Agenda Item	**4**
Report No	**RDB/13/26**

The Highland Council

Committee: **Redesign Board**

Date: **19 November 2026**

Report Title: **Redesign Board Programme Overview**

Report By: **Chief Officer, Revenues & Commercialisation**

1. Purpose/Executive Summary

1.1 This report provides an update on the Redesign Board Programme, setting out the latest milestones for each intervention and the target dates for delivery.

2. Recommendations

2.1 The Board is invited to:

i. **Note** the work being delivered across the current Redesign Board programme and target dates for delivery.

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 Programme

5.1 The Redesign Board 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, with the scheduled events for reporting and workshops through to the Redesign Board meeting of 18 March 2027.

Redesign Board Interventions	Redesign Board Event
Unique Visitor Experiences: Smoo Cave	Report 19 November 2026
Good Food Nation	Report 19 November 2026
Roads & Amenities	Workshop 1: 19 November 2026
	Workshop 2: 23 November 2026
Unique Visitor Experiences: Smoo Cave	Report 18 March 2027
Good Food Nation	Report 18 March 2027
Roads & Amenities	Report 18 March 2027
Abandoned/Nuisance Vehicles	Report 18 March 2027

5.2 The following sections provide an overview of each intervention in the current programme, with separate reports on a number of the interventions included on the 19 November 2026 Redesign Board agenda.

5.2.1 Unique Visitor Experiences: Smoo Cave

The Smoo Cave Unique Visitor Experience Project aims to enhance the visitor experience at Smoo Cave through the development of new car parking, an improved footpath network and the creation of a new visitor centre.

The development will move visitors away from the main A838 road and on to a new car parking site with a new all-abilities footpath taking visitors back towards

the cave from a new direction incorporating a unique aspect view of the cave and surrounding sea inlet.

Following approval of the Full Business Case at the 27 August 2026 Redesign Board, work is progressing on the project, and this includes establishing the Working Group, with Cllr J Hendry and Cllr T Robertson appointed as members.

The Working Group will oversee the development of the project, supported by the continuing input of the Redesign Board. Together, this governance structure will help drive the project forward, ensuring effective stakeholder engagement, robust decision making and successful delivery.

The following sets out the latest milestones and target dates for delivery.

Milestone	Target Date
Full Business Case approved by RDB	27 August 2026
Met with community representatives	05 October 2026
First meeting of Working Group	03 November 2026
Initial design process commences	09 November 2026

A separate report on this project is included on the Redesign Board agenda for 19 November 2026.

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.

The following sets out the latest milestones and target dates for delivery.

Milestone	Target Date
Expansion of Food Waste Collections	November 2026 – and annually thereafter
Review of Quality Assurance Framework	December 2026
Project Briefing to Education Head Teacher forum	December 2026
Data analysis – supervision, updated uptake analysis, financials – LFRs / VfM	December 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.

The following sets out the latest milestones and target dates for delivery.

Milestone	**Target Date**
Officer working group	08 October 2026
Draft outcomes and actions written	29 October 2026
Draft outcomes and actions to Redesign Board for approval	19 November 2026
Progress Report to Redesign Board	18 March 2027
Refine outcomes and actions, complete draft plan	April 2027
Public consultation	May – Aug 2027
Revisions based on outcomes of consultation	Sept – Nov 2027

A separate report on this project is included on the Redesign Board agenda for 19 November 2026.

5.2.4 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 is focussed on identifying practical improvements that can simplify processes, improve responsiveness and maximise the use of available resources.

To support this work, and in response to feedback received at the workshop held on 27 August 2026, two further workshops are scheduled for 19 and 23 November 2026.

The outcomes of these sessions will inform the key milestones for the Roads and Amenities Review, providing a refreshed delivery roadmap and maintaining clear visibility of progress and planned outcomes. Alongside this, work will continue through the Roads and Amenities Working Group to develop and implement improvement actions, with continued progress reporting to the Redesign Board to ensure oversight, challenge and accountability for delivery.

5.2.5 Abandoned/Nuisance Vehicles

This intervention is focused on improving the Council's approach to abandoned and nuisance vehicles through strengthened operational processes, enhanced enforcement activity and improved customer experience.

A Redesign Board workshop held on 04 June 2026 informed the development of the workstream and identified a range of improvement opportunities. Environmental Health continues to work with Housing, Waste and Parking Services to progress these actions, while a revised Abandoned Vehicles Policy will be considered by the Communities and Place Committee on 05 November 2026.

Progress is being delivered across four themes: operational improvements, enforcement, customer experience, and strategic and legislative development. The latest milestones and target dates are set out below.

Milestone	Target Date
Operational Improvements Cost recovery pursued for all eligible cases	Complete
'Roadmap' guidance for Members & public	Q3 2026/27
Traffic Regulation Order (TRO) pilot	Q4 2026/27
Uplift-for-storage contract	Q4 2026/27
Website improvements	Q4 2026/27
Business case for vehicle storage compound	Q4 2026/27
Deliver joint DVLA enforcement initiative	Q1 2027/28

6. Forward Plan – Future Work Programme

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

6.2 Future opportunities will be identified through engagement with Services and Members, supported by the systematic analysis of financial, operational and performance data. This will help identify where resources can be deployed more effectively, where service delivery models may benefit from redesign, and where

opportunities exist to improve outcomes, increase efficiency, reduce costs and generate additional income.

Benchmarking against other local authorities provides valuable insight into comparative performance, highlighting areas of strength as well as opportunities for innovation, service improvement and efficiency gains. This will help identify proven approaches and best practice that can be adapted to support local priorities.

Together, this evidence led approach will support the identification and prioritisation of interventions with the greatest potential to improve service performance, deliver best value and contribute to the Council's long term financial sustainability, while ensuring that resources are focused on the areas of greatest impact.

Designation: Assistant Chief Executive - Corporate

Date: 04 November 2026

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