

**HIGHLAND COUNCIL  
RECOVERY, IMPROVEMENT & TRANSFORMATION BOARD**

Minutes of the Meeting of the Highland Council Recovery, Improvement and Transformation Board held in the Council Chamber, Glenurquhart Road, Inverness on Monday 28 February 2022 at 10.30am.

**PRESENT:-**

Mr A Christie (Chair)	Mr B Lobban
Dr I Cockburn (Vice Chair)	Mr M MacLeod (non-voting)
Mrs M Davidson (Vice Chair)	Mrs D Manson (non-voting)
Mr J Gibson (non-voting)	Mr P Sagers
Mr A Gunn (non-voting)	

**Non-Members also present:-**

Mr D Macpherson	Mrs T Robertson
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**Officers Present:-**

Mr M Rodgers, ECO Housing & Property  
 Ms F Malcolm, Interim Head of Integration Adult Social Care, Health & Social Care  
 Mr P Whitham, Programme Manager, Transformation (PW)  
 Ms L Williamson, Programme Co-ordinator, Transformation (LW)  
 Ms H Airey, Business Analyst, Transformation (HA)  
 Mrs L Dunn, Principal Administrator, Performance & Governance  
 Mr A MacInnes, Committee Officer, Performance & Governance

**Mr A Christie in the Chair**

<b>Item</b>	<b>Subject/Decision</b>	<b>Action</b>
<b>1.</b>	<b>Apologies for Absence</b>  Apologies for absence were intimated on behalf of Mr B Boyd, Mrs C Caddick, Mr J Gray, Mr A Jarvie, Mr A MacInnes and Mr C Munro.	<b>No Action Necessary</b>
<b>2.</b>	<b>Declarations of Interest</b>  Transparency Statement: Mr A Christie declared he had a connection as a Non-Executive Director of NHS Highland. However, having applied the objective test, he did not consider he had a declaration to make in relation to any matter on the agenda. He requested that his Statement be recorded in the Minutes.	<b>No Action Necessary</b>
<b>3.</b>	<b>Minutes of Previous Meeting</b>  There had been circulated and <b>NOTED</b> Minutes of Meeting of the previous meeting held on 29 November 2021 which had been approved by Council on 10 December 2021.	<b>No Action Necessary</b>

**4. Improvement and Transformation Programme 2021-2022 Update**  
**Fios às Ùr mu Phrògram Leasachaidh is Cruth-atharrachaidh 2021-2022**

**AG**

There had been circulated Report No RIT/**01**/22 dated 7 February 2022 by the Interim Executive Chief Officer Communities and Place.

During discussion, the following main points were raised:-

- the Chair expressed his appreciation to all officers associated with the preparation of the report which gave a very detailed and comprehensive overview of progress;
- there was a need for a more targeted approach to Asset Rationalisation with particular focus on Inverness and the Moray Firth areas i.e. areas with the most assets. Assurance was provided that the Ward engagement that had been undertaken in Skye was a trial and that the next phases would be rolled out across other areas as quickly as possible. It was also clarified that slippage of this project was due to timing as opposed to the monetary value but overall the project was on target to deliver. Attention was drawn to the links between Asset Rationalisation and New Ways of Working; and
- further information was sought and provided on the reason for the additional costs in respect of the Fort William Waste Transfer Station.

Thereafter, the Board **NOTED**:

- i. the latest progress on the Council's Improvement and Transformation Programme Projects;
- ii. the latest progress in respect of the 2021/22 forecasted cashable benefits;
- iii. any recommendations or observations to Council in respect of progress on the Council's Improvement and Transformation Programme and associated actions;
- iv. the inclusion of a High-level Risk and Issues summary table – section 8 of the report; and
- v. the activity and support provided by the Project Management Office.

**5. School Transport Transformation Project (Review of School Transport)**  
**Pròiseact Cruth-atharrachaidh Còmhdhail Sgoile (Ath-sgrùdadh air Còmhdhail Sgoile)**

**MMcL**

There had been circulated Report No. dated RIT/**02**/22 11 February 2022 by Executive Chief Officer Infrastructure, Environment & Economy.

During discussion, the following main points were raised:-

- in terms of timeline, it was clarified that key dates would be a report to the Economy and Infrastructure Committee on 25 August 2022 in respect of the first stage of the procurement process with reporting to the Recovery, Improvement and Transformation Board thereafter as timings permitted. Confirmation was also provided that there would be regular updates on this project as this was a standing item on the

Economy and Infrastructure Committee agendas;

- the page numbering was confusing and it would have been helpful if the report had been a separate appendix;
- it was confirmed that work would be undertaken in a phased approach. It was acknowledged that different areas would require different solutions and it was queried if this would lead to other solutions;
- assurance was provided that there would be emphasis on supporting community transport with the aim of building on existing capacity and replicating this model in other areas; and
- the report contained a lot of helpful information, particularly the cost per pupil per year which was a significant amount in some areas.

Thereafter, the Board **NOTED** the report presented to the Economy and Infrastructure Committee and supported the ongoing transformation work on this function.

**6. Transformation Hub and MS Teams for Projects Demonstration**  
**Hub Cruth-atharrachaidh agus MS Teams airson a bhith a’**  
**Taisbeanadh Phròiseactan**

**LW/HA**

There was a demonstration by the Programme Co-ordinator and the Programme Officer on the development of the Transformation Hub and how it integrated with MS Teams as a collaborative workspace for projects.

During the discussion, the following main points were raised:-

- it was helpful for Members to see the systems and tools that were being utilised to produce the data. These reports were produced in a different way to those for strategic committees and this approach had also been used as part of the budget process;
- the Transformation Programme comprised of nine transformation projects and 21 workstreams and the Transformation Hub provided a platform for them to be managed and for up to date information to be gathered and extracted for reports. It demonstrated it was a dynamic and evolving process which enabled Members to take assurance from the way in which reports were produced and thus enable informed decisions to be made;
- it was clarified that the immersive reader function was a tool to support people with visual impairments and/or reading difficulties increasing accessibility to all; and
- appreciation was expressed to staff involved and their enthusiasm was acknowledged. The benefits and range of functionality of MS Teams were noted. Reference was made to the changes it was making to ways of working with reduced emails and telephone calls. The importance of seeking feedback from users was emphasised.

Thereafter, the Board **NOTED** the demonstration.

The meeting was closed at 11.13am.