders.



# Performance Plan Plana Coileanaidh

## The Highland Council's performance will be measured by a suite of key Performance Plan Targets.

All measures, commitments and actions in the Performance Plan have been reviewed and mapped against the workstreams and projects within each of the six Portfolios.

Progress will be monitored at all levels from the Delivery Plan through to individual workstreams and projects.

Performance will be reported at regular intervals to the relevant strategic Committees and Boards and the Plan will be reported in its entirety to Council on an annual basis.



# Our Resources

## Na Goireasan Againn

In order to bring about the change we need, we are aligning our resources to enable our plan. The graphics below gives a sense of the scale of the resources we are deploying to meet the future challenges we have.

### Revenue Budget 2024-2025

- General Fund Revenue Budget of £775m
- HRA Revenue Budget of £68.6m

### Capital Programmes

- General Fund Capital programme £435m (5 years)
- HRA Capital programme £160.7m (3 years)

### Reserves

- £112.8m earmarked reserves in total, represented by:
  - £44.8m existing commitments;
  - £35.1m to support savings delivery and change;
  - £32.9m to support budget pressures and future investment.

### Supporting Outcomes

**Delivery of £54.6m of budget savings over three financial years.**

- Operating Model Savings £23.9m
- Asset Review Savings £4.2m
- Efficiency Savings £10.7m
- Income Generation £15.8m



# Person centred solutions

# Fuasglaidhean stèidhichte air neach





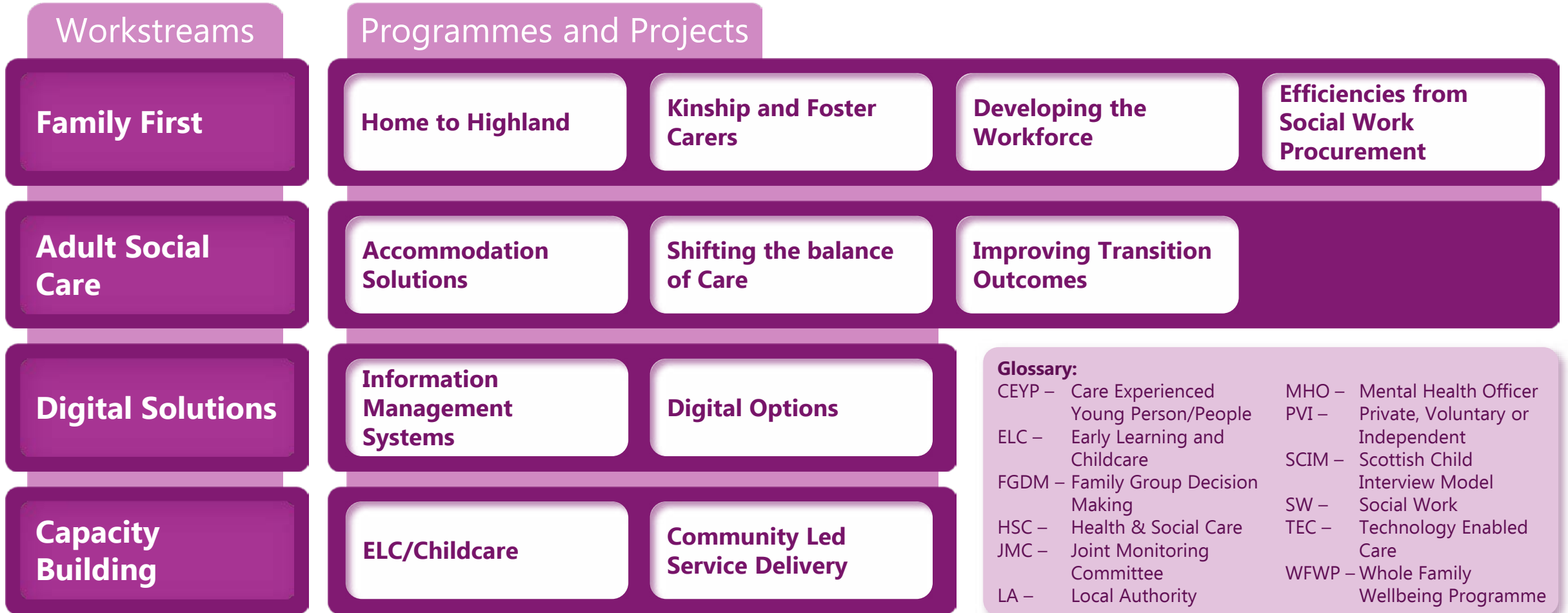
We will implement a range of solutions to grow community capacity, supporting our partners, and enable people to live independently and well:

- Improving **how we deliver care** to those who require it in the Highland area – **putting the person at the centre** of our planning and activity.
- **Growing our future workforce** for health and social care, enabling more effective career pathways – ensuring we have sustainable services.
- **Building community-based care solutions** from early childhood, through adulthood and into old age – being innovative and working closely with families.
- Increasing the use of **technology to support independent living** in our communities, providing greater digital options to sustain care at home.
- Enabling the single care model and **mobilising third sector partnership** to do so.



# Person centred solutions

## Fuasglaidhean stèidhichte air neach





Workstreams

**Family First**

Adult Social  
Care

Digital  
Solutions

Capacity  
Building

## Person centred solutions

Strengthening our approaches to enable families to sustain themselves.

### **Programme: Home to Highland**

A programme to ensure that young people in formal care arrangements are looked after and nurtured as close as possible to their own community networks.

### **Project: Kinship and Foster Care**

Building a stronger support system for families providing kinship care to young people and expanding our foster care capacity.

### **Project: Developing the Workforce**

In recognition of our challenges in recruiting staff, we have a planned programme of activity to develop our future workforce with partners.

### **Project: Efficiencies from Social Work Procurement**

In order to provide more sustainable support for care providers, we are establishing more effective mechanisms to commission partners.



Workstreams

**Adult Social  
Care**

Digital  
Solutions

Capacity  
Building

Family First

## Person centred solutions

Developing our approaches to ensuring that people live independently and well and are catered for in their communities.

### **Project: Accommodation Solutions**

Providing more effective solutions to enable people to live independently and at home.

### **Programme: Shifting the balance of Care**

Developing mechanisms to enable more local, community and family based care solutions for vulnerable people.

### **Project: Improving Transition Outcomes**

Supporting more effective transitions across children - adults care services.





Workstreams

**Digital Solutions**

Capacity Building

Family First

Adult Social Care

## Person centred solutions

Ensuring digital solutions support effective care provision.

### **Project: Information Management Systems**

Ensuring our case management systems are effectively implemented and used.

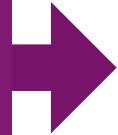
### **Project: Digital Options**

Enabling more effective digital solutions for individuals, to help sustain care packages that encourage independent living.





## Capacity Building



Building our single care model for communities with key partners.

### **Project: ELC/Childcare**

Increasing more effective childcare solutions for families across the Highland area.

### **Project: Community Led Service Delivery**

Building community partnership capacity to support our developing single care model.

Family First

Adult Social Care

Digital Solutions



Workstream

Family First

Programme

Home to Highland

Responsible Officer:  
Head of Social Work - Children and Justice

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

We will retain children in, and return children to, local Highland provision to ensure better outcomes at less cost. We will strengthen whole system family support with enhanced community capacity, including through a Virtual School for Care Experienced Young People (CEYP) and Family Group Decision Making (FGDM).

### Project Elements

- 1 Strengthen local community solutions:
  - Scale up and sustain Family Group Decision Making.
  - Scale up and sustain Scottish Child Interview Model (SCIM).
  - Develop a Children’s Rights & Participation Team.
  - Develop Family Support Roles.
- 2 Develop a Virtual School:
  - Ensure rigorous planning for CEYP & system effectiveness.

### Measures of Success

- Reduce numbers of children in secure care.
- Reduce numbers in external residential provision.
- Increase proportion of children in kinship care.
- Increase number of siblings staying together.
- Increased community services and supports.
- All CEYP have an effective Education Plan.

### Milestones

- 06/24:** Children’s Rights Team established.
- 08/24:** FGDM and SCIM team made permanent.
- 08/24:** Family teams model established.
- 12/24:** Recruit Virtual School Headteacher.
- 12/25:** Review progress & update annually.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.8  
(ii)

1.8  
(iv)-(vi)

### Links to Programme:

- **Place** – Whole family approach.

### Link to HOIP:

- **People** - People will access right support at right time through whole system approach.

### Key Risks

1. High vacancy rates and challenge in service delivery.
2. Insufficient investment in early intervention.
3. Protracted time to establish infrastructure of community family support.

Ref: CS:22

Investment: £2m (approved)

Income Target: £2m

Workstream

Family First

Project

Kinship and Foster Carers

Responsible Officer:  
Head of Social Work -  
Children and Justice

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Children will achieve more sustainable family-based care through the development of a kinship team. This will increase the proportion of children in kinship care, and more foster carers will ensure Highland children remain with Highland families.

### Project Elements

- Codesign new service with Kinship Carers & Children.
- Increase recruitment of Foster Carers using digital technology, marketing and comms strategies.
- Link with partners to develop support to improve support to kinship Carers & Foster Carers.

### Measures of Success

- Increase the proportion of children in kinship care while reducing the number in residential care.
- Services/support offered is enhanced to promote stability of care.
- Higher numbers of brothers & sisters staying together.
- Fostering Recruitment annual target (8) will be achieved.

### Milestones

- 01/25:** Establish Kinship Team within whole system: Fostering, Adoption, Continuing Care & Kinship Care.
- 01/26:** Review progress against measures of success.
- 01/27:** Review progress against measures of success.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.8  
(ii)

1.8  
(iv)-(vi)

### Links to Programme:

- **Place** – Whole family approach.

### Link to HOIP:

- **People** - People will access right support at right time through whole system approach.

### Key Risks

1. High vacancy rates and challenge in service delivery.
2. Insufficient investment in early intervention.
3. Length of time to establish infrastructure of community family support.

Ref: CS:22

Investment: £2m (approved)

Income Target: £2m



Workstream

Family First

Project

Developing the Workforce

Responsible Officer:  
Strategic Lead  
–Child Health

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

In light of our particular workforce challenges, we will develop a stronger and flexible workforce plan aligned to the 3 year [National Health and Social Care Workforce Strategy: Three Year Workforce Plans \(scot.nhs.uk\)](https://www.scot.nhs.uk/nhs.uk/our-work/our-workforce/3-year-workforce-plans) and Social Work Scotland's emerging workforce plan.

### Project Elements

- Build community-based resource and workforce resilience through spread of the WFWP.
- Develop workforce initiatives (e.g. "grow your own"/higher education flow/apprenticeship schemes).
- Assertive partnership recruitment, retention drive to create sustainability, opportunity and stability across communities.
- Develop role of support staff across the directorates.
- Work with Higher Education to future proof service.

### Measures of Success

- Attract to the Highland area, those seeking employment in the care sector with relevant skills.
- Develop community, voluntary & 3<sup>rd</sup> sector workforce.
- Increase investment for career development – uptake of opportunities to retrain for our roles.
- Reduce vacancies across the care services in Highland.

### Milestones

- 08/24:** Support worker review & implementation of findings.
- 12/24:** Strengthened practice support for Grow Your Own Scheme for undergraduate Social Work and MHOs.
- 12/24:** Accelerate the postgraduate advanced nurse training.
- 04/25:** Implement a ready-now/ready-later in-work support pathway.
- 06/25:** Increased success in recruitment.
- 06/25:** Community resource building as part of WFWP.
- 06/25:** Increased proportion of workforce working in a hybrid model.
- 06/26:** Annual review and update.

### Programme Theme:

1 A Fair and Caring Highland

Links to Performance Plan targets:

1.8 (ii)	1.8 (iv)-(vi)
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Links to Programme:

- **Place** – Whole family approach.

Link to HOIP:

- **People** – Children, young people and families will access right support at right time through whole system approach.

### Key Risks

1. Risk of Family and community breakdown.
2. Risk of service failure due to demand capacity gap.
3. Risk of the consequences of the rising impact of inequalities across communities.

Ref: CS:22

Investment: £2m (approved)

Savings: £2m

Workstream

Family First

Project

Efficiencies from Social Work Procurement

Responsible Officer:  
Lead Officer  
– Strategy, Performance & Quality Assurance

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

The Shared Procurement and HSC Services will ensure that commissioned SW services and contracts fully comply with current procurement regulation and achieve improved outcomes and deliver Best Value.

### Measures of Success

- Savings ≥ £0.600m.
- Provision of multi-year contracts with providers.
- Increase of community-based services.
- Increased Direct Payment spend.

### Project Elements

- Review commissioned services with support from Shared Procurement Service to determine outcome achievement, cost benefit or otherwise.
- Develop a commissioning framework.
- Engage with current/future providers – outcomes focused.
- Enable the provision of longer-term contacts for providers.
- Shift from commissioning to direct payment to families where appropriate.

### Milestones

- 06/24:** Category & contracts manager appointed.
- 12/24:** Contracts review complete.
- 01/25:** Savings identified across contracts.
- 04/25:** Model contracts offered to providers.
- 05/25:** Commissioning framework in place.
- 09/25:** Review progress against measures of success, annually and update.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.5  
(i), (ii)

### Links to Programme:

**Place** – Support communities to help each other live well and independently.

### Link to HOIP:

**People** – Improved access to services and support.  
**People** – Benefit from good health & social wellbeing opportunities.

### Key Risks

1. Negative impact on clients due to change process.
2. Failure to deliver Statutory Services due to social care staffing levels.
3. Providers resistance to framework changes.

Ref: CS:20

Investment: Nil

Savings Target: £0.600m Year 3

Workstream

Adult Social Care

Project

Accommodation Solutions

Responsible Officer:  
Head of Integrated Adult Services

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Through the JMC, deliver and monitor the outcomes set out in the Highland HSC Partnership Strategic Plan for Adults. We will:

- support people to live independently & well in their communities;
- provide suitable and sustainable housing options;
- identify and implement local community support solutions.

### Measures of Success

- % of people over 65 being supported to remain in their own homes.
- Increased Direct Payments spend on adults.
- Reduced cost of Adult Social Care.
- Increased resources in local communities.
- Increase levels of direct spend on families.

### Project Elements

- Work closely with NHS Highland as lead agency to develop a model of care for care at home, care homes and complex cases.
- Roll out extended handyperson scheme to support people to remain in their own homes longer.
- Housing solutions – including adaptations and monitoring
- Community Care solutions (including digital).

### Milestones

- 06/24:** To be agreed by the JMC in terms of the implementation of the Strategic Plan.
- To be agreed by the JMC. Extended delivery of handyperson scheme.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.5  
(i), (ii)

Links to Programme:

**Place** – Support communities to help each other live well and independently.

Link to HOIP:

**People** – Improved access to services and support.  
**People** – Benefit from good health & social wellbeing opportunities.

### Key Risks

1. Meeting increasing demand and maximise the use of available investment to secure improvement in outcomes.
  2. Delivering housing solutions because of workforce challenges
  3. Failure by partners to transform the way services are delivered.
  4. Agreeing terms with providers for extended roll out of handyperson scheme.
- for Care at Home and Support Services.

Ref: CS:29

Investment: £20m (approved)

Savings: £12.6m (NHSH)

Workstream

Adult Social Care

Programme

Shifting the balance of Care

Responsible Officer:  
Head of Integrated Adult Services

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

To implement the Highland Health and Social Care Partnership Strategic Plan for Adults. As part of this we will consider how we can work to support continuing solutions for people in need of support and identify and implement sustainable, community and local solutions.

### Measures of Success

- Increase % of people remaining in their communities and where possible in the same placement.
- Increase direct payments spend on adults.
- Reduced cost of Adult Social Care.
- Increase deployment of resources in local communities to provide more choice of care solutions.

### Project Elements

- Roll out of Shared Lives programme.
- Develop joint commissioning solutions with services across the Council including housing and employment services.
- Increased roll out of, and use of, SDS including direct payments to families.

### Milestones

- To be agreed by the JMC in terms of the implementation of the Strategic Plan and adoption of Shared Lives programme.

### Key Risks

1. Meeting increasing demand and lack of physical resources to enable person centred solutions.
2. Delivering Statutory Services due to social care staffing levels.
3. Failure to transform service delivered in terms of identifying joint commissioning solutions.
4. Failure to deliver shared lives programmes in terms of identifying people who can provide care.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.5  
(i), (ii)

Links to Programme:

**Place** – Support communities to help each other live well and independently.

Link to HOIP:

**People** – Improved access to services and support.  
**People** – Benefit from good health & social wellbeing opportunities.

Ref: CS:29

Investment: £20m (approved)

Savings Target: £12.6m (NHSH)



Workstream

Adult Social Care

Project

Improving Transition Outcomes

Responsible Officer:  
Head of Integrated Adult Services

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Deliver the outcomes set out in the Highland Health and Social Care Partnership Strategic Plan for Adults and the Integrated Children's Services Plan with particular reference to that cohort of young people transitioning from children's services – including an education only service – to an adult social care service. Identify and implement local solutions.

### Project Elements

- Working closely with NHS Highland as lead agency in terms of model of care and support provision.
- Develop joint commissioning solutions with services across the Council including housing and employment services with a particular focus on young people transitioning to adult services.
- Develop digital / community-based solutions.
- The role of third sector providers clarified / systematised.

### Measures of Success

- Increased % of people remaining in their communities and in placements which can be sustained beyond childhood where appropriate.
- Reduced cost of Adult Social Care.
- Increase resources in local communities to provide more choice and opportunities to young adults in receipt of adult social care.

### Milestones

- To be agreed by the JMC in terms of the implementation of the Strategic Plan.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.5  
(i), (ii)

### Links to Programme:

**Place** – Support communities to help each other live well and independently.

### Link to HOIP:

**People** – Improved access to services and support.  
**People** – Benefit from good health & social wellbeing opportunities.

### Key Risks

1. Failure to deliver Services due to increasing demand and lack of physical/ financial resources.
2. Failure to deliver Statutory Services due to social care staffing levels.
3. Failure by partners to transform delivery in terms of identifying joint commissioning solutions.
4. Challenges for young people who are in placements as children which cannot be made available to them as adults.



**Digital Solutions**

Project

**Information Management Systems**

**Responsible Officer:**  
Lead Officer – Performance and Improvement

**Person centred solutions**

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

**Activity**

Replace the current Case Management System (Carefirst) which will be obsolete in 2025. Seek opportunities to deploy digital solutions across the Service where there is a robust Business Case which demonstrates service efficiencies and/or performance improvements.

**Project Elements**

- Replace Carefirst with new Case Management System.
- With NHSH, eHealth programme to digitalise Child Health Records.

**Measures of Success**

- Increased direct access to records.
- Reduced time spend on record management.

**Milestones**

- 12/24:** eHealth Business case, funding & implementation plan in place.
- 12/24:** Strategies in place for storage of records pending digital solution of Child Health Records.
- 06/25:** MORSE eRecord system in place.
- 06/25:** Replacement Case Management System procured.
- 01/26:** Replacement Case Management System implemented.
- 06/26:** Implementation of E-Child Health Surveillance system.

**Programme Theme: 5 A Resilient and Sustainable Council**

**Links to Performance Plan targets:**

5.4  
(i), (ii)

**Links to Programme:**

- **People** – Redesign service delivery in response to constrained budgets.

**Links to HOIP:**

- **People** – Improved access to services and support.
- **Place** – Access to local support and services.

**Key Risks**

1. Failure to meet the needs of the service and potential breach of statutory duties.
2. Cost of the replacement System exceeds the budget allocated.
3. ICT Connectivity solution to join NHSH and THC system, is not proven stable enough to support accessibility to MORSE as an ePlatform.
4. Funding for digitalisation of Child Health Records not secured from partners.



# Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Seek opportunities to deploy digital, data and marketing solutions across Health and Social Care, NHS Highland and Education and Learning to deliver services at less cost, working with industry leaders and learning from best practice.

### Project Elements

- Pre-empting demand for adult services.
- Reducing care supply issues through digitally involving the community in care.
- In home TEC for adults requiring care and support.
- Keeping carers caring during the cost-of-living crisis.
- Paying for care in adult services based on actuals rather than commissioning.
- Finding new childminders, enabling those who want to work to work.
- Improved financial assessment and support for individuals.

### Measures of Success

- Shift the balance of care to enable greater family and community-based care.
- Demonstrable impacts to service delivery and the care delivered within our communities.
- Improved financial assessment and debt recovery.

### Milestones

- 03/25:** Highest priority solutions implemented within year one.
- 03/26:** High level solutions implemented within year two.

## Programme Theme: 5 A Resilient and Sustainable Council

### Links to Performance Plan targets:

5.4  
(i), (ii)

### Links to Programme:

- **People** – Redesign service delivery in response to constrained budgets.

### Links to HOIP:

- **People** – Improved access to services and support.
- **Place** – Access to local support and services.

### Key Risks

1. Failure to deliver on priority change ideas will result in greater cost, potentially making services unsustainable.
2. People within our communities not being enabled to live well locally.

Workstream

Capacity Building

Project

Early Learning & Childcare (ELC) / Childcare

Responsible Officer:  
Head of Education Resources

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop flexible, place-based, childcare solutions, rooted in the needs of local communities in collaboration with partners. Focus on sustainable delivery models. Address barriers to providing quality, flexible childcare solutions, including training, recruitment, regulation and business viability. Support communities and partners to bring forward childcare solutions (i.e. wraparound/blended approach). Work towards a single care model.

### Project Elements

- Developing, supporting and commissioning childcare solutions.
- PVI viability, compliance and regulatory support.
- Service delivery in collaboration with partners.
- Single Care Model providing care to both adults and children.

### Measures of Success

- Expand flexibility of childcare and ELC provision across Highland including addressing rural challenges.
- More sustainable delivery model including a shift in the balance of ELC delivery between LA and PVI.

### Milestones

- 05/24:** Community and business engagement commences.
- 11/24:** Implementation Plan in place including gathering benchmarking data.
- 11/24:** Assertive Highland Campaign (Childcare Workforce).
- 02/25:** Support for business development and compliance in place.
- 05/25:** Community wealth building as part of increase in provision.
- 03/26:** Single Care Model launched.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.2  
(i)

5.6

### Links to Programme:

- **People** – Work with public and private sector partners to co-ordinate employment opportunities.
- **Place** – Develop place-based partnership strategies to coordinate investment and rural repopulation.

### Links to HOIP:

- **Place** – Depopulation by addressing key barriers to childcare.
- **Prosperity** – Improved access to career development opportunities.

### Key Risks

1. Insufficient flexible & affordable childcare prevents adults entering or returning to the workforce.
2. Cost of living pressures worsen with more families and children in poverty.

Ref: EL:13

Savings Target: £0.5m

Workstream

Capacity Building

Project

Community Led Service Delivery

Responsible Officer:  
Head of Community Support & Engagement

## Person centred solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

This 3-year project will oversee the investment of £1.2m allocated to enable community led service delivery. The funding will provide direct capacity building resource on a thematic basis, in order to build service delivery capacity across the third and community sectors, delivered in partnership with HTSI and other community planning partners. This will support other strands of the Delivery Plan focused on creating stronger and sustainable commissioning frameworks, specifically adult commissioning, early learning and childcare and workforce for the future – tackling inequalities.

### Project Elements

- Thematic led service delivery – specialist support to build community capacity in key thematic areas of service delivery e.g. health & social care, childcare.
- Support for Highland Volunteering Academy to deliver training and mentoring to enhance volunteering capacity which contributes to service delivery.
- Enable greater impact of third sector interventions to support employability.

### Measures of Success

- People receiving support through Third Sector interventions.
- Volunteers trained and deployed.
- Impact of specific interventions for people measured by Outcome Star.
- People supported by Third Sector into jobs.
- Quantum of match funding achieved.

### Milestones

- 06/24:** Create sector steering group.
- 08/24:** Scope / remit agreed with partners, including HTSI.
- 08/24:** Commissioning model approved.
- 05/25:** Annual review of progress.
- 05/26:** Annual review of progress.

## Programme Theme: 2 Resilient and Sustainable Communities

### Links to Performance Plan targets:

2.5 (i), (ii)    2.11 (ii)

### Links to Programme:

**Place** – Support communities to help each other live independently and well.  
**Economy** – Work with partners to develop community wealth building strategy.

### Link to HOIP:

**People** – Improved access to services and support.  
**Prosperity** – People will benefit from community wealth building approaches.

### Key Risks

1. Failure to build third and community sector capacity and enable a network of service providers to deliver against key areas of service delivery.

Investment: £1.2m (funded)





# Workforce for the future

## Feachd-obrach airson an ama ri teachd



ri teachd





We will build cross sectoral career pathways, skills packages and partnerships to develop the future workforce of the Highlands to meet current and future business demand, attracting public/private investment and best practice:

- Engaging with industry and business sectors to **create jobs** and pathways towards sustainable employment – being led by the demands businesses have for workers.
- Aligning school curriculum offers towards the **economic opportunities** available to young people – building on our existing Developing the Young Workforce practice.
- Strengthening our partnership approaches to provide support and **opportunities for those furthest from economic achievement & success in the labour market.**
- Recognising **employers' achievements** in improving the economic conditions people in the Highlands experience.
- Ensuring that young people benefit from opportunities to undertake **learning through digital delivery.**



# Workforce for the future

## Feachd-obrach airson an ama ri teachd



### Workstreams

**Skills Intelligence & Job Opportunities**

**Career pathways & packages**

**Adult Employment (post school employability)**

**Tackling Inequalities**

### Programmes and Projects

Industry Engagement

Good Employer Charter

Meeting our Council's Future Workforce Needs

Future Highland Workforce

Pathways and Partnerships

Work Life Highland Brand

Service Re-design

Supported Employment

Enhanced Transitions & Employability Skills Development

Digital School

#### Glossary:

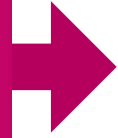
ASN – Adult Support Needs  
 CEYP – Care Experienced Young Person/People  
 CIAG – Careers Information, Advice and Guidance  
 DSM – Devolved School Management  
 DYW – Developing the Young Workforce  
 FE/HE – Further Education/Higher Education  
 GME – Gaelic Medium Education  
 HOIP – Highland Outcome Improvement Plan  
 STEM – Science, Technology, Engineering and Mathematics



# Workforce for the future



**Skills  
Intelligence  
& Job  
Opportunities**



Ensuring that there are effective solutions to emerging employer demand for workforce.

**Project: Industry Engagement**

We will structure career pathways to reflect industry demand on a sector-by-sector basis.

**Project: Good Employer Charter**

We will reward businesses who support fair work and the living wage; our workforce for the future strategy and the local supply chain.

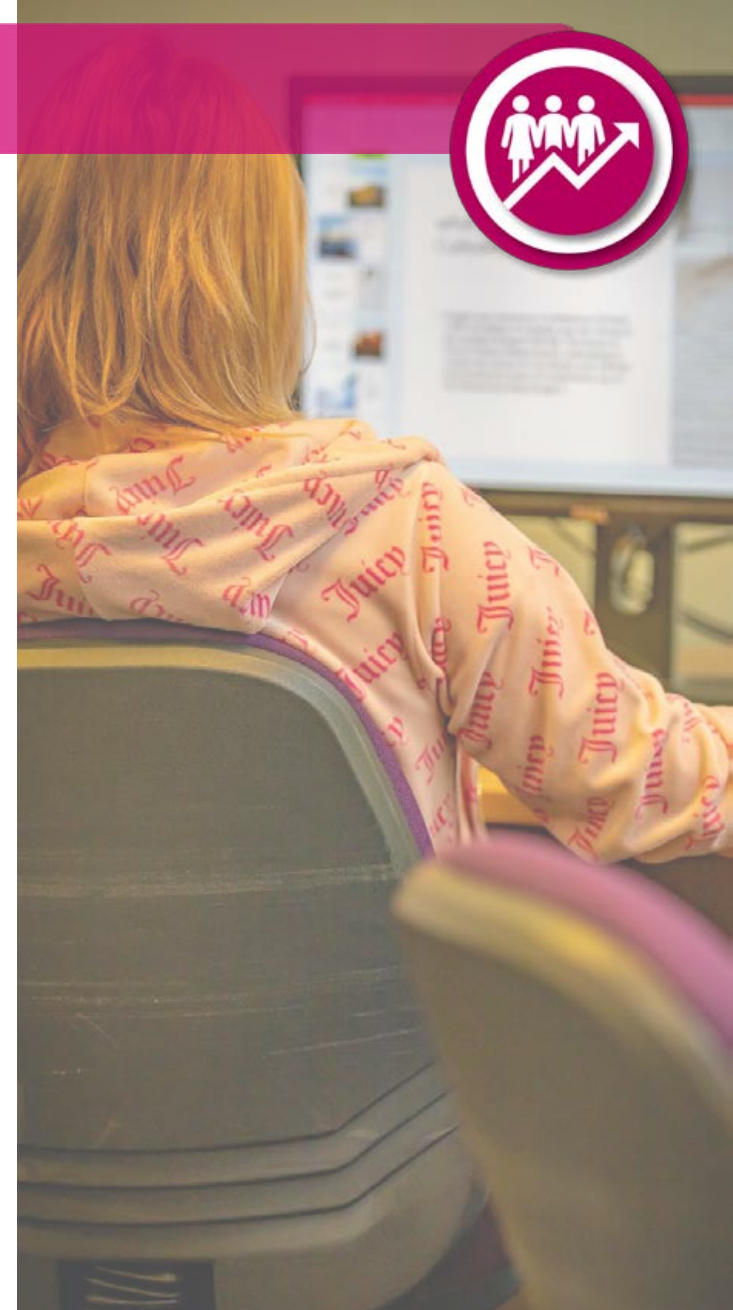
**Project: Meeting our Council's Future Workforce Needs**

We will work with partners to enable more effective talent attraction to the Highland area to address recruitment challenges.

In School  
Youth  
Employment

Adult  
Employment  
(post school  
employability)

Tackling  
Inequalities



# Workforce for the future

**Career pathways & packages**

Aligning the school-based offering to reflect emerging economic opportunities.

**Project: Future Highland Workforce**

We will further align school curriculum offerings to reflect the emerging economic opportunities for young people, to retain our talent in the Highlands.

**Project: Pathways and Partnerships**

We will build accelerated pathways to qualifications with partners and employers to enable more effective area wide workforce planning.

Adult Employment  
(post school employability)

Tackling Inequalities

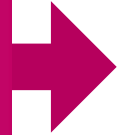
Skills Intelligence & Job Opportunities



# Workforce for the future



**Adult Employment**  
(post school employability)



Improving our systems and approaches to cater for those seeking pathways to jobs.

**Programme: Work Life Highland Brand**

Developing a single gateway for people to employability services provided by the partnership.

**Project: Service Re-design**

Developing a new employability service model which builds in a wider partnership approach and maximises our offer to people.

Tackling Inequalities

Skills Intelligence & Job Opportunities

Career pathways & packages







## Tackling Inequalities

Ensuring that we have mechanisms in place to tackle the barriers to success that people can experience.

### **Programme: Supported Employment**

Deliver an expanded supported employment programme for people with significant vulnerabilities.

### **Project: Enhanced Transitions & Employability Skills Development**

Making sure that young people at risk of not achieving a positive destination have structured supports to achieve.

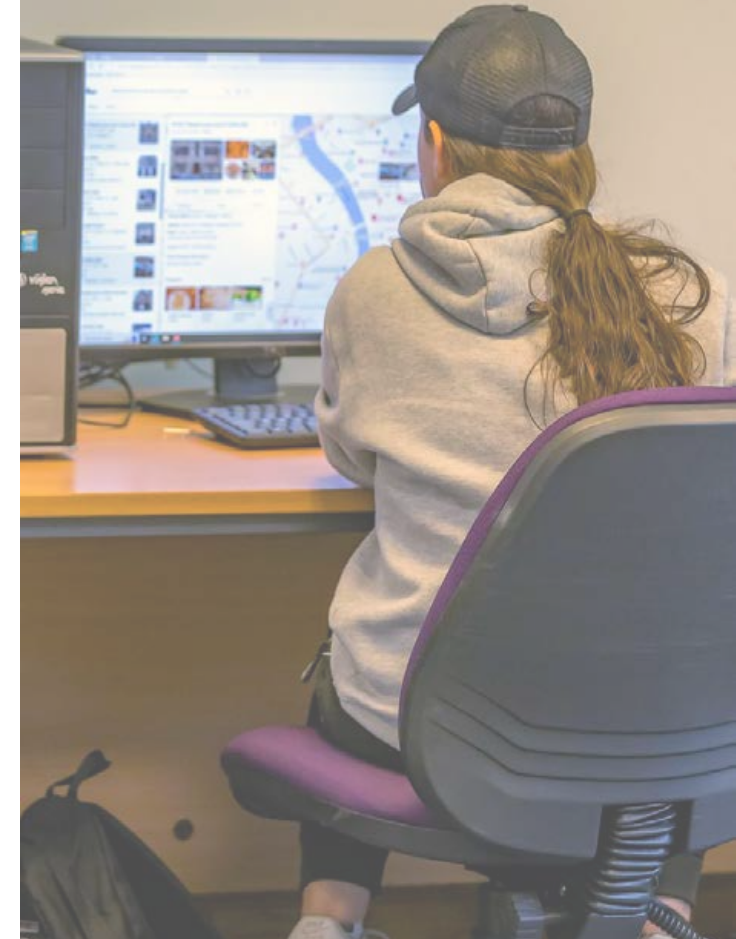
### **Project: Digital School**

Enabling all young people to experience a fuller curriculum offering to prepare them for life beyond school.

Skills  
Intelligence  
& Job  
Opportunities

Career  
pathways &  
packages

Adult  
Employment  
(post school  
employability)





Workstream

**Skills Intelligence & Job Opportunities**

Project

**Industry Engagement**

**Responsible Officer:**  
Service Lead –  
Economy and  
Regeneration

## Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Work with priority sector groups to provide a clear and informed understanding of current & future job opportunities and skills needs, including the identification of skills provision gaps and the building of new career pathways. These project outcomes will inform other workstreams' activities.

### Project Elements

- Establish Skills Boards for the Tourism; Health and Social Care; Construction; Energy/Green Jobs; Digital; Food and Aquaculture; Arts and Culture sectors.
- Skills Boards to map, research and share current and future sector job needs and skills intelligence.
- Skills Boards established to develop and promote sector skills pathways and programmes.

### Measures of Success

- Sector Skills Boards established with agreed purpose and workplan.
- Sectoral job and skills intelligence briefings provided by Individual Boards.
- Sector specific skills pathways and programmes identified by Individual Boards.

### Milestones

- 06/24:** Sector Skills Boards established with Terms of Reference and membership agreed.
- 10/24:** Sector Skills Boards Workplan commencing with intelligence briefings and pathway proposals being fed to the various Portfolio Workstreams and projects.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.3

(i), (ii)

5.2

(i), (iii)

### Links to Programme:

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Workforce for the Future development not sufficiently informed to deliver required change / build effective and meaningful relationships with industry.



Workstream

**Skills  
Intelligence  
& Job  
Opportunities**

Project

**Good  
Employer  
Charter**

**Responsible Officer:**  
Service Lead –  
Economy and  
Regeneration

## Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Drive forward a new and mutual relationship with business by designing and delivering a joint Highland Employer Charter, setting out the co-ordinated workforce support the Council and partners offer business, with businesses setting out what they will do and how they will invest in the current and future workforce.

### Project Elements

- Package Council and partner workforce services – setting out advisory and financial support available.
- Develop an Employer Charter awards scheme, core elements being: support for our Workforce for the Future Strategy; Fair Work; Living Wage; supporting the local supply chain.
- Incorporate Employer Charter into Council procurement activity.

### Measures of Success

- Businesses signed up to the Charter.
- Charter generated work placements provided and jobs created including increased number of Modern and Graduate Apprenticeships.
- Council contracts with charter accredited businesses embedded.

### Milestones

- 05/24:** Charter designed and consulted upon.
- 06/24:** Charter approved and launched.
- 12/24:** Completion 1<sup>st</sup> phase Charter promotion.
- 03/25:** Charter incorporated across Council procurement activity.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.3

(i), (ii)

5.2

(i), (iii)

### Links to Programme:

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Low uptake and provision by business requiring both positive encouragement and contractual obligation.
2. Fair Work implications for micro/small highland businesses.



Workstream

**Skills  
Intelligence  
& Job  
Opportunities**

Project

**Meeting our  
Council's Future  
Workforce  
Needs**

**Responsible Officer:**  
Economy and  
Regeneration  
Manager

## Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Highland Council is to be a model employer for workforce development to meet its anticipated replacement demand for staff in key professional areas. It needs to market itself as an employer of choice and work with partners to develop pathways to jobs and alternative recruitment approaches. It is building on partnership-wide talent-attraction work and programme delivery with college and university partners.

### Project Elements

- Analysis of employment demand in THC and partners by sector.
- Marketing of Highland as an employment destination of choice.
- Development of mentor / champion programme for staff.
- Create business case for investment in 'Growing our own pathways'.
- Investment in specific family of apprenticeships (foundation, modern and graduate), including shared apprenticeship models.
- Focus on job creation for those furthest from the labour market.

### Measures of Success

- Reduce levels of vacancies: create jobs.
- School-based events support.
- Staff champions / mentors / ambassadors.
- Foundation, modern & graduate apprenticeships.
- Young people with ASN / CEYP achieving jobs.

### Milestones

- 06/24:** Employment demand ascertained.
- 06/24:** Plan for developing family of apprenticeships developed.
- 09/24:** Communication plan implemented.
- 12/24:** Regular communication methods in place and annual monitoring thereafter.
- 12/25:** Reviewing programme and updating.
- 12/26:** Reviewing programme and updating.

## Programme Theme: 1 A Fair and Caring Highland

**Links to Performance  
Plan targets:**

1.3  
(i), (ii)

5.2  
(i), (iii)

**Links to Programme:**

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Failure to recruit key staff.
2. Lack of national investment in apprenticeships means greater financial risk for THC.





Workstream

Career pathways & packages

Project

Future Highland Workforce

Responsible Officer:  
Head of Education,  
Lifelong Learning &  
Gaelic Services

# Workforce for the future

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

## Activity

We will build on Developing the Young Workforce approaches, to embed work-related learning and employability skills in the 3-18 curriculum. Ensure experiences align to future Highland workforce needs, helping children, families and education staff to be informed about opportunities in Highland – so we can retain our talent.

## Project Elements

- Build careers information advice and guidance from early years.
- Build primary achievement afternoon model to integrate partners.
- Develop and implement programmes for entrepreneurial skills, so that young people see running businesses as something achievable.
- Create a STEM action plan to create more ambassadors & in-school experiences for pupils and staff.
- Build systematic DYW networks of businesses around school clusters.

## Measures of Success

- Numbers of pupils in phases experiencing CIAG, STEM & entrepreneur/enterprise programmes.
- Numbers of STEM ambassadors engaging with schools.
- Numbers of businesses engaging in DYW clusters around schools.

## Milestones

- 06/24:** Consultation with senior phase pupils and school staff.
- 06/24:** Project plan developed in liaison with Employability Team.
- 06/24:** Sector Skills Boards Workplan commenced.
- 09/24:** Sector offer launched (with pilots).
- 06/25:** Pilots reviewed: sector curriculum offer rolling out.

## Programme Theme: 1 A Fair and Caring Highland

Links to Performance Plan targets:

1.1 (i)-(iv)	1.3 (i), (ii)	5.2 (i), (iii)
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## Links to Programme:

**People** – Improving outcomes for all children and young people.  
**People** – Secure positive destinations including Apprenticeships.  
**People** – Work with public and private sector partners to coordinate employment opportunities.

## Key Risks

1. Refreshed curriculum fails to support young people to achieve their potential and meet evolving economic needs.



Investment: £0.33m (approved)

Workstream

Career pathways & packages

Project

Pathways and Partnerships

Responsible Officer:  
Head of Education,  
Lifelong Learning &  
Gaelic Services

## Workforce for the future

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

We will work with partners to improve progression into post-school education and training opportunities, by developing a wider range of pathways and packages for learners in key sectors, so young people gain qualifications and experience via work-related learning, mentoring and employability activity.

### Project Elements

- In senior phase planning, all young people experience meaningful programmes of work-related learning (School-College Partnership, vocational qualifications, industry challenges/work placements and/or support from business mentors.
- Increase the number and quality of foundation apprenticeships.
- Develop and implement accelerated pathways to HE qualifications, starting with HNCs in S6.

### Measures of Success

- Numbers with work-related learning experience.
- Increase apprenticeship family uptake.
- Increase accelerated FE/HE pathways.
- Increase industry challenges / placements.
- Numbers of business mentors.
- Numbers of employers engaged.
- Course completion rates.

### Milestones

- 06/24:** Consultation with senior phase pupils and school staff.
- 07/24:** Pathways identified and gap analysis and baselining underway.
- 09/24:** Phase 1 of new pathways offers launched at Highland wide conference.
- 12/25:** Review progress of Phase 1.
- 02/26:** Phase 2 of new pathways offers launched.
- 12/26:** Review progress of Phases 1 and 2.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.1 (i)-(iv), (vii)-(ix)	1.3 (i), (ii)	5.2 (i), (iii)
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### Links to Programme:

- People** – Improving outcomes for all children and young people.
- People** – Secure positive destinations including Apprenticeships.
- People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

- 1. Failure to engage young people in career pathways established if too complex.



Workstream

**Adult Employment  
(Post school employability)**

Programme

**Work Life Highland Brand**

**Responsible Officer:**  
Service Lead –  
Economy and  
Regeneration

## Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Complete the "Work Life Highland .. unlocking your potential" brand and promote to young people, adults and employers as the single gateway to access Council and partner employability skills related services. The brand will comprise a distinguishable logo, portal website and single sign-in contact details.

### Project Elements

- Complete the Work Life Highland brand and website.
- Develop communication strategy and launch brand to drive client, partner and employer engagement and referrals.
- Pilot and roll-out community engagement approaches to generate client referrals.
- Review and integrate, as appropriate, employability content on Council and partner websites.

### Measures of Success

- Launch of Work Life Highland Brand.
- Number of website generated enquiries.
- Number of referrals (website, community, employer and self-referral).

### Milestones

- 05/24:** Work Life Highland Brand and website launched with aligned partner communications.
- 10/24:** Community engagement approaches in place and operational.
- 12/24:** All employability content on related websites either aligned with or incorporated into Work Life Highland website.

[www.worklifehighland.co.uk](http://www.worklifehighland.co.uk)

### Key Risks

1. Ensure and sustain partner buy-in to Work Life Highland brand.
2. Difficulty engaging with hard-to-reach clients.

Programme Theme: 1 A Fair and Caring Highland

Links to Performance Plan targets:

1.3 (i), (ii)	5.2 (i), (iii)
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Links to Programme:

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.





Workstream

**Adult  
Employment  
(Post school  
employability)**

Project

Service  
Re-design

**Responsible Officer:**  
Service Lead –  
Economy and  
Regeneration

## Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Creation of a new employability pathways service which, together with partners, delivers a co-ordinated and aligned service offer:

- to young people leaving school and adults who need support to secure work;
- to those in work who need support to progress;
- to employers to assist them to create jobs and to invest in the skills of their current and future workforce.

### Project Elements

- Employability Review: Consideration and implementation.
- Delivery of revised hybrid universal and specialist key worker service including Council, contracted third/private sector providers.
- Design/deliver an early-stage pre-employability programme.
- Develop/deliver a suite of sector-based work experience/job pathways linked to Sector Skills Boards pathway proposals.
- Client and service provider feedback to inform service re-design.

### Measures of Success

- New Employability Service established.
- Number of clients receiving support and progressing towards employment.
- Number of clients progressing into work.
- Number of in-work clients securing job career advancement support.
- Number of jobs created.

### Milestones

**10/24:** Employability Service redesign complete.

**10/24:** Client/Provider feedback secured.

**12/24:** Revised Key Worker hybrid model and early-stage programme.

**12/24:** Complete package of sector-based work pathways.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.3 (i), (ii)    5.2 (i), (iii)

### Links to Programme:

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Successful service redesign dependent on partnership capacity and agreed approach across Highland.

Ref: CS:7

Income Target: £0.5m

Workstream

Tackling Inequalities

Programme

Supported Employment

Responsible Officer:  
Service Lead –  
Economy and  
Regeneration

## Workforce for the future

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Design and deliver an expanded supported employment programme for people with significant vulnerabilities who have a personal goal to obtain and sustain long term employment.

### Measures of Success

- Number of clients (people with significant disabilities) who participate in supported employment programme.
- Number of clients progressing into work and then remaining in sustained work.

### Project Elements

- Review and research current Council and partner programmes, including listening to clients 'lived experience' and engaging with disability confident employers to identify recruitment challenges and best practice.
- Develop and deliver a Highland supported employment programme.
- Promote supported employment recruitment practises across Highland businesses and organisations.

### Milestones

- 08/24:** Review of programme and client and business experiences.
- 11/24:** Design of new Supported Employment Programme.
- 04/25:** Procurement complete/launch of new Programme.
- 06/25:** Commencement of promotion of client and partner success.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.3

(i), (ii)

5.2

(i), (iii)

### Links to Programme:

**People** – Secure positive destinations including Modern Apprenticeships.

**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Lack of employer buy-in and recruitment, and shortage of longer-term funding means programme is not expanded and numbers of clients assisted does not increase.



Workstream

## Tackling Inequalities

Project

## Enhanced Transitions & Employability Skills Development

**Responsible Officer:**  
Head of Education,  
Lifelong Learning &  
Gaelic Services

# Workforce for the future

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

A person-centred approach for young people at risk of not securing a positive destination through development of a Highland-wide approach to providing support and pathways into positive destinations and sustained participation in employment, education or training linking with Supported Employment activity. Supporting Home to Highland and strengthening the Council's commitment to The Promise.

### Project Elements

- Consistent approach to pathway planning for the cohort.
- Young person-centred interventions and support including mentoring, careers advice and guidance & work-based learning.
- Collaboration with partners, including NHS, training providers and employers around pathways and support for the most vulnerable.
- Expand apprenticeships and employment opportunities in growth sectors.

### Measures of Success

- Increase percentage of pupils entering positive destinations.
- Increase in participation measure (16-19).
- Increase numbers supported through the Highland Mentoring program.
- Increase number of young people participating in Work Related Learning.
- Increase in care experienced young people entering positive destinations.

### Milestones

- 04/24:** Start review and redesign of Transitions and Highland mentoring including engagement with stakeholders and delivery partners.
- 08/24:** Roll out of refreshed mentoring model.
- 06/25:** Deliver work related learning offer for the cohort, including in enhanced provisions and special schools.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.1 (i)-(iv), (vii)-(ix)	1.3 (i), (ii)	5.2 (i), (iii)
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### Links to Programme:

**People** – Improving outcomes for all children and young people.  
**People** – Secure positive destinations including Modern Apprenticeships.  
**People** – Work with public and private sector partners to coordinate employment opportunities.

### Key Risks

1. Risk that an adequate support system is not universally available to enable all young people.





Workstream

Tackling Inequalities

Project

Digital School

Responsible Officer:  
Head of Education,  
Learning & Teaching

## Workforce for the future

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Pupils will be able to undertake one of their senior phase courses online. The curricular offering will be expanded in all schools and inequality of access due to rurality will be reduced. Young people will be better prepared for learning models in colleges and universities and more digitally enabled to enter the workforce.

### Measures of Success

- Increasing number of learners accessing online courses.
- Increasing number of online courses offered.
- Improving attainment outcomes for digital school awards.
- Numbers of GME and Gaelic learners.

### Project Elements

- Appointment of 0.2 fte Seconded Depute to Digital School.
- Training of teacher in online delivery Curriculum development (age and stage appropriate).
- Communication to schools online offering etc.
- Monitoring & tracking of progress and outcomes.
- Expand Gaelic learning opportunities.
- Support for The Promise and Home to Highland.

### Milestones

- 02/24:** Online teachers and courses identified for small schools.
- 06/24:** Online courses launched for session 2024/25.
- 09/24:** Review and adjust and develop comms plan.
- 01/25:** Further courses developed and all secondary schools offering courses in digital school for session 2025/26.

Further milestones will be developed based on initiatives taken forward.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.1  
(i), (iii), (vi)

### Links to Programme:

**People** – Improving outcomes for all children and young people.

### Links to HOIP:

**Prosperity** – People across Highland have improved access to career development opportunities.

### Key Risks

1. Poor pupil engagement and or low Parental confidence/ communication and marketing of quality offering.
2. Limited curriculum offering / regular review and adjustment of offering.



Investment: £0.33m

Saving Target: Contributes to DSM reduction

# Reconfiguring our asset base

## Ag ath-rèiteach na bunait so-mhaoin againn





We review our asset base to reduce the estate overall, release capital and lower costs, while also sustaining Highland communities through delivering investment in housing and property where we most need it:



- Establishing a **single property service**, which will enable the development of a learning estates strategy and a comprehensive asset management plan.
- Ensuring our assets are suitable and in good condition and develop a **skilled, professional, sustainable workforce** to manage them and take forward other property activities.
- Developing a **Highland Investment Plan** to secure existing capital commitments, enable roads and transport improvement, and develop planning to ensure our school estate is upgraded in a sustainable way.
- Bringing forward **housing solutions** to maximise the potential of existing stock and enabling future models.



# Reconfiguring our asset base

## Ag ath-rèiteach na bunait so-mhaoin againn



## Reconfiguring our asset base



A unified cross council approach to all property related services.

### **Project: Migration of Property Assets and Property Resources**

Ensuring that the single property service has the resources allocated to successfully achieve agreed outcomes.

### **Project: New Trades Framework**

Ensuring that we build and sustain our in-house repair teams, deliver apprenticeship opportunities and streamline the commissioning process for external contractors.

### **Project: Develop a Strategic Asset Management Plan**

Ensuring that there is an ongoing programme of asset review, challenge, improvement or disposal.

### **Project: Develop a Learning Estate Strategy**

Ensure that we have a strategy in place to ensure our asset base meets current and future requirements.



**Highland Investment Plan**

Single Property Service

# Reconfiguring our asset base



An integrated approach to all future capital investment, including existing commitments.

**Project: Single Public Estate: New Area Community Hubs, Incorporating Schools, Offices, Depots and Partners**

Building more integrated community-based facilities with partners to reflect our aspirations.

**Project: Improve Asset Condition/ Reduce Risk for General Fund Assets**

Ensuring there is a programme of asset improvement in place to meet required standards.

**Project: Increase Industrial & Investment Assets for Lease**

Refurb existing and increase numbers of commercial units for business lease.

**Project: Roads & Infrastructure Improvement Programme**

To maintain, improve and manage the Council's transport network, including Roads, Bridges and associated infrastructure.

**Project: In-house Bus Service**

Delivery of a sustainable publicly owned bus transportation model for Highland.

**Project: Affordable Housing Programme**

Increasing the supply of affordable, warm and accessible new housing.

**Project: Housing Void-Plus Policy**

Creating sustainable tenancies in areas where there is a difficulty in reletting void council housing.





Workstream

Single  
Property  
Service

Project

Migration of  
Property  
Assets and  
Property  
Resources

Responsible Officer:  
Head of Property &  
Facilities Management

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Following external review, develop a Single Property Service (SPS) where all built environment assets and agreed associated services are consistently planned, developed, maintained, managed and repurposed to support and sustain effective service delivery across Highland Communities.

### Measures of Success

- Demonstrable improvements to the overall performance of the estate's condition and suitability.
- Reduction in risks relating to the current estate.
- Place based asset rationalisation programmes successfully implemented.

### Project Elements

- Key property assets and related property budgets migrated to new SPS.
- Update Property Services Operating Model.
- Further develop the Corporate Property Database – Additional operational modules to be procured.

### Milestones

- 06/24:** Review complete: approval for SPS.
- 09/24:** Assets and budgets transfer to SPS as part of a migration plan.
- 03/25:** SPS Operating Model fully deployed.
- 09/25:** Operating Model reviewed & monitored.

Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance  
Plan targets:

5.8  
(i) - (iii)

Links to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

Link to HOIP:

**Prosperity** – people across Highland have improved access to career development opportunities.

### Key Risks

1. Identify service resources to transfer to new SPS.
2. Understanding of future service delivery portfolio.
3. Clear lines of accountability for service communication (client functions).
4. Understanding of the practice service-wide model.

Ref: CS:23

Savings within the Asset Rationalisation Programme

Workstream

Single Property Service

Project

New Trades Framework

Responsible Officer:  
Head of Property & Facilities Management

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop a Trades Framework to enhance procurement and delivery of both Property and Housing repairs. This new framework will streamline commissioning process for both in-house repair teams and external contractors, with more opportunity for additional trades apprenticeships across the Highland area.

### Measures of Success

- In-house repairs team delivering a more responsive and cost-efficient service.
- Tenant and service satisfaction increased.
- Increased contractor engagement leading to improved service delivery.

### Project Elements

- Mobile Housing repairs system rolled out.
- External contractors comply with Council digital repair systems for property & housing.
- In-house team strengthened to deliver increased level of repair works.
- Sustainable Apprenticeship scheme enhanced.
- Quality Assurance process enhanced.

### Milestones

- 06/24:** Refreshed Asset Reconfiguration Board with new approved Terms of Reference.
- 06/24:** New Project Manager Appointed.
- 03/25:** Phase 1 Inner Moray Firth lot operational.
- 06/26:** Highland wide Trades Framework fully deployed.

## Programme Theme: 5 A Resilient and Sustainable Council

### Links to Performance Plan targets:

5.8  
(i) - (iii)

### Links to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

### Link to HOIP:

**Prosperity** – Collective use of assets delivers better services, efficiencies and opportunities for communities.

### Key Risks

1. Need to attract additional trades workforce.
2. Repairs completion times not being achieved.
3. Mobilising local contractors within an appropriate procurement model to secure best value and support supply chain.

Ref: HP:09

Savings Target: £0.3m

Workstream

Single  
Property  
Service

Project

Develop a  
Strategic Asset  
Management  
Plan (SAMP)

Responsible Officer:  
Service Lead – Capital  
Planning & Estate  
Strategy

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

THC owns a large property portfolio to support service and policy objectives. Property is acquired or disposed of based on changing need, policy or to improve efficiency. The aim is to get best value from the estate. When property becomes a barrier to delivering quality services, it is improved, re-deployed, or disposed of.

### Project Elements

- Develop a Strategic Asset Management Plan.
- Lead area property reviews with services to identify the facilities they need to meet their policy objectives.
- Work with stakeholders to find opportunities to collaborate in the use, reuse and rationalisation of property assets.

### Measures of Success

- Numbers of assets rationalised for optimal service operating models, with cost value released.
- Property portfolio optimises financial returns and commercial opportunities.
- Evidence land and buildings are used to stimulate new housing, economic development and growth.

### Milestones

- 06/24:** Refreshed Asset Reconfiguration Board with new approved Terms of Reference.
- 03/25:** New Strategic Asset Management Plan developed for testing.
- 06/25:** Strategic Asset Management Plan approved and deployed.

Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance  
Plan targets:

5.8  
(i) - (iii)

Link to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

Link to HOIP:

**Prosperity** – Collective use of assets delivers better services, efficiencies and opportunities for communities.

### Key Risks

1. Savings targets are not achieved.
2. Area engagement needs to be successful.

Ref: CS:23

3 Year Savings: Identified with other Workstreams



Workstream

Single  
Property  
Service

Project

Develop a  
Learning Estate  
Strategy

Responsible Officer:  
Service Lead – Capital  
Planning & Estate  
Strategy

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop a Learning Estate Strategy (LES) to provide a basis for estate management and investment prioritisation in line with the Highland Investment Plan.

The LES will align with the 10 Guiding Principles set out in the Scottish Government's Learning Estate Strategy (2019).

### Measures of Success

- Percentage occupancy of buildings.
- Increasing number and accuracy of datasets.
- Proportion of school buildings meeting A/B ratings.
- Number of schools incorporated as community hubs.
- Implementation of methodology for Secondary School Capacity Modelling.

### Project Elements

The LES will reference:

- School Core Facts - Condition, Sufficiency and Suitability.
- School Roll Forecasts.
- Supporting Educational Delivery and Staffing.
- Building Operation and Performance Data.
- Community Planning.
- Rural Sustainability and Development.
- Stakeholder Engagement.

### Milestones

**08/24:** Draft LES to CMT and SLG.

**11/24:** LES reported to Housing & Property Committee for approval.

**12/25:** LES Update on progress in achieving measures of success.

**12/26:** Further LES Update on progress.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance  
Plan targets:

5.8  
(i) - (iii)

Link to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

Link to HOIP:

**Prosperity** – Collective use of assets delivers better services, efficiencies and opportunities for communities.

### Key Risks

1. Savings targets are not achieved.
2. Area engagement / consultation needs to be successfully completed.



Workstream

Highland Investment Plan

Project

Single Public Estate: New Area Community Hubs, incorporating Schools, Offices, Depots and Partners

Responsible Officer: Head of Property & Facilities Management

# Asset reconfiguration

Senior Responsible Officer: Chief Officer

Portfolio Sponsor: Assistant Chief Executive

## Activity

The public sector property portfolio in Highland is extensive with challenges relating to condition and suitability. There is scope for collaboration across services and partners to optimise usage and better serve communities. In reviewing our use of property on an ongoing basis and assets needed for service delivery, a mix of rationalisation and new resource will revitalise the estate and drive the case for investment in communities. This is in recognition of the fact that 35% of our school estate is currently rated in poor condition.

## Project Elements

- Identify and develop hub and spoke principles based on 5 stage place-based assessment of current and future needs.
- Retrofit first:** Design/modify property spaces to meet future need.
- Promote place-based partnership **collocation** and joint working to provide benefits for service delivery and secure efficiencies.
- Future asset mapping process** drives investment in community hub facilities to meet **emergency, capacity** and **policy** demands.

## Measures of Success

- Key partners co-located with Council Services.
- Clear evidence of support and cooperation between service delivery partners demonstrated at a local level.
- Establishment of new delivery programme.
- Projects delivered as per plan – based on budget and agreed timelines.

## Milestones

- 05/24:** Programme commences with an initial list of projects for approval, subject to funding.
- 06/24:** Refreshed Asset Reconfiguration Board with new approved Terms of Reference.
- 12/24:** Monitoring programme progress.
- 12/25:** Monitoring programme progress.
- 12/26:** Monitoring programme progress.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.8 (i) - (iii)

### Link to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

### Links to HOIP:

**Place** – Communities will benefit from being able to access support and services within local places.

**Prosperity** – Collective use of assets delivers better services, efficiencies and opportunities for communities.

## Key Risks

- Services / partners to fully engage with proposed new operating models and hub and spoke locations.
- Savings targets to be fully achieved.
- Project delivery depends on market forces.
- Engagement and statutory consultation.

Ref: CS:23 & CS:25

**Initial Investment:** £0.33m for non-capital activity. Additional Capital will also be required.

**Savings Target:** 3 Year Savings £1.225m

Workstream

Highland  
Investment  
Plan

Project

Improve Asset  
Condition/  
Reduce Risk  
for General  
Fund Assets

Responsible Officer:  
Service Lead –  
Corporate Property  
Management

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

The Council has a significant number of assets ranked as condition C needing urgent capital investment to prevent building failures (roofs, windows, heating systems etc), as well as loss of service delivery from affected facilities. The approved capital programme includes an annual generic budget to address high level priorities.

### Project Elements

- Programme of property condition surveys is needed to identify the condition of property elements that are heading towards failure.
- Annual programmes of work prevent unplanned property failures.
- Existing high-level property risks will be captured, monitored and mitigated through the Council's Corporate Risk Register.
- Internal Property Team will manage and deliver the annual works programme.
- Service delivery fee reduction will be improved through the removal, over three years of the internal income target / multiplier.

### Measures of Success

- Ongoing improvement in the condition of the property estate with condition C properties improving year on year.
- Increased investment resulting in reduced, unplanned property closures.
- Suitable levels of investment allocated to ensure that lifecycle programmes are delivered.
- Property KPIs developed, demonstrating ongoing annual improvement.

### Milestones

**2024-2029:** Approved 5-Year Generic Property Budget invested in Business-Critical Property Assets (£9.0m/Capital Annum) with bi-annual programme reporting / monitoring.

Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance  
Plan targets:

5.8  
(i) - (iii)

Link to Programme:

**Place** – Accelerate the delivery of our Asset Management approach.

Link to HOIP:

**Prosperity** – Collective use of assets delivers better services, efficiencies and opportunities for communities.

### Key Risks

1. Insufficient Contractor capacity to deliver works.
2. Insufficient budget to deliver urgent works.

Workstream

Highland Investment Plan

Project

Increase Industrial & Investment Assets for Lease

Responsible Officer:  
Head of Property & Facilities Management

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Refurb existing and increase numbers of commercial units for business lease. The Council has a number of industrial investment units across Highland that need to have condition surveys carried out and an upgrade programme prepared. There is also an opportunity to carry out market testing to establish if there is a demand for more commercial units and if so, a self-funding business case could be considered.

### Project Elements

- Complete a condition survey of all Industrial and Investment Commercial Units.
- Identify locations that would benefit from the installation of small starter units for commercial lease to new start businesses.
- Complete a business case for a self-funding programme to support construction of additional commercial business units.

### Measures of Success

- New income generating commercial units procured and leased to private companies supporting new start-ups.
- New place-based companies sustaining employment in rural communities.
- Skilled workers developed locally supporting a local supply chain.
- Grant funding achieved to support programme.

### Milestones

- 2024-2027:** Condition survey of all units completed, and refurb programme prepared.
- 2024-2029:** Business case for new commercial units approved and new units constructed and leased.
- Bi-annual monitoring reports on progress in generating refurb projects and new schemes.

Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.10  
(iii)

#### Link to Programme:

**Economy** – Encourage private sector economic development for inward investment.

#### Link to HOIP:

**Prosperity** – People in Highland benefit from attracting and maximising investment.

### Key Risks

1. No demand for new commercial units.
2. Project fails to self-fund through leasing arrangements.



Initial Investment: Business Case will confirm



Workstream

Highland  
Investment  
Plan

Project

Affordable  
Housing  
Programme

Responsible Officer:  
Head of Housing &  
Building Maintenance

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

The Council is committed to increasing the supply of affordable, warm and accessible new housing. This is aimed at meeting the needs of Highland communities and specifically link to the various housing priorities established in the Local Housing Strategy 2023-2028.

### Project Elements

- Review affordability of the new build housing programme including maximisation of external funding streams.
- Partnership work to address themes such as provision of key worker accommodation, veterans housing and accessible housing.
- Work with private sector investors to explore new Finance model for increasing delivery of new housing.

### Measures of Success

- Numbers of new houses sustaining rural communities.
- Number of key workers accessing local housing.
- Number of new affordable houses delivered in Highland through.
- Number of social houses delivered.
- Amount of external grant funding received to enable the programme.

### Milestones

- 03/24:** Approval of revised Strategic Housing Investment Programme 2025-2030.
- 09/24:** Housing Revenue Account Capital Plan agreed.
- 09/25:** Alternative Finance model developed.
- 2025-2030:** Housing Programme Delivered.

## Programme Theme: 3 Accessible and Sustainable Highland Homes

### Links to Performance Plan targets:

3.1

3.2  
(i)-(iii)

3.3

### Links to Programme:

**People** – Build new Council housing.  
**People** – Provide warm & energy efficient homes.  
**People** – Support development of affordable housing.

### Links to HOIP:

**Place** – Depopulation tackled by addressing key barriers relating to housing.

### Key Risks

1. Affordability of constructing new housing.
2. Insufficient contractor capacity to deliver works.
3. High inflation/interest rates may further impact project budgets.
4. Reduced public sector funding for new affordable housing.



Workstream

Highland  
Investment  
Plan

Project

Housing Void-  
Plus Policy

Responsible Officer:  
Head of Housing &  
Building Maintenance

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Creating sustainable tenancies in areas where there is difficulty in re-letting void Council housing. The Council will consider providing incentives to prospective tenants by providing additional internal redecoration, increased internal refurbishment and garden maintenance at re-let.

### Project Elements

- Develop a Void-Plus policy to support the early re-let of low demand Council housing.
- Identify properties where additional incentives for re-letting are required.
- Carry out Void-Plus works in conjunction with prospective tenants and monitor success.

### Measures of Success

- Reduction in average time to re-let properties.
- Reduction in percentage of rent lost due to void properties remaining unoccupied.
- Improved new tenant satisfaction levels.
- Improved neighbourhood benefits due to properties not left unoccupied for long periods.

### Milestones

- 07/24:** New Void-Plus Policy approved.
- 08/24:** New Policy deployed and specific properties targeted for improved letting standard/timescales.
- 03/25:** Report on progress with new Void-Plus policy.

Programme Theme: 3 Accessible and Sustainable Highland Homes

Links to Performance  
Plan targets:

3.2  
(iii)

Links to Programme:

**People** – Time to re-let Council homes.

### Key Risks

1. Prospective tenants still not willing to rent specific void properties even if improvement works were carried out, primarily as a result of socio-economic factors out with the Council's control.



Workstream

Highland Investment Plan

Project

Roads and Infrastructure Improvement Programme

Responsible Officer:  
Head of Roads & Infrastructure

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

To maintain, improve and manage the Council's transport network, including roads, bridges and associated infrastructure and to progress and deliver improvements to the Corran ferry service. To support and deliver the priorities and actions identified in the Highland Council's emerging local transport strategy, Active Travel Strategy and Road Safety Plan, which collectively aim to deliver a sustainable, inclusive, safe and accessible transport system for the Highlands.

### Project Elements

- To deliver a 3 year Capital Plan for Roads utilising the additional approved investment of £40m, incorporating agreed actions and priorities identified by the Roads re-design Project Board.
- To prepare and carry out a programme of measures designed to promote Active Travel and to improve road safety, including taking forward the new 20MPH Speed Limit Reduction.
- To progress the plans for a new Corran Ferry Vessel and to deliver improvements to the slipways and berthing.

### Measures of Success

- Reduction in the percentage of roads in Highland requiring urgent intervention.
- Delivery of Corran Ferry Infrastructure Improvements.
- Increase in number of journeys made by Active Travel.
- Improvement in reduction of injury collisions in Highland.

### Milestones

Annual delivery of approved projects reported to E&I Committee and funding partners.

**05/24:** Approval for Active Travel Strategy and Road Safety Plan.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.2 (ii)	2.9 (ii)
2.3	4.1

### Links to Programme:

- People** – Develop & promote road safety with partners.  
**Place** – Continue improving roads conditions and maintenance.  
**Economy** – Improve Transport Infrastructure with Scottish Govt.  
**People** – Promote Active Travel Infrastructure across Highland.

### Link to HOIP:

**Place** – Depopulation tackled by addressing barriers relating to transport.

### Key Risks

1. Insufficient Contractor capacity to deliver works. High inflation impact on project costs.
2. Reduction in external funding streams.



Additional Capital Investment Agreed: £40m

Workstream

Highland Investment Plan

Project

In-house bus service

Responsible Officer:  
Head of Roads & Infrastructure

## Asset reconfiguration

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Delivery of a sustainable publicly owned bus transportation model for Highland. This will involve expansion of the in-house bus service to achieve cost avoidance, and acquisition of new services.

### Measures of Success

- Delivering better value for money compared to private sector equivalent contract prices.
- Improving bus services to remote & rural communities by achieving high customer satisfaction ratings in terms of reliability and quality.
- Increase in number of electric vehicles within the in-house fleet.

### Project Elements

- Deliver existing in-house bus service as business as usual.
- Conduct options appraisal for future operating model.
- Conduct options appraisal for business growth including taking further external contracts in-house or acquiring other operations.
- Deliver new operating model.

### Milestones

- 06/24:** Action audit recommendations and move to business as usual for in-house service.
- 08/24:** Determine preferred future operating model.
- 12/24:** Increase in number of contracts brought in-house.
- 12/24:** Use new IT system to review existing contracts and identify strategy for re-procurement.
- 04/25:** Introduce 1 electric bus to the fleet.
- 03/26:** Review milestones and enter next phase.

## Programme Theme: 2 Resilient and Sustainable Communities

Links to Performance Plan targets:

2.1 (i)-(ii)	4.2 (ii)	5.10 (iii)
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### Links to Programme:

**People** – Develop affordable and reliable public transport.  
**People** – Promote green transport including low carbon public transport.  
**Economy** – Improvement and transformation projects.

### Link to HOIP:

**Place** – Depopulation tackled by addressing barriers relating to transport.

### Key Risks

1. Ability to pro-actively bring in-house our existing private sector contracts (must be by agreement).
2. Shortage of drivers, fleet mechanics and vehicles.
3. Achieving compliance with Operating Licence.

Ref: IEE:22

Initial Investment: Existing Resource, followed by Business Case Led investment.



# Corporate solutions

## Fuasglaidhean corporra



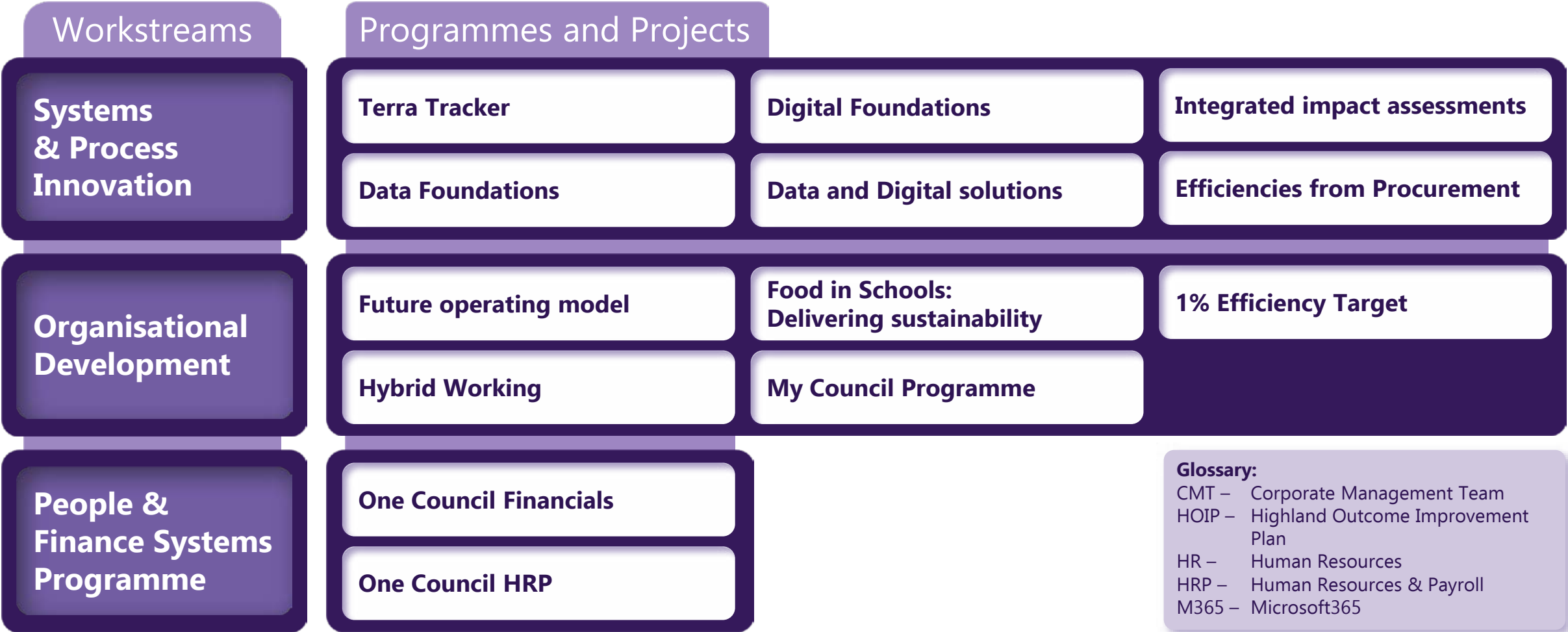
We will be a leaner and more efficient Council, operating through simplified structures and with more intuitive systems to deliver continuous improvement, by:

- Creating an **integrated public sector operating model** through our planned, future hub operations, that delivers for all of our residents.
- Elevating standards to improve our customers' experience across all our areas of service delivery – ensuring **our services achieve for everyone**.
- Improving our data and digital processes & technologies to enhance decision-making and ensure **easier access to services for all our residents**.
- Implementing efficient processes for council services to **ensure best value for the public purse** and increased effectiveness of our operations.
- Ensuring the Highland Council's local operational profile reflects the people and places we serve, and that **we maximise the benefits of our spending in communities**.



# Corporate solutions

## Fuasglaidhean corporra



**Glossary:**  
 CMT – Corporate Management Team  
 HOIP – Highland Outcome Improvement Plan  
 HR – Human Resources  
 HRP – Human Resources & Payroll  
 M365 – Microsoft365



Workstreams

**Systems  
& Process  
Innovation**

Organisational  
Development

People &  
Finance  
Systems  
Programme

## Corporate solutions

Innovate to transform our ways of working, which will enable more effective services to the public.

**Project: Terra Tracker**

Creating a map-based property dataset to improve efficiency of operations.

**Project: Data Foundations**

A project to deliver the enabling systems design, technology and processes to support the Council's ability to make data led decisions.

**Project: Digital Foundations**

Delivery of the Digital Foundations outlined in the Digital Strategy Implementation Plan.

**Project: Data and Digital solutions**

A range of corporate technical solutions to enable the delivery of savings, adopting successful approaches implemented elsewhere.

**Project: Integrated impact assessments**

A more integrated approach and to increase staff and member awareness of the need to undertake assessments.

**Project: Efficiencies from Procurement**

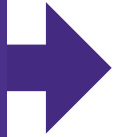
A Council wide approach in conjunction with the Shared Procurement Service to deliver cost reduction in relation to purchasing and procurement.







## Organisational Development



Building our future council operating model and integrating further with partners.

### **Project: Future operating model**

Providing intuitive and seamless access to integrated facilities and services.

### **Project: Hybrid Working**

Strengthening our hybrid working approach for particular staff groups, with an emphasis on driving efficiency.

### **Project: Food in Schools: Delivering sustainability**

The Council's processes will be reviewed to identify sustainable efficiencies and more commercial Value for Money services.

### **Programme: My Council Programme**

The My Council Programme aims to embed a customer centred Highland Council.

### **Project: 1% Efficiency Target**

A 1% saving, phased over three financial years will be applied across Council budgets.

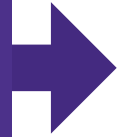
People &  
Finance  
Systems  
Programme

Systems  
& Process  
Innovation





## People & Finance Systems Programme



Ensuring our core council systems allow effective and efficient operations.

**Programme: One Council Financials**

All financial systems migrated to new platform.

**Programme: One Council HRP**

Redesign HR & Payroll processes and implement an integrated business solution.

Systems & Process Innovation

Organisational Development



technologyone

Workstream

Systems & Process Innovation

Project

Terra Tracker

Responsible Officer:  
Project Manager  
– Terra Tracker

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Terra Tracker is a systems approach to Highland Council land & building ownership. Terra Tracker will create a map-based property dataset to improve efficiency, facilitate income generation and empower the Council and its Communities.

### Measures of Success

- Income & Savings ≥ £0.41m.
- Increasing number of mapped & digitised titles.
- Identification of previously unrecognised council ownership.
- Stakeholder satisfaction – via survey.

### Project Elements

- Aggregation, validation & update of property datasets into a single accessible, location.
- Amalgamate datasets onto map-based system.
- Work with Services & Communities to exploit opportunities, with focus on income generation and community empowerment.

### Milestones

- 04/24:** Project Commencement.
- 10/24:** All datasets identified/available – internal.
- 04/25:** Initial roll out of map-based Terra Tracker to stakeholders.
- Q4 2025/26:** Transfer to Business as Usual for ongoing update & maintenance.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.8  
(iii)

5.10  
(iii)

### Links to Programme:

- **Place** – asset management
- **Economy** – key enabler for income generation projects.

### Link to HOIP:

- **Place** - communities will be strong and resilient and involved in identifying and delivering local priorities.

### Key Risks

1. Project fails to self-fund.
2. Liability discovery.
3. Data not maintained to required standard.

Ref: CS:02

Investment: £0.41m (approved)

Income Target: £0.41m

Workstream

**Systems &  
Process  
Innovation**

Project

Data  
Foundations

Responsible Officer:  
Head of ICT & Digital  
Transformation

## Corporate solutions

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

A project to put in the people, processes and technology that better enables the Council's ability to make data led decisions. This will support the identification and delivery of opportunities to improve the quality and efficiency of the services we deliver.

### Measures of Success

- Stewardship (administration, control, and guardianship) in place for key datasets.
- Usage and access to implemented datasets.
- Trust - Accuracy of implemented datasets.
- Number of datasets implemented.

### Project Elements

- Data team as centre of excellence.
- Technology infrastructure to support corporate data usage.
- Identify and link key datasets.
- Automation of dataset linkages and dashboards.
- Business processes/ roles support high data standards.

### Milestones

**Q2 2024/25:** Creation of data team.

**Q4 2024/25:** Data Warehouse infrastructure.

**Q2 2025/26:** Key datasets implemented.

**Q4 2025/26:** Business as usual service established.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance  
Plan targets:

5.4  
(i)

### Links to Programme:

- **People** – Actively redesign service delivery in response to constrained budgets.

### Key Risks

1. Extended timescale to implement.
2. Lack of skills.
3. Not seen as priority.
4. Business specialist resources not available.



**Investment:** £0.25m (approved)



Workstream

**Systems &  
Process  
Innovation**

Project

Digital  
Foundations

**Responsible Officer:**  
Head of ICT & Digital  
Transformation

## Corporate solutions

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Delivery of the Digital Foundations outlined in the Digital Strategy Implementation Plan.

### Project Elements

- Recruitment of Digital Business Partners.
- Service engagement to prioritise digital opportunities.
- Creation of Digital Hub – support mechanism including Digital Champions Network.
- Embedding Digital, Data and Tech skills across the Council.
- Extend digital access to all staff.

### Measures of Success

- Digital Hub and support network actively used by staff.
- Digital/data objectives clearly outlined in all Service Plans.
- Increase in Digital Maturity score.
- Increased utilisation of M365 productivity suite.

### Milestones

**Q2 2024/25:** Creation of Digital team.

**Q3 2024/25:** Digital Champions established.

**Q3 2024/25:** Digital Hub and network launched.

**Q4 2025/26:** End of project review to include business case for permanency of digital hub function.

## Programme Theme: 5 A Resilient and Sustainable Council

**Links to  
Performance  
Plan targets:**

5.4  
(ii)

### Links to Programme:

- **People** – Delivery of Digital Implementation Plan.

### Key Risks

1. Resistance to change.
2. Lack of skills.
3. Ability to recruit.
4. Sustainability after project ends.



**Investment:** £0.355m (approved)

Workstream

**Systems &  
Process  
Innovation**

Project

**Data & Digital  
Solutions**

**Responsible Officer:**  
Head of ICT & Digital  
Transformation

## Corporate solutions

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Implementation of a range of corporate technical solutions to enable the delivery of savings, adopting successful approaches implemented elsewhere. These will build on the digital and data foundation projects.

### Project Elements

A range of potential opportunities are being investigated and will be taken through a fast-track validation process to confirm the business cases. Examples include:

- Use of data to prevent Council Tax fraud.
- Automation of payments.
- Driving online take-up of services.
- Video-based customer contacts.
- Automation of real-time data insights.

### Measures of Success

- Savings  $\geq$  £2.1m.
- Further measures will be developed based on initiatives taken forward.

### Milestones

**06/24:** Finalisation of business cases.  
Further milestones will be developed based on initiatives taken forward.

**Programme Theme:** 5 A Resilient and Sustainable Council

**Links to Performance  
Plan targets:**

5.4  
(ii)

**Links to Programme:**

- **People** – Delivery of Digital Implementation Plan.

### Key Risks

1. Resistance to change.
2. Savings not delivered.

**Ref: CS:34**

**Investment:** £0.265m (approved)

**Savings Target:** £2.1m

Workstream

**Systems &  
Process  
Innovation**

Project

**Integrated  
impact  
assessments**

**Responsible Officer:**  
Head of Community  
Support, Contact and  
Engagement

## Corporate solutions

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

To improve the current process in place for impact assessment and create a more integrated approach and to increase staff and member awareness of the need to undertake assessments.

### Measures of Success

- Impact assessments are completed where expected and these can be evidenced.
- Staff complete the training required.

### Project Elements

- Review current process & redesign improved approach.
- Identification of digital solution.
- Training and guidance for staff.

### Milestones

- 03/24:** Digital tool built & tested.
- 06/24:** Awareness sessions delivered and online learning (Traineasy) available.
- 07/24:** Digital solution (Granicus) goes live.

## Programme Theme: 1 A Fair and Caring Highland

### Links to Performance Plan targets:

1.1 (i)-(v)	1.2 (i)-(ii)	1.6
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### Links to Programme:

- **People** – Improving outcomes for children & young people.
- **People** – Tackle child poverty.
- **Place** – Promote fair access.

### Key Risks

1. Non-compliance with statutory obligations leading to successful challenge of decisions and policies.



Workstream

**Systems &  
Process  
Innovation**

Project

**Efficiencies  
from  
Procurement**

**Responsible Officer:**  
Head of Corporate  
Finance

## Corporate solutions

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

A Council wide approach in conjunction with the Shared Procurement Service to delivery cost reduction in relation to purchasing and procurement.

### Project Elements

- Proactive engagement between contract managers and Shared Procurement Service.
- Analysis to reveal where supplier competition exists.
- Direct negotiation with existing suppliers to develop minimum orders & reduced delivery points and therefore savings.
- Service review of Contract Registers to consider – termination, renegotiation or extension.

### Measures of Success

- Savings  $\geq$  £4.045m.
- Reduced off contract spend.
- Reduced hire periods for plant & equipment.
- Contract managers complete training (Traineasy).

### Milestones

**Q1 2024/25:** Consolidate product ranges & review core pricing.

**Q3 2024/25:** Develop corporate process to flag contract end-dates.

**Q3 2024/25:** Conclude review of inflation challenges under contracts and budget pressures with services and suppliers.

**Q4 2024/25:** Update Delegated Procurement Authority training with additional focus on contract management training.

**Q1 2025/26:** Identify competition to facilitate negotiation.

**Q1 2025/26:** Corporate process to identify/report off contract spend.

**Q2 2025/26:** Mandate core list items and report on exceptions.

**Programme Theme:** 5 A Resilient and Sustainable Council

**Links to Performance  
Plan targets:**

5.10  
(iii)

**Links to Programme:**

- **Economy** – Deliver more commercial value for money services.

### Key Risks

1. Reduced community benefit.
2. External economic pressures e.g. inflation.

**Ref: CS:01**

**Income Target: £4.045**



Workstream

Organisational  
Development

Project

Future  
Operating  
Model

Responsible Officer:  
Head of People

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Reducing variation in service management, the future operating model will align management to geographic areas, with a hub and spoke model for delivering local services. This will align to the single public estate project (part of Asset Reconfiguration) providing intuitive and seamless access to integrated facilities and services.

### Project Elements

- Assemble project team and resources.
- Draft project plan.
- Engagement across Council and with partners.
- Strong linkages to network of community facilities, Demonstrator Projects and HOIP.

### Measures of Success

- Savings  $\geq$  £1.155m.
- Reduced management layers.
- Increasing number of services delivered locally.

### Milestones

- 03/24:** Revised CMT structure approved at Council.
- 04/24:** Project Team established.
- 05/24:** Project Plan in place.
- 06/24:** Cross Service engagement commences.
- 08/24:** Roll out commences.

## Programme Theme: 5 A Resilient and Sustainable Council

### Links to Performance Plan targets:

5.3

5.4  
(i)

5.8  
(iii)

### Links to Programme:

- **Place** – Improve response times.
- **People** – Redesign service delivery.
- **Place** – Accelerate Asset Management approach.

### Link to HOIP:

- **Place** – Access to local support and services.

### Key Risks

1. Resistance to proposed changes.
2. Savings delayed/ not achieved.

Ref: CS:04

Investment: £0.205m (approved)

Income Target: £1.155m

Workstream

Organisational  
Development

Project

Hybrid  
working

Responsible Officer:  
Head of People

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Reduce staffing costs to realise the efficiencies that the hybrid working model has created. Cost reduction will be derived from aligning budgets to deferred recruitment and increased turnover savings.

### Measures of Success

- Reduced staffing costs related to office-based staff.
- Improved efficiency and productivity.
- Improved customer service.

### Project Elements

- Establish baseline of hybrid workers against which cost reduction will be measured.
- Develop a process to effectively capture reduced costs proportionately across the services.
- Links with My Council Programme for improved processes, efficiency and productivity.

### Milestones

**05/24:** Hybrid baseline established.

**06/24:** Process established.

**06/24:** Strengthened management training, clear staff guidelines and HR policies.

**Q2 2024/25:** £0.314m (50% cost reduction delivered).

**Q4 2024/25:** £0.313m (100% cost reduction delivered).

Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance Plan  
targets:

5.1  
(vi)

### Links to Programme:

- **Place** – Improve staff attendance.

### Key Risks

1. Lower than expected turnover level.
2. Staff absence is higher than target.
3. Efficiency gains are not realised.

Ref: RF:05

Income Target: £0.627m

Workstream

Organisational  
Development

Project

Food in  
schools:  
Delivering  
sustainability

Responsible Officer:  
Head of Revenues &  
Business Support

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Within the context of legislatively determined parameters for the provision of school meals, the Council's end to end processes, procurement, meal delivery, waste collection and disposal, budget and costs will be reviewed to identify sustainable efficiencies and more commercial Value for Money services.

### Project Elements

- Establish Project Group.
- Baseline current costs of delivery and food waste.
- Data-led research and analysis.
- Engagement with service providers, service users and key partners, including Early Years providers.
- Develop, implement and monitor improvements.

### Measures of Success

- Savings  $\geq$  £0.875m.
- Reduced food waste across the school estate.
- Increased take-up of school meals.

### Milestones

- 04/24:** Key partner engagement commenced.
- 05/24:** Whole system process review commenced incl. procurement, delivery model, and waste collection.
- 07/24:** Baselines documented; commence research & analysis.
- From 11/24:** Design and implement process changes.

Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance Plan  
targets:

5.10  
(iii)

### Links to Programme:

- **Economy** – Deliver more commercial Value for Money services.

### Key Risks

1. Lower than expected outcomes for school meal take-up.
2. External factors negatively impact outcomes, e.g. price inflation, statutory changes.

Ref: CS:06

Income Target: £0.875m (Year 3)

Workstream

Organisational  
Development

Programme

My Council  
Programme

Responsible Officer:  
Head of Community  
Support, Contact and  
Engagement

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

The My Council Programme aims to embed a customer centred Highland Council, where all customers experience a seamless end to end journey regardless of how they choose to contact us.

### Project Elements

- Develop Customer Contact Strategy – setting out our commitments to customers.
- End to end customer journey – improving customer experience.
- Improving Customer Contact Methods – self-service, telephony.

### Measures of Success

- Increased customer visibility of enquires and requests.
- Increase self-serve options via the website.
- Improved customer feedback on customer experience.

### Milestones

- 06/24:** Customer Charter implemented with staff.
- 09/24:** Customer Contact Strategy agreed.
- 09/24:** Customer Service Standards published.
- 12/24:** Assessment of CRM and determine future requirements.
- 12/24:** New telephony roll-out complete.
- 09/25:** New redesigned website in place.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance  
Plan targets:

5.3

5.4  
(i)

### Links to Programme:

- **People** – Improved response time.
- **People** – Actively redesign service delivery.

### Key Risks

1. Culture change required across the organisation.
2. Insufficient resources from Services to support the project.
3. Customer expectations are not met.





Workstream

Organisational  
Development

Project

1% Efficiency  
Target

Responsible Officer:  
Head of Corporate  
Finance

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

A 1% saving, phased over three financial years will be applied across Council budgets. The saving will not impact education budgets related to teacher numbers or those budgets where equivalent savings are already proposed (Adult Social Care, High Life Highland, Coastal Communities Fund and Ward Discretionary budgets).

### Project Elements

- Budget saving allocated across relevant service budgets.
- Services implement efficiency measures and cost reduction plans to achieve target.
- Ongoing tracking of saving delivery as part of regular budget monitoring.

### Measures of Success

- Savings  $\geq$  £3.175m by year 3.

### Milestones

- 04/24:** Saving allocated to service budgets.
- 04/24:** Onwards – ongoing monitoring of savings delivery.
- 06/24:** (No later than) specific saving and cost reduction measures implemented by services.

Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance Plan  
targets:

5.10  
(iii)

### Links to Programme:

- **Economy** – Deliver more commercial Value for Money services.

### Key Risks

1. Reduced community benefit.
2. External economic pressures e.g. inflation.

Ref: CS:35

Income Target: £3.175 Year 3

Workstream

People &  
Finance  
Systems Prog

Programme

One Council  
Financials

Responsible Officer:  
Head of Corporate  
Finance

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Finance System - migration from Integra to Technology One System.

### Measures of Success

- Seamless transfer between financial systems.
- Improved financial reporting.
- Improved data insights.

### Project Elements

- All Financial systems migrated to new platform.
- Data/archives created and stored.
- Rationalisation and process improvement.

### Milestones

- 06/23:** Design Complete.
- 03/24:** Acceptance Testing End.
- 04/24:** Go-live.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance  
Plan targets:

5.1  
(i)

5.4  
(i)

### Links to Programme:

- **People** – Finance element of One Council implemented.
- **People** – Actively redesign service delivery.

### Key Risks

1. Failure to implement new system leading to reputational damage.



Workstream

People &  
Finance  
Systems Prog

Programme

One Council  
HRP

Responsible Officer:  
Head of People

## Corporate solutions

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Redesign HR & Payroll processes and implement an integrated business solution to improve data quality and end-to-end online processes for payroll, pensions and workforce management.

### Project Elements

- Data cleanse and real time accuracy.
- Standardised and streamlined processes.
- Rationalisation of payrolls.
- Self Service payroll, pension and HR processes.
- Business change – training and support for all staff.

### Measures of Success

- Increased accurate real time data.
- Removal of overpayments to leavers.
- Increased automation/reduced staff effort.

### Milestones

**04/24:** HC pensions self-serve goes live.

**07/24:** Initial payroll consolidation.

**08/24:** Pensions self-serve concludes.

**03/25:** Pensions payments migrated to Altair.

**03/25:** Further payroll consolidation.

**10/25:** New HR/Payroll system goes live.

**03/26:** Review and measure impact.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance  
Plan targets:

5.1  
(i)

5.3

5.4  
(i)

### Links to Programme:

- **People** – Implementation of One Council.
- **People** – Grow and retain our talent.
- **People** – Service redesign.

### Key Risks

1. Data not maintained to required standards.
2. Manual workarounds created due to limited ability to customise an off-shelf product.
3. Council/partners unprepared for change.





# Income generation Togail teachd-a-steach





# Developing creative ways to maximise income from fees, charges, tourism, discretionary schemes, commercial activities, and change, through:



- Maximising revenues from tourism activity, so that we **can grow and sustain our facilities for visitors**, in light of our emerging sustainable tourism strategy and based on our 'Spirit of the Highlands' theme.
- Working closely with industry partners to ensure future income from tourism and **sustain improvements in the experience of visitors** to the Highlands – helping our businesses to grow.
- **Developing our fair charging and commercialisation strategy**, policies and practice when levying fees and charges to contribute to the sustainability of Highland Council services.
- **Utilise all of the levers at our disposal** to sustain our Highland communities, maximise income for investment, to release housing onto the market and provide for the local workforce, which can sustain industries.



# Income generation

## Togail teachd-a-steach



### Workstreams

**Tourism**

**Fees & Charges**

**Fiscal Flexibilities**

### Programmes and Projects

**Unique Highland Visitor Experiences**

**Campervans / Motorhomes**

**Fair Charging and Commercialisation Strategy**

**Annual Review of fees and charges**

**Council Tax (2<sup>nd</sup> homes / Long term empty properties )**

**Visitor Levy**

**Cruise Ship Passenger Levy**

#### Glossary:

CoSLA – Convention of Scottish Local Authorities  
HOIP – Highland Outcome Improvement Plan  
IT – Information Technology



## Tourism



Developing a sustainable approach to tourism for the economic benefit of Highland communities.

### **Project: Unique Highland Visitor Experiences**

Building on The Storr development, we will create unique visitor experiences across the Highland area.

### **Project: Campervans / Motorhomes**

We will develop voluntary scheme charge so tourists can contribute to the maintenance of roads and other amenities.

Fees &  
Charges

Fiscal  
Flexibilities







## Fees & Charges



Maximising our sources of income to sustain council services

**Project: Fair Charging and Commercialisation Strategy**

Develop a Corporate Fair Charging & Commercialisation Strategy to broaden the Council's income base and deliver improved value for money.

**Project: Annual Review of fees and charges**

Ensure the Council's fees and charges are agreed and reviewed at least annually to maximise income while ensuring legislative compliance.

Fiscal Flexibilities

Tourism







## Fiscal Flexibilities



We will deploy fiscal flexibilities to enable income to be generated and reinvested in Highland communities

**Project: Council Tax (2<sup>nd</sup> homes / Long term empty properties)**

Fully implement the Council's discretionary powers to increase Council Tax charging for second homes and long-term empty properties.

**Project: Visitor Levy**

Implement a Tourism Levy to benefit tourists and residents.

**Project: Cruise Ship Passenger Levy**

Implement a Cruise Ship Passenger Levy to benefit tourists and residents.

Tourism

Fees & Charges



Workstream

**Tourism**

Project

Unique  
Highland Visitor  
Experience

**Responsible Officer:**  
Head of Revenues &  
Business Support

## Income generation

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Building on The Storr development, we will create unique Highland visitor experiences across the Highland area, to enable more effective access to tourist sites, with amenity, parking and retail outlets built around the unique characteristics of the site.

### Measure of Success

- Income ≥ £0.9m by Year 3.
- Increased number of sites.

### Project Elements

- Identification and development of sites.
- Community engagement.
- Merchandise development.
- Liaison with partners.
- Financial / Risk monitoring.
- Infrastructure Reinvestment.

### Milestones

- 09/24:** Identification of shortlisted potential sites.
- 11/24:** Identify and cost infrastructure of new sites.
- 03/25:** Detailed assessment/survey of Year 1 site (Storr).
- 07/25:** Develop and implement infrastructure (inc. Planning consent) and Brand commercialisation.
- 04/26:** Detailed assessment/survey of Year 2 site/s.

## Programme Theme: 5 A Resilient and Sustainable Council

**Links to  
Performance  
Plan targets:**

5.10  
(iii)

### Links to Programme:

- **Economy** – Broaden the Council's income base.

### Link to HOIP:

- **Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

### Key Risks

1. Low Uptake.
2. Low Partner/Community Support.
3. Regulatory Requirements.
4. Land Ownership.

**Ref: CS:19**

**Investment:** £1.5m (approved)

**Income Target:** £0.9m Year 3

Workstream

Tourism

Project

Campervans /  
Motorhomes

**Responsible Officer:**  
Head of Revenues &  
Business Support

## Income generation

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Develop voluntary scheme charge so tourists can contribute to the maintenance of roads and other amenities – and create funds to enhance existing campsite service provision and increase the number of council-owned sites.

### Measure of Success

- Income  $\geq$  £1.5m by Year 3.
- Expand scheme benefits.
- Increasing number of scheme purchases.
- Enhance existing campsite provision.
- Increase number of campsites on council-owned land.

### Project Elements

- Targeted media and marketing campaign.
- Scheme development.
- Application development / purchase / benefit.
- Liaison with partners.
- Financial / Risk monitoring.
- Infrastructure Reinvestment from surplus income.

### Milestones

- 07/24:** Scheme implemented.
- 03/26:** Enhance existing campsites and increase number of campsites on council-own land.

## Programme Theme: 5 A Resilient and Sustainable Council

**Links to  
Performance  
Plan targets:**

5.10  
(iii)

### Links to Programme:

- **Economy** – Broaden the Council's income base.

### Link to HOIP:

- **Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

### Key Risks

1. Low Uptake.
2. Low Partner/Community Support.
3. Regulatory Requirements.
4. Land Ownership.

**Ref: CS:18**

**Investment:** £0.75m (approved)

**Income Target:** £1.5m Year 3

Workstream

Fees & Charges

Project

Fair Charging and Commercialisation Strategy

Responsible Officer:  
Head of Revenues & Business Support

## Income generation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop a Corporate Charging & Commercialisation Strategy to broaden the Council's income base and deliver improved value for money.

### Measures of Success

- Income ≥ £2.592m Year 1.
- Income ≥ £1.004m Year 2 indicative.
- Income ≥ £0.689m Year 3 indicative.
- Increasing items on Corporate Register.

### Project Elements

- Financial / Ledger Analysis.
- Develop Strategy.
- Identify potential opportunities to broaden the Council's income base and reduce costs.
- Increased range of Business Intelligence.

### Milestones

- 07/24:** Onward - regular ledger analysis.
- 09/24:** Strategy developed & approved.
- 09/24:** Engage with Services to review charging and identify new opportunities.
- 12/24:** Onward - Quarterly monitoring.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.10  
(iii)

### Links to Programme:

- **Economy** – Broaden the Council's income base.

### Link to HOIP:

- **Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

### Key Risks

1. Economic conditions limit implementation.
2. Statutory constraints.

Ref: CS:17

Income Target: £4.285m Year 3 Fees & Charges



Workstream

Fees & Charges

Project

Annual Review of Fees and Charges

Responsible Officer:  
Head of Revenues & Business Support

## Income generation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Ensure the Council's fees and charges are agreed and reviewed at least annually to maximise income to the Council while ensuring all fees and charges are valid and legislatively compliant.

### Measure of Success

- Income ≥ £2.592m Year 1.
- Income ≥ £1.004m Year 2 indicative.
- Income ≥ £0.689m Year 3 indicative.

### Project Elements

For fees and charges set by the Council:

- Establish frequency limitations and discretion.
- Categorise type: Statutory, Regulatory or Discretionary.
- Develop Corporate Register.
- Social Impact Assessment.

### Milestones

- 01/24:** Document fees & charges for all Services.
- 02/24:** Member approval granted.
- 04/24:** Implement Year 1.
- 03/25:** Review, Member approval & Implement Year 2.
- 03/26:** Review, Member approval & Implement Year 3.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.10  
(iii)

### Links to Programme:

- **Economy** – Broaden the Council's income base.

### Link to HOIP:

- **Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

### Key Risks

1. Competing Service priorities.
2. Knowledge Gaps delay implementation.

Workstream

## Fiscal Flexibilities

Project

Council Tax  
(2<sup>nd</sup> homes /  
Long term empty  
properties)

**Responsible Officer:**  
Head of Revenues &  
Business Support

# Income generation

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

## Activity

Fully implement the Council's discretionary powers to increase Council Tax charging for second homes and long-term empty properties in Highland.

## Measures of Success

- Income  $\geq$  £5.3m.
- Reducing number of 2<sup>nd</sup> homes (policy intent).

## Project Elements

- Member approval of charging policy.
- Implement policy and guidance.
- Billing and Collection.
- Enforcement and Diligence.

## Milestones

- 03/24:** Complete Council Tax Annual Billing.
- 05/24:** Initiate recovery of arrears.
- 08/24:** Quarterly performance monitoring.
- 03/25:** Annual Billing and recovery Year 2.
- 03/26:** Annual Billing and recovery Year 3.

## Programme Theme: 5 A Resilient and Sustainable Council

**Links to  
Performance  
Plan targets:**

5.10  
(ii)

### Links to Programme:

- **Economy** – Broaden the Council's income base.

### Link to HOIP:

- **Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

## Key Risks

1. Annual Billing Delayed.
2. Revenue collections not achieved.
3. Reducing base.



**Income Target: £5.3m Year 1**

Workstream

Fiscal Flexibilities

Project

Visitor Levy

Responsible Officer:  
Head of Revenues & Business Support

## Income generation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Implement a Tourism Levy to benefit tourists and residents.  
(Legislation being developed)

### Measures of Success

- Income ≥ £10m (indicative) for both Visitor and Cruise Ship Passenger Levy combined.

### Project Elements

- Collaborate with CoSLA/Scottish Government.
- Sector Engagement.
- Statutory Consultation/Elected Member approval.
- Develop IT system.
- Implement Levy.
- Infrastructure Reinvestment.

### Milestones

- 10/24:** Onward - Sector Engagement / Consultation.
- TBC:** Member approval (dependant on statutory timetable).
- 03/25:** Commence development of IT capability.
- 04/26:** Implement Levy.
- 09/26:** Onward Quarterly financial monitoring.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to Performance Plan targets:

5.11

### Links to Programme:

- **Economy** – Introduce tourism levy.

### Link to HOIP:

- **Prosperity** – Benefit to Highland from maximising investment.

### Key Risks

1. Sector constraints.
2. Levy collections lower than forecast.



Initial Investment: £0.55m (from income)

Income Target: Indicative £10m from 2026/27  
(visitor/cruise ship levies)

Workstream

**Fiscal Flexibilities**

Project

Cruise Ship Passenger Levy

**Responsible Officer:**  
Head of Revenues & Business Support

## Income generation

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

Implement a Cruise Ship Levy to benefit tourists and residents.  
(Legislation required to enable introduction)

### Measures of Success

- Income  $\geq$  £10m (indicative) for both Visitor and Cruise Ship Passenger Levy combined.

### Project Elements

- Collaborate with CoSLA/Scottish Government.
- Sector Engagement.
- Statutory Consultation/Elected Member approval.
- Develop IT system.
- Implement Levy.
- Infrastructure Reinvestment.

### Milestones

- 10/25:** Onward - Sector Engagement / Consultation.
- TBC:** Member approval (dependant on statutory timetable).
- 03/26:** Commence development of IT capability.
- 04/27:** Implement Levy.
- 09/27:** Onward Quarterly financial monitoring.

## Programme Theme: 5 A Resilient and Sustainable Council

**Links to Performance Plan targets:**

5.11

### Links to Programme:

- Economy** – Tourism levy.

### Link to HOIP:

- Prosperity** – Creating opportunities for all people and places to prosper and to thrive economically.

### Key Risks

- Sector constraints.
- Levy collections lower than forecast.



**Initial Investment:** £0.3m (estimate)

**Income Target:** Indicative £10m from 2026/27  
(visitor/cruise ship levies)



# Net Zero, Energy Investment & Innovation

## Neoni Lom, Tasgadh Lùtha & Ùr-ghnàthachadh





We will deliver on the Council's Net Zero Ambitions and enabling place-based planning for future energy capacity and security – maximising the opportunities available to us in the following ways:

- Ensuring Highland Council is an organisation that models **best practice in achieving Net Zero emissions**, managing to reduce its consumption of energy.
- Expanding the means by which we **can generate and distribute energy**, using new technologies, enabling renewable sources and meeting the needs of residents and visitors.
- Maximising the **commercial opportunities** available to the council to generate income from energy creation and distribution.
- **Fostering strategic investment in energy initiatives** and consolidating the importance of the region in enabling national energy security, releasing income streams and ensuring returns on investment.



# Net Zero, Energy Investment & Innovation

## Neoni Lom, Tasgadh Lùtha & Ùr-ghnàthachadh



### Workstreams

**Net Zero Delivery**

**Energy Estate**

**Investment & Innovation**

### Programmes and Projects

**Net Zero Programme**

**Heat Networks**

**Energy Efficient Council**

**Solar PV Council Estate**

**Energy Billing Management**

**Energy Efficient Homes**

**Battery Storage**

**Utility scale Solar PV**

**Solar PV Commercial Estate**

**EV Infrastructure**

**Longman Green Energy Hub: JV**

**Investment Pipeline**

#### Glossary:

CT – Council Tax  
 DNO – Distribution Network Operator  
 EESSH2 – Energy Efficiency Standard for Social Housing 2  
 EOI – Expression of Interest  
 EV – Electric Vehicle  
 FBC – Full Business Case  
 HAR2 – Hydrogen Allocation Round 2  
 HOIP – Highland Outcome Improvement Plan

HRA – Housing Revenue Account  
 JV – Joint Venture  
 LHEES – Local Heat and Energy Efficiency Strategy  
 MW – MegaWatt  
 OBC – Outline Business Case  
 PIN – Prior Information Notice  
 PV – Photovoltaic  
 ROI – Return on Investment  
 SG – Scottish Government  
 TS – Transport Scotland



Workstreams

**Net Zero  
Delivery**

Energy  
Estate

Investment &  
Innovation

# Net Zero, Energy Investment & Innovation

Delivering on our Net Zero Strategy.

**Programme: Net Zero Programme**

Deliver Highland Council's programme to achieve net zero emissions.

**Project: Heat Networks**

Develop opportunities for new and expansion of existing heat networks to provide social, economic, and environmental benefits.







## Energy Estate



Developing our energy efficient estate.

### **Project: Energy Efficient Council**

Reduce energy costs in the Council's non-domestic estate to deliver ongoing revenue savings.

### **Project: Solar PV Council Estate**

Optimise and expand solar PV across the Council's non-domestic, non-commercial, estate to supply green energy.

### **Project: Energy Billing Management**

Enhance service provision associated with utility invoice processing and payment.

### **Project: Energy Efficient Homes**

Using grant funding to support whole house retrofit projects, reducing fuel poverty.

## Investment & Innovation

## Net Zero Delivery



# Net Zero, Energy Investment & Innovation



Building programmes to generate and distribute energy as part of our overall strategy.

**Project: Battery Storage**

Collaborate with industry specialists to develop an investible model aligned to the Region's renewable energy potential.

**Project: Utility scale Solar PV**

Develop a commercial solar farm at Longman.

**Project: Solar PV Commercial Estate**

Develop a Commercial Power Purchase Agreement (PPA) to generate income from the development of a solar portfolio.

**Project: EV Infrastructure**

Expansion of EV Infrastructure to provide a reliable network for both public and fleet use.

**Project: Longman Green Energy Hub: JV**

Develop a Green Energy hub at the Longman site.

**Programme: Investment Pipeline**

The identification, evaluation and development of projects to provide an ongoing pipeline of investment opportunities.



Workstream

## Net Zero Delivery

Programme

## Net Zero Programme

**Responsible Officer:**  
Net Zero Programme Manager

# Net Zero, Energy Investment & Innovation

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive

### Activity

The Net Zero programme drives transformative change in the Council; orchestrating the shift towards a sustainable, climate ready organisation and plays a pivotal role to incorporate sustainable measures into Council plans, policies and procedures.

### Project Elements

- Develop and support the Net Zero Programme to embed in all operations / service delivery activities.
- Develop business continuity plans.
- Provide quantitative, data driven insights to inform future planning.
- Cross council policy alignment.

### Measures of Success

- Emissions reduction.
- Cost saving benefits cashed.
- Grant funding secured.
- Policies and practice reviewed across all service areas for carbon impact.

### Milestones

**06/24:** KPI's linked to Service Plans.  
**09/24:** Net Zero embedded in Capital Programme.  
**09/24:** Costed Action Plan developed.  
**12/24:** Carbon budgets and emissions reduction targets approved for all services.  
 Others to be set by Climate Change Committee.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

**Links to Performance Plan targets:**

4.7 (ii)-(iii)	4.7 (vi)-(vii)
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### Links to Programme:

- **Place** – achieve our Net Zero targets.

### Key Risks

1. Emissions target not met, resulting in financial penalty.
2. Missed opportunities to get grants and funding.
3. Services fail to align with policy intention.



**Investment:** £0.63m (approved)

**Savings Target:** £5m p.a.  
(Projected long-term benefit to Council)



Workstream

Net Zero  
Delivery

Project

Heat Networks

Responsible Officer:  
LHEES Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop opportunities for new and expansion of existing heat networks to provide social, economic, and environmental benefits to the region through reducing carbon emissions, creating new jobs and tackling fuel poverty by providing heat at an affordable cost.

### Project Elements

- Identify potential heat network zones.
- Undertake feasibility studies and business case (OBC) to understand funding requirements, connections and source potential.
- Engage with commercial investors.

### Measures of Success

- Develop two commercially viable Network one on gas grid network and one-off gas grid.
- Engagement with commercial investors.
- Inward investment secured c£800m over 2025 to 2035 (developer investment).

### Milestones

- 06/24:** Public consultation on the LHEES Strategy.
- 07/24:** LHEES Delivery Plan submitted to SG.
- 09/24:** Feasibility studies completed.
- 12/24:** Business case presented for approval.
- 09/24:** Engage investors, explore delivery models.
- 03/25:** Contracts & procurement.
- 03/26:** Design & construction.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance  
Plan targets:

4.9  
(ii)

### Links to Programme:

- **Economy** – Renewable energy investments to reduce Council energy costs.

### Key Risks

1. Technical issues arise with grid constraints and electricity network capacity.
2. Project failure due to unavailability of investment capital.



**Investment:** £0.05m (approved)



Workstream

Energy  
Estate

Project

Energy  
Efficient  
Council

Responsible Officer:  
Energy Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Reduce energy costs in the Council's non-domestic estate to deliver ongoing revenue savings. Create database of costed projects to be utilised within the ongoing asset rationalisation considerations, grant funding & capital maintenance programme.

### Project Elements

- Undertake technical inspections of 300 buildings over a 2 year period. Focus on schools, leisure and larger, more energy, intensive properties.
- Creation of associated costed project database.
- Implementation of approved projects.

### Measures of Success

- **Year 1** – 35% properties surveyed, **Year 2** – 65%.
- **Year 1** – £0.2m of opportunities implemented.
- **Year 2** – £0.45m, **Year 3** – £0.45m.
- Reduced energy costs for service users and CO<sub>2</sub> emissions.
- Value of grant funding secured.

### Milestones

- 04/24:** Programme Plan agreed – project start.
- 08/24:** 1<sup>st</sup> tranche of properties commenced.
- 03/25:** 1<sup>st</sup> tranche of properties completed.
- 04/25:** 2<sup>nd</sup> tranche of projects commenced.
- 10/25:** 2<sup>nd</sup> tranche of projects completed.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.7 (vi)-(vii)	4.8 (i)	4.9 (ii)-(iii)
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### Links to Programme:

- **Place** – Achieve Net Zero targets.
- **Economy** – Investment in renewable energy opportunities to generate new income streams.
- **Economy** – New energy investments to reduce energy costs.

### Key Risks

1. Lack of sustainable, skilled workforce.
2. Failure to Secure Funding.
3. Cross service buy-in.

Ref: CS:26

Initial Investment: £0.5m (approved)

Savings Target: £0.6m

Workstream

Energy Estate

Project

Solar PV Council Estate

Responsible Officer:  
Energy Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Optimisation and Expansion of solar PV across the Council's non-domestic, non-commercial, estate to supply green energy by direct wire; delivering a financial and carbon saving and protecting against future carbon tax liability.

### Measures of Success

- 100% existing sites at operational and generating energy.
- Income: £1.3m by year 3 rising to £2m p/a.
- Increase in installed generation capacity.
- Reduced electricity costs for service users.
- Reduction in Council CO<sub>2</sub> emissions as a result of PV installation.

### Project Elements

- Identify and rank council-owned/occupied sites.
- Undertake any remedial works required.
- Design and install.
- Maintenance regimes, compliance and certification built into management of the sites.

### Milestones

- 04/24:** >50% of total generation re-activated.
- 04/24:** Financial model signed off.
- 05/24:** 2024/26 Project and Programme in place.
- 03/25:** 60% of 1MW generation achieved.
- 09/25:** 1MW of new installation completed.
- 03/26:** 1MW additional generation p/a up to 5yrs.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.9  
(ii)

4.10  
(ii)

Links to Programme:

- **Economy** – renewable energy investments.
- **Economy** – use immense natural capital to deliver alternative energy solutions.

### Key Risks

1. Risk of legal/regulatory exposure.
2. Ensuring sufficient skilled contractors to inspect, certify, install and maintain assets.

Ref: CS:13

Initial Investment: £1m (Salix funded)

Income Target: £2.5m

Workstream

Energy  
Estate

Project

Energy Billing  
Management

Responsible Officer:  
Energy Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Enhance service provision associated with utility invoice processing and payment (£25m value annually), including performance assessment of cost and consumption and anomalies. With associated engagement and challenging of suppliers and recovery of overpayments and erroneous charges.

### Project Elements

- Refine policies and procedures to ensure all utility related matters are centrally co-ordinated and managed effectively.
- Undertake ongoing reviews of cost against budgets or non-domestic property portfolio.

### Measures of Success

- Number of erroneous utility invoice charges rectified.
- Savings achieved (up to £0.715m net p.a).

### Milestones

**05/24:** Team re-purposing and staff recruitment.

**07/24:** Project Plan in Place.

**11/24:** Annual update report to committee.

**03/25 onwards:** Quarterly review of energy invoices on a rolling basis.

## Programme Theme: 5 A Resilient and Sustainable Council

Links to  
Performance  
Plan targets:

5.4  
(i)

### Links to Programme:

- **People** – Service delivery redesign.

### Key Risks

1. Appropriate staff resource not available.



Workstream

Energy Estate

Project

Energy Efficient Homes

Responsible Officer:  
Domestic Heating Programme Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Using grant funding to support whole house retrofit projects, reducing fuel poverty. Bringing properties back to occupied status to maximise rental income. Aligning HRA and private properties to create economies of scale and deliver regeneration projects. Inclusion of community benefit packages which offer training within communities to deliver ongoing maintenance.

### Measures of Success

- Number of properties improved.
- Notional savings on Utility Bills.
- 50% - 80% of external funding leveraged.
- Meeting standards, such as EESSH2.
- Reduction in fuel poverty, CT & Rent arrears and CO<sub>2</sub> emissions.
- Area-based planning to deliver place-based projects.
- Housing properties issued to increase annually: 80 year 1, 120 year 2, 200 year 3.
- External leverage of funds for HRA investment <£2.4m.

### Project Elements

- Improve quality of Housing stock, alleviate fuel poverty.
- Determine eligible properties.
- Align social & private retrofit projects.
- Maximise and manage external funding streams.
- Engage with contractors, local communities, utilities and training providers.

### Milestones

- 04/24:** Programme Plan developed.
- 04/25:** Alignment of social & private domestic projects.
- 06/25:** Roll out of social & private domestic projects.
- 06/25:** Local training courses developed.
- 12/25:** 20% increase in private delivery.

Programme Theme: 3 Accessible and Sustainable Highland Homes

Links to Performance Plan targets:

3.2  
(i)-(ii)

Links to Programme:

- **People** – Warm and energy efficient homes.

### Key Risks

1. Availability of contractors – skills shortage.
2. Tenant opt out.





Workstream

## Investment & Innovation

Project

## Battery Storage

Responsible Officer:  
Energy Manager

# Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Collaborating with renewable energy experts, we'll design an investible model tailored to the Highlands' abundant renewable energy potential and the urgency to manage grid demand on a constrained network. Highlighting the region's appeal, we'll showcase the opportunity for investors to spearhead the development of a cutting-edge battery energy storage system, promising sustainable growth and grid stability.

### Measures of Success

- Secure import/export grid connection.
- Achieve £3k per MW site lease.
- Agree partnership for site development.
- Agree equity position for the Council.

### Project Elements

- Identify development sites with grid export potential.
- Engage with potential developers to establish an investible proposition with the maximum opportunity for the Council.
- Establish financial model for investment.
- Address local community concerns over safety.

### Milestones

- 02/24:** Grid connection awarded. Complete.
- 03/24:** Initial developer proposal engagement.
- 09/24:** Business case prepared and approved.
- 09/24:** Issue PIN.
- 10-12/24:** Tender issue and award.
- 06/25:** Construction.

Programme Theme: 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.8  
(i)

4.10  
(i)

### Links to Programme:

- **Economy** – Identify new income opportunities from renewables.
- **Economy** – Projects to reduce energy purchased by Council.

### Key Risks

1. Risk of legal/regulatory exposure.
2. Public Safety perceptions.

Ref: CS:11

Initial Investment: £1m capital in year 2

Income Target: £0.43m (Year 2)

Workstream

## Investment & Innovation

Project

## Utility Scale Solar PV

Responsible Officer:  
Energy Manager

# Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop a commercial solar farm at Longman in accordance with the Sale of Electricity by Local Authorities (Scotland) Regulations 2010. The project aims to sell generated electricity to the national grid, with future potential to provide direct energy sales to complementary developments on site. It is anticipated more schemes will develop providing sustainable growth. Significant investment (£11.5m) with strong ROI.

### Project Elements

- Agree grid connection and model financial potential.
- Appoint Project Manager.
- Initial Design.
- Full Business Case.
- Planning.
- Construction.

### Measures of Success

- Securing of funding for the project attracting as much possible grant funding to reduce the financial borrowings required.
- Fully operational site generating to 100% capacity.

### Milestones

- 02/24:** Secure Grid Connection offer completed.
- 06/24:** Detailed site design & engineering commenced.
- 09/24:** Detailed Business Case prepared and approved.
- 12/24:** Financing – Secure project finance (£11.5m).
- 12/24:** Planning consent sought.
- 05/25:** Tender issued and awarded.
- 06/25:** Work in site commences.
- 03/26:** Construction completion.
- 06/26:** Grid connection – generation.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.9  
(ii)

4.10  
(ii)

### Links to Programme:

- **Economy** – Renewable energy investments.
- **Economy** – Use immense natural capital to deliver alternative energy solutions.

### Key Risks

1. Required technology will break and need frequent repairs.
2. Project failure due to maintenance costs.
3. Community Opposition.

Ref: CS:15

Initial Investment: £0.125m over 2 years (approved)

Income Target: £2.6m p.a.

Workstream

## Investment & Innovation

Project

## Solar PV Commercial Estate

Responsible Officer:  
Energy Manager

# Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Develop a Commercial Power Purchase Agreement (PPA) to generate income from the development of a solar portfolio providing low-cost energy to tenanted properties across our commercial estate underscoring our commitment to sustainability, a resilient council and socio-economic benefits, showcasing environmental responsibility.

### Project Elements

- Establish initial Generation potential – Min 1MW with Generation Capabilities of 984,000kWh p.a.
- Develop PIN notice to test market potential across various levels of partner engagement.
- Prepare full business Case, tender for PPA partner/developer.

### Measures of Success

- Appointment of PPA partner.
- Increase in tenant uptake of Solar PV proposals offered by the Council.
- Generation achieving 984,000kWh per MW installed.

### Milestones

- 07/24:** PIN Review.
- 09/24:** FBC Proposal approved.
- 09/24:** Tender Process begins.
- 03/25:** Phase 1 Installation: work with the PPA partner to establish the most economically viable roll out model.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.9  
(ii)

4.10  
(ii)

Links to Programme:

- **Economy** – Renewable energy investments.
- **Economy** – Use immense natural capital to deliver alternative energy solutions.

### Key Risks

1. Low ROI due to Market Price Fluctuation.
2. Low ROI due to scheme management costs.

Ref: CS:16

Initial Investment: £0.063m over 2 years  
(approved)

Income Target: £0.5m

Workstream

## Investment & Innovation

Project

## EV Infrastructure

Responsible Officer:  
Energy Manager

# Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Expansion of EV Infrastructure to provide a reliable network for both public and fleet use; delivering a carbon saving to meet SG targets for transport and rural accessibility to charging infrastructure. The project is via Shared Procurement Service: Highland, Aberdeenshire, Aberdeen City and out-with the service with Moray. SG funding for LA's involved is £7.5 million.

### Measures of Success

- Increase of 150 charge sites across Highland.
- Improved EV facilities for users.
- Improved reliability/reduced faults reported.
- Reduction in Council CO2 emissions.
- Increase in income received.
- Increase in usage of EV sites.

### Project Elements

- Appoint commercial partner.
- Establish regional EV strategy.
- Identify and rank suitable sites for new infrastructure.
- Design and install.
- Compliance – EV regulations and legal guidance.

### Milestones

- 01/24:** Council receive funding offer from TS.
- 05/24:** Project Board established.
- 06/24:** Tender issued.
- 09/24:** Commercial partner appointed.
- 04/25:** Income share being received.
- 06/25:** Project review/evaluation.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.2  
(ii)

4.7  
(ii)

Links to Programme:

- **People** – Promote greener transport.
- **Place** – Achieve net zero targets.

### Key Risks

1. Earmarked land not owned by THC.
2. Insufficient Grid capacity.



**Initial Investment:** £0.125m (grant funded)

**Income Target:** £0.1m Year 2



Workstream

Investment & Innovation

Project

Longman Green Energy Hub: JV

Responsible Officer:  
Energy Manager

## Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

Following the successful submission of EOI for HAR2 funding collaboration will progress through the FBC stage, initial site development agreement is ongoing and commercially proven electrolytic equipment has been identified and aligned to a production schedule of 2028. Potential for scalability between 20 and 100MW is possible.

### Project Elements

- Successful submission of full business case including financial model.
- Appointment of delivery partner.
- Planning submission and Offtake agreements.
- Construction and Production.

### Measures of Success

- Successful HAR2 funding secured for commercial development on the site.
- Hydrogen production from one of the key strategic sites identified for commercial production and distribution in the area.
- Income generated >£0.3m p.a.

### Milestones

- 12/23:** Site development with Hydrogen focus.
- 04/24:** Hydrogen Allocation Round application submitted.
- 12/24:** Detailed Business Case developed.
- 06/26:** Site works completed for development.
- 03/28:** Commercial production.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.2  
(i)

Links to Programme:

- **People** – Promote greener transport and develop hydrogen hubs throughout the area.

### Key Risks

1. Failure to secure a Service Site.
2. Failure to secure planning permission.



Workstream

## Investment & Innovation

Programme

## Investment Pipeline

Responsible Officer:  
Energy Manager

# Net Zero, Energy Investment & Innovation

Senior Responsible Officer:  
Chief Officer

Portfolio Sponsor:  
Assistant Chief Executive

### Activity

The identification, evaluation and development of projects to provide an ongoing pipeline of investment opportunities. Building relationships with Scot Gov, DNO, investors, communities, developers, business development, land managers and technology specialists to develop an energy portfolio for the Council.

### Project Elements

- Develop workstreams: Hydrogen, Wind, Hydro, District Heat, direct wire solar, Anaerobic digestion, Storage, Wave/tidal.
- Engage with developer/agents, Scot Gov, DNO, communities and investors to identify areas of potential.
- Identify sites, develop business proposals, invest.
- Investment manager appointed to support portfolio activity
- Continue pursuit of solar PV developments in Wick, Brora & Tain.

### Measures of Success

- Additional income developed for the Council annually both actual and potential.
- Renewable Programme evidenced ability to self-fund through development of commercially viable projects by the end of year 2.

### Milestones

- 07/24:** New renewables contractor framework in place.
- 07/24:** Renewables Investment Manager appointed.
- 02/25:** Programme and Engagement Plan complete.
- 10/25:** Initial Business cases brought forward.
- 04/26:** Tenders issued.
- 11/26:** 2<sup>nd</sup> phase OBCs presented for approval.

**Programme Theme:** 4 A Sustainable Highland Environment and Global Centre for Renewable Energy

Links to Performance Plan targets:

4.8  
(i)

### Links to Programme:

- **Economy** – Identify new income opportunities from renewables.

### Links to HOIP:

- **Prosperity** – People in Highland will benefit from attracting & maximising investment.

### Key Risks

1. Loss of income/failure of projects due to unforeseen changes in Government policies, regulations or subsidies.



**Initial Investment:** £0.3m (approved)

**Income Target:** £0.5m new Income p.a. (Year4)

# Portfolio Reporting Cycle

## Cuairt Aithris Cùrainm-roinne

Governance will be provided by the Portfolio Boards which will initially meet consecutively over a 6-week cycle. This will support a committee reporting cycle over the 3 year lifetime of the Delivery Plan, as shown in the following tables.



**Person centred solutions**



**Corporate solutions**



**Workforce for the future**



**Income generation**



**Reconfiguring our asset base**



**Net Zero, Energy Investment & Innovation**



## Person centred solutions

Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Family First</b>	<b>Home to Highland</b>	Health, Care & Wellbeing			✓		✓		✓		✓		✓	
	<b>Kinship and Foster Carers</b>	Health, Care & Wellbeing				✓		✓		✓		✓		✓
	<b>Developing the Workforce</b>	Health, Care & Wellbeing		✓		✓		✓		✓		✓		✓
	<b>Efficiencies from Social Work Procurement</b>	Health, Care & Wellbeing /Joint Monitoring Committee			✓		✓		✓		✓		✓	
<b>Adult Social Care</b>	<b>Accommodation Solutions</b>	Health, Care & Wellbeing /Joint Monitoring Committee				✓		✓		✓		✓		✓
	<b>Shifting the balance of Care</b>	Health, Care & Wellbeing /Joint Monitoring Committee				✓		✓		✓		✓		✓
	<b>Improving Transition Outcomes</b>	Health, Care & Wellbeing /Joint Monitoring Committee			✓		✓		✓		✓		✓	
<b>Digital Solutions</b>	<b>Information Management Systems</b>	Health, Care & Wellbeing /Joint Monitoring Committee		✓		✓		✓		✓		✓		✓
	<b>Digital Options</b>	Health, Care & Wellbeing /Joint Monitoring Committee				✓		✓		✓		✓		✓
<b>Capacity Building</b>	<b>ELC / Childcare</b>	Education Committee			✓		✓		✓		✓		✓	
	<b>Community Led Service Delivery</b>	Communities and Place Committee			✓		✓		✓		✓		✓	





Workforce for the future														
Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Skills Intelligence &amp; Job Opportunities</b>	<b>Industry Engagement</b>	Economy and Infrastructure Committee		✓		✓		✓		✓		✓		✓
	<b>Good Employer Charter</b>	Economy and Infrastructure Committee		✓		✓		✓		✓		✓		✓
	<b>Meeting Our Council's Future Workforce Needs</b>	Economy and Infrastructure Committee		✓		✓		✓		✓		✓		✓
<b>Career pathways &amp; packages</b>	<b>Future Highland Workforce</b>	Education Committee				✓		✓						
	<b>Pathways and Partnerships</b>	Education Committee			✓									
<b>Adult Employment (post school employability)</b>	<b>Work Life Highland Brand</b>	Economy and Infrastructure Committee			✓				✓				✓	
	<b>Service Re-design</b>	Economy and Infrastructure Committee / Redesign Board			✓	✓	✓		✓				✓	
<b>Tackling Inequalities</b>	<b>Supported Employment</b>	Economy and Infrastructure Committee			✓		✓				✓			
	<b>Enhanced Transitions &amp; Employability Skills Development</b>	Education Committee			✓				✓				✓	
	<b>Digital School</b>	Education Committee			✓		✓				✓			



## Reconfiguring our asset base

Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Single Property Service</b>	<b>Migration of Property Assets and Property Resources</b>	Housing and Property Committee				✓			✓				✓	
	<b>New Trades Framework</b>	Housing and Property Committee						✓				✓		
	<b>Develop a Strategic Asset Management Plan</b>	Housing and Property Committee					✓				✓			
	<b>Develop a Learning Estate Strategy</b>	Education Committee / Housing and Property Committee				✓				✓				✓
<b>Highland Investment Plan</b>	<b>Single Public Estate: New Area Community Hubs, incorporating Schools, Offices, Depots and Partners</b>	Housing and Property Committee		✓	✓			✓	✓			✓	✓	
	<b>Improve Asset Condition / Reduce Risk for General Fund Assets</b>	Housing and Property Committee						✓				✓		
	<b>Increase Industrial &amp; Investment Assets for Lease</b>	Housing and Property Committee							✓				✓	
	<b>Affordable Housing Programme</b>	Housing and Property Committee		✓		✓		✓		✓		✓		✓
	<b>Housing Void Plus Policy</b>	Housing and Property Committee			✓				✓				✓	
	<b>Roads &amp; Infrastructure Improvements Programme</b>	Economy and Infrastructure Committee / Redesign Board		✓		✓		✓		✓		✓		✓
	<b>In-house Bus Service</b>	Economy and Infrastructure Committee			✓				✓				✓	



## Corporate Solutions

Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Systems &amp; Process Innovation</b>	<b>Terra Tracker</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
	<b>Data Foundations</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
	<b>Digital Foundations</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
	<b>Data and Digital solutions</b>	Corporate Resources Committee			✓		✓		✓		✓		✓	
	<b>Integrated impact assessments</b>	Communities and Place Committee			✓									
	<b>Efficiencies from Procurement</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
<b>Organisational Development</b>	<b>Future operating model</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
	<b>Hybrid Working</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
	<b>Food in Schools - Delivering Sustainability</b>	Housing and Property Committee			✓		✓		✓		✓		✓	
	<b>My Council Programme</b>	Redesign Board	✓		✓		✓		✓					
	<b>1% Efficiency Target</b>	Corporate Resources Committee		✓		✓		✓		✓		✓		✓
<b>People &amp; Finance Systems Programme</b>	<b>One Council Financials</b>	Corporate Resources Committee	✓		✓									
	<b>One Council HRP</b>	Corporate Resources Committee			✓		✓		✓		✓		✓	



Income generation														
Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Tourism	Unique Highland Visitor Experiences	Corporate Resources Committee		✓	✓	✓		✓	✓	✓		✓	✓	✓
	Campervans / Motorhomes	Corporate Resources Committee		✓	✓	✓		✓	✓	✓		✓	✓	✓
Fees & Charges	Fair Charging and Commercialisation Strategy	Corporate Resources Committee			✓				✓				✓	
	Annual Review of fees and charges	Corporate Resources Committee			✓				✓				✓	
Fiscal Flexibilities	Council Tax (2 <sup>nd</sup> homes / Long term empty properties)	Corporate Resources Committee		✓	✓	✓		✓	✓	✓		✓	✓	✓
	Visitor Levy	Corporate Resources Committee										✓	✓	✓
	Cruise Ship Passenger Levy	Corporate Resources Committee										✓	✓	✓





Net Zero, Energy Investment & Innovation														
Workstreams	Programmes and Projects	Committee/ Board	2024/25				2025/26				2026/27			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Net Zero Delivery</b>	<b>Net Zero Programme</b>	Climate Change Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
	<b>Heat Networks</b>	Climate Change Committee		✓				✓				✓		
<b>Energy Estate</b>	<b>Energy Efficient Council</b>	Housing and Property Committee			✓		✓		✓		✓		✓	
	<b>Solar PV Council Estate</b>	Housing and Property Committee			✓		✓		✓		✓		✓	
	<b>Energy Billing Management</b>	Housing and Property Committee				✓				✓			✓	
	<b>Energy Efficient Homes</b>	Housing and Property Committee		✓		✓		✓		✓		✓	✓	
<b>Investment &amp; Innovation</b>	<b>Battery Storage</b>	Corporate Resources Committee		✓		✓		✓		✓		✓	✓	
	<b>Utility scale Solar PV</b>	Corporate Resources Committee			✓				✓			✓		
	<b>Solar PV Commercial Estate</b>	Corporate Resources Committee			✓		✓		✓		✓		✓	
	<b>EV Infrastructure</b>	Corporate Resources Committee		✓		✓		✓		✓		✓	✓	
	<b>Longman Green Energy Hub: JV</b>	Corporate Resources Committee				✓				✓			✓	
	<b>Investment Pipeline</b>	Corporate Resources Committee				✓	✓		✓		✓		✓	





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The Highland  
Council  
Comhairle na  
Gàidhealtachd



## Person Centred Solutions Programme Board - Terms of Reference

<b>Chair</b>	Assistant Chief Executive - People		
<b>Date of last update</b>	20 April 2024	<b>Version</b>	1.2

### 1. Strategic Context & Board Purpose

Health and Social Care Services are all about people, both children and adults. Traditionally, services directed the type of service delivery on offer, often resulting in poor outcomes for the individual. Person Centred Solutions aim to change this. Being person-centred is an approach where individuals are treated as active participants in identifying their own needs and potential support required and contributing to the provision of that support through Self-Directed Support (SDS) etc. As such, the interests of the individual receiving support is at the centre.

By having control, individuals are able to retain their independence through having choice, whilst maintaining their dignity and rights. These aims are consistent with the Integrated Children's Services Plan and the recently agreed Strategic Plan for the delivery of health and social care services for adults. This Programme intends to develop projects in partnership to support the effective delivery of these plans.

This applies to all settings where people use social work and social care services – whether it be in their own home, the community or hospital settings. By being active participants in the process, individuals are supported to make decisions about the support and care they require. This can also include finances.

Taking a place-based, community led approach to Early Learning and Childcare provision (ELC) across Highland, the intention is to have local solutions with innovative models of ELC, to better meet the needs of families. Supporting families with children of all ages, to access what they need in terms of childcare, creating employment opportunities, addressing depopulation, and making communities more sustainable. Opportunity also exists to further develop the single care model where the barriers are removed in terms of qualifications and registration requirements for staff working across adult and children services.

These Terms of Reference (ToR) set out the Board's scope of responsibility. The Board will operate in a partnership space (with NHS and the Third Sector) and within the wider Council Governance (Health, Social Care & Wellbeing Committee - HSCW, and Corporate Planning Partnership Board). The Joint Monitoring Committee (JMC) will also have a role in terms of integrated activity and the NHS governance structure will also require to be taken into account.

### 2. Scope of Responsibility

The Board's scope of responsibility will be to identify and commission work to develop efficiency and performance to deliver upon the Council Programme, Delivery Plan and the plans referenced in Part 1. These Plans, covering Children's Services and Adult Social Care, will help inform the various programmes and project activities whilst also achieving the identified and agreed savings. Much of this work is already underway:

#### Family First Strategy (including workforce strategy)

- The Family First Strategy is key to changing practice to more targeted and effective service delivery so that children and young people can remain in their homes, in Highland, and achieve better outcomes for themselves. The agreed projects will be monitored to ensure progress is being made.
- Implementing the new staffing model and delivery of the workforce development plan

#### Adult Social Care

- Adult Social Care workstream identifies key projects that will help NHS deliver change to reduce costs as well as work towards improved outcomes for adults in the community.

#### Digital Solutions

- Digital solutions workstream includes information management systems with regard both HC and NHS. Opportunities to use digital technology to improve service delivery whilst also reducing the need for a more formal service, will be progressed.

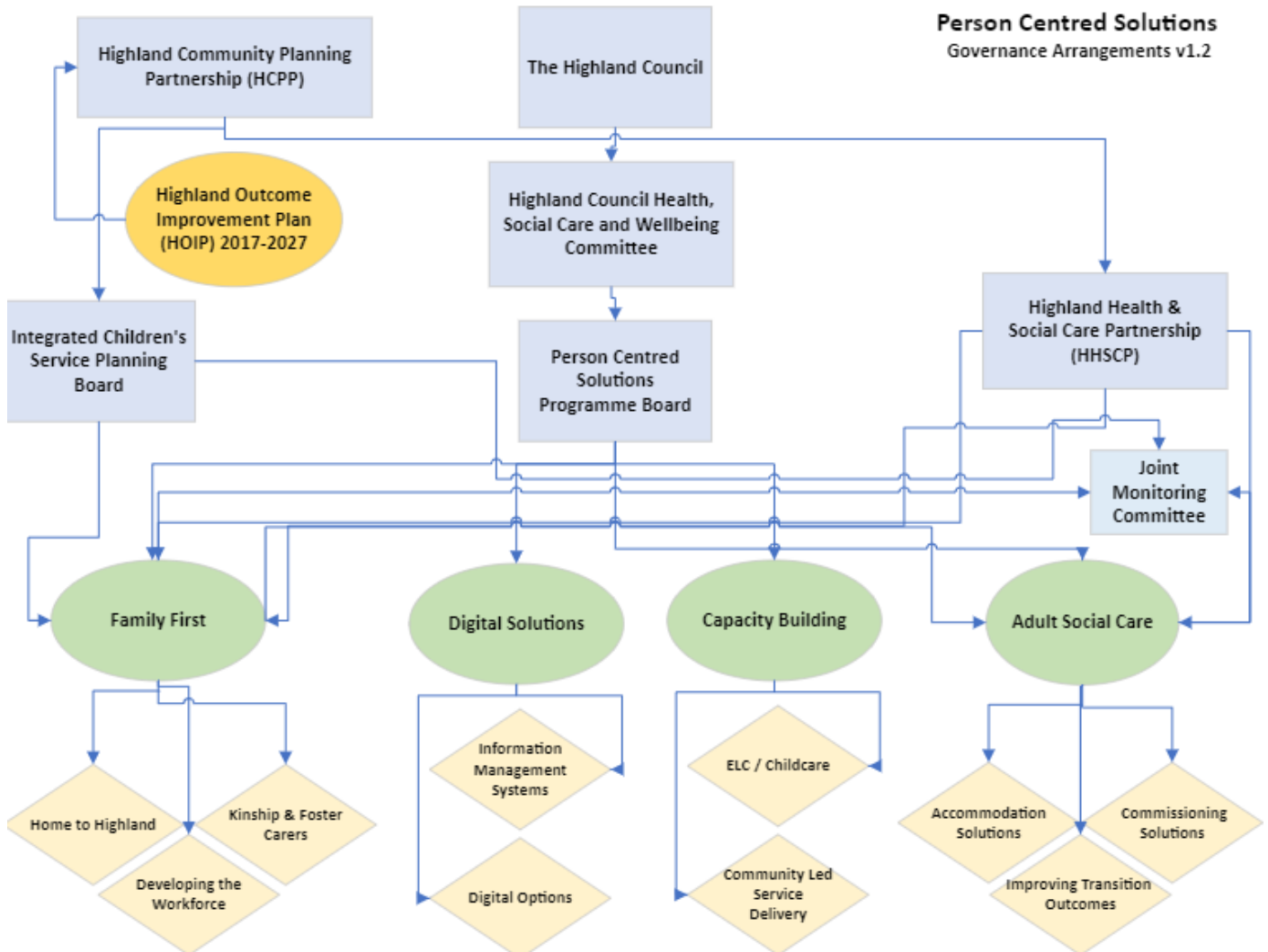
#### Capacity Building

- The Board will be responsible for monitoring the development of Early Learning and Childcare provision – including flexible, place-based, childcare solutions, rooted in the needs of local communities in collaboration with partners.
- The Board will also oversee the investment of £1.2m allocated to enable community led service delivery.

### 3. Governance & Board Management

The Board will operate within the Council's established governance structure and will be led by the Chief Officer, to support cross-Council and cross NHSH planning and delivery. Reports on progress will be considered by the HSCW Committee and JMC.

The following diagram sets out the Governance lines of reporting to the Board:



#### Board Management

- The Board chair will be the Assistant Chief Executive.
- The Board will meet 6 weekly with additional meetings scheduled as necessary.
- The Board will have at least 4 members to be quorate, not including the Chair.
- Attendance is expected, with substitutes provided where agreed in advance with the Chairs.
- The Board will receive agenda and papers 5 working days in advance of the meetings.
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each sub-group.
- A Decision/Action Log will be used to ensure all actions are managed through to resolution.
- The TOR will be reviewed annually, with any substantive changes identified recommended to the Health and Social Care Wellbeing Committee for their approval.



#### 4. Membership

The core members of the Board and their roles are set out in the table below. In addition to core members, specific project sponsors/leads, project managers, and other senior managers will be invited to attend the Board as and when required.

Role	Designation
Sponsor/Chair	Assistant Chief Executive
NHSH Co-Sponsor	Chief Officer
SRO	Chief Officer
Lead – Families 1st	Head of Children & Justice Social Work Services
Lead – Adult Social Care	Head of Integration – Adult Social Care
NHSH Co Lead	Director Adult Social Care
Lead – Digital Solutions	Lead Officer – Strategy, Performance and Quality Assurance
Lead – Capacity Building	Head of Community Support, Contact and Engagement
Senior Supplier/User – Finance	Service Finance Manager
IT support	Head of ICT & Digital Transformation
Education & Learning	Head of Resources
Housing & Property	Head of Property
Board Support	Service Secretary

#### 5. Responsibilities

The Board will have the following responsibilities...

- Be forward looking and lead with purpose, taking forward projects to maintain pace and momentum to ensure the successful delivery of expected Programme outcomes and benefits.
- Develop Projects by the commissioning and production of Business Cases and related delivery plans, consider and provide approval to proceed where appropriate.
- Receive and consider ongoing reporting of progress against expected delivery, ensuring business cases remain viable and the best option for the investment.
- Ensure the required resources are available to deliver the Project outcomes and benefits and ensure that investment made is reflected in the delivery of savings and improvement of outcomes.
- Manage and respond to risks and issues that could lead to the non-achievement of outcomes and benefits, making decisions on the required remedial action.
- Resolve any exceptional matters escalated to the Board.
- Apply change controls and authorise (where applicable) any major deviations from the approved Business Cases and related plans - communicate information about the Projects across stakeholder groups.
- Provide reports to Health and Social Care Committee and Joint Monitoring Committee for scrutiny, monitoring and assurance.

#### 6. Resourcing

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

#### 7. Risks

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

# Workforce for the Future - Terms of Reference

<b>Joint Chair</b>	Assistant Chief Executive		
<b>Date of last update</b>	20 April 2024	<b>Version</b>	0.4

## 1. Strategic Context & Board Purpose

The Highland Council Programme commits to ‘working together to improve quality of life and opportunities for Highland people.’ We also commit to working with public and private sector partners to coordinate employment opportunities. These require plans to deliver a more diverse economy to the people and places of the Highlands. In doing so, we can sustain communities, develop growth in key clusters, sectors and geographical areas to grow and retain talent.

Highland Council and our partners face significant challenges in meeting the future employer demands for workforce in a number of key sectors. This work relates to parallel activity by agencies such as Highlands and Islands Enterprise and Skills Development Scotland through the Regional Skills Assessment; the work of the third and voluntary sectors; as well as recognising the documented workforce pressures facing NHS Highland and Highland Council itself. For these reasons, the Future Workforce Programme for the Highland area is a key strand of activity in the revised Highland Outcome Improvement Plan. It is also intended to be outward facing, ensuring that pathways are created to support initiatives such as the Inverness and Cromarty Firth Green Freeport.

The Future Workforce Programme Board (referred to as the Board) will support the required improvements to be made including delivery of the Developing a Strategy to Enable a Future Workforce – A Strong and Fair Economy for All, as reported to Highland Council on 14 December 2023.

Within its Scope of Responsibility, the Board will provide proactive and responsive governance for the initiation of projects and related activity for the successful delivery of the expected outcomes and benefits from the Future Workforce Programme Board, with a key responsibility for decision-making, risk management, and oversight of all Programme activity and Projects.

These Terms of Reference (TOR) set out the Board’s scope of responsibility, where the Board operates within the wider Council Governance (see governance chart in section 3), and the Board’s membership and responsibilities.

## 2. Scope of Responsibility

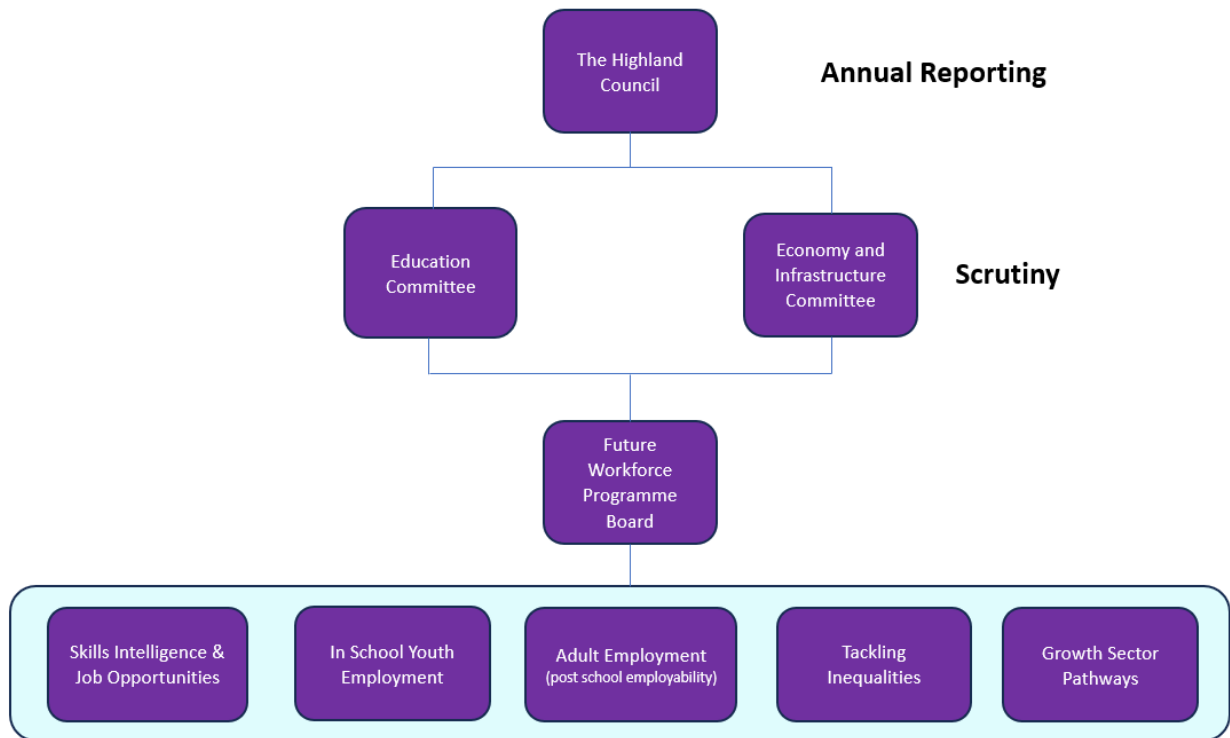
The Board’s scope of responsibility will be to grow and retain talent, in support of the growth of Highland’s identified sectors (noted below), through the following areas of activity:

- Enable delivery of Employability, Employment and the Skills Development strand of Highland Outcome Improvement Plan including establishing a more efficient end-to-end business support and employability offer across the Highlands.
- Ensure future workforce challenges and employer demands are met in relation to Highland’s economy in key growth and volume sectors (health and social care, green energy, digital, tourism, construction, food and aquaculture).
- The Board will oversee the development of a clear Strategy in relation to the employment market in each of these sectors to enable a future workforce to be established and help the people of the Highlands to access secure jobs in future growth sectors through skills training and employment support for all.
- Increase the number of Highland young people able to realise their career aspirations in Highland.

## 3. Governance & Board Management

The Board will operate within the Council’s established Governance structure, and will be led by the Chief Officer, Education and Learning and Chief Officer, Infrastructure, Environment and Economy to support cross-Council planning and delivery. Reports on progress will be considered by the Education and Economy and Infrastructure Committees with annual reports to be considered by The Highland Council.

The following diagram sets out the Governance lines of reporting for the Board:



### Board Management

- The Board chair will be the relevant ACE.
- The Board will meet 6 weekly with additional meetings scheduled as necessary.
- The Board will have at least 4 members to be quorate, not including the chairs.
- Attendance is expected, with substitutes provided where agreed in advance with the chairs.
- The Board will receive agenda and papers 5 working days in advance of the meetings.
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each sub-group.
- Action notes will be produced and shared with Board members.
- A Decision/Action Log will be used to ensure all actions are managed through to resolution.
- The TOR will be reviewed annually, with any substantive changes identified recommended to The Highland Council for their approval.

#### 4. Future Workforce Programme Board Membership

The core members of the Board and their roles are set out in the table below. In addition to core members, specific project sponsors/leads, project managers, and other senior managers will be invited to attend the Board as and when required.

Role	Designation
<b>Sponsor</b>	Assistant Chief Executive - People
<b>SRO/Joint Chair</b>	Chief Officer, Infrastructure, Environment and Economy
<b>SRO/Joint Chair</b>	Chief Officer, Education & Learning
<b>Senior Supplier/User – Finance</b>	Service Accountant
<b>Senior Supplier/User – HR</b>	Head of HR/Learning and Development Manager
<b>Senior Supplier/User – Education</b>	Head of Lifelong Learning & Gaelic Services
<b>Senior Supplier/User – Education</b>	Head of Education and Learning and Teaching
<b>Senior Supplier/User – Education</b>	Senior Lead Skills, Employability and Prosperity 3-18
<b>Senior Supplier/User – Education – HT representation</b>	PHRG and HSHA (one representation from each)
<b>Senior Supplier/User – Economy, Infrastructure and Environment representation</b>	Head of Development
<b>Senior Supplier/User – Economy, Infrastructure and Environment representation</b>	Economy & Regeneration Manager
<b>Senior Supplier/User – HLH</b>	Head of Adult and Youth Services
<b>Advisors to the Board (Non- Board Members)</b>	
Attendance as required	
<b>Rep: Digital sub-group</b> <b>Rep: Tourism sub-group</b> <b>Rep: Food &amp; Aquaculture sub-group</b> <b>Rep: Construction sub-group</b> <b>Rep: HSC sub-group</b> <b>Rep: Green Energy sub-group</b>	

#### Partnership Steering Group members

<b>Partner Representation - HIE</b>	TBC
<b>Partner Representation - SDS</b>	TBC
<b>Partner Representation - NHS</b>	TBC
<b>Partner Representation – Chambers of Commerce</b>	TBC
<b>Partner Representation - UHI</b>	TBC
<b>Partner Representation – Third Sector</b>	TBC
<b>Industry/Business reps</b>	TBC – agenda dependent



## **5. Responsibilities**

In line with the referred to Scope of Responsibility, the Board will have the following responsibilities:

- Act as champions for the portfolio projects and ensure officers are aware of their responsibilities with respect to delivering the actions within the Portfolio.
- Ensure human and other resources are made available to undertake work-related to the programme.
- Provide unified direction to the Programme and Project Manager and sub-groups.
- Monitor progress, realisation of benefits and performance.
- Review risks, issues and exceptions and determine appropriate course of action based on recommendations from the Project Manager.
- Receive regular progress reports from the Project Manager and sub-groups and monitor progress/authorise slippage.
- Agree communication and engagement requirements.
- Sign off project stages/closures.
- Provide reports to Service Committees and Highland Council for political scrutiny.

## **6. Resourcing**

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

## **7. Risks**

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

## Reconfiguring our Asset Base Portfolio - Terms of Reference

<b>Chair</b>	Assistant Chief Executive		
<b>Date of last update</b>	25 March 2024	<b>Version</b>	0.5

### 1. Strategic Context & Board Purpose

Highland Council property assets exist to support the delivery of local services to the public and should be fit for purpose, flexible, compliant, and fully utilised. The Council will progress an area Community Hub model for its redesigned asset base, with a focus on improving service delivery and creating benefit for staff, communities, and partners. Key outcomes will include the repurposing and disposal of surplus assets.

Operating in line with its Scope of Responsibility, the **Asset Reconfiguration Board** ('the Board') will provide proactive and responsive governance for the initiation of projects and related activity for the successful delivery of the expected outcomes and benefits from the Councils Programme, the Asset Reconfiguration Programme, and the Councils Delivery Plan with a key responsibility for decision-making, risk management, and oversight of all Programme activity and Projects.

These Terms of Reference (TOR) set out the Boards scope of responsibility, where the Board operates within the wider Council Governance (Housing & Property Committee), and the Board's membership and responsibilities.

### 2. Scope of Responsibility

The Board's scope of responsibility will be to identify and commission projects via Property Services to:

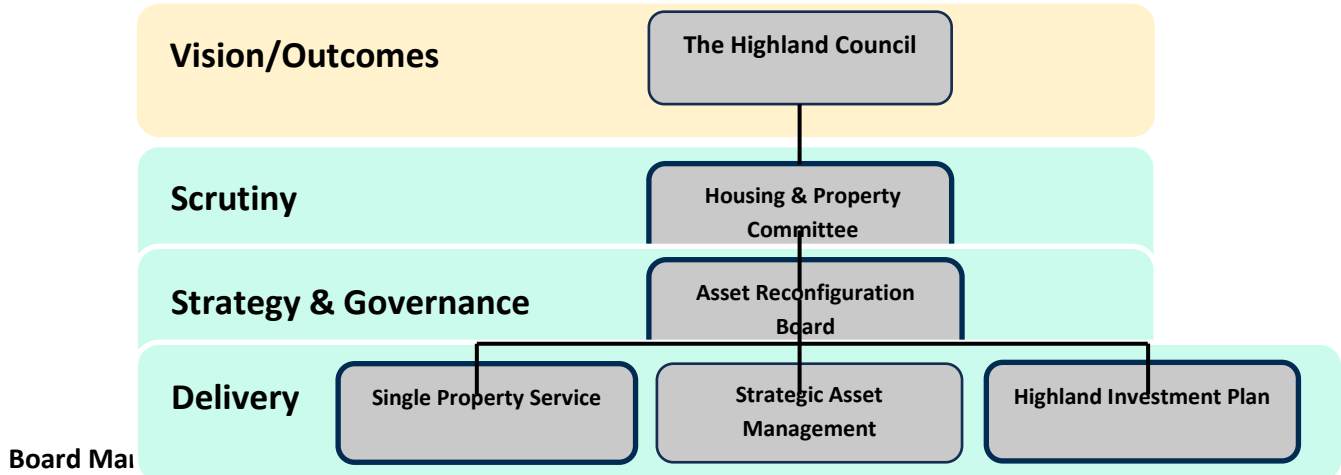
- Reduce the size of the operational property estate.
- Enable colocation and partnership working, via a Community Hub and Spoke model to improve access and service delivery to the community.
- Implement flexible work styles/spaces that enable improved wellbeing and productivity.
- Support our Net Zero Strategy.
- Ensure that the Council's property strategy is linked to its corporate objectives and plans.
- Align our property portfolio with changing service delivery models.
- Improve property condition and compliance across our estate

### 3. Governance & Board Management

#### Governance

The Board will operate within the Council's established Governance structure, and will be led by the Chief Officer, to support cross-Council planning and delivery, with reports on progress to be considered by the Housing & Property Committee.

The following diagram sets out the Governance lines of reporting for the Board:



#### Board Ma

- The Board Chair will be the Assistant Chief Executive.
- The Board will meet every 6 weeks, with additional meetings scheduled, as necessary.
- The Board will have at least 4 members to be quorate, not including the chair.
- Attendance is expected, with substitutes provided where agreed in advance with the chair.
- The Board will receive links to agenda and papers 5 working days in advance of the meetings.
- The Board will receive evidence-based business cases as part of the agenda and these business cases will be presented by the relevant officers.
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each project, and highlighting of issues and exceptions.
- Action notes will be produced and posted to the Asset Redesign Programme SharePoint site.
- A Decision Log will be used to ensure all actions are managed through to resolution.
- The TOR will be reviewed annually, with any substantive changes identified recommended to the (Housing & Property Committee), for their approval.

#### 4. Membership

The core members of the Board and their roles are set out in the table below. In addition to core members, specific project leads, project managers, and other senior managers will be invited to attend the Board as and when required.

Role	Designation
Sponsor/Chair	Assistant Chief Executive
SRO	Chief Officer
Senior Supplier/User	Head of Property & FM
Senior Supplier/User	Service Lead - Capital Planning & Estates Strategy
Senior Supplier/User – <b>Communities &amp; Place</b>	Head of Community Support & Engagement
Senior Supplier/User – <b>Finance</b>	Service Finance Manager
Senior Supplier/User – <b>Legal</b>	Head of Corporate Governance
Senior Supplier/User – <b>Resources and Finance</b>	Head of HR
Senior Supplier/User – <b>Education &amp; Learning</b>	Head of Resources
Senior Supplier/User – <b>Health and Social Care</b>	Head of Integration, Adult Social Care
Senior Supplier/User – <b>Health and Social Care</b>	Head of Children, Young People and Families
Senior Supplier/User – <b>Roads Depots</b>	Head of Roads & Infrastructure
Senior Supplier/User – <b>Waste Depots</b>	Strategic Lead (Waste Strategy & Ops)
Senior Supplier/User – <b>Amenities</b>	Head of Community Operations & Logistics
Senior Supplier/User – <b>Estates Team</b>	Property Manager (Estates Management)
Board Support	Service Secretary

#### 5. Responsibilities

In line with the referred to Scope of Responsibility, the Board will have the following responsibilities:

- Be forward looking and lead with purpose, taking decisions to maintain pace and momentum to ensure the successful delivery of expected Project outcomes and benefits.
- Commission the production of Business Cases, Options Appraisals, and related delivery plans, consider, and provide approval to proceed where appropriate.
- Receive and consider ongoing reporting of progress against expected delivery, ensuring business cases remain viable and the best option for the investment.
- Ensure the required resources are available to deliver the Project outcomes and benefits.
- Manage and respond to risks and issues that could lead to the non-achievement of outcomes and benefits, making decisions on the required remedial action.
- Resolve any exceptional matters escalated to the Board.
- Apply change controls and authorise (where applicable) any major deviations from the approved Business Cases and related plans - communicate information about the Projects across stakeholder groups.
- Provide overall strategic direction for the Asset Reconfiguration Programme, within the wider context of the work to deliver improvements, savings, and income.
- Provide reports to (Housing & Property Committee), for political scrutiny.

#### 6. Resourcing

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

#### 7. Risks

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).



## Corporate Solutions - Terms of Reference

<b>Chair</b>	Assistant Chief Executive		
<b>Date of last update</b>	19.04.24	<b>Version</b>	0.7

### 1. Strategic Context & Board Purpose

The Highland Council must continue to innovate to further enhance efficiency, productivity, and performance. The unprecedented budget challenges make it essential for this to be delivered at pace.

Operating in terms of its Scope of Responsibility, the Corporate Solutions Board ('the Board') will provide proactive and responsive governance for the initiation and delivery of programmes and projects and related activity which assist the successful delivery of the Council Programme and Delivery Plan with a primary focus on initiatives that deliver cross-cutting innovation and efficiency. The Board will have the key responsibility for decision-making, risk management, and oversight of all programme and project activity which will be managed under specific workstreams

These Terms of Reference ('TOR') set out the Board's: -

- scope of responsibility,
- context within the wider Council Governance (Corporate Resources Committee or Redesign Board), and
- membership and responsibilities.

### 2. Scope of Responsibility

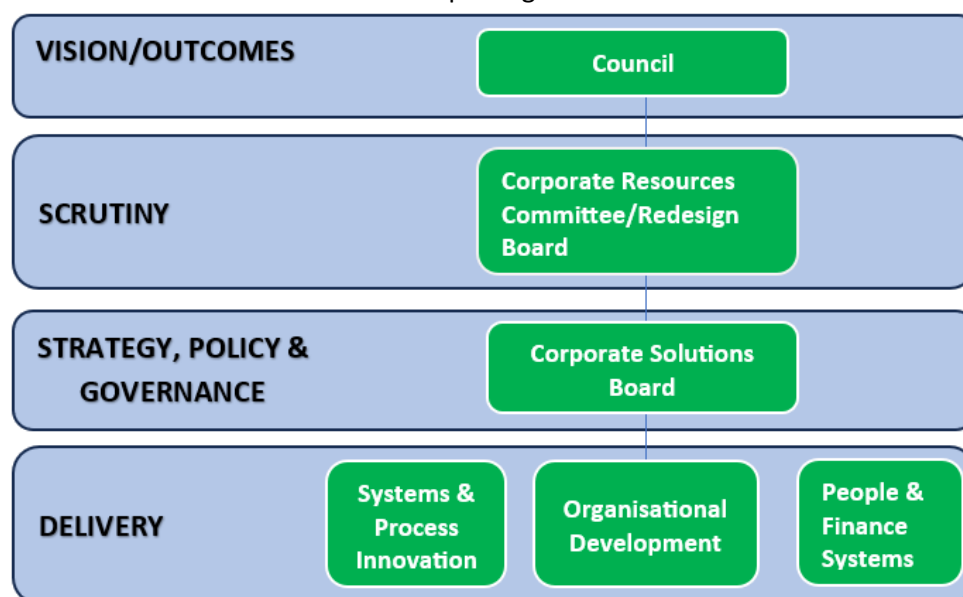
The Board's scope of responsibility is to identify and commission work which enhances Council efficiency, productivity, and performance. Workstreams identified to date are:

- Systems & Process Innovation
- Organisational Development
- People & Finance Systems Programme.

### 3. Governance & Board Management

#### Governance

The Board will operate within the Council's established Governance framework and will be led by the relevant Assistant Chief Executive, to support cross-Council planning and delivery, with reports on progress to be considered by the Corporate Resources Committee or Redesign Board – depending on the project in question. The following diagram sets out the Governance lines of reporting for the Board:



#### Board Management

- The Board Chair will be the relevant Assistant Chief Executive
- The Board will meet 6 weekly with additional meetings scheduled as necessary
- The Board's quorum will be 4 (excluding the Chair)
- Attendance is mandatory and substitutes must be agreed in advance with the Chair
- The Board will receive links to agenda and papers 5 working days in advance of meetings

- The Board will receive evidence-based business cases as part of the agenda and these business cases will be presented by the relevant officers
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each project
- Action notes will be produced and posted to the Board SharePoint site
- A Decision Log will be used to ensure all actions are managed through to resolution
- The TOR will be reviewed annually, with any substantive changes identified recommended to Corporate Resources Committee for approval.

#### 4. Membership

The core members of the Board and their roles are set out in the table below. In addition to core members, specific project sponsors/leads, project managers, and other senior managers will be invited to attend the Board as required.

Role	Designation
<b>Sponsor/Chair</b>	Assistant Chief Executive
<b>Senior Responsible Officer</b>	Chief Officer
<b>Senior Supplier/User - Finance</b>	Head of Corporate Finance
<b>Senior Supplier/User - Legal</b>	Head of Corporate Governance
<b>Senior Supplier/User – People</b>	Head of People
<b>Senior Supplier/User - Revenues</b>	Head of Revenues & Business Support
<b>Senior Supplier/User – ICT</b>	Head of ICT & Digital Transformation
<b>Senior Supplier/User – Education</b>	Head of Resources (Education)
<b>Senior Supplier/User – Property</b>	Head of Property & Facilities Management
<b>Assurance</b>	Strategic Lead – Audit & Performance
<b>Board Support</b>	Service Secretary

#### 5. Responsibilities

In relation to Section 2. of these TOR (Scope of Responsibility), the Board will have the following detailed responsibilities:

- Be forward looking and lead with purpose, taking decisions to maintain pace and momentum to ensure the successful delivery of expected Project outcomes and benefits.
- Commission the production of Business Cases and related delivery plans, consider and provide approval to proceed where appropriate.
- Receive and consider ongoing reporting of progress against expected delivery, ensuring business cases remain viable and the best option for the investment.
- Ensure the required resources are available to deliver project outcomes and benefits.
- Manage and respond to risks and issues that could lead to the non-achievement of outcomes and benefits, making decisions on the required remedial action.
- Resolve any exceptional matters escalated to the Board.
- Apply change controls and authorise (where applicable) any major deviations from the approved Business Cases and related plans - communicate information about the projects across stakeholder groups.
- Provide overall strategic direction of Corporate Solutions
- Provide reports to Corporate Resources Committee or the Redesign Board for Member scrutiny.

#### 6. Resources

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

#### 7. Risks

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

## Income Generation - Terms of Reference

<b>Chair</b>	Assistant Chief Executive (Corporate)		
<b>Date of last update</b>	19 April 24	<b>Version</b>	0.4

### 1. Strategic Context & Board Purpose

The current levels of income generated by the Council equate to 8% of our budget, and the Income Generation Board will provide an important focus in identifying and commissioning work to generate increases in income, integral to responding to the Council's significant budget challenges.

Operating in line with its Scope of Responsibility, the Board will provide proactive and responsive governance for the initiation of projects and related activity for the successful delivery of the expected outcomes and benefits from the Income Generation Programme, with a key responsibility for decision-making, risk management, and oversight of all Programme activity and Projects.

These Terms of Reference (TOR) set out the Income Generation Boards scope of responsibility, where the Board operates within the wider Council Governance (Corporate Resources Committee), and the Board's membership and responsibilities.

### 2. Scope of Responsibility

The Board's scope of responsibility will be to identify and commission work to generate increases in income through the following areas of activity:

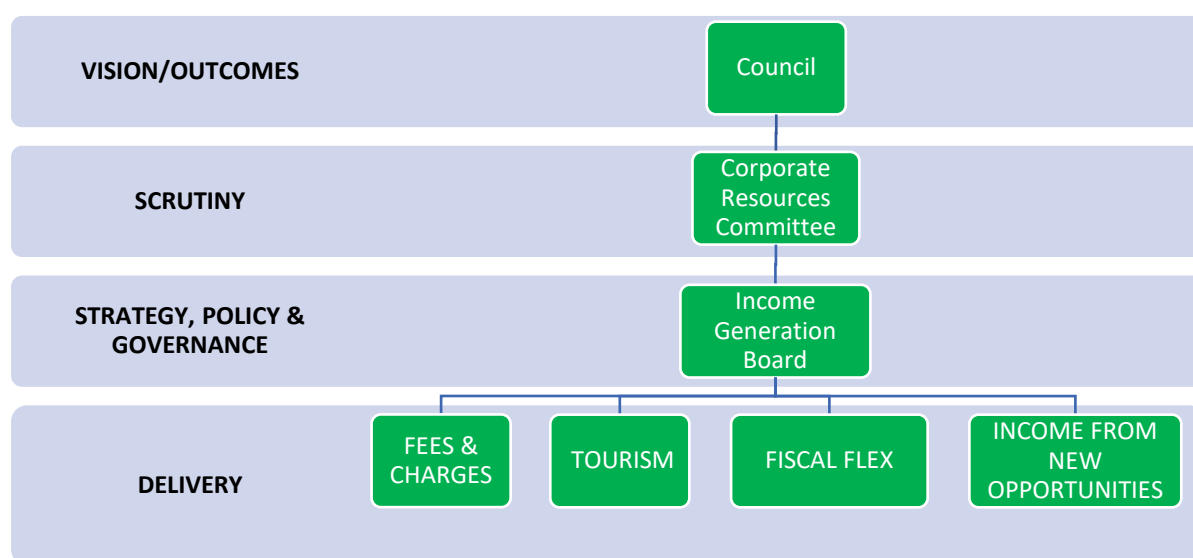
- Review of Existing Fees and Charges Set by The Highland Council
- Generating new Sources of Income from Tourism
- Fiscal Flexibilities
- Other income opportunities that may arise

### 3. Governance & Board Management

#### Governance

The Income Generation Board will operate within the Council's established Governance structure, and will be led by the Assistant Chief Executive (Corporate), to support cross-Council planning and delivery, with reports on progress to be considered by the Corporate Resources Committee.

The following diagram sets out the Governance lines of reporting for the Board:



### Board Management

- The Board Chair will be the Assistant Chief Executive (Corporate)
- The Income Generation Board will meet 6 weekly with additional meetings scheduled as necessary
- The Board will have at least 4 members to be quorate, not including the chair
- Attendance is expected, with substitutes provided where agreed in advance with the chair
- The Board will receive links to agenda and papers 5 working days in advance of the meetings
- The Board will receive evidence-based business cases as part of the agenda and these business cases will be presented by the relevant officers
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each project
- Action notes will be produced and posted to the Income Generation Programme SharePoint site
- A Decision Log will be used to ensure all actions are managed through to resolution
- The TOR will be reviewed annually, with any substantive changes identified recommended to Corporate Resources Committee for their approval

### 4. Membership

The core members of the Board and their roles are set out in the table below. In addition to core members, specific project sponsors/leads, project managers, and other senior managers will be invited to attend the Board as and when required.

Role	Designation
<b>Sponsor/Chair</b>	Assistant Chief Executive (Corporate)
<b>Lead</b>	Head of Revenues & Business Support
<b>Senior Supplier/User - Finance</b>	Service Finance Manager
<b>Senior Supplier/User - Legal</b>	Head of Corporate Governance
<b>Senior Supplier/User – Economic Development</b>	Service Lead-Environment Development Active Travel
<b>Senior Supplier/User – Planning</b>	Area Planning Manager
<b>Senior Supplier/User – Tourism</b>	Economy & Regeneration Manager
<b>Senior Supplier/User – Waste</b>	Strategic Lead (Waste Strategy & Ops)
<b>Senior Supplier/User – Education &amp; Learning</b>	Head of Lifelong Learning & Gaelic
<b>Senior Supplier/User - Amenities</b>	Amenity Services Manager (South)
<b>Assurance</b>	Programme Manager – IHCRD & UKSPF
<b>Board Support</b>	Service Secretary

### 5. Responsibilities

In line with the referred to Scope of Responsibility, the Board will have the following responsibilities:

- Be forward looking and lead with purpose, taking decisions to maintain pace and momentum to ensure the successful delivery of expected Project outcomes and benefits.



- Commission the production of Business Cases and related delivery plans, consider and provide approval to proceed where appropriate.
- Receive and consider ongoing reporting of progress against expected delivery, ensuring business cases remain viable and the best option for the investment.
- Ensure the required resources are available to deliver the Project outcomes and benefits.
- Manage and respond to risks and issues that could lead to the non-achievement of outcomes and benefits, making decisions on the required remedial action.
- Resolve any exceptional matters escalated to the Board.
- Apply change controls and authorise (where applicable) any major deviations from the approved Business Cases and related plans - communicate information about the Projects across stakeholder groups.
- Provide overall strategic direction for the Income Generation Programme, within the wider context of the work to deliver improvements, savings, and income.
- Provide income generation policy direction, advice, and guidance for the Council, and including to Sponsors/Senior Responsible Officers who are responsible for delivery of respective portfolios and future activities with an income generation element.
- Provide reports to Corporate Resources Committee for political scrutiny.

## **6. Resourcing**

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

## **7. Risks**

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

# Net Zero, Energy Investment & Innovation Portfolio - Terms of Reference

<b>Chair</b>	Assistant Chief Executive		
<b>Date of last update</b>	10 April 2024	<b>Version</b>	0.3

## 1. Strategic Context & Board Purpose

The Highland Council is deeply committed to achieving net zero emissions by 2045, in alignment with statutory targets. Embracing renewable energy initiatives is integral to this vision, not only for the potential cost avoidance and income generation it offers but also for its crucial role in reducing carbon emissions and fostering community benefits.

The primary purpose of the Net Zero, Energy Investment, and Innovation Portfolio Board ('the Board') is to drive the Highland Council's ambitious agenda towards achieving net zero and a climate-ready organisation. Operating within the wider framework of council governance, the Board is tasked with providing proactive and responsive governance for the successful delivery of agreed projects and activities.

The Board prioritises actions and initiatives that directly contribute to achieving net zero emissions by 2045.

Emphasising renewable energy initiatives is a key component of the Board's strategy. These initiatives serve as crucial drivers in the transition towards net zero emissions, offering opportunities for innovation and sustainable development.

In addition to mitigating carbon emissions, the Board recognises the importance of preparing for and building resilience to the effects of climate change. Ensuring business continuity in the face of climate-related challenges is paramount to the Council's long-term sustainability.

The Board's scope of responsibility encompasses decision-making, risk management, and oversight of all activities and projects within the Net Zero, Energy Investment, and Innovation Portfolio. It operates within the wider council governance structure while maintaining a focused approach on advancing the Highland Council's net zero agenda.

These Terms of Reference (TOR) outline the Board's scope of responsibility, membership, and specific responsibilities within the wider council governance framework. It underscores the Board's commitment to delivering tangible outcomes aligned with the Highland Council's vision for a sustainable, resilient future.

## 2. Scope of Responsibility

The Board's scope of responsibility will be to deliver projects in the following areas of activity:

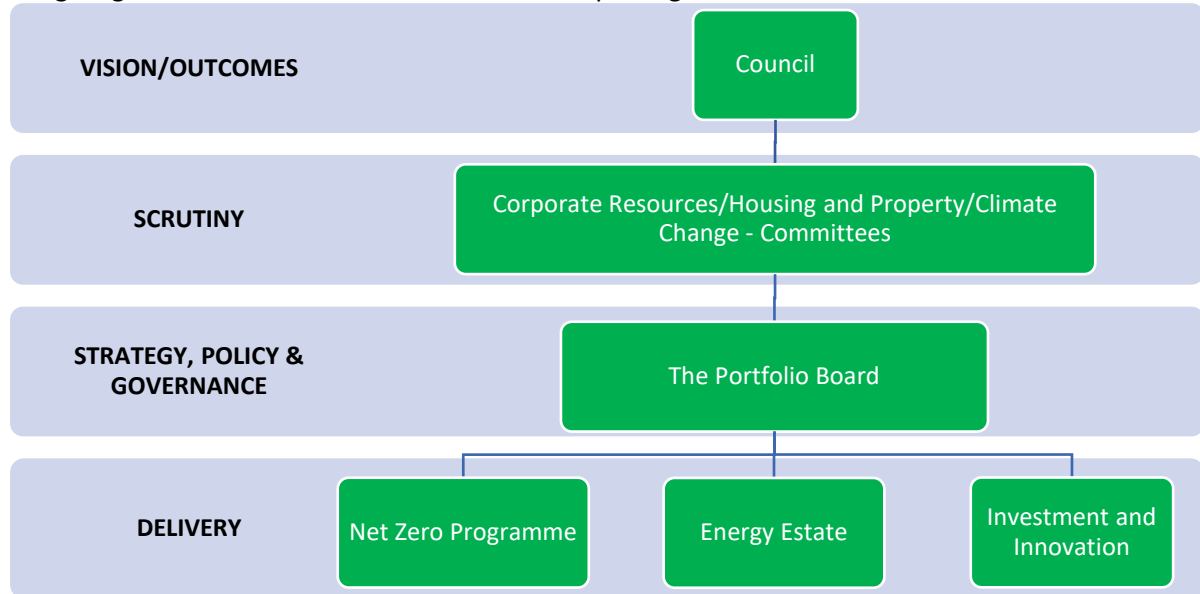
- Delivery of the Council's Net Zero Programme
- Delivery of the Net Zero transition of the Council's non-domestic and domestic property estate
- Development of a pipeline of energy efficiency projects
- Develop funding strategies which maximise opportunities for the Council
- Extension and optimisation of Solar PV assets on the Council's non-domestic estate
- Scrutiny of energy expenditure to support cost saving initiatives in energy consumption
- Development of battery storage investment model
- Delivery of utility scale Solar PV – Longman site
- Implementation of Solar PV assets on the Council's leased commercial property estate
- Delivery of enhanced and expanded EV network – joint procurement approach
- Development of Heat Networks
- Development of a pipeline of renewable energy projects, including hydrogen, wind and hydro incorporating community schemes where viable

## 3. Governance & Board Management

### Governance

The Board will operate within the Council's established Governance structure, and will be led by the Depute Chief Executive, to support cross-Council planning and delivery, with reports on progress to be considered by the appropriate Committee.

The following diagram sets out the Governance lines of reporting for the Board:



#### Board Management

- The Board Chair will be the Assistant Chief Executive
- The Board will meet 6 weekly with additional meetings scheduled as necessary
- The Board will have at least 4 members to be quorate, not including the chair
- Attendance is expected, with substitutes provided where agreed in advance with the chair
- The Board will receive links to agenda and papers 5 working days in advance of the meetings
- The Board will receive evidence-based business cases as part of the agenda and these business cases will be presented by the relevant officers
- The Board will receive detailed progress reporting, including identification and mitigation of risks for each project
- Action notes will be produced and posted to the Portfolio SharePoint site
- A Decision Log will be used to ensure all actions are managed through to resolution
- The TOR will be reviewed annually

#### 4. Membership

The Board structure is designed to facilitate participation in key specific workstreams. Core members of the Board and their roles are set out in the table below. In addition to core members, specific project sponsors/leads, project managers, and other senior managers will be invited to attend the Board as and when required.

Role	Designation	Net Zero Agenda Item	Investment Projects Agenda Item
<b>Sponsor/Chair</b>	Assistant Chief Executive	✓	✓
<b>Senior Responsible Officer</b>	Chief Officer	✓	✓
<b>Senior Supplier/User - Finance</b>	Principal Accountant	✓	✓
<b>Senior Supplier/User – Housing and Property</b>	Service Lead	✓	
<b>Senior Supplier/User – Economic Development</b>	Head of Service		✓
<b>Senior Supplier/User - Education</b>	Head of Lifelong Learning & Gaelic Service	✓	
<b>Senior Supplier/User – Environment</b>	Service Lead	✓	
<b>Senior Supplier/User – Housing</b>	Interim Head of Housing and Building Maintenance	✓	
<b>Assurance</b>	Corporate Performance Business Partner	✓	✓
<b>Board Support</b>	Service Secretary	✓	✓

#### 5. Responsibilities

In line with the Scope of Responsibility (above at 2), the Board will have the following responsibilities:

- Be forward looking and lead with purpose, taking decisions to maintain pace and momentum to ensure the successful delivery of expected Project outcomes and benefits.
- Commission the production of Business Cases and related delivery plans, consider and provide approval to proceed where appropriate.
- Receive and consider ongoing reporting of progress against expected delivery, ensuring business cases remain viable and the best option for the investment.
- Ensure the required resources is available to deliver the Project outcomes and benefits.
- Manage and respond to risks and issues that could lead to the non-achievement of outcomes and benefits, making decisions on the required remedial action.
- Resolve any exceptional matters escalated to the Board.
- Apply change controls and authorise (where applicable) any major deviations from the approved Business Cases and related plans - communicate information about the Projects across stakeholder groups.
- Provide overall strategic direction for the Net Zero, Energy Investment & Innovation Portfolio.



- Provide policy direction, advice, and guidance for the Council, and including to Sponsors/Senior Responsible Officers who are responsible for delivery of respective portfolios and future activities with an income generation element.
- Provide reports to Climate Change, Corporate Resource, and Housing & Property Committees for scrutiny and decision.

#### **6. Resourcing**

For activity within the Scope of Responsibility, the Board will provide the financial governance for resourcing feasibility work, business case preparation and project management.

#### **7. Risks**

All programmes/projects will be fully managed in terms of the updated Risk Management Policy agreed by Council on 14 March 2024. Risks will be captured and analysed in compliance with the Policy through a corporate Risk Management SharePoint site. Risks will be owned by the Board and where appropriate, risks and mitigating actions will be monitored through the Performance and Risk Management System (PRMS).

### Appendix 3 - Delivery Plan 2024-2027 Engagement Activity

Forum	Portfolio Areas to Cover	Date
Highlands & Islands Regional Economic Partnership	<b>Income generation</b> <ul style="list-style-type: none"> <li>• Visitor/Cruise Ship levy</li> </ul> <b>Net Zero</b> <ul style="list-style-type: none"> <li>• Investment and innovation</li> <li>• Income from renewables</li> </ul>	26 April 2024
Staff Briefing	Delivery Plan 2024-2027	26 March 2024
Staff Briefing	Delivery Plan 2024-2027	27 March 2024
PVI ELC Partners	<b>Person Centred Solutions</b> <ul style="list-style-type: none"> <li>• Early Learning and Childcare</li> </ul>	23 April 2024
Skills Development Scotland	<b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Future Highland Workforce</li> <li>• Pathways, Packages &amp; Partnerships</li> <li>• Enhanced transitions and employability skills development</li> </ul>	2 April 2024
Joint Officer Group (JOG)	<b>People Centred Solutions</b> <ul style="list-style-type: none"> <li>• Family First</li> <li>• Adult Social Care</li> <li>• Digital solutions</li> <li>• Capacity Building</li> </ul> <b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Pathways and Packages</li> </ul>	5 April 2024
NHS Highland / Highland Council	<b>People Centred Solutions</b> <ul style="list-style-type: none"> <li>• Family First</li> <li>• Adult Social Care</li> <li>• Digital solutions</li> <li>• Capacity Building</li> </ul> <b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Pathways and Packages</li> </ul>	Multiple

Forum	Portfolio Areas to Cover	Date
My Future, My Success (HLH)	<b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Future Highland Workforce</li> <li>• Pathways, Packages &amp; Partnerships</li> <li>• Enhanced transitions and employability skills development</li> </ul>	8 April 2024
Strategic Community Planning Partnership Partners	Delivery Plan 2024-2027 – All Portfolios	9 April 2024
Developing the Young Workforce Groups (hosted by Chamber of Commerce)	<b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Future Highland Workforce</li> <li>• Pathways, Packages &amp; Partnerships</li> <li>• Enhanced transitions and employability skills development</li> </ul>	9 April 2024
3 <sup>rd</sup> Sector Reference Group	<b>People Centred Solutions</b> <ul style="list-style-type: none"> <li>• Commissioning Solutions</li> <li>• Community Led Service Delivery</li> <li>• ELC/Childcare</li> </ul> <b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Pathways and Packages</li> <li>• Into work and Job Progression</li> </ul> <b>Reconfiguring our Asset Base</b> <ul style="list-style-type: none"> <li>• Reconfiguring schools, offices/depots/culture and leisure facilities</li> </ul>	9 April 2024
Members Seminar	<b>Delivery Plan 2024-2027</b>	15 April 2024
Trade Unions	<b>Delivery Plan 2024-2027</b>	17 April 2024
Highland Employability Partnership	<b>Workforce for the Future</b> All strands	17 April 2024

Forum	Portfolio Areas to Cover	Date
Highland Secondary Headteachers Association	<b>Workforce for the Future</b> <ul style="list-style-type: none"> <li>• Future Highland Workforce</li> <li>• Pathways, Packages &amp; Partnerships</li> <li>• Enhanced transitions &amp; employability skills development</li> </ul>	18 April 2024
Inverness & Cromarty Firth Green Freeport Energy Skills Group	<b>Workforce for the Future</b> All strands	18 April 2024
Bus Partnership	<b>Reconfiguring our asset base</b> <ul style="list-style-type: none"> <li>• In-house Bus Project</li> </ul>	24 April 2024





# The Highland Council Portfolio Board Report

## Corporate Solutions Fuasglaidhean Corporra



Charles Kennedy building by ABrightSide Photography

**\*Drafting Note:** *The report follows the Operational Delivery Plan approach of Portfolio/Workstream/Project. The report will focus on specific projects requiring decisions or attention to key risks.*

*An appendix providing a progress summary for all work within a portfolio will accompany the report which will be produced using the Council’s corporate reporting system (PRMS).*

*The report is still under development as is the build of the Operational Delivery Plan into PRMS which will be key to automating report content as much as possible.*

*It is important to note that all data shown in this draft report is for illustrative purposes only and does not reflect the actual position of a Portfolio, Workstream or Project.*

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## Strategic Improvement & Redesign Portfolio – Highlight Report

<b>Portfolio Sponsor</b>	
<b>Date of Report</b>	
<b>Period Covered</b>	

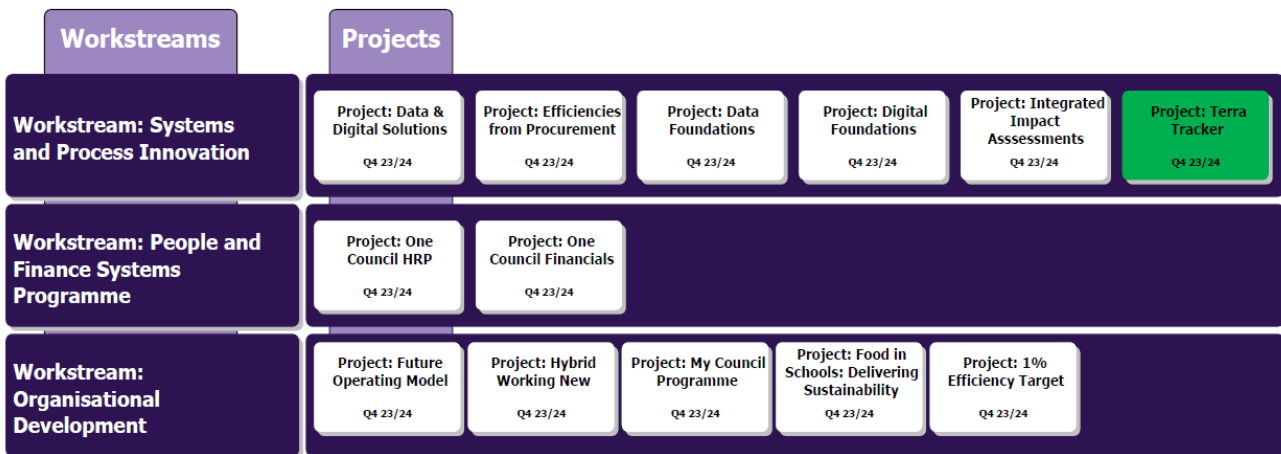
### 1. Portfolio Health Summary

*\*Drafting Note: Provides a visual overview of the Workstream & Projects within a Portfolio pulled from the corporate reporting system (PRMS).*

**Portfolio: Corporate Solutions**

**Senior Responsible Officer:**  
Chief Officer

**Portfolio Sponsor:**  
Assistant Chief Executive



### 2. Portfolio Progress Summary Narrative

*\*Drafting Note: Provides a short summary narrative of progress and key risks at a portfolio level provided by the Senior Responsible Officer.*

### 3. Workstream Reports : Workstream Name




**\*Drafting Note:** Provides a high level overview at a Workstream level of progress against key milestones, deliverables, and risks pulled from PRMS. The Dashboard content as well look, and feel are still in development.


## Workstream: Systems and Process Innovation




Draft Delivery Plan

Responsible Officer:




**Project: Terra Tracker**  
Milestones:         Assc. Risks: 0  
Measures of Success:

**Project: Efficiencies from Procurement**  
Milestones:         Assc. Risks: 0  
Measures of Success:

**Project: Data Foundations**  
Milestones:         Assc. Risks: 4  
Measures of Success:

**Project: Data & Digital Solutions**  
Milestones:         Assc. Risks: 0  
Measures of Success:

**Project: Digital Foundations**  
Milestones:         Assc. Risks: 0  
Measures of Success:

**Project: Integrated Impact Assessments**  
Milestones:         Assc. Risks: 0  
Measures of Success:



**Portfolio: Corporate Solutions**  
Portfolio Sponsor: Assistant Chief Executive

### 4. Workstream Progress Summary Narrative

**Drafting Note:** Provides a short summary narrative of progress and key risks at a portfolio level from the Workstream Lead Officer



## 5. Decisions Required from this Board.

1. x
2. x
3. x

## 6. Key Risks & Issues

**Drafting Note:** The items set out below represent the key risks and issues at a workstream level and with data pulled from PRMS.

Risk	Response	Residual Rating	Latest Update

## 7. Programmes & Projects Red / Amber Status Update

**Drafting Note:** This section provides a summary of the Programmes or Projects that have been updated with a Red or Amber status for this reporting period, including corrective action required to return the project or programme to Green. Dashboard is again pulled from PRMS.

Programmes/ Projects																																																		
<div style="border: 1px solid black; padding: 10px;"> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px;"> <b>Workstream: Systems and Process Innovation</b> </div> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px;"> <b>Portfolio: Corporate Solutions</b>                      Portfolio Sponsor: Assistant Chief Executive                 </div> </div> <div style="margin-top: 10px;"> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px; display: flex; justify-content: space-between; align-items: center;"> <b>Project: Data Foundations</b> <span style="font-size: 20px;">•••</span> </div> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px; margin-top: 5px;"> <b>ACTIVITY</b>                      A project to deliver the enabling systems design, technology and processes to support the Council's ability to make data led decisions.                 </div> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px; margin-top: 5px;"> <b>PROJECT ELEMENTS</b> <ul style="list-style-type: none"> <li>• Data team as centre of excellence.</li> <li>• Technology infrastructure (PowerBI/data warehouse) to support corporate data usage.</li> <li>• Identify and link key datasets.</li> <li>• Automation of dataset linkages and dashboards.</li> <li>• Data standards and stewardship.</li> </ul> </div> <div style="background-color: #d9d9d9; padding: 5px; border-radius: 5px; margin-top: 5px; display: flex; justify-content: space-between;"> <span>Senior Responsible Officer: Kate Lackie</span> <span>Responsible Officer: Jon Shepherd - ICT</span> </div> </div> <div style="margin-top: 10px;"> <div style="background-color: #4a4a8a; color: white; padding: 5px; border-radius: 5px; display: flex; justify-content: space-between; align-items: center;"> <b>LINKS TO THE PERFORMANCE PLAN:</b> </div> <div style="background-color: #d9d9d9; padding: 5px; border-radius: 5px; margin-top: 5px; 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**Rationale for RAG Status:**

**Corrective Action Narrative:**

**Programmes / Projects**

**Workstream: Systems and Process Innovation**

**Portfolio: Corporate Solutions**  
Portfolio Sponsor: Kate Lackie

**Project: Terra Tracker**

**ACTIVITY**  
Terra Tracker is a systems approach to Highland Council land & building ownership. Terra Tracker will create a map-based property dataset to improve efficiency, facilitate income generation and empower the Council and its Communities.

**PROJECT ELEMENTS**  
- Aggregation, validation & update of property datasets into a single accessible, location  
- Amalgamate datasets onto map-based system  
- Work with Services & Communities to exploit opportunities, with focus on income generation and community empowerment.

Senior Responsible Officer: Paul Nevin  
Responsible Officer: Angela Stewart2

- LINKS TO THE PERFORMANCE PLAN:**
- CP5.08 Accelerate the delivery of our Asset Management approach
  - CP5.10 Broaden the Council's income base through taxation and delivering more commercial services

MEASURES OF SUCCESS	CURRENT STATUS
Terra Tracker Income & Savings	
Terra Tracker Increasing no. mapped & digitised titles	
Terra Tracker Identification of previously unrecognised Council ownership	
Terra Tracker Stakeholder Satisfaction	

MILESTONES	CURRENT STATUS
Milestone 04.04.24 Terra Tracker Milestone: Project Commencement	
Milestone 01.04.24 Terra Tracker Milestone: Initial roll out of map-based Terra Tracker to stakeholders	Q4 23/24 Some Slippage
Milestone 01.10.24 Terra Tracker Milestone: All datasets identified/available - internal	Q4 23/24 On Target
Milestone Q4 25/26 Terra Tracker Milestone: Transfer to Business as Usual for ongoing update & maintenance	

KEY RISKS ASSESSED / MITIGATED	CURRENT RISK RATING	MITIGATION
Terra Tracker: Project fails to self-fund		
Terra Tracker: Liability discovery		
Terra Tracker: Data not maintained to required standard		

**Rationale for RAG Status:**

**Corrective Action Narrative:**

**8. Requests for Change**

**Drafting Note:** This section details any outstanding Requests for Change (e.g. extension of project timescale, increase or carry forward of budget) that requires a decision from the Portfolio Board and, potentially, Committee oversight or approval.

**9. Project Closures**

**Drafting Note:** Provides a summary of the projects that have closed in this reporting period or are due to close in the next reporting period.

Programmes & Projects	Previous Status	Current Status	Project Lead	Project Manager(s)	Project Stage	Scheduled Completion Date
Project Name x						
<b>Project Closure Activities &amp; Benefits Realisation:</b>						
<b>Post Closure Activities:</b>						

**10. Next Reporting Period**

**Drafting Note:** Provides an overview of the key project outputs expected in the next reporting period.

Workstream	Programme / Project	Key Deliverables

## Appendix 5 – Summary of Resource Requirements

The following table describes the additional resource requirements for the Delivery Plan, beyond those projects which are funded from existing resources, existing budget decisions, or external funding sources. The total below would be met from within the £17.491m Future Investment Capacity fund held within earmarked reserves.

<b>Portfolio</b>	<b>Project</b>	<b>Resource Requirement £m</b>
Workforce for the Future	Digital School	0.33
Asset Reconfiguration	New area community hubs, Incorporating Schools, Offices, Depots and Partners.	0.33
<b>TOTAL</b>		<b>0.66</b>