

Agenda Item	9.
Report No	EDU/6/25

The Highland Council

Committee: Education Committee

Date: 26 February 2025

Report Title: Workforce for the Future Portfolio Board Update: Delivery Plan Budget Monitoring & Progress

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

- 1.1 The Delivery Plan 2024-27 consists of 64 projects/programmes, managed through 6 Portfolio Boards. Each project is reported to a relevant committee for consideration and scrutiny in terms of the Portfolio Reporting Cycle agreed at Council on 9 May 2024. Exceptions to this general rule may apply when for example circumstances merit a standalone project/programme report to either committee or council. If exceptions apply this report will signpost to where the relevant reporting can be found.
- 1.2 This report provides financial, performance, risk and general information on the following Delivery Plan projects:
 - Employability Toolkit
 - Tailored Employment Support
 - Digital School
- 1.3 The content and structure of the report is intended to:
 - assist Member scrutiny and performance management
 - inform decision making and aid continuous improvement, and
 - provide transparency and accessibility

2. Recommendations

- 2.1 Members are asked to:
 - i. Scrutinise and note this report.

3. Implications

- 3.1 Resource
The resources associated with the Portfolio are detailed in section 6.3; 7.3 and 8.3.
- 3.2 Legal
This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

- 3.4 Risk
There are no risk implications arising as a direct result of this report.
Project/Programme risks are identified via the Council risk management process and monitored through the Portfolio Boards and are reported by exception only.
- 3.5 Health and Safety (risks arising from changes to plant, equipment, process, or people)
There are no Health and Safety implications arising as a direct result of this report.
- 3.6 Gaelic
There are no Gaelic implications arising as a direct result of this report.

4. Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
- 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
- 4.3 This is a monitoring and update report and therefore an impact assessment is not required.

5. Workforce for the Future – Portfolio Adjustments

- 5.1 Since initial development and approval of the Workforce for the Future portfolio, managers have been appointed in this portfolio setting who have worked with the teams involved to review the workstreams and projects. It was identified there was overlap and possible duplication in some projects linked to Employability, which would benefit from restructuring and rationalisation.

The original portfolio structure is shown at Appendix 1 and the refreshed Portfolio approach shown in Appendix 2. The latter was developed through considering the end re-design goal of establishing an 'all ages all stages' employability service, providing a seamless transition for service users throughout their life – thus bringing together all aspects of 'universal' delivery in one project, and all aspects of 'tailored/targeted' support in the other project, to enable a joined-up approach across age ranges.

The projects detailed in this report for the Workstream – Career/Employment Pathways & Employability Support, represent and contribute to the re-design that was initially stated as a standalone project in the original approved portfolio structure. This is now being considered holistically to ensure all relevant aspects are included in the scope of the re-design.

The portfolio is therefore being progressed through two distinct workstreams, with the first workstream and associated projects being inward facing supporting the re-design of Council services. This takes into consideration the remit of the Council's

Employability Team, Employability & Prosperity 3-18 (Schools Positive Destinations), My Future My Success (MFMS) and the involvement of Community Learning and Development (CLD), which has recently moved back to Highland Council from High Life Highland.

The second workstream – Employer Engagement & Job Opportunities is primarily outward facing, working with partners and industry. This workstream aims to further develop relevant partnerships, skills boards, and a Highland Employer Charter and is reported to Economy and Infrastructure Committee.

Also included in this workstream is development of the Work.Life.Highland brand website by the Highland Employability Partnership. This has now been launched and embedded as business as usual and will continue to develop as the Employability Service re-design develops internally. The Council's Future Workforce project also sits in this workstream, as it looks externally to recruit staff and internally to retain staff, developing functions to ensure the Council is an employer of choice.

These two workstreams are designed to 'talk' to and inform each other. It is important to stress that none of the Portfolio activities agreed by Council in May last year have been removed, they have instead been re-ordered to ensure all interdependencies and synergies are properly captured and maximised.

6. Employability Toolkit

6.1 Overall RAG

Following changes in staffing leading on these projects during September 2024, and the work involved to review the portfolio, there has been great deal of exploratory work taking place to establish the extent of related work across the three service areas involved and their contributions to the employability desired 'all ages all stages' concept.

The exploratory work is identifying gaps in service delivery to inform the re-design and ensure an effectively linked seamless service delivery in the future.

There is further recruitment underway to add capacity for delivery of the projects within the portfolio, hence a cautious 'amber' RAG status, to reflect staffing changes, capacity, and the time required to ensure the extent of this work is fully reviewed.

Project	RAG Status
Employability Toolkit	Amber

6.2 Key Milestones & Requests for Change

The original milestones have been fully reviewed to reflect the revised approach. The updated milestones have been structured to capture the existing milestones as sub-topics, so that the ethos of the original structure is retained but streamlined for focused delivery and reporting.

The early milestone deadlines have been subject to requests for change because embedding new staff involved in this portfolio and the extent of the exploration work

required through review and stakeholder consultation has required more time to fully complete.

The review and consultation work conducted so far is also impacting on the scope of the project and re-design needs, presenting an opportunity to look more broadly and holistically to linked service areas that connect with and impact long-term sustainable positive destinations for people living in Highland. An example is portfolio team members involved in the transfer of CLD into the Council, and how CLD work interacts with this portfolio's ambitions.

<ul style="list-style-type: none"> • Review existing offers – young people and adults: <ul style="list-style-type: none"> ○ Pathways and gap analysis, baselining underway ○ Review programme, and client and business experiences • Stakeholder consultation conducted and feedback analysed <ul style="list-style-type: none"> ○ Relevant school pupils and school staff ○ Client and Business Providers • Create system to ensure connection with Industry Engagement/Sector Boards project to inform Employability Toolkit planning and design • Design refreshed Employability Toolkit to provide core 'universal' solutions for ALL AGES, elements to consider include: <ul style="list-style-type: none"> ➤ Career standard embedded in schools ➤ Review and improve available industry sector pathways and route map to work – supporting careers guidance and advice available (CIAG, STEM/Ambassadors, Enterprise engagement, FE/HE accelerated pathways, HNC/HND development and growing Apprenticeship opportunities – including Shared Apprenticeships) ➤ Work experience opportunities ➤ Enterprise skills development ➤ Volunteering ➤ Personal development ➤ Linking to Work Life Highland Brand – single gateway to employability services • Plan pilot launch of elements of toolkit to test refreshed core Employability Toolkit • Implement pilot and test phase for refreshed Employability Toolkit • Collate pilot feedback to inform changes to Employability Toolkit • Full launch/roll-out of Employability Toolkit (<i>change implemented</i>) • Implement method of continuous feedback to inform future changes to Employability Toolkit, e.g. PSIF or Education Scotland style improvement framework • Review programme/products 	<p>Target 11/24 – <i>extension to end of 02/25, approved by the Board</i> Target 01/25 – <i>extension to end of 02/25, approved by the Board</i> Target 01/25 – <i>extension to end of 03/25, approved by the Board</i> Target 03/25</p> <p>Target 02/25</p> <p>Target 04/25</p> <p>Target 06/25</p> <p>Target 09/25</p> <p>Target 12/25</p> <p>Target 12/25 & 12/26</p>
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6.3 Financial Summary

Portfolio: Workforce for the Future



Portfolio: Workforce for the Future Financial Summary	M9 24/25					
	Savings Forecast Total	Savings Target Total	Income Forecast Total	Income Target Total	Investment Forecast Total	Investment Amount Total
	£ 2,000,000	£ 2,000,000			£ 81,353	£ 660,000

Service Re-design: Savings Yr1 24/25	M9 24/25		FY 26/27
	Current Forecast	Annual Target	Cumulative Target
	£ 500,000	£ 500,000	£ 500,000

Digital School: Savings contributes to DSM reduction	M9 24/25		FY 26/27
	Current Forecast	Annual Target	Cumulative Target
	£ 1,500,000	£ 1,500,000	£ 1,800,000

Digital School: Investment	M9 24/25		FY 26/27
	Current Forecast	Annual Approved Investment	Cumulative Investment
	£ 40,000	£ 330,000	£ 330,000

Future Highland Workforce: Investment	M9 24/25		FY 26/27
	Current Forecast	Annual Approved Investment	Cumulative Investment
	£ 41,353	£ 330,000	£ 330,000

i) Savings

- £50,000 of the Redesign saving have been achieved and further savings will be identified as the Redesign of service delivery develops.
- The DSM savings target of £1,500,000 has been achieved.

ii) Investment

- An investment of £330,000 is cross-Portfolio to recruit posts to add capacity to deliver the projects. A Principal Project Manager was appointed from 1 September 2024. It has been agreed that the following posts are also required, and recruitment is underway.

Skills Project Manager

- Cross-Workstream
- Employer Engagement & Job Opportunities
- 23 months

Data Analyst

- Cross-Portfolio
- 12 months

iii) Mitigations

- **Investment** – there is slippage in expenditure due to delays in recruitment. This stems for taking time to consider the portfolio structure and review and develop the projects to understand the recruitment needs to support delivery. Recruitment is now underway for the posts outlined above.
- **Savings** – following the portfolio review, the team can now strategically approach service redesign, giving full consideration to all the component parts involved, including service delivery methods and supporting processes, staffing resources, and budget analysis of the teams included in the re-design.

6.4 **Key Risks**

Risks have been identified, drafted and approved by the Portfolio Board. The Risks shown below assess and score for impact and likelihood using the Corporate Performance Risk Management Framework – confirming the risk rating and agreed mitigating actions.

These Risks will be added to the Council's PRMS to be managed and monitored accordingly as the project progresses.

Risk Name	Risk Title	Risk Owner
WTF - PRJ Employability Toolkit.docx	Failure to deliver suitable curriculum and career pathways, and universal employability products in Highland.	Senior Project Manager
WTF - Workstream Career_Employment Pathway& Emp Sup - Redesign Savings.docx	Failure to achieve desired Employability Service redesign and linked savings target	Portfolio Lead
WTF - cross-portfolio - Data sources.docx	Lack of connected cross-portfolio data to create meaningful business intelligence to inform decisions, reporting and future targets.	Senior Project Manager
WTF - cross-portfolio - staffing_recruitment.docx	Delay in securing required staff capacity to support delivery of the portfolio projects	Portfolio Lead
WTF - cross-portfolio - Engagement and Comms.docx	Disconnected cross-portfolio communication and engagement with stakeholders	Senior Project Manager

6.5 **Forward Plan**

Key activities in next reporting period include:

- Finalise draft project briefs to reflect changed project structures, this will lead to and inform;
 - staff recruitment, which is underway;
 - redesign analysis work – clear understanding of service delivery requirements, supported by related budget analysis to inform savings targets;
- Measures originally detailed in the Portfolio have been reviewed and refreshed to align to the new structure, this links with;
 - a data review across the teams involved to inform this portfolio which has taken place, to inform measures of success and ensure appropriate data is available to effectively report meaningful outputs and impact;
 - connected stakeholder mapping across the entire portfolio, to ensure; joined-up engagement and communication planned, taking into account overlaps to reduce possible duplication;
- Putting project plans in place, with stakeholder engagement and communications planned and underway to inform Service Re-design. Where appropriate, project products will be piloted as soon as possible with feedback and refinement taking place into 2026/27;

- Measures for this portfolio will be provided either by Financial Year or Academic year, dependent on the nature of the measure.

7. Tailored Employment Support

7.1 Overall RAG

This project closely aligns to the previous project. Whilst the Employability Toolkit project's focus is to support 'universal' employability service-user needs, this project's focus is tailored employment support where targeted or intensive person-centred solutions are required.

This project has also been impacted by the same staffing changes noted in 7.1, and was refreshed during the review of the portfolio.

As these projects are being approached holistically, as noted in 7.1 there has also been great deal of exploratory work taking place to establish the extent of related work across the three service areas involved and their contributions to the employability 'all ages all stages' concept.

There is still recruitment to take place to add capacity for delivery of the projects within the portfolio, hence a cautious 'amber' RAG status, to reflect staffing changes, capacity, and the time required to ensure the extent of this work is fully reviewed.

This project area is more complex, reflecting the needs of the service-users involved, which has led to considerations regarding the scope and discussions as to what to include, particularly if this is an opportunity to consider innovative solutions that could positively impact the lives of people of all ages living in Highland.

Project	RAG Status
Tailored Employment Support	Amber

7.2 Key Milestones & Requests for Change

As noted in 7.2, the original milestones have been fully reviewed and restructured to meet the refreshed portfolio approach. The updated milestones have been structured to capture the existing milestones as sub-topics, so that the ethos of the original structure is retained but streamlined for focused delivery and reporting.

The early milestone deadlines have been subject to requests for change because embedding new staff involved in this portfolio and the extent of the exploration work required through review and stakeholder consultation has required more time to fully complete.

The review and consultation work conducted so far is also impacting on the scope of the project and redesign needs, presenting an opportunity to look more broadly and holistically to linked service areas that connect and impact with long term sustainable positive destinations for people living in Highland. An example is portfolio team members involved in the transfer of CLD into the Council, and how CLD work interacts with this portfolio's ambitions.

<ul style="list-style-type: none"> • Review existing offers – client (young people and adult) and business experiences • Stakeholder consultation conducted and feedback analysed <ul style="list-style-type: none"> ○ Relevant school pupils and school staff ○ Client and Business Providers • Design refreshed Tailored Employment Support model, taking into consideration: <ul style="list-style-type: none"> ○ Key-worker hybrid model and early-stage programme ○ Transitions and Highland mentoring ○ Work-related learning offer – including enhanced school provisions and special schools ○ Procurement requirements • Plan pilot launch and test phase for elements of refreshed Tailored Employment Support model • Implement pilot and test phase for refreshed Tailored Employment Support model • Collate pilot feedback to inform changes to Tailored Employment Support model • Full launch/roll-out of Tailored Employment Support model (<i>change implemented</i>) • Implement method of continuous feedback to inform future changes to Tailored Employment Support model, e.g. PSIF or Education Scotland style improvement framework • Review programme/products 	<p>Target 11/24 – extension to end of 02/25 approved by Board</p> <p>Target 01/25 – extension to end of 02/25 approved by Board</p> <p>Target 03/25</p> <p>Target 02/25</p> <p>Target 04/25</p> <p>Target 06/25</p> <p>Target 09/25</p> <p>Target 12/25</p> <p>Target 12/25 & 12/26</p>
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7.3 Financial Summary

Portfolio: Workforce for the Future



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	£ 41.353	£ 330.000	£ 330.000

i) **Savings**

- £50,000 of the Redesign saving have been achieved and further savings will be identified as the Redesign of service delivery develops.
- The DSM savings target of £1,500,000 has been achieved.

ii) **Investment**

- An investment of £330,000 is cross-Portfolio to recruit posts to add capacity to deliver the projects. A Principal Project Manager was appointed from 1 September 2024. It has been agreed that the following posts are also required, and recruitment is underway.

Skills Project Manager <ul style="list-style-type: none">• Cross-Workstream• Employer Engagement & Job Opportunities• 23 months
Data Analyst <ul style="list-style-type: none">• Cross-Portfolio• 12 months

iii) **Mitigations**

- **Investment** – there is slippage in expenditure due to delays in recruitment due to the time required to reconsider the portfolio approach, and review and develop the projects to understand the recruitment needs to support delivery. Recruitment is now underway for the posts outlined above.
- **Savings** – following the portfolio review, the team can now strategically approach the re-design, giving full consideration to all the component parts involved, including service delivery methods and supporting processes, staffing resources, and budget analysis of the team's included in the re-design.

7.4 **Key Risks**

Risks have been identified, drafted and approved by the Portfolio Board. The Risks shown below assess and score for impact and likelihood using the Corporate Performance Risk Management Framework – confirming the risk rating and agreed mitigating actions.

These Risks will be added to the Council's PRMS to be managed and monitored accordingly as the project progresses.

Risk Name	Risk Title	Risk Owner
WFTF - cross-portfolio - Data sources.docx	Lack of connected cross-portfolio data to create meaningful business intelligence to inform decisions, reporting and future targets.	Senior Project Manager
WFTF - Workstream Career_Employment Pathway& Emp Sup - Redesign Savings.docx	Failure to achieve desired Employability Service redesign and linked savings target	Portfolio Lead
WFTF - cross-portfolio - staffing_recruitment.docx	Delay in securing required staff capacity to support delivery of the portfolio projects	Portfolio Lead
WFTF - PRJ Tailored Employment Support.docx	Failure to provide suitable tailored employment support in Highland.	Senior Project Manager
WFTF - cross-portfolio - Engagement and Comms.docx	Disconnected cross-portfolio communication and engagement with stakeholders	Senior Project Manager

7.5

Forward Plan

Key activities in next reporting period include:

- Finalise draft project briefs to reflect changed project structures, this will lead to and inform;
 - staff recruitment, which is underway;
 - redesign analysis work – clear understanding of service delivery requirements, supported by related budget analysis to inform savings targets;
- Measures originally detailed in the Portfolio have been reviewed and refreshed to align to the new structure, this links with;
 - a data review across the teams involved to inform this portfolio which has taken place, to inform measures of success and ensure appropriate data is available to effectively report meaningful outputs and impact;
 - connected stakeholder mapping across the entire portfolio, to ensure;
 - joined-up engagement and communication planned, taking into account overlaps to reduce possible duplication;
- In the coming months, the project plans will be in place, with stakeholder engagement and communications planned and underway to inform the proposed Service Re-design. Where appropriate project products will be piloted as soon as possible with feedback and refinement taking place into 2026/27;
- Measures for this portfolio will initially be provided either by Financial Year or Academic year, dependent on the nature of the measure.

8. Digital School

8.1 **Overall RAG**

Digital Learning has been developed during the past year to build on the work that was previously undertaken as part of the Highland Virtual Academy and Interrupted Learners. The Digital School aims to align all the Highland offerings for Digital Learning into one work stream. The aim of the Digital School is to support equity of curriculum opportunities for pupils across the Highlands. It enables young people of secondary school age to access areas of the curriculum regardless of their geographic location or difficulties engaging with learning in school.

Learning & teaching in the Digital School is delivered by real teachers in real time through online learning with active and collaborative experiences. Nearly all courses are entirely online with pupils joining lessons using Google Classroom. For the subjects where there are practical components, staff in the pupil's base school support the delivery of the practical components. Digital Learning is offered by a combination of teaching staff from Highland Secondary Schools and through School College Partnerships.

We currently have 191 senior phase learners studying courses delivered digitally by Highland teachers on a voluntary basis. Currently there are 31 courses on offer. The courses available and pupil uptake are detailed in the table below.

Table – Digital Courses taught delivered by Highland Council

Course	Level	Pupil Uptake
Applications of Maths	National 5	13
Applications of Maths	National 4	17
Business Management	National 5	2
Business	National 4	9
Chemistry	Advanced Higher	15
Chemistry	National 5	9
English	Higher	6
English	National 5	8
English	National 4	26
French	Higher	2
French	National 4	3
Gaelic Learners	Higher/National 5	3
Gaelic Medium	National 5	9
Health Sector SCQF 6	SCQF 6	5
German	National 5	1
German	National 4	9
History	Higher	4
History	National 5	5
History	National 4	7
Maths	Advanced Higher	56
Maths	National 5	1
Maths	National 4	2
Media	Higher	9
Media	National 5	10
Media	National 4	13
Modern Studies	Higher	1
Modern Studies	National 5	2
Modern Studies	National 4	10
Physics	Advanced Higher	25
Spanish	Higher	4
Spanish	National 5	2

There are also 16 learners accessing online course Broad General Education courses virtually.

There are also digital courses delivered to senior phase learners in partnership with the following organisations:

Ankerville

UHI Inverness

UHI North, West & Hebrides

UHI Perth

UHI Sabhal Mor Ostaig

Virtual Learning Academy

E-Sgoil

In addition to SQA courses and Degree Modules, there are also 10 Foundation Apprenticeships available online. There are currently 351 learners studying online courses with partners with 44 courses offered are shown in the table below.

Table – Digital Courses taught by partners

Course	Level	Pupil Uptake
Foundation Apprenticeship Creative & Digital Media	6	14
Foundation Apprenticeship: Business Skills	6	13
Foundation Apprenticeship: Business Skills	6	7
Foundation Apprenticeship: Children & Young People	6	12
Foundation Apprenticeship: Children & Young People	6	16
Foundation Apprenticeship: Creative & Digital Media	6	5
Foundation Apprenticeship: ICT Software Development	6	5
Foundation Apprenticeship: Social Services & Healthcare	6	8
Foundation Apprenticeship: Children & Young People L6 - Gaelic	6	2
Foundation Apprenticeship: Creative & Digital Media L6 - Gaelic	6	4
Maths	4	4
National Progression Award Aquaculture	4	4
National Progression Award ESports	4	6
Application of Mathematics	5	3
Business Management	5	8
Computing Science	5	10
English	5	1
Mathematics	5	2
Mental Health & Wellbeing	5	4
National Progression Award Cyber Security	5	3

PC Passport Units	5	18
Personal Finance Award	5	2
Psychology	5	37
Business Management	6	19
Childcare	6	16
Computing Science	6	12
ESOL	6	7
Human Biology	6	3
Mental Health & Wellbeing	6	10
National Progression Award Social Services & Healthcare	6	4
Psychology	6	78
Sociology	6	11
Computing Science	7	5
Degree Module: Nature of Health	7	4
Degree Module: Creative Writing: Writing for Film: Introduction to Screenwriting	7	4
Degree Module: Creativity is more important than Knowledge	7	1
Degree Module: Economics for Business	7	2
Degree Module: Insight into Teaching	7	4
Degree Module: Introduction to Business Law	7	2
Degree Module: Introduction to Enterprise and Marketing	7	2
Degree Module: Introduction to Operations Management	7	1
Degree Module: Psychology of Individual Differences	7	2
Degree Module: Questions in Psychology	7	2
Degree Module: Reading as a Writer	7	1

This project has recently moved from green to 'amber' RAG, as the teachers panel have tabled a dispute with the Local Authority around digital delivery. Currently the online offering will not be expanded until the matters raised within the dispute can be resolved.

Project	RAG Status
Digital School	Amber

8.2 **Key Milestones & Requests for Change**

Due to external circumstances this project has agreed extensions on milestones, details noted below:

<ul style="list-style-type: none"> Online teachers and courses identified for small schools – completed Online courses launched for 24/25 	Target 02/24 – completed Target 06/24 – completed
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<ul style="list-style-type: none"> Comms plan (ensure linked with portfolio comms plan) All secondary schools offering digital courses 25/26 (change implemented) 	Start 08/24 – Target to complete 12/24 extension to end of 03/25, approved by the Board Starts 01/25 – Target to complete 03/25 extension – start date move to May 25 and completion target date to Sept 25, approved by the Board
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8.3

Financial Summary

Portfolio: Workforce for the Future



Portfolio: Workforce for the Future Financial Summary	M9 24/25					
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i) Savings

The development of the Digital School has supported delivery of the DSM savings as planned.

ii) Investment

An investment of £330,000 directly supports delivery of the Digital School Project. This funding is being used to recruit staff to 'back-fill' teaching staff who have volunteered to be seconded into the Digital School to deliver online learning opportunities.

iii) Mitigations

Investment spend may slip due to current national level union negotiations impacting teaching staff linked to online delivery. This will be considered within on-going risk assessment of this project's delivery.

8.4

Key Risks

Risks have been identified, drafted and approved by the Portfolio Board. The Risks shown below assess and score for impact and likelihood using the Corporate Performance Risk Management Framework – confirming the risk rating and agreed mitigating actions.

These Risks will be added to the Council's PRMS to be managed and monitored accordingly as the project progresses.

Risk Name	Risk Title	Risk Owner
WTFE - PRJ Digital School.docx	Failure to successfully grow Digital School concept in Highland	Portfolio Lead

WFTF - cross-portfolio - Data sources.docx	Lack of connected cross-portfolio data to create meaningful business intelligence to inform decisions, reporting and future targets.	Senior Project Manager
WFTF - cross-portfolio - staffing_recruitment.docx	Delay in securing required staff capacity to support delivery of the portfolio projects	Portfolio Lead
WFTF - cross-portfolio - Engagement and Comms.docx	Disconnected cross-portfolio communication and engagement with stakeholders	Senior Project Manager

8.5 **Forward Plan**

Key activities in next reporting period include:

- Finalise draft project brief to reflect changed project structures, this will lead to and inform;
 - continue staff recruitment;
 - measures originally detailed in the Portfolio have been reviewed and refreshed to align to the new structure, this links with;
 - a data review across the teams involved to inform this portfolio which has taken place, to inform measures of success and ensure appropriate data is available to effectively report meaningful outputs and impact;
 - connected stakeholder mapping across the entire portfolio, to ensure;
- In the coming months, the project plans will be in place, with stakeholder engagement and communications planned and underway;
- Measures for this portfolio will initially be provided by Academic year.

Designation: Assistant Chief Executive - People

Date: 12 February 2025

Author: Fiona Grant, Chief Officer Secondary Education
 Alan Webster, Economy and Regeneration Manager
 Anna Templeton, Principal Project Manager, Resources
 Kenny Templeton, Portfolio Manager, Workforce for the Future
 Brian Scobie, Portfolio Manager, Person Centred Solutions

Background Papers: N/A

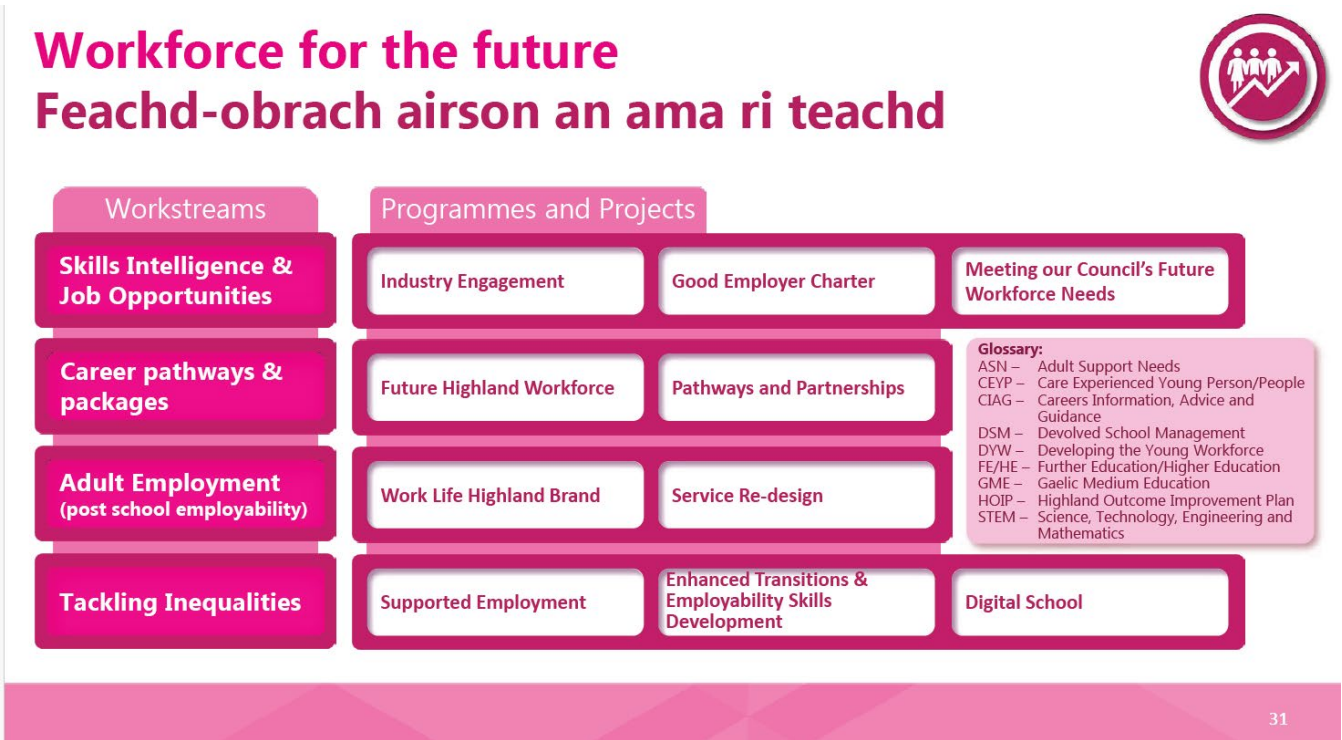
Appendices:

Appendix 1 – Portfolio Structure approved in May 2024

Appendix 2 – Draft Revised Portfolio structure

Appendix 1

Portfolio Structure approved in May 2024:



Appendix 2

Draft Revised Portfolio structure

Portfolio	Workforce For The Future				
	Highland area recognised for offering <i>quality employment opportunities</i> – retaining and attracting talent in our area				
Workstream	Employer Engagement & Job Opportunities		Career/Employment Pathways & Employability Support		
Projects	Industry/Partnership Engagement	Council's Future Workforce	Employability Toolkit	Tailored Employment Support	Digital School
Activities	<p>Highland Employer Charter to bring about positive improvements in labour market (Fair Pay / Employing Highland residents/fair work practices to attract & retain employees)</p> <p>7 Sectors targeted for Industry Engagement:</p> <ul style="list-style-type: none"> • Construction • Digital • Green jobs / energy • Arts and culture • Tourism / hospitality • Public / third sector • Food / aquaculture 	<p>The Council to become an employer of choice and recognised for good employment opportunities with quality jobs and training.</p>	<p>Employability Toolkit to ensure Highland specific information is available for all people who are looking for jobs in Highland – a one stop shop for universal support</p>	<p>Targeted/intensive interventions for those requiring individual help access opportunities e.g people returning to workplace, those with disabilities.</p>	<p>Pupils will be able to undertake one of their senior phase courses online. The curricular offering will be expanded in all schools. Inequality of access due to rurality will be reduced.</p>

*Once approved the revised structure will be re-formatted to match the design graphics of the other 5 Portfolios in the Delivery Plan