

Agenda Item	4
Report No	RDB-09-24

HIGHLAND COUNCIL

Committee: Redesign Board

Date: 20 November 2024

Report Title: Redesign of Highland Council – Work Programme Update

Report By: Chief Officer – Business Solutions

1 Purpose/Executive Summary

1.1 This report highlights the ongoing importance of the work of the Redesign Board with the Council's priorities, in particular as set out in the approved report to 2 March 2023 Council ['Our Future Highland- Budget Strategy 2023/24'](#).

The report updates the Redesign Board on the current Work Programme, comprising major projects and a programme of Lean/Rapid Reviews.

2 Recommendations

2.1 Members are asked to:-

- i) **Note** the Work Programme Update;
- ii) **Agree** that phase 1 of the Roads Redesign project is brought to closure and phase 2 is progressed;
- iii) **Agree** that In-House Bus Operations is now a "business as usual" service and will no longer be reported to the Redesign Board until the appropriate time for discussion of options for expansion and review of the operating model.

3 Implications

3.1 **Resource:** There are no direct resource implications arising from this report. Project Sponsors manage the resource commitments required for the successful delivery of their projects from a corporate perspective, ensuring targeted deployment of resource for the effective redesign of Council services in line with the Council's priorities.

3.2 **Legal:** There are no direct legal implications arising from this report. Project Sponsors seek legal advice and take appropriate action as required in respect of their projects.

3.3 **Community (Equality, Poverty and Rural):** Impact assessments, informed by engagement with key stakeholders including partners and communities, are undertaken to evaluate proposals and decisions.

- 3.4 **Climate Change / Carbon Clever:** There are no direct Climate Change / Carbon Clever implications arising from this report. All Redesign projects proactively make linkages to the Council's Net Zero Strategy.
- 3.5 **Risk:** All Redesign projects comply with Corporate and Transformation PMO standards in respect of proactive risk management as a key discipline in the controlled and managed delivery of the work. Importantly, the Redesign Board work programme and activity of the Board directly contributes to the risk response to of the Corporate Risk in respect of Financial Sustainability (CR1).
- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people):** There are no direct Health and Safety implications arising from this report. Project Sponsors will consider any specific relevant Health and Safety implications as part of the management and delivery of their projects.
- 3.7 **Gaelic:** There are no specific Gaelic implications arising from this report. All projects will ensure the Council's bilingual policy is appropriately applied.

4. Programme Delivery – Council Delivery Plan

- 4.1 Projects sitting within the 6 Delivery Plan portfolios are now being reported for scrutiny by Members according to the agreed plan. Several projects will continue to be reported to the Redesign Board and these are covered in this overview reports and separate detailed reports. Other projects in the Delivery Plan are being reported to the relevant Strategic Committees

5 Redesign Projects Update

- 5.1 The Redesign Projects that have previously been reported to the Redesign Board are as follows:-

- My Council (see separate report)
- Food in Schools (see section 6)
- Asset Management (see separate report)
- Trades Framework Redesign (included in the Asset Management report)
- Roads (see section 7)
- In-House Bus Operation (see section 8)
- Employability Review – now integrated into the Workforce For The Future portfolio and being reported to the Economy & Infrastructure Committee

6 Food In Schools

- 6.1 An effective workshop was held with the Redesign Board on 4 September 2024. The outputs from the workshop were presented to the Redesign Board on 2 October 2024 when the following agreed initial areas of work were agreed:

- Take-up rates of free school meals
- Income Generation
- Operating Model
- Cost of Food

Councillors C Munro and B Jarvie will work with Officers to progress these areas of work, with the next meeting of the Member/Officer group scheduled for 18 November 2024.

7 Roads

7.1 The objectives set for the first phase of the Roads Re-design project are nearing completion. These include:

- Process LEAN reviews for Permits, Temporary and Permanent Traffic Orders and Compensation Claims.
- Amendments to policies arising from these reviews have been approved by E & I Committee in August.

The focus now is on the continuation of delivery of improvement actions identified.

7.2 Two Member Workshops have taken place reviewing the Roads Revenue Budget Distribution and the Capital Budget Distribution. A second workshop on the Capital Budget Distribution is being prepared for the New Year to enable any proposed changes to be implemented in 2025/26.

7.3 Subject to approval by the Re-design Board, it is proposed that this project now moves into a second phase, the objectives of which are currently being drafted but the focus is intended to be on:

- A review of the operational management of the Roads Service to enable greater consistency between the operational areas.
- Taking Forward the benefits of automated technology for Roads Maintenance identified by TripleValueImpact (TVI).

7.4 Redesign Board Members assigned to this Project are Cllrs Raymond Bremner, Russell Jones and Trish Robertson.

8 In-House Bus Operation

8.1 The in-house Bus Operations Pilot has achieved its objectives and is now successfully operating as Business as Usual. Further expansion of the In-house Bus Operation is envisaged as opportunities arise, some of which are confidential at the moment. As the service expands, the focus will be on a review of the future operating model, and this will be subject to input and agreement from the Council/Strategic Committee/Re-design Board as appropriate. The Bus Transformation Project Board continues to meet on a Bi-monthly basis.

8.2 The Redesign Board Members assigned to this Project are Cllrs Bill Lobban, Alasdair Christie and Michael Green.

Designation: Chief Officer – Business Solutions

Date: 8 November 2024

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