

Agenda Item	17
Report No	ECI/23/25

The Highland Council

Committee: Economy and Infrastructure

Date: 29 May 2025

Report Title: Delivery Plan Budget Monitoring and Progress Update Q4 2024-25 – Workforce for the Future (WFTF) Portfolio; Reconfiguring our Asset Base Portfolio

Report By: Assistant Chief Executive - Place

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/Programme:-

Workforce for the Future (WFTF) Portfolio

- Employer Engagement & Job Opportunities – Industry/Partnership Engagement
- Employer Engagement & Job Opportunities – Meeting Our Council's Future Workforce Needs

Reconfiguring our Asset Base (ROAB) Portfolio

- Highland Investment Plan - Roads & Infrastructure Improvements Programme

- 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:-

- Consider, scrutinise and approve** progress to date of projects as outlined in this report; and
- Approve** changes to Workforce for the Future portfolio structure – refreshed approach detailed in Section 5, leading to changes reflected in future reporting schedule.

3 Implications

- 3.1 **Resource** - Any resource implications (if any) for delivery plan projects or programmes will be detailed in the Financials sections of each of the project updates provided below.
- 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.
- 3.3 **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 in the Risk sections of each project update below.
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – No Implications
- 3.5 **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 WFTF – Employer Engagement & Job Opportunities – Project: Industry/Partnership Engagement

5.1

**Project: Industry/Partnership
Engagement**

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As discussed in previous monitoring reports, this project was part of a Portfolio review to refresh the approach. The aim of the refreshed approach is to connect and rationalise projects where duplication was identified to improve focus and simplify reporting.

Due to the refreshed approach of the Portfolio the reporting schedule is being reviewed to improve alignment of workstream and project reporting going forward in 2025/26.

For reference, the approved portfolio structure is shown in **Appendix 1** and refreshed Portfolio approach in **Appendix 2**.

This project now incorporates previous projects as work packages:-

- Industry Skills Boards;
- Highland Employer Charter; and
- Work.Life.Highland Brand

A Project Manager has been appointed and will commence employment mid-April 2025. Pending the Project Manager starting in post progress has continued on these work packages, albeit slower than desired.

- **Industry Skills Boards**
 - Reviewed practice in other areas of the UK to inform development.
 - Priority boards to form will be in Construction and Hospitality.
 - Engaged with partners to develop format of boards.
- **Highland Employer Charter**
 - Reviewed practice in other areas of the UK to inform development.
 - Engaged with partners and stakeholders to share draft charter concept.
 - Developing Charter comms and promotional materials.
- **Work.Life.Highland Brand**
 - As previously reported, now fully launched.
 - Growing social media support, which is helping grow the brand.
 - This is a Highland Employability Partnership project.

5.2 Key Milestones & Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts Apr24 / Completes Oct24</i>	Industry/Partnership Engagement: WLHB community engagement approaches	M7 24/25 Completed
<i>Starts Apr24 / Completes Nov24</i>	Industry/Partnership Engagement: WLHB and website launched, aligned with HEP comms	M9 24/25 Completed
<i>Starts Nov24 / Completes Mar25</i>	Industry/Partnership Engagement: Highland Employer Charter designed and consulted	M12 24/25 Completed
<i>Starts May 24; Completes Dec. 24</i>	Industry/Partnership Engagement: WLHB employability content of websites aligned/ signposted to WLH website	M9 24/25 Completed
<i>Starts Jun24 / Completes Mar25</i>	Industry/Partnership Engagement: Industry Sector Skills Boards Established	M12 24/25 Some Slippage
<i>Starts Sep24 / Completes Apr25</i>	Industry/Partnership Engagement: Industry Sector Skills Boards Workplan	M12 24/25 On Target
<i>Starts Sep24 / Completes Mar25</i>	Industry/Partnership Engagement: Highland Employer Charter approved and launched	M12 24/25 Completed
<i>Starts Oct24 / Completes Apr25</i>	Industry/Partnership Engagement: Highland Employer Charter incorporated across Council procurement activity	M12 24/25 On Target
<i>Starts Nov24 / Completes Apr25</i>	Industry/Partnership Engagement: Highland Employer Charter complete 1st phase promotion	M12 24/25 On Target

Items currently indicating slippage:-

Milestone	Comments
Industry Sector Skills Boards Established	Engagement taking place to set up pilot working groups - priority areas are Hospitality and Construction – hoped to complete by end March. However, this work has paused due to capacity available and competing priorities – recruitment, governance and year-end reporting deadlines. PM starting mid-April request extension to end June 2025, to support PM into this work.

5.3 Portfolio Financial Summary

There is no direct portfolio investment or savings linked this project. The investment for this portfolio is cross-portfolio to support staff capacity to deliver the projects, and the savings relate to a holistic redesign of the Council's collective employability service delivery for 'all ages all stages' in life.

For completeness, please see below an overview of the present position regarding savings, investment and mitigation work for this portfolio, with relevant commentary.

Portfolio: Workforce for the Future Savings M12 24/25		
Savings Forecast Total	Savings Actual To Date Latest Total	Savings Target Total
£ 2,000,000	£ 2,000,000	£ 2,000,000

Portfolio: Workforce for the Future Investment M12 24/25		
Investment Forecast Total	Investment Actual To Date Total	Investment Amount Total
£ 76,729	£ 76,729	£ 660,000

i) **Savings**

The £500,000 savings aligned to projects being reported to this committee are for the redesign of the Council's employability services – bringing together Council functions to develop an 'all ages all stages' approach.

ii) **Investment**

The £330,000 investment is to provide staff capacity for portfolio delivery:

- **Principal Project Manager** – Portfolio-wide, in post since September 2024
- **Project Manager** – Workstream: Employer Engagement and Job Opportunities – post appointed, due to start mid-April.
- **Data Analyst** – Portfolio-wide, had been appointed and started with the team in February, but received a job offer and left in March – recruitment resumed to fill this post.
- **Project Officer** – Portfolio-wide, post advertised and interviews taking place.

- iii) Other savings and investments noted in the portfolio relate to Education related aspects and will be reported to the Education Committee.

5.4 Key Risks

The following risks have been identified for this project's work packages:-

Industry/Partnership Engagement – Risk that this project 'fails to create meaningful relationships with industry and create an effective information channel to inform relevant projects in this portfolio, leading to lack of required shared knowledge to successfully delivery Workforce for the Future portfolio activity supporting Highland workforce development.'

Primary Risk Category: People & Place: A risk that negatively impacts upon the social and / or economic wellbeing of our communities.

Mitigating actions have been developed linked to project activity to address this risk:-

- Develop and implement portfolio knowledge exchange channel
- Develop review system to 'check' skills board outputs are fit for purpose
- Planned engagement with relevant stakeholders and identified industry sectors

Highland Employer Charter – Risk that this project is 'unable to sufficiently develop mutual relationship and agreement of design and delivery of Highland Employer Charter to attract sufficient interest from Highland businesses, impacting desired investment in current and future Highland workforce.'

Primary Risk Category: People & Place: A risk that negatively impacts upon the social and / or economic wellbeing of our communities.

Mitigating actions have been developed linked to project activity to address this risk:-

- Highland Council signs up as Charter member
- Targeted stakeholder engagement to inform Charter delivery

Work.Life.Highland Brand – Risk that this project that 'The Work Life Highland Brand fails to meet needs of stakeholders and thus fails to increase sustained employment in Highland, e.g. feedback indicates the Work Life Highland brand fails to sufficiently meet the needs of Highland people and employers to enable them to achieve sustained employment, as planned by the project'.

Primary Risk Category: People & Place: A risk that negatively impacts upon the social and / or economic wellbeing of our communities.

This project has been completed and the brand launched. The brand is attracting interest and growing its audience, this risk is currently scored at a level that can be 'tolerated,' no mitigating action is required. This will be reviewed as part of the project governance cycle to ensure remains on track.

5.5 Forward Plan

This project will be reviewed in April, prior to the next Portfolio Board meeting. This session will introduce the new Project Manager to the service staff and:-

- Review current progress and scope of project against project brief
 - Discuss areas currently in slippage and urgent action required
- Plan next steps, which will include:-
 - Widen engagement – implement comms plan;
 - Deliver portfolio engagement event;
 - Full launch of Highland Employer Charter; and
 - Priority Skills Boards established
- Review risks and issues.

6 **WFTF – Employer Engagement & Job Opportunities – Project: Meeting Our Council’s Future Workforce Needs**

6.1

Project: Council Future Workforce

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The Workforce for the Future Portfolio workstream ‘Employer Engagement & Job Opportunities’ project also being reported is Meeting the Council’s Workforce Need. This project works with the Industry/Partnership Engagement project to make the Council the employer of choice in Highland.

Progress includes:-

- analysis of data sources to inform project development;
 - project work has uncovered areas for improvement for the Council to be a model employer and meet our replacement demand;
 - the plan for developing a family of apprenticeships has been completed, following a review of current activity and research of best practice;
 - continued work developing mentor/champion programme;
 - connecting with Management Connections staff training – staff group developing an Action Learning Set to provide guidance to managers to consider alternative employment options, rather than replace ‘like for like,’ e.g. guidance of how to approach various types of apprenticeships; and
 - a project review meeting to update scope and develop work package supporting next steps is scheduled in April.
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6.2 Key Milestones & Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts Apr24 / Completes Mar25</i>	Council Future Workforce: Establish data to review employment demand [In Council]	M12 24/25 Completed
<i>Starts Apr24 / Completes Mar25</i>	Council Future Workforce: Create plan for developing family of apprenticeships	M12 24/25 Completed
<i>Starts Jul24 / Completes Mar25</i>	Council Future Workforce: Communication plan implemented	M12 24/25 Some Slippage
<i>Starts Sep24 / Completes Mar25</i>	Council Future Workforce: Communication methods in place	M12 24/25 Some Slippage
<i>Start Sept. 25/ Completes Dec. 25</i>	Council Future Workforce: Review programme and update Dec. 2025	
<i>Starts Sept. 26/ Completes Dec. 26</i>	Council Future Workforce: Review programme and update Dec. 2026	

Items currently indicating slippage:-

Milestone	Comments
Communication Plan implemented	Comms plan for entire portfolio is being drafted during April and will incorporate connected comms for this project, implementation will then take place – extension request to May 2025 . PM being appointed in mid-April to add capacity for delivery of this project.
Communication methods in place	Once Comms plan created a start will be made on developing the comms methods identified – extension request to end of June 2025 , planned comms prep work paused due to extent of PRMS review and year-end reporting priorities. PM being appointed in mid-April to add capacity for delivery of this project.

6.3 Portfolio Financial Summary – Portfolio

Portfolio level summary – details provided in section 5.3.

6.4 Key Risks

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING RESPONSE	
Council Future Workforce: Failure to improve recruitment and retention to supply future Council workforce	12	Treat

It has been identified there is a risk that the project could:-

- ‘Fail to improve recruitment and retention to supply future Council workforce.’

Primary Risk Category: Operational & Service delivery: A risk that may compromise the delivery of Council functions and services.

Mitigating actions have been developed linked to project activity to address this risk:-

- Embed system to ensure horizon scanning to inform Council Workforce Planning.
- Embed system to identify and apply for funding sources available to support work-based learning opportunities.
- Cross-portfolio actions – improve and quality assure data sources, and recruit staff to ensure capacity to deliver project.

6.5 Forward Plan

This project has a review session scheduled for the end of April. This session will introduce the new Project Manager to the service staff and:-

- Review current progress and scope of project against project brief.
- Discuss areas for development/improvement identified through project work so far:-
 - Apprenticeships and pathways into the Council – continue development and sharing good practice;
 - Recruitment and Induction – review processes;
 - Talent Strategy – next steps/implementation; and
 - Workforce Planning & Succession planning – review processes
- Plan next steps – split into work packages and SMART actions
- Review risks and issues.

7 **WFTF – Career/Employment Pathways & Employability Support – Project: Employability Toolkit (incorporating Service Redesign)**

7.1



As discussed in previous monitoring reports, this project was part of a Portfolio review to refresh the approach, please see 5.1 for commentary.

Initial review and consultation work has been completed supporting the redesign of the Council's employability services to an 'all ages all stages' approach. However, due to the wealth of review and consultation material available, and the need to consider feedback from subject-experts, e.g. service users and staff, as the design process continues, where appropriate there will be further discussion and review to inform this iterative design process.

7.2 Key Milestones & Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts Apr25 / Completes Jun25</i>	Employability Toolkit: Collate pilot feedback	
<i>Starts Jan25 / Completes Mar25</i>	Employability Toolkit: Design refreshed toolkit	M12 24/25 Some Slippage
<i>Starts Nov 24 / Completes Mar25</i>	Employability Toolkit: Ensure connection with Industry Engagement/ Sector Boards	M12 24/25 Completed
<i>Starts Jun25 / Completes Sep25</i>	Employability Toolkit: Full launch/ roll-out of toolkit	
<i>Starts Oct25 / Completes Dec25</i>	Employability Toolkit: Implement method of continuous feedback	
<i>Starts Feb 25 / Completes Apr25</i>	Employability Toolkit: Implement pilot and test phase	M12 24/25 Some Slippage
<i>Starts Jan25 / Completes Apr25</i>	Employability Toolkit: Plan pilot launch	M12 24/25 Some Slippage
<i>Starts Apr24 / Completes Feb25</i>	Employability Toolkit: Review existing offers [young people and adult]	M11 24/25 Completed
<i>Starts / Completes Dec25</i>	Employability Toolkit: Review programme/ products 2025	
<i>Starts / Completes Dec26</i>	Employability Toolkit: Review programme/ products 2026	
<i>Starts May24 / Completes Feb25</i>	Employability Toolkit: Stakeholder consultation	M11 24/25 Completed

Items currently indicating slippage:-

Milestone	Comments
Design refreshed toolkit	Extension request to end July 2025. Design work has started and is on-going – due to lack of staff capacity/delays in recruitment, complexity of redesign and competing priorities – governance/year-end reporting requirements, and extension is required.

7.3 Portfolio Financial Summary – Portfolio

Portfolio level summary – details provided in section 5.3.

7.4 Key Risks

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING	RESPONSE
Employability Toolkit: Failure to deliver suitable curriculum and career pathways, and universal employability products in Highland	9	Treat

It has been identified there is a risk that the project could:-

- 'Fail to deliver suitable curriculum and career pathways, and universal employability products in Highland.'

Primary Risk Category: People & Place: A risk that negatively impacts upon the social and / or economic wellbeing of our communities.

Mitigating actions have been developed linked to project activity to address this risk:-

- Change management – stakeholder engagement to inform products
- Change management – communication to embed refreshed products and approach to service delivery
- Cross-workstream risk connection and actions – 'failure to deliver service redesign,' actions include:
 - Liaison with Finance to clarify linked resources
 - Map external funding impacting service redesign
 - Ensure supporting comms in place
 - Work with Third Sector to build capacity in aspects of service provision.
- Cross-portfolio risk connection and actions – improve and quality assure data sources, and recruit staff to ensure capacity to deliver project.

7.5 Forward Plan

This project will be reviewed in April in preparation for the next Portfolio Board.

- Review current progress and scope of project against project brief
- Discuss areas for development/improvement identified through project work so far
- Continue redesign work using all review materials, data and feedback
- Plan next steps – split into work packages and SMART actions
- Review risks and issues

8 **WFTF – Career/Employment Pathways & Employability Support – Project: Tailored Employment Support (incorporating Service Redesign)**

8.1

Project: Tailored Employment Support [Targeted/Intensive]

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C ●

As discussed in previous monitoring reports, this project was part of a Portfolio review to refresh the approach, please see 5.1 for commentary.

As noted, in 7.1 for the Employability Toolkit project, initial review and consultation work has been completed supporting the redesign of the Council's employability services to an 'all ages all stages' approach.

The Employability Toolkit and Tailored Employment Support projects are both part the of service redesign eco-system, and milestone outputs align.

Through review and consultation work, the redesign to achieve an ‘all age all stage’ service is taking shape.

8.2 Key Milestones & Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts Nov24 / Completes Feb25</i>	Tailored Employment Support: Stakeholder consultation	M11 24/25 Completed
<i>Starts / Completes Feb25</i>	Tailored Employment Support: Review existing offers	M11 24/25 Completed
<i>Starts Jan25 / Completes Mar25</i>	Tailored Employment Support: Design refreshed model	M12 24/25 Some Slippage
<i>Starts Jan25 / Completes Apr25</i>	Tailored Employment Support: Plan pilot launch and test phase	M12 24/25 Some Slippage
<i>Starts Feb25 / Completes Apr25</i>	Tailored Employment Support: Implement pilot and test phase	
<i>Starts May25 / Completes Jun25</i>	Tailored Employment Support: Collate pilot feedback to inform changes	
<i>Starts Jun25 / Completes Sep25</i>	Tailored Employment Support: Full launch/ roll-out of model	
<i>Starts Oct25 / Completes Dec25</i>	Tailored Employment Support: Implement method of continuous feedback	
<i>Starts / Completes Dec25</i>	Tailored Employment Support: Review programme/ products 2025	
<i>Starts / Completes Dec26</i>	Tailored Employment Support: Review programme/ products 2026	

Items currently indicating slippage:-

Milestone	Comments
Design refreshed model	Extension request to end July 2025. Redesign work has started and is on-going – due to lack of staff capacity/delays in recruitment, complexity of redesign and competing priorities, this action requires an extension to end of July.

8.3 Portfolio Financial Summary – Portfolio

Portfolio level summary – details provided in section 5.3.

8.4 Key Risks

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING	RESPONSE
Tailored Employment Support: Failure to provide suitable tailored employment	9	Treat

It has been identified there is a risk that the project could:-

- ‘Fail to provide suitable tailored employment in Highland.’

Primary Risk Category: People & Place: A risk that negatively impacts upon the social and / or economic wellbeing of our communities.

Mitigating actions have been developed linked to project activity to address this risk. These actions align to the actions shown for the Employability Toolkit Project in section 7.4.

8.5 Forward Plan

As previously noted, this project aligns with the Employability Toolkit project. As all work on this project is in the same redesign eco-system, this project will also be reviewed in April in preparation for the next Portfolio Board – following the same steps as the Employability Toolkit.

9 **ROAB - Highland Investment Plan – Project: Roads & Infrastructure Improvements Programme**

9.1

Project: Roads and Infrastructure Improvements Programme	R ●
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	G ●
	C ●

The overall rag status of the programme is green. The Roads and infrastructure improvement Programme is a multi-year programme and all elements that were planned for 2024/25 have been delivered. While some individual milestones have slipped, the programme has and continues to be delivered and remains on track overall.

9.2 Key Milestones, Measures of Success & Requests for Change

MILESTONES		CURRENT STATUS
<i>Starts/Completes Mar25</i>	Road and Trans. Prog: Deliver capital projects in line with HIP 2024/25	M12 24/25 Completed
<i>Starts/Completes Mar26</i>	Road and Trans. Prog: Deliver capital projects in line with HIP 2025/26	
<i>Starts/Completes Mar27</i>	Road and Trans. Prog: Deliver capital projects in line with HIP 2026/27	
<i>Starts April 24; Completes May 24</i>	Road and Trans. Prog: Strategy & Plans approved	M2 24/25 Completed
<i>Starts Apr25 / Completes Mar27</i>	Road and Trans. Prog: Delivery of Corran Ferry infrastructure improvements	
<i>Starts Feb 24 / Completes Jun25</i>	Road and Trans. Prog.: Corran Ferry Detail Design	M12 24/25 On Target
<i>Starts Mar24 / Completes Jan25</i>	Road and Trans. Prog.: Corran Ferry Environmental Impact Assessment	M12 24/25 Some Slippage
<i>Starts Jun24 / Completes Jun 25</i>	Road and Trans. Prog.: Corran Ferry Land Acquisition	M12 24/25 On Target
<i>Starts Oct24 / Completes Jun25</i>	Road and Trans. Prog.: Corran Ferry Contract Documentation	M12 24/25 On Target
<i>Starts Jan25 / Completes May25</i>	Road and Trans. Prog.: Corran Ferry Planning Application and Consent	M12 24/25 Some Slippage
<i>Starts Aug 25 / Completes Oct 25</i>	Road and Trans. Prog.: Corran Ferry Tender Period	
<i>Starts Feb25 / Completes Jul25</i>	Road and Trans. Prog.: Corran Ferry Marine License Application and Consent	M12 24/25 On Target
<i>Starts Aug25 / Completes Feb27</i>	Road and Trans. Prog.: Corran Ferry Construction	
<i>Starts/Completes Feb25</i>	Road and Trans. Prog: Local Transport Strategy approved	M11 24/25 Completed
<i>Starts Mar25 / Completes Mar27</i>	Road and Trans. Prog: Local Transport Strategy Delivery Plan progressed and finalised	M12 24/25 On Target
<i>Starts Feb25 / Completes Mar26</i>	Road and Trans. Prog: Wick High Street	M12 24/25 Some Slippage
<i>Starts Apr25 / Completes Mar26</i>	Road and Trans. Prog: Culbokie Active Travel Village	
<i>Starts Dec25 / Completes Feb26</i>	Road and Trans. Prog: Annual Submission of Active Travel Infrastructure Construction and Design applications	
<i>Starts Apr25 / Completes Mar26</i>	Road and Trans. Prog: Delivery of Highland Council's Annual Active Travel Capital allocation	
<i>Starts Mar27 / Completes Mar28</i>	Road and Trans. Prog.: Corran Ferry Project Closure	

Milestone: Wick High Street - Some Slippage

There has been some slippage in the Wick High Street project due to the delay in receiving confirmation of funding from Transport Scotland. A funding application for the construction of the Wick High Street project has been submitted to Tier 2 of the Active Travel Infrastructure fund and we are awaiting the outcome during the 1st Quarter of 2025/26.

Local Transport Strategy and Delivery Plan

The Highland Council is developing a new Local Transport Strategy (LTS) for the next 10 years from 2025 to 2035. The LTS will play a key role in setting out the future direction and policy focus for transport in the Highlands. Our vision is that communities, businesses and visitors in Highland will be served by a low carbon transport system that is sustainable, inclusive, safe, resilient and accessible.

The Draft LTS was approved at the February 2025 Economy and Infrastructure Committee where Members also agreed that Officers progress with the Delivery Plan and the development of a Full Monitoring and Evaluation Plan. To assist with this work a Consultant will be appointed in the first quarter of 2025/26.

Active Travel Capital Allocation: During financial year 2024/25 the Active Travel Capital Budget delivered 21 projects to improve Active Travel in Highland; including projects in Fort William, Kingussie, Aviemore, Nairn, Inverness, Alness and Thurso. The projects delivered 66 new accessible drop kerbs, 14 new / widened footpaths (3.4km), 16 cycle storage hangars including 18 bases/accessible ramps, 24 junction improvements including contribution towards the redesign of Tower Road Junction and remodelling of Spey Street Junction in Kingussie. Project design and supervision costs were also funded for these projects and also to develop new projects to be delivered in financial year 2025/26.

Ness Hydro Ramp: People walking, wheeling and cycling on the Inverness section of the Caledonia Way will now have a smoother and more enjoyable journey, thanks to recent works carried out by The Highland Council through funding received from Sustrans. The Caledonia Way, also known as National Cycle Network (NCN) 78, runs from Inverness city centre down the Great Glen to Fort William, Oban and on to Campbeltown, a total distance of 234 miles through some of Scotland's most dramatic and beautiful scenery. Recent work has rerouted the NCN78 between Holm Roundabout and the city centre to separate it from traffic, making the route more welcoming, safer and enjoyable for locals and visitors alike. The new route follows the shared use path alongside the Southern Distributor Road across the Ness and connects to the Ness Hydro on a newly surfaced and lit ramp.

Road Safety Improvement Fund: During financial year 2024/25 the Road Safety Team delivered £651,024 of Road Safety improvements to the Highland Council road network; including junction improvements in Alness and Inverness, dropped kerbs in Thrumster, Tongue and Halkirk, and finalised work improving safety at High Bridge, Struie. The fund also delivered gateway improvements at Achnasheen and Lochluichart. Again in 2024/25 Route treatment works, in the form of bend improvement works including improved signage, lining and roadside infrastructure, were delivered at several locations on the A89 Skieg to Laxford Bridge and A838 Laxford Bridge to Tongue routes with the aim of improving safety, particularly for Motorcycles where collision stats are higher on these routes. These works have and will improve road safety for those living and travelling along the NC500 route.

Tier 1: During financial year 2024/25, the Road Safety Team used Tier 1 funding to deliver on projects for 50 schools and settlements across the authority area. These included provision of hi-vis vests for school pupils, Parksmart banners for schools, lining and signing in various locations, junction improvements in Kingussie, footpath and crossing improvements, active travel improvement scheme for Tarradale Primary and a footpath improvement works for Dingwall Primary.

Bikeability: In academic year 2024/25, if all goes ahead as scheduled in the final term, 34% of Highland primary schools will have delivered Level 2 on road training (57 schools) by the end of the school year. This is an increase on last year's figures (+10%, +17 schools). End of year data will be available after 4 July 2025. Following a successful bid to Cycling Scotland and Smarter Choices Smarter Places, funding was secured to recruit eight casual Bikeability Instructors and two fixed-term, full-time Bikeability Instructors for academic year 2024/25. These instructors have supported Bikeability at 44 schools across the authority area, including those on Skye, in Wick, Sutherland, Inverness, Badenoch & Strathspey, Ross-shire and Ardgour.

Measures of Success

The following Measures of Success are currently set up in PRMS for this programme:-

Road and Transport Programme: No. new/improved facilities re Active Travel [reporting starts Q1 24/25]	66
Road and Trans. Prog.: Spend of annual Highland Council's Active Travel Capital Allocation [reporting starts FY25/26]	
Road network to be considered for maintenance CP2.03	38.6 %
Road and Transport Programme: Reduction of injury collisions [reporting starts FY23/24]	82


9.3 Financial Summary

- i. During financial year 2024/25, £16.715m has been expended on the Roads Capital Plan. This figure is subject to change as year-end accounts are finalised. **Appendix 3** details the schemes that have been completed.

- ii. Savings
There are no savings indicators associated with this project.

- iii. Investment

The Roads and Infrastructure Improvements programme has approved investment of £40,000,000. Forecasted spend is being updated and monitored via PRMS and as at Month 12 (March 2025) spend was:-

	Road and Transport Programme: Investment	£ 18,500,000
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The actual figure will be able to be confirmed at the close of accounts.

9.4 Key Risks

The following key risks are set up and being updated and monitored in PRMS for this programme:-

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING	RESPONSE
Roads Capital Projects: Impact of operational demands on the delivery of capital projects	9	Treat
Roads Capital Projects: Impact of high inflation	6	Tolerate
Road and Trans. Prog: Corran Ferry Delay in Planning and Marine licenses	4	Tolerate
Road and Trans. Prog: Corran Ferry Delays in Infrastructure Upgrades for Electric Vessel	9	Tolerate
Road Safety & Active Travel: Reduction in External Funding Streams	9	Tolerate

9.5 Forward Plan

Roads Investment - The Capital plan for roads investment is being developed through work overseen by the Roads Re-design project which is reviewing potential changes to the methodology for the prioritisation of resources. Two Member workshops have been held, and a further final workshop follow up is being planned.

Roads Re-design - In addition to progressing the third Member Workshop as detailed above, the following priorities have been agreed for Roads Redesign Phase 2:-

TVI – Automated Roads Monitoring: By placing cameras on bin lorries or other fleet vehicles, 80-90% of roads are automatically monitored and recorded each week to identify potholes (including depth), other surface defects and potentially inventory and/or the condition of other road infrastructure e.g. signage. The advantages are perceived to be:-

- reduction in number of on-site inspections required, therefore saving time and reducing travel costs;
- increased information available to Council staff to enable a more effective response to customer enquiries;
- enables planned maintenance over reactive maintenance to rectify defects; and
- provides the council with a digital evidence base to support requiring utility companies to fix faulty/ incomplete reinstatements

Route Optimisation - Introduction of technology to enable more efficient route planning for Winter Gritting/ Snow Clearing.

Perceived advantages are:-

- reduced operating costs – materials/fuel; and
- improved customer satisfaction

Digitisation of Manual Processes (Job Cards): The costing of works undertaken by the in-house roads teams are coded to budgets via the completion of paper-based job cards. The project is intended to replace manual completion of Job Cards. Similar technology has been introduced for Housing Maintenance.

Active Travel: Applications totalling £3.5m have been submitted to Transport Scotland to fund the construction of Active Travel projects in Wick and Culbokie. A decision is expected during the first quarter of 2025/26 and if successful will allow construction to take place within the financial year. External funding has also been sought to allow designs to be progressed for Active Travel projects already on the team's prioritisation list. These are for routes between Maryburgh and Muir of Ord, Rosskeen and Invergordon and for the West of the Ness Active Travel for All project in Inverness.

Active Travel Capital Allocation: During financial year 2025/26 the budget will be directed towards active travel improvements in Fort William, Caol, Newtonmore, Inverness, Fortrose, Thurso, Wick and Skye. Works will include development of new shared use footpath at Upper Achintore in Fort William and improved junction crossing at Kilmallie Road in Caol. Footway improvements between the outskirts of Newtonmore and the Shinty Club. In Inverness active travel improvements will be completed at Hilton, Gilbert Street, Grant Street, Raigmore and Bught Road, at the side of Inverness Botanic Gardens, where the footway will be resurfaced to complete a high-quality active travel link from Riverside Way to the Caledonian Canal.

In Fortrose improvements will be made to access on the High Street and in Thurso works to resurface and widen 'The Mall' footpath will be completed. The newly appointed Active Travel Officer for Skye will identify projects that will be designed and developed. The budget will also match UK Shared Prosperity Funding to deliver a shared use footway on the North side of Smithton Road and in Wick improve the footway on Willowbank Road to Staxigoe. Smaller projects and future design works will also be developed to prepare a pipeline of projects to be delivered in financial year 2026/27.

Road Safety

20mph: The statutory and public consultations have now concluded and the 20mph TRO, Schedule and Plans have been finalised. The TRO and unresolved objections will be brought before the Economy & Infrastructure Committee on 29 May 2025 seeking Member approval to make the TRO. Following the decision made at E&I Committee, further actions will be taken to support the 20mph speed limit, in the form of signing and lining implementation initially, and it is proposed to revert a small number of roads back to 30mph where they are not deemed appropriate for the 20mph limit. In line with Transport Scotland's deadline, it is the intention that these actions will be completed by the end of 2025.

Road Safety Improvement Fund: This programme will be expanded upon in financial year 2025/26 with data analysis and programme planning ongoing for routes along the A894, A838, A939 and A861 where there are significant bends that would benefit from treatment on these routes. Investigation works are ongoing for the new financial year however the fund is exploring options to deliver improvement schemes in 2025/26 that will look to provide an A9 side road treatment programme, safety measures and speed limit assessment at Granish, Aviemore and a speed limit and improved pedestrian access over the Railway Bridge in Sunnyside.

- **Tier 1:** The Highland Council has received £1.2m in funding to deliver road safety and Safer Routes to School improvement projects in 2025/26. The Road Safety Team have a suite of works ready to implement including signing and lining, dropped kerbs, cycle shelters, crossing and junction improvements and traffic calming.

- **Tier 2 :**The Road Safety Team have submitted 2 applications for Tier 2 25/26 funding and are awaiting a decision from Transport Scotland re Award. The first being a Tier 2 Design application for £107,525 for the West of the Ness Scheme in Inverness and the other being a Tier 2 Construction application for £ 870,185 for the construction of an active travel improvement scheme in Muir of Ord.

Bikeability: Funding bids for academic year 2025/26 will be made when available and are expected to be for a similar value. Delivery targets and casual instructor numbers will be increased further to meet demand.

Local Authority Direct Award (LADA)

The Highland Council has received £168,946.22 for financial year 2025/26. The funding will be directed towards the recruitment of four new Behaviour Change Officer posts, cycle parking and fleet maintenance and updating existing and introducing new active travel/Safer Routes to School initiatives; for example pilot walking and wheeling route signage and the Go For It scheme. The Behaviour Change Officers will be based across the Highland Council area focussing on meaningful active travel and road safety projects, engaging with schools, workplaces and community groups within their localities, and delivering Bikeability sessions to primary school pupils.

Designation: Assistant Chief Executive – Place

Date: 8 May 2025

Author: Alan Webster, Economy and Regeneration Manager,
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(RO Council Future Workforce Project (WFTF))
Anna Templeton, Principal Project Manager (WFTF)

Background Papers: None

Appendices: Appendix 1 – WFTF Approved Structure May 2024
Appendix 2 – WFTF Draft Revised Portfolio structure
Appendix 3 - 2024/25 Completed Surface Treatment Schemes

Portfolio Structure approved in May 2024

Workforce for the future

Feachd-obrach airson an ama ri teachd



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.

Appendix 3: 2024/25 Completed Surface Treatment Schemes

AREA	ROUTE	ROAD NAME	TREATMENT
Badenoch and Strathspey	A939	A939/ B861 Jct Spey Avenue / Grantown High Street	Inlay
Badenoch and Strathspey	B9007	Top section	Surface Dressing
Badenoch and Strathspey	B9153	Orchid Place to A95 Kinveachy jctn	Surface Dressing
Badenoch and Strathspey	B970	Coylumbridge to Kingussie	Surfacing
Badenoch and Strathspey	C1143	Woodside Avenue/ South Street	Inlay
Badenoch and Strathspey	U2379	Lochindorb Rd (B9007 jct to Lodge)	Surface Dressing
Caithness	A99	Reiss	Overlay
Caithness	A99	Bridge/ High St	Overlay
Caithness	A99	George St	Overlay
Caithness	A99	High St	Overlay
Caithness	A99	Lochshell	Overlay
Caithness	A99	Cliff Road	Inlay
Caithness	A99	John O'Groats - Harbour	Inlay
Caithness	A99	Quoys of Reiss	Inlay
Caithness	A99	Keiss Village 1	Overlay
Caithness	A99	Keiss Village 2	Overlay
Caithness	B870	Toftingall	Overlay
Caithness	C1021	Achorn Road, Dunbeath	Overlay
Caithness	C1025	Mountpleasant Road	Inlay
Caithness	C1073	Harbour Terrace	Inlay
Caithness	C1077	Swanson Street	Inlay
Caithness	C1093	Keiss Village Harbour Road	Inlay
Caithness	U1082	Latheronwheel Braehungie	Overlay
Caithness	U1113	Upper Lybster	Overlay
Caithness	U1165	Occumster Harbour	Overlay
Caithness	U1218	Corbiegoe	Overlay
Caithness	U1256	Achairn	Overlay
Caithness	U1553	Auckengill Township Road	Overlay
Caithness	U1642	Upper Keiss Road	Overlay
Caithness	U1660	Brough	Overlay
Caithness	U1823	Lochmore	Overlay
Caithness	U1862	Braal Castle Road	Overlay
Caithness	U1868	Hoy Pumping Station Road	Overlay
Caithness	U1871	Halkirk to Plocan	Overlay
Caithness	U1913	Plocan - Brawlbin - Dorrery	Overlay
Caithness	U1927	Brawlbin to Shurrery	Overlay
Caithness	U2134	Achscrabster Road	Overlay
Caithness	U2225	Murkle Sibmister Road	Overlay
Caithness	U2460	Newfield farm Road	Overlay
Caithness	U2465	March Road, Wick	Overlay

AREA	ROUTE	ROAD NAME	TREATMENT
Caithness	U2884	Olrig Mains	Overlay
Caithness	U3455	Argyll Square	Inlay
Caithness	U3494	St Fergus Road	Inlay
Caithness	U3520	Leith Walk	Inlay
Caithness	U3523	Glamis Square	Inlay
Caithness	U3583	Loch Street	Inlay
Caithness	U3591/ U3494	St Fergus Rd	Overlay
Caithness	U5063	Sir John's Square	Inlay
Inverness	A0862	Clachnaharry High St	Surface Dressing
Inverness	A833	Milton	Inlay
Inverness	A862	Beauly to Wyndhill	Surface Dressing
Inverness	A862	Phopachy to Inchberry	Surface Dressing
Inverness	B0861	Culduthel Rd - Green Dr to Lodge Rd	Surface Dressing
Inverness	B851	Dumnaglass	Overlay
Inverness	B851	Junction with B9006 East of Keppoch Crossroads	Resurfacing
Inverness	B851	South of Croachy	Surface Dressing
Inverness	B851	Croachy Village	Surface Dressing
Inverness	B861	Culduthel Road/Southside Road jct	Inlay
Inverness	B861	North of Balnafoich	Overlay
Inverness	B861	Culduthel Rd / Green Dr - Structural Patching	Resurfacing
Inverness	B862	Scaniport	Patching/ Overlay
Inverness	B862	Haugh Road	Overlay
Inverness	B862	Knockie to Cattle Grid	Surface Dressing
Inverness	B865	Milburn Road	Drainage
Inverness	B865	Milburn Road	Inlay
Inverness	B9006	Ardersier High St	Resurfacing
Inverness	B9006	Perth Road	Overlay
Inverness	B9092	Ardersier to Smithstown (Major Patching)	Strengthening
Inverness	B9154	Craggie Brae - Nr C1056 Jct	Resurfacing
Inverness	C1051	South of Nairnside	Surface Dressing
Inverness	C1102	Moniack-Clunes-Foxhole (Sections) Phase 1	Surface Dressing
Inverness	U1343	Torris Road	Surface Dressing
Inverness	U1395	Grant Road	Surface Dressing
Inverness	U1457	Glen Cannich	Surface Dressing
Inverness	U1667	Ardachy Rd Fort Augustus (3 sections)	Resurfacing
Inverness	U1742	Drumbuie / Achtuie	Surface Dressing
Inverness	U1828	Wyvis Drive	Surface Dressing
Inverness	U2088	Moray Park Avenue 48-88	Surface Dressing
Inverness	U2108	Belladrum Loop Rd	Resurfacing
Inverness	U2122	Leanach Gardens	Surface Dressing
Inverness	U2132	Trentham Drive	Surface Dressing
Inverness	U2458	Moray Park Terrace 1-17	Surface Dressing
Inverness	U2458	Moray Park Terrace 2-44	Surface Dressing

AREA	ROUTE	ROAD NAME	TREATMENT
Inverness	U2458	Moray Park Terrace 31-49	Surface Dressing
Inverness	U2458	Moray Park Terrace 48-70	Surface Dressing
Inverness	U2576	Ferntower Place	Surface Dressing
Inverness	U2820	Eastfield Way bus bay	Resurfacing
Inverness	U2856	Findhorn Bridge to Slochd, Tomatin (Phase 2)	Surface Dressing
Inverness	U2916	The Dell	Surface Dressing
Inverness	U2975	Beauly to Muir of Ord (High Roads)	Surface Dressing
Inverness	U3782	Ashie Rd - Garages (Hand Chip)	Surface Dressing
Inverness	U3784	Attadale Road	Surface Dressing
Inverness	U3792	Balloan Rd - (Cul-de-Sac) 97-119	Surface Dressing
Inverness	U3836	Charleston Place	Inlay
Inverness	U3842	Crown Drive (Crown Rd to Abertarff Rd)	Surface Dressing
Inverness	U3843	Crown Street	Resurfacing
Inverness	U3884	Drumossie Avenue (Phase 2)	Surface Dressing
Inverness	U4023	Harbour Road (cul de sac)	Resurfacing
Inverness	U4100	Lodge Avenue	Surface Dressing
Inverness	U4120	MacKay Road (Cul-de-Sac) 143-175	Resurfacing
Inverness	U4244	Perceval Road	Surface Dressing
Inverness	U4318	Scorguie Road	Surface Dressing
Inverness	U4356	Sycamore Crescent	Surface Dressing
Inverness	U4368	Tomatin Road	Surface Dressing
Inverness	U4406	Woodside Crescent	Surface Dressing
Inverness	U4410	Mason Road (near bridge)	Surface Dressing
Inverness	U4548	Assynt Road (junction General Booth)	Surface Dressing
Inverness	U4577	Coronation Park	Surface Dressing
Inverness	U4587/8	Drummond Crescent - (Cul-de-sac) bottom of brae	Surface Dressing
Inverness	U4620	Waterloo Pl	Resurfacing
Inverness	U4620/22	Telford Road/ Pumpgate St. /Telford Avenue	Inlay - incl gullies
Inverness	U4625	Thornbush Road	Patching
Inverness	U4625	South Kessock Turning Area	Inlay
Inverness	U4690	Bught Lane - Aquadome	Resurfacing
Inverness		Major Patching/Machine Patching	Resurfacing
Lochaber	A861	Sallachan - Near Quarry	Overlay
Lochaber	A861	Strontian 2	Overlay
Lochaber	A884	White Glen	Inlay
Lochaber	B8007	B8007 Camus Inas	Overlay
Lochaber	C1150	Morar	Surfacing
Lochaber	C1168	Ski Tow Road	Overlay
Lochaber	C1188	Bellsgrrove Road section 1, Strontian	Surfacing
Lochaber	U1094	Eigg	Surfacing
Lochaber		Cuil Bay - End of Adopted Road	Overlay
Lochaber		Tourist Information - Junction	Inlay
Nairn	B9091/ C1163	Jct with C1163 Meikle - Kildrummie Junction	Overlay
Nairn	C1154	Urchany - Clunas	Overlay

AREA	ROUTE	ROAD NAME	TREATMENT
Ross & Cromarty	A832	Slattadale	Patching
Ross & Cromarty	A832	Loch a Chrosig Achnasheen	Surface Dressing
Ross & Cromarty	A834	Fodderty to Contin	Patching
Ross & Cromarty	A834	Mill Street	Inlay
Ross & Cromarty	A862	Station Road	Inlay
Ross & Cromarty	A862	High Street - Conon Bridge	Inlay
Ross & Cromarty	A862	Proby St	Inlay
Ross & Cromarty	A862	Greenhill St	Inlay
Ross & Cromarty	A862	Great North Road	Patching
Ross & Cromarty	A890	Glencarron Lodge to Black Mile	Surface Dressing
Ross & Cromarty	A896	A890 Jct - Lochcarron PS	Surface Dressing
Ross & Cromarty	A896	Shieldaig - Torridon	Patching Overlay
Ross & Cromarty	C1012	Scotsburn Rd	Patch
Ross & Cromarty	C1012	Scotsburn Rd jct with Manse/Queen St	Inlay
Ross & Cromarty	C1083	Diabeg Hill	Surface Dressing
Ross & Cromarty	U1966	Firhill (Baptist Ch Rd)	Inlay
Ross & Cromarty	U1991	Glenglass Rd bottom section	Patch
Ross & Cromarty	U2524	Carse of Raddery Road	Overlay
Ross & Cromarty	U2540	Udale Rd	Overlay
Ross & Cromarty	U2585	Tore - Belmaduthy Rd	Patch
Ross & Cromarty	U3027	Gairloch Cresc Conon	Inlay
Ross & Cromarty	U3707	Wester Aligin	Patching
Skye and Raasay	A850	Dunvegan (2)	Surfacing
Skye and Raasay	A850	Fairy Bridge - Dunvegan	Surfacing
Skye and Raasay	A855	Grealin – Rigg (1)	Surface Dressing
Skye and Raasay	A855	Portree – Storr (Brides Veil – Storr)(1)	Surfacing
Skye and Raasay	A855	Portree – Storr (Brides Veil – Storr)(2)	Surfacing
Skye and Raasay	A855	Portree – Storr (Brides Veil – Storr)(3)	Surfacing
Skye and Raasay	A855	Staffin - Uig (Lon a' Ghreip Grid)	Surfacing
Skye and Raasay	A855	Grealin – Rigg (2)	Surface Dressing
Skye and Raasay	A863	Drynoch - Meadale	Surfacing
Skye and Raasay	A863	Drynoch - Meadale 2	Surfacing
Skye and Raasay	A863	Loch Beag View point - Struan Causeway	Surfacing
Skye and Raasay	A863	Lonmore - Roskill	Surface Dressing
Skye and Raasay	B8083	Broadford - Suardal	Surface Dressing
Skye and Raasay	B8083	Drinan - Elgol	Surfacing
Skye and Raasay	B8083	Torrin - Elgol	Surface Dressing
Skye and Raasay	B855	Hill Road	Surfacing
Skye and Raasay	B855	Hill Road (Clays - Cattle Grid)	Surfacing
Skye and Raasay	B855	Portree – Struan (A863 Junction – cattle grid)	Surface Dressing
Skye and Raasay	B883	Braes Road	Surfacing
Skye and Raasay	B883	Braes	Surface Dressing
Skye and Raasay	B884	Glendale - Hamaramore (Mill Road Jct)	Surfacing
Skye and Raasay	C1225	Brogaig - Idrigil	Surface Dressing
Skye and Raasay	C1229	Dunvegan Castle - Clagan	Surfacing

AREA	ROUTE	ROAD NAME	TREATMENT
Skye and Raasay	C1229	Dunvegan Castle - Clagan (2)	Surfacing
Skye and Raasay	C1230	Roag Loop Road	Surfacing
Skye and Raasay	C1231	Vatten - Harlosh	Surface Dressing
Skye and Raasay	C1231	Vatten - Harlosh (2)	Surface Dressing
Skye and Raasay	C1235	Inverarish – Oskaig - Brochel	Surfacing
Skye and Raasay	C1237	Merkadale - Glenbrittle (2)	Surfacing
Skye and Raasay	C1237	Merkadale - Glenbrittle	Surface Dressing
Skye and Raasay	C1239	Kylerhea	Surfacing
Skye and Raasay	C1240	Heaste (1)	Surfacing
Skye and Raasay	C1240	Heaste (2)	Surfacing
Skye and Raasay	U4746	Castle Road onto C1235	Surface Dressing
Skye and Raasay	U4767	Camustianavaig	Surfacing
Skye and Raasay	U4912	Calums Road	Surfacing
Skye and Raasay	U5017	Blaven Road, Portree	Surfacing
Sutherland	A836	Bettyhill (Museum over road bridge to top of Brae)	Overlay
Sutherland	A836	Lairg - Altnaharra	Overlay
Sutherland	A836	Tongue - Thurso	Edge Strengthening
Sutherland	A836	Tongue - Thurso	Overlay
Sutherland	A836	Skerray	Overlay
Sutherland	A836	Altnaharra - Tongue	Overlay
Sutherland	A836	Lairg - Altnaharra	Overlay
Sutherland	A836	Lairg - Altnaharra	Overlay
Sutherland	A836	Brae Tongue	Overlay
Sutherland	A836	Dalchork	Overlay
Sutherland	A838	Dalchork	Overlay/ Inlay
Sutherland	A838	Lairg - Laxford (Tirry Bridge - Colabol)	Overlay
Sutherland	A838	Tongue to Durness	Overlay
Sutherland	A838	Tongue to Durness	Inlay
Sutherland	A838	Tongue to Durness	Inlay
Sutherland	A897	Helmsdale - Melvich	Overlay
Sutherland	B801	Rhiconich to Kinlochbervie	Overlay
Sutherland	B871	Kinbrace - Syre	Overlay
Sutherland	B9168	Poles Road	Overlay
Sutherland	C1022	Banscol to Dalreavoch	Overlay
Sutherland	C1022	Braambury Road	Inlay
Sutherland	C1103	Trentham Skelbo	Overlay
Sutherland	C1103	Trentham Skelbo Section 2	Overlay
Sutherland	C1103	Trentham Skelbo Section 3	Overlay
Sutherland	C1103	Trentham Skelbo Section 4	Overlay
Sutherland	C1138	Carron Bridge - Braelangwell	Overlay
Sutherland	C1138	Carron Bridge - Braelangwell	Overlay
Sutherland	C1138	Carron Bridge - Braelangwell	Overlay
Sutherland	U1020	Kirk Road	Inlay
Sutherland	U2202	Rogart	Overlay
Sutherland	U2242	Dalmore Rogart	Overlay
Sutherland	U2242	Dalmore Rogart	Overlay
Sutherland	U2242	Dalmore Rogart	Overlay

AREA	ROUTE	ROAD NAME	TREATMENT
Sutherland	U2810	Glen Loth	Overlay
Sutherland	U2929	School Road, Doll	Overlay
Sutherland	U3064	Grant Crescent, Golspie	Inlay
Sutherland	U3077	Hens Run Golspie	Overlay
Sutherland	U3103	Rogart	Overlay
Sutherland	U3314	Dornoch - Cuthill	Overlay
Sutherland	U3314	Cuthill Road	Overlay
Sutherland	U3465	Meikle Ferry, Dornoch	Overlay
Sutherland	U3503	Achue (Various Sections) 2	Overlay
Sutherland	U3503	Achue (Various Sections) 3	Overlay
Sutherland	U3503	Achue (Various Sections) 4	Overlay
Sutherland	U3503	Achue (Various Sections) 5	Overlay
Sutherland	U3521	Migdale Road (Brae)	Inlay
Sutherland	U3521	Bonar Bridge	Inlay
Sutherland	U3589	Ardgay (Kincardine Hill)	Overlay
Sutherland	U5050	Golspie	Inlay