

The Highland Council

Agenda Item	6
Report No	RDB/08/26

Committee: Redesign Board

Date: 27 August 2026

Report Title: Redesign Board Forward Plan

Report By: Chief Officer, Revenues & Commercialisation

1. Purpose/Executive Summary

- 1.1 This report provides an update on the Redesign Board Forward Plan, outlining the actions being taken to deliver a targeted programme of interventions aimed at improving outcomes, modernising services and strengthening the Council's long-term sustainability.

The report sets out the Board's current work and details the development of a future pipeline of initiatives focused on service transformation, efficiency, and income generation.

2. Recommendations

- 2.1 The Board is invited to:
- i. Note the work being delivered across the current Redesign Board programme.
 - ii. Support the continued development of 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 Work Programme

5.1 The Redesign Board work programme comprises targeted interventions designed to support service transformation, improve outcomes for communities, strengthen financial sustainability and identify opportunities for innovation and income generation.

The programme combines focused review activity through Member/Officer groups and themed workshops to initiate and drive targeted interventions that deliver measurable improvements in outcomes, efficiency and best value.

The following table summarises the current work programme of the Redesign Board and the scheduled events for reporting and workshops in 2026.

Redesign Board Interventions	Next Redesign Board Event
Roads & Amenities	Workshop 27 August 2026
Food in Schools	Report 27 August 2026
Good Food Nation	Report 27 August 2026 Workshop 19 November 2026
Unique Visitor Experiences	Report 27 August 2026
Abandoned/Nuisance Vehicles	Report 27 August 2026
My Council	Report 27 August 2026
Process Redesign/Improvement: Public Sector Improvement Framework (PSIF)	Workshop 19 November 2026
Value for Money / Local Financial Returns	Report 19 November 2026

5.2

The following sections provide an overview of each intervention in the current work programme, with separate reports on a number of the interventions included on the 27 August 2026 Redesign Board agenda.

5.2.1 Roads and Amenities

This project builds on the foundations established through Phase 1 Redesign activity and seeks to accelerate service modernisation across the Roads and Amenities functions.

The Place Cluster restructure has created stronger operational integration and management alignment, providing opportunities to improve productivity, customer experience and service resilience. The next stage of the programme focuses on identifying practical improvements that can simplify processes, improve responsiveness and maximise the use of available resources.

A workshop will be held on 27 August 2026 in respect of the Roads & Amenities review.

5.2.2 Food in Schools

Food in Schools was established as a priority workstream within the Council's 2024/25 Delivery Plan.

Within the context and legal requirements for the provision of school meals, this workstream is reviewing the current service delivery model, including purchasing food, preparing and delivering meals, managing waste, and overall costs, to identify opportunities to improve efficiency, reduce waste and deliver better value for money.

A Working Group, comprising Redesign Board 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.

A separate report on this project is included on the Redesign Board agenda for 27 August 2026.

5.2.3 Good Food Nation

The Highland Council is a relevant authority under the Good Food Nation (Scotland) Act 2022 and is required to prepare and deliver a Good Food Nation Plan which contributes to Scotland's vision of becoming a nation in which all people benefit from and enjoy good food.

The development of the Plan presents an opportunity to bring together a range of Council services that influence food systems, sustainability, health, economic development, communities and the environment.

Given this workstreams cross cutting nature, the Redesign Boards role is important in providing challenge, oversight and strategic input to ensure the Council's approach to developing and defining the Plan provides the opportunity to deliver meaningful outcomes, maximise opportunities for collaboration, and support wider community benefit.

A separate report on this project is included on the Redesign Board agenda for 27 August 2026.

5.2.4 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.

A separate report on this workstream is included on the Redesign Board agenda for 27 August 2026.

5.2.5 Abandoned/Nuisance Vehicles

This intervention has focused on developing a clearer understanding of the legislative framework, operational processes and partnership opportunities relating to abandoned and nuisance vehicles.

These issues can have a significant impact on communities, environmental quality and public confidence in local services. The workstream is therefore exploring opportunities to strengthen processes, improve response arrangements and identify practical solutions that can reduce impacts on communities.

A Redesign Board workshop was held 04 June 2026 and has informed ongoing work to identify opportunities for improvement.

A separate report on this workstream is included on the Redesign Board agenda for 27 August 2026.

5.2.6 My Council

The aim of the My Council Programme is 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.

It is expected that 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).

A separate report on this project is included on the Redesign Board agenda for 27 August 2026.

5.2.7 Process Redesign/Improvement: Public Sector Improvement Framework (PSIF)

Revenues & Commercialisation - Corporate Support are working with the Improvement Service to use the Public Sector Improvement Framework (PSIF) as a structured approach to self-assessment and organisational improvement.

The framework provides an opportunity to undertake a comprehensive review of corporate support functions, helping to identify strengths, improvement opportunities and future priorities.

In addition to improving service delivery, the approach is supporting workforce development, leadership capability and the creation of a stronger culture of continuous improvement.

Learning and good practice emerging from this work will be shared across the organisation to maximise benefit and support future redesign activity. A workshop will be held with the Board on 19 November 2026 to showcase the application of the PSIF approach.

5.2.8 Value for Money / Local Financial Returns

As part of the 2026/27 budget, a new savings target was agreed requiring a strengthened focus on the identification and delivery of sustainable efficiencies.

This workstream is utilising Local Financial Returns (LFRs), the Local Government Benchmarking Framework (LGBF), service performance information and comparative data to identify opportunities where service delivery can be improved whilst maintaining or enhancing outcomes.

The work is intended to provide an evidence-based approach to identifying efficiencies, sharing best practice and supporting informed decision-making, and is to be used as the basis for identifying future Redesign Board led interventions.

Activity has already been presented through the Budget Review Group, Strategic Leadership Group and Member briefings, with a number of opportunities progressing for further consideration.

A report will be presented to the Board on 19 November 2026 demonstrating progress to date and emerging opportunities.

6. Forward Plan – Future Work Programme

- 6.1 Building on the current work programme, officers will identify future areas of activity where focused redesign, review or challenge could support delivery of the Council's strategic, operational and financial objectives.

The Redesign Board provides an important focal point through which Members and officers can consider these opportunities, share learning and help shape future improvement activity.

- 6.2 Future opportunities will be identified through engagement with Services and Members, informed by the work referred to earlier in this report through a structured and evidence led assessment of Local Government Finance Returns (LFRs), performance, benchmarking, and budget data.

The systematic analysis of financial, operational and performance data, will enable the identification of areas where resources can be utilised more effectively, where service delivery models may benefit from redesign, and where opportunities exist to improve outcomes whilst reducing costs, increasing efficiency or generating additional income.

In addition, benchmarking against other local authorities will provide valuable insight into areas of relative strength, as well as highlighting opportunities where innovation, service improvement, income generation or efficiency gains may be achievable.

This evidence-based approach will support the identification and prioritisation of interventions with the greatest potential to improve performance, deliver best value and contribute to the Council's long-term financial sustainability.

- 6.3 An overview report of the work programme will be presented to each future Board to provide regular updates on existing interventions and emerging opportunities, allowing Members to monitor progress, assess impact, and shape the ongoing development of the work programme.

Designation: Assistant Chief Executive - Corporate

Date: 05 August 2026

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