

Agenda Item	4
Report No	RDB-05-26

The Highland Council

Committee: Redesign Board

Date: 04 June 2026

Report Title: Redesign Board Forward Plan

Report By: Chief Officer, Revenues & Commercialisation

1. Purpose/Executive Summary

- 1.1 This report to Members presents the Redesign Board Forward Plan and restates the purpose and remit of the Redesign Board as an important focal point for delivering interventions across the council to improve services and efficiency.

The report provides Members with an overview of the current work programme being progressed through the Board, highlighting the wide-reaching impact the work of the Board has across the Council.

Importantly, the report sets out to members the work to be progressed to produce the Redesign Board's future work programme, ensuring work is strategically aligned and targeting priority opportunities for improvement, efficiency, and income generation.

2. Recommendations

- 2.1 The Board is invited to:-

- i. Note the report
- ii. Provide their proposals for inclusion in the future Redesign Board work programme

3. Implications

- 3.1 **Resource:** There are no resource implications arising as a direct consequence of this report.
- 3.2 **Legal:** There are no legal implications arising as a direct consequence of this report.

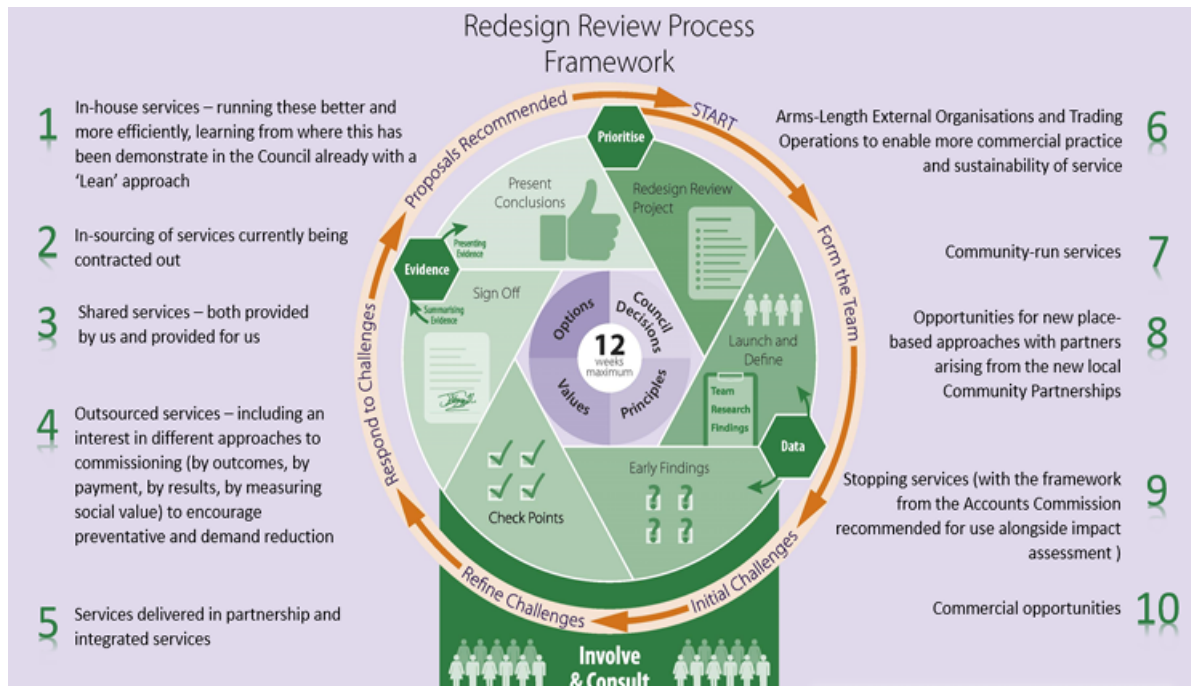
- 3.3 **Risk:** There are no risks arising as a direct result of this report. Project/Programme risks are identified and monitored as per the Council's risk management process, and are reported by exception only.
- 3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people):** There are no immediate health and safety implications arising from this report.
- 3.5 **Gaelic:** There are no 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 an update report and therefore an impact assessment is not required.

5. Redesign Board Approach and Work Programme

- 5.1 The Redesign Board was established in March 2016 and has led on the review and redesign of specific areas of service delivery across the Council, producing proposals to the Council on redesign to demonstrate:
1. The Council is more open-minded to new ways of delivering services.
 2. The Council is more commercially minded by adopting more efficient business practice.
 3. The Council is more community minded.
 4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support.
 5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.
- 5.2 The diagram below sets out the Redesign Board's review framework, providing a comprehensive and robust process that can be adapted proportionately to the scale and complexity of the work under review.



5.3 In addition to the benefits to be delivered through each intervention, the overall benefits expected through the workings of the Redesign Board have been documented through various reports to Council and are summarised as:

- Providing the opportunity for staff to be hands on and directly involved in business improvement such as engagement sessions, process redesign, participation in workshops. This allows an opportunity for Members to speak directly to those colleagues who are delivering the work.
- Providing an opportunity for elected members and union representatives to work alongside officers in the redesign of Council services.
- Identifying and delivering efficiencies, and providing a focus on commercialisation, income generation, redesign and improvement.
- Overseeing projects, ensuring services are customer focussed, affordable, and sustainable.
- Working with officers to support the delivery of activities.
- Simplifying and integrating public services in order to get better value for public money.
- Deploying tools / techniques to better share information to enhance understanding in the decision-making process such as process-redesign/LEAN reviews; use of surveys and stakeholder engagement; more impactful presentation of reports.
- Use of workshops to enhance understanding and
- Follow-up on prior projects to allow post-project discussion where appropriate.

5.4 Redesign Board-led interventions are undertaken through a mix of Redesign Board meetings and workshops, with the following table describing how the Board operates:

Activity	Membership/Attendance	Purpose
Redesign Board	Nominated Redesign Board Members, plus Trade Union Representatives. Open to all members to attend. Board meetings are open to the public, with minutes and agenda posted to the Council's website and reports to the Highland Council.	Formal meeting to consider Project Team and Workshop outputs/proposals, and to make recommendations to Council.
Redesign Workshop	Nominated Redesign Board Members, plus Trade Union Representatives. Open to all members to attend.	Opportunity for wider member input and insights to shape project scope, objectives and desired outcomes/benefits.
Project Team	Officers, including project resource (e.g. Project Manager), Redesign Board nominated representatives (typically 2 or 3 Members, plus a Trade Union representative).	Provide direct input to the project work areas to deliver the stated objectives and outcomes/benefits of the project.

5.5 The following summarises the current work programme of the Redesign Board, and includes focussed workshops, which may result in the commissioning of time limited interventions for the delivery of required outcomes.

Redesign Board Interventions	Next Redesign Board Event
Food in Schools	Update report 04 June 2026
Good Food Nation	Update report 04 June 2026
Unique Visitor Experiences	Workshop 04 June 2026
Abandoned/Nuisance Vehicles	Workshop 04 June 2026
Roads & Amenities	Workshop 27 August 2026
My Council	Update report 19 November 2026 (after project closure)

5.6 The following sections provide a summary of the interventions and workshops, along with proposed areas of work where the Board may wish to provide focus.

5.6.1 Roads and Amenities

The project builds upon the foundational work of Phase 1, focusing on modernising service delivery, enhancing operational efficiency and improving stakeholder satisfaction. This builds on the restructure within the Place Cluster that has allowed much closer managerial and operational synergy between Roads and Amenities activity.

5.6.2 Food in Schools: Delivering Sustainability

As defined in the Delivery Plan in 2024/25, Food in Schools was established as a work package. Within the context of legislatively determined parameters for the provision of school meals, the Council's end to end processes, procurement, meal delivery, waste collection and disposal, budget and costs will be reviewed to identify sustainable efficiencies and more commercial Value for Money services. A Working Group, comprising Member representation and officers are taking forward the agreed action plan. Redesign Workshops are also being held to help shape and inform delivery improvements and change.

5.6.3 Good Food Nation

The Highland Council is a relevant authority as defined in The Good Food Nation (Scotland) Act 2022 and, as such, is required to produce a Good Food Nation Plan that supports and aligns with the vision of Scotland being *“a Good Food Nation, where people from every walk of life take pride and pleasure in, and benefit from, the food they produce, buy, cook, serve, and eat each day”*. The Good Food Nation Plan will impact on a wide variety of council services that influence the food system. The Good Food Nation Plan will benefit greatly from the oversight and input of the Redesign Board.

5.6.4 Unique Visitor Experiences

As part of the Delivery Plan established in 2024/25, the Income Generation Board is aiming to expand and improve facilities and attractions for visitors and communities alike. The success of The Storr provides excellent experience and insights for this purpose. Redesign Workshops have provided valuable input to inform the factors which are critical to long term site success. The most important of these have been identified as Community Wealth Building and increasing local employment opportunities. Ongoing support and views from the Redesign Board and workshops will determine which projects are progressed through to final Business Case stage, and delivery.

5.6.5 My Council

The aim of the My Council Programme was to review and create a joined-up customer contact experience at the Highland Council, including the opportunities to further utilise digital approaches to support improved outcomes for our citizens, our staff, and the Council.

By developing self-service digital options for those who can use it, resources are released to better support customers who need it the most. The focus of the project is putting the citizen at the centre of customer engagement, to improve our process and approach for all contact methods (digital, telephony, face to face) and

to provide a seamless customer experience. The outcomes of this data-driven and customer focused project will drive cost-saving efficiencies (financial benefits); reduce failure demand (greater efficiency); and increase internal/external customer satisfaction (improvement).

5.6.6 Abandoned/Nuisance Vehicles

The purpose of this workstream is to provide an improved understanding of the legislative parameters and processes surrounding Abandoned/Nuisance Vehicles, and to identify opportunities that could be leveraged to resolve the impact on communities.

5.6.7 Process Redesign

Working with colleagues in Revenues & Commercialisation - Corporate Support process redesign will be undertaken to share learning and opportunities that have been realised for some council processes, with the potential to expand these developments to other activities.

5.6.8 Public Sector Improvement Framework (PSIF)

Revenues & Commercialisation - Corporate Support are working with the Improvement Service to utilise the PSIF framework for self-assessment and supporting improvement. This will lead to a comprehensive review of corporate support activities, promoting a robust approach to continuous improvement. The approach being taken is cognisant of development opportunities and development for our workforce with a view to future opportunities for the wider organisation by sharing this learning.

5.6.9 Value for Money / Local Financial Returns

As part of the budget for 2026/27, a new saving was agreed. Based upon a critical review and benchmarking of Local Financial Returns (LFRS) and other data returns, and performance metrics such as the Local Benchmarking Framework (LGBF), this workstream aims to identify and inform the delivery of service efficiencies. By benchmarking with other councils, the opportunity to share learning and good practice can be achieved, supported by a detailed and evidenced basis.

6. Forward Plan – Future Work Programme

6.1 As well as this report providing members with an overview of the current Redesign Board work programme, it is important to take a proactive and forward-looking approach to identifying additional areas of service delivery that would benefit from the Redesign Board's structured and challenge led approach.

6.2 Work is to be progressed to identify, prioritise and bring forward new interventions that align closely with the Redesign Board's remit in driving structural and operational change, improving service outcomes, securing financial sustainability, and delivering best value.

- 6.3 This activity will involve working with services to identify proposals where it is considered that Redesign Board engagement could add value, such as through reshaping delivery models, addressing performance challenges, or unlocking efficiencies and income opportunities.

In addition to the work with services, there is a key role for Board members to provide insight and direction. Members are therefore invited to draw on their own knowledge of service pressures, cross-cutting challenges and emerging opportunities to identify where Redesign Board intervention could be beneficial.

The intention is that this process will generate a programme of Redesign Board interventions and themed workshops, and ensure work is strategically aligned while targeting priority opportunities for improvement, efficiency, and income generation.

- 6.4 An update on the Redesign Board's future work programme will be reported to the 27 August Redesign Board.

Designation: Assistant Chief Executive - Corporate

Date: 14 May 2026

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