

Agenda Item	11
Report No	HC/29/26

The Highland Council

Committee: The Highland Council

Date: 17 September 2026

Report Title: Annual Corporate Performance Report 2025/26

Report By: Chief Executive

1 Purpose/Executive Summary

- 1.1 Nationally, the latest Local Government Benchmarking Framework and Accounts Commission reports present a challenging context for Scottish local government, with sustained financial, workforce and demand pressures, funding not keeping pace with rising costs, and an increasing requirement for councils to redesign services to remain sustainable.

Against this backdrop, The Highland Council's 2025/26 performance can be positively positioned as evidence of an organisation responding with purpose and progress: Member-led investment and transformation decisions have strengthened capacity for improvement and innovation, the Operational Delivery Plan is supporting improved outcomes and long-term financial sustainability, and Audit Scotland's 2025 Best Value findings recognised positive progress in financial management, service delivery, governance and leadership.

The report demonstrates tangible improvement across a wide range of outcomes further detailed in section 6.3, and **Appendix 1**, these include, literacy attainment, foster care approvals, community housing, benefit processing, employability and apprenticeships, community transport, street cleanliness, business start-ups, kinship care and medical adaptations. This evidences that while Highland is not immune to the wider pressures facing the sector, it is delivering strong local outcomes, embedding a culture of continuous improvement, and progressing the transformation, prevention and partnership approaches now identified nationally as central to sustainable, high-performing local government.

This report provides an overview of the Council's performance against the commitments set out in the **Council Performance Plan**, which supports the delivery of the **Our Future Highland Programme**. The Programme outlines what the Council is committed to achieving between 2022 and 2027 and why these priorities matter to the communities of Highland. The Performance Plan sets out the improvements the Council expects to deliver and provides the framework for monitoring progress against these commitments.

The **Operational Delivery Plan (ODP)** is a key mechanism for delivering the Programme's ambitions, improving outcomes for people and communities, and supporting the Council's long-term financial sustainability. An update on progress against the ODP was reported to the Highland Council on **14 May 2026**.

This report covers performance for the period 1 April 2025 to 31 March 2026 demonstrating progress made highlights where further action is required, it represents the fourth and penultimate year of reporting against the 2022–2027 Programme. The Annual Performance Report forms part of the Council's wider performance management framework, which includes quarterly performance reporting to Strategic Committees and external scrutiny by Audit Scotland. Together, these arrangements provide assurance on the Council's progress in delivering its priorities and achieving better outcomes for the people of Highland.

2 Recommendations

2.1 Members are asked to:

- i. Scrutinise and note the report which outlines the performance for the period 1 April 2025 to 31 March 2026.
- ii. Note that any data not yet available, including the Local Government Benchmarking Framework (LGBF) will be reported to Members through the Quarterly Performance Reports to the relevant Strategic Committees once published.
- iii. Note the reference table at Appendix 2 - Delivery Plan Projects and Programmes that link to Performance Plan Commitments.

3 Implications

3.1 Resource - There are no new financial implications due to this report. However, progress outlined should be noted in the context of the current financial climate.

3.2 Legal - Implications relate to meeting statutory requirements for public performance reporting (PPR).

3.3 Community (Equality, Poverty, Rural and Island) - The report identifies several relevant outcomes as the Performance Plan recognises resilient communities as one of the Programmes strategic outcomes, with 'Place' as one of the strategic pillars. There are several actions within the Performance Plan to address poverty and inequality including:

- tackling child poverty including promoting access to welfare support (outcome 1.2); and working with partners to develop a community wealth building strategy (outcome 2.11).

3.4 Climate Change / Carbon Clever - Climate Change is recognised through one of the strategic outcomes in the Performance Plan which has several actions to address this (see Theme 4). Quarterly progress reports are provided to the Climate Change Committee for scrutiny and oversight

- 3.5 **Risk** - Reporting progress on the delivery of the Performance Plan is an important strategic assessment of the Council's performance and an important element of external audit's assessment of the Council under Best Value. Any inability of the Council to demonstrate Best Value represents a high-level reputational risk, with Best Value assessed annually by Audit Scotland, the Council's external auditor.
- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no direct implications from this report.
- 3.7 **Gaelic** - The Performance Plan contains a commitment to promote and support Gaelic language and culture with a number of supporting actions (outcomes 1.11 and 1.12). Progress on delivery of the Gaelic Language Plan (GLP4) is reported quarterly to the Gaelic Committee.

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 Introduction

- 5.1 This report provides an assessment of performance against the Council's Performance Plan and forms a key part of the Council's performance management framework. It supports the Council's statutory duty to undertake Public Performance Reporting (PPR) and demonstrates progress in delivering Council priorities and Best Value.
- 5.2 The Annual Corporate Performance Report is presented each autumn to allow the most up-to-date performance information to be incorporated. The report covers the previous financial year and evaluates progress against the commitments set out in the Performance Plan, including the priorities contained within the Council's Programme, strategic and operational objectives, improvement activity and budget strategy.
- 5.3 Public Performance Reporting is a key mechanism for demonstrating accountability and transparency. By measuring and reporting performance and engaging with communities, the Council can evidence how it is delivering effective services, achieving outcomes and providing Best Value for the public. The report also informs Audit Scotland's ongoing assessment of the Council's performance and Best Value arrangements
- 5.4 Where national benchmarking data is used, there may be a delay before information becomes available. This is highlighted within the report where relevant. In particular, Local Government Benchmarking Framework (LGBF) data can be published later in

the year and may therefore be reported either as the latest available performance figure or as the Council's comparative ranking position

6 Progress on the 2025/26 Performance Plan

- 6.1 The Annual Corporate Performance Report 2025/26 is provided in full at Appendix 1. The format follows that of the Performance Plan and is numbered accordingly.
- 6.2 The report analyses the performance indicators (PIs) and actions set out in the Performance Plan against the targets and performance thresholds approved by the Council. A summary of performance is provided in Table 1 below.

In interpreting the information presented, it should be noted that:

- **Some performance indicators do not have an associated target or RAG status** and therefore report actual performance figures only. Where this applies, an explanation is provided in the accompanying commentary in Appendix 1. These performance indicators are marked with N/A and are included in the total number of items marked as 'N/A' in Table 1.
- **Some performance indicators report data from a previous reporting period.** This typically applies to measures that are reported on an academic-year basis or where data is published later than the Council's reporting timetable. In these cases, the commentary in Appendix 2 identifies the reporting period covered and, where known, when more recent data is expected to become available.
- **Performance Indicators and Actions that were reported as Completed** in previous years are not included in the numbers below.

Table 1

RAG Letter ▲	RAG Description	No of PIs	No of Actions	Total PIs & Actions
C	Action has been completed or PI not continuing	1	9	10
G	Performance is "On Target"	31	9	40
A	Performance is "Some Slippage"	11	8	19
R	Performance is "No Significant Progress"	11	0	11
Total	All Indicators with available RAG data	54	26	80
N/A	Data Awaited/No Data Available/No Target Applicable	13	0	13

Excluding N/As, at the time of writing the report 86% of all measures are either Green, Amber or completed/ not continuing:

- 12% (10/80) of PIs and Actions have been completed or are not continuing;
- 50% (40/80) are Green;
- 24% (19/80) are Amber.

91% of Amber PIs are within 10% of target and 64% are within 5% of target, meaning most Amber indicators are very close to achieving target performance. Whilst there has been an increase in Red rated PIs and Actions when compared to last year, with 14% (11/80) rated Red, 5 of these were subject to a target increase. When in-year performance is compared to last year's targets, 3 of these would have achieved within

90% to target. In addition, of the 11 Red PIs, 5 were better than 80% to this year's target.

Trend analysis for actual performance to target across the 54 PIs shows an overall trend of improvement with 21 demonstrating improved performance, 15 remaining static and 17 declining.

A comparison showing the respective status of performance indicators and actions for 2024/25 and 2025/26 is set out in Table 2 below. The difference in the totals across the two reflects the removal of closed items from 24/25 as well RAG status PIs & actions in 25/26 being included where performance or target data was unavailable at this time in last year's report.

Table 2

PI or Action Status	2024/25		2025/26	
Completed	20	22%	10	13%
Green	41	44%	40	50%
Amber	27	29%	19	24%
Red	5	5%	11	14%
Total	93	100%	80	100%

- 6.3 This report does show that the Council has delivered positive outcomes for communities in 2025/26. Evidence of improvement can be seen across all five themes of the Council Programme, including educational attainment, support for children and families, affordable housing delivery, employability and apprenticeships, climate change action, digital transformation and customer services. Many services continue to perform at or above Scottish averages, national benchmarks and target levels. These achievements demonstrate the impact of Member investment and the successful delivery of priorities through the Operational Delivery Plan, providing clear evidence of the Council's commitment to continuous improvement, prevention, partnership working and better outcomes for Highland communities.

Environment and Communities

- The percentage of total household waste arising that is recycled has increased substantially from 36% to 45.1%, implementing significant kerbside service improvements across Highland and accelerating progress towards local and national recycling targets. During this period the Council successfully delivered a major transformation programme, principally funded by Zero Waste Scotland, and this achievement was recognised through the Council winning the APSE Gold Award for Striving for Excellence.
- The Street Cleanliness Score achieved its target for 2025/26 of remaining in the first quartile of Scottish Local Authorities, ranking 8th in Scotland.
- The percentage of Nature Restoration Fund allocated annually achieved green status, with the full £596,000 allocation for 2025/26 committed.
- Council carbon emissions (tonnes CO₂e) continued to reduce, achieving 132% to target for 2024/25.

- Street lighting energy consumption achieved 109% of target

Housing and Communities

- The number of Council houses built/purchased per year continued to exceed target, with 233 homes delivered against a target of 130. In addition, 329 affordable homes were delivered by partners, significantly exceeding the target of 170.
- Gross rent arrears as a percentage of rent due remain strong, exceeding target and improving on the previous year at 5.84%.
- Average time taken to re-let properties improved significantly, reducing from 54 days to 44 days.
- The average time to complete medical adaptations was 29 days against a target of 50 days, remaining green for the third consecutive year.

Transport and Connectivity

- Income from hire of Council buses exceeded target, generating £61,600 during 2025/26.
- The number of community transport projects supported exceeded target, achieving 29 projects against a target of 26.
- According to Ofcom's Spring 2026 Connected Nations Report, the proportion of properties receiving superfast broadband exceeded target, reaching 91%.

Local Economy

- The number of Business Gateway start-ups per 10,000 population achieved green status. During 2025/26, Business Gateway Highland supported 2,063 businesses, generated 473 start-up enquiries, engaged 633 participants in start-up workshops and directly contributed to the creation of 380 new businesses.

Education and Skills

- Combined literacy attainment for P1, P4 and P7 pupils improved by 2% on the previous session, achieving green status for the second consecutive year.
- Combined numeracy attainment for P1, P4 and P7 pupils improved on the previous session and remains at the upper end of amber performance, achieving 97% of target.
- The percentage of pupils enrolled in Gaelic Medium Education increased across nursery, primary and secondary schools, with nursery enrolment reaching its highest level to date.

- The number of new Modern Apprenticeships, Paid Placements and Youth Traineeships significantly exceeded target, achieving 201 opportunities against a target of 125. This included 167 modern apprentices, 12 youth traineeships and 22 paid placements.

Children and Families

- The percentage of children and young people in formal kinship care increased to 28.6%, exceeding target and moving from amber to green status.
- The percentage of children and young people in care in the community achieved 87.3%, remaining on target for the second consecutive year.
- The number of foster carer approvals increased from 2 to 8 during 2025/26.

Health, Wellbeing and Culture

- The percentage of the Highland population holding a High Life Highland card remained on target, supporting participation in sport, leisure and active lifestyles.
- The number of Gaelic culture reports promoted through press releases and social media increased significantly from 41 to 101, achieving green status.

Welfare and Financial Inclusion

- Processing times for Housing Benefit and Council Tax Reduction changes in circumstances remain amongst the best in Scotland, achieving 1.5 days against a target of 2 days.
- Processing times for new benefit claims also remain amongst the best in Scotland, achieving 10.5 days against a target of 11 days. Alongside this, the Council's Welfare Team and CAB secured £40 million of support for families and identified savings opportunities for 320 households.

Financial Management

- Council Tax annual collection rates remain high, with 95.71% of Council Tax collected during 2025/26.

Workforce, Health and Safety

- The percentage of indicators within the Occupational Health and Safety Strategy rated green improved by 5 percentage points to 85%.

Digital Transformation

- Digital Strategy implementation continues to progress through a range of initiatives, including the launch of the new Council website through the My Council Programme and delivery of the Digital Foundations Project. Achievements include a Digital Champions Network of over 200 staff, support

provided to more than 1,200 colleagues, and the delivery of over 100 digital service improvement initiatives.

- 6.4 In addition to this annual report, quarterly performance reports are presented to the each of the Strategic Committees. These reports include progress on Corporate Indicators and those where the Service either leads or contributes to the Performance Plan.
- 6.5 The Council is required to publish Statutory Performance Indicators (SPIs) within 12 months of the end of the financial year to which they relate. These comprise both Local Government Benchmarking Framework (LGBF) indicators and locally defined performance indicators (LPIs). Data submissions for 2025/26 have been made to the Improvement Service to enable LGBF measures to be calculated, and work is underway to finalise the Council's LPI returns.

Reporting of 2025/26 SPIs will take place through two routes. Where data is currently available, relevant SPIs are included within this report. The remaining indicators are being reported through the Council's quarterly performance reporting arrangements and presented to the appropriate Strategic Committees as data becomes available.

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Date: 14 Aug 26

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Background Papers:

[Programme of The Highland Council 2022-27 – English](#)

[Performance Plan 2022-27](#)

Appendices:

Appendix 1 – Annual Corporate Performance Report 2025/26

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Performance Plan

Annual Corporate Performance Report 2025/26

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Theme 1: Fair and Caring Highland

Work together to improve quality of life and opportunities for Highland people.

People

1.1 Improve outcomes including attainment, achievement, positive destinations for all children and young people with a particular focus on literacy, numeracy, and our most vulnerable learners.

Service Cluster: People		AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Highland's consistent improvement and accelerated progress has resulted in a closing of the gap to National figures from 18% in 2021 to 6% in 2025 for Literacy. The level of literacy was maintained in session 2024/25 from the previous staying at 69%. The Raising Attainment and Achievement Strategy and Education and Learning plan were presented to Education Committee during school session 25/26 detail the vision and actions to ensure improvement. An update report of both is due to be presented to the forthcoming Education Committee in August 2026. Data for 2026 is not available yet and will be published in December 2026.
% P1/4/7 Pupils Achieving in Literacy (CHN13a)	Actual	Target	Actual	Target	Actual	Target	G		
	64.8 %	67.0 %	68.7 %	67.0 %	69.0 %	69.0 %			

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Highland’s consistent improvement and accelerated progress has resulted in a closing of the gap to National figures from 15% in 2021 to 6% in 2025 for Numeracy. Levels of achievement in Numeracy were maintained at 74% from session 2024/25. The Raising Attainment and Achievement Strategy and Education and Learning plan were presented to Education Committee during school session 25/26 detail the vision and actions to ensure improvement. An update report of both is due to be presented to the forthcoming Education Committee in August 2026. Data for 2026 is not available yet and will be published in December 2026.
% P1/4/7 Pupils Achieving in Numeracy (CHN13b)	Actual	Target	Actual	Target	Actual	Target	A	
	72.2 %	75.0 %	74.4 %	75.0 %	74.5 %	77.0 %		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	The 2024/25 SCQF level 5 attainment for leavers is at 63% which is in line with the attainment of the LGBF Family Group. The attainment of the group is the similar to that of the 2023/24 leavers cohort. Going forward senior leaders will work with headteachers to further develop the curricular offer to maximise the learning experiences and attainment opportunities for young people. AY25/26 figures will not be available until February 2027.
SCQF Level 5 attainment by all children (CHN04)	Actual	Target	Actual	Target	Actual	Target	A	
	64.0 %	63.0 %	63.5 %	64.0 %	63.0 %	65.0 %		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Closing this gap is a priority, with schools focusing on improving attainment at key qualification levels, supporting course choices, and ensuring learners are on pathways that enable them to achieve their best possible outcomes. The use of Pupil Equity Fund by schools for this cohort of learners is also being reviewed. AY25/26 figures will not be available until February 2027.
SCQF Level 6 attainment by all children (CHN05)	Actual	Target	Actual	Target	Actual	Target	A	
	31.0 %	31.0 %	32.0 %	36.0 %	31.0 %	33.0 %		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	In the highest 20%, Highland’s average tariff score is 97 points from the target. There has been a year-to-year fluctuation in Level 6+ performance which is key component of this measure. AY25/26 figures will not be available until February 2027.
School Leavers - Highest attaining 20% - Complementary Tariff Score	Actual	Target	Actual	Target	Actual	Target	A	
	1,251	1,260	1,238	1,239	1,179	1,237		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	The attainment of the lowest performing 20% of school leavers has declined, with the Complementary Tariff Score falling from 110 in 2023/24 to 92 in 2024/25. This means this group, on average, left school with fewer or lower-level qualifications than last year. While this can reflect differences between cohorts, it highlights a need to strengthen support for our most vulnerable learners. Improving outcomes for this group remains a key priority, and progress will be closely monitored. AY25/26 figures will not be available until February 2027.
School Leavers - Lowest attaining 20% - Complementary Tariff Score	Actual	Target	Actual	Target	Actual	Target	R	
	121	120	110	113	92	116		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	In the middle 60% Highland's average tariff score has decreased by 20 points from 2024. This gap indicates that, on average, this group did not achieve the level or volume of qualifications expected. Addressing this decrease is a priority for our schools and they are supported in this work by the approval at a recent Education Committee of the Highland Qualifications Scotland Presentation Policy which for the first time outlines clear expectations on the number of certificate qualifications which learners are expected to study in their senior phase. AY25/26 figures will not be available until February 2027.
	Actual	Target	Actual	Target	Actual	Target		
School Leavers - Middle attaining 60% - Complementary Tariff Score	575	583	565	577	545	581	R	

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Highland Attendance figures have shown a marginal increase by 0.5%. Schools continue to engage with the national attendance programme facilitated by Education Scotland. AY25/26 figures will not be available until February 2027.
School attendance rates (CHN19a)	Actual	Target	Actual	Target	Actual	Target	A	
	89.80 %	90.20 %	89.60 %	90.30 %	90.10 %	91.00 %		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Highland attendance rate for care experienced young people increased by 2.5% between AY23/24 and AY24/25. Schools continue to engage with the national attendance programme facilitated but Education Scotland. AY 25/26 data is not available until July 2027.
School attendance rates (Care Experienced) (CHN19b)	Actual	Target	Actual	Target	Actual	Target	A	
	83.30 %	84.40 %	79.93 %	83.69 %	82.48 %	83.77 %		

1.2 Tackle child poverty including promoting access to welfare support.

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	In terms of volume, change in circumstances account for the majority of processing in relation to Housing Benefit and Council Tax reduction. Our target and performance remains unchanged from 2024/25.
Average days to process Housing Benefit & Council Tax Reductions - Changes of Circumstance	Actual	Target	Actual	Target	Actual	Target	G	
	1.6	2.0	1.5	2.0	1.5	2.0		

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Processing times for Housing Benefit and Council Tax Reduction claims improved from 10.6 days in 2024/25 to 10.5 days in 2025/26. This rate remains amongst the best in Scotland with the most recently available data placing the Highland Council 4th in Scotland, compared with the Scottish average of 18.90 days. The full-year figures from the DWP are not yet available. A comprehensive process review is now complete and changes implemented which will be reflected in 2026/27 figures. As noted in the 24/25 paper, the original target of ten days has been reviewed and eleven days has been determined more appropriate while remaining an ambitious stretch target.
Average days to process Housing Benefit & Council Tax Reductions - New Claims	Actual	Target	Actual	Target	Actual	Target	G	
	10.0	10.0	10.6	10.0	10.5	11.0		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	In 2024/24 there has been a decrease in the attainment of leavers at Level 5. Fewer of these young people are achieving National 5 level qualifications than last year. This highlights a concern around equity, as those who may already face challenges are not doing as well as we would want. Improving outcomes for these learners is a key priority in the Education and Learning Improvement Plan, and this will continue to be closely monitored. Schools use of Pupil Equity Fund (PEF) funding to provide targeted support is also being reviewed. AY25/26 figures will not be available until February 2027.
SCQF Level 5 attainment by children from deprived backgrounds (CHN06)	Actual	Target	Actual	Target	Actual	Target	R	
	42.0 %	42.0 %	40.0 %	42.0 %	33.0 %	40.0 %		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	There has been a slight decrease in attainment for this cohort of leavers. As for all learners, schools continue to focus on improving attainment at key qualification levels, supporting course choices, and ensuring learners are on pathways that enable them to achieve their best possible outcomes. AY25/26 figures will not be available until February 2027.
SCQF Level 6 attainment by children from deprived backgrounds (CHN07)	Actual	Target	Actual	Target	Actual	Target	A	
	13.0 %	16.0 %	12.0 %	13.0 %	11.0 %	12.0 %		

1.3 Secure positive destinations including Modern Apprenticeships

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The organisation continued to invest in workforce development through its Modern Apprenticeship programme, supporting both new entrants and existing employees to gain nationally recognised qualifications while developing key skills and experience. During the reporting period, a total of 167 new Modern and Graduate Apprenticeships were placed into the programme against a target of 60.
No. newly enrolled and upskilled via THC Modern Apprenticeships per year	Actual	Target	Actual	Target	Actual	Target	G	
	100	60	81	60	167	60		

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	The attainment for this cohort of learners was lower than 2023/24 which was an exceptionally strong year in terms of positive destinations. The drop in 2024/25 is partially due to more early leavers, S4/S5 rather than S6 and an increase in the cohort of vulnerable learners which experienced disruption in schooling due to the pandemic. AY25/26 figures will not be available until April 2027.
Pupils entering positive destinations (CHN11)	Actual	Target	Actual	Target	Actual	Target	A	
	95.27 %	95.50 %	96.50 %	95.71 %	93.50 %	95.67 %		

1.4 Work with partners on suicide prevention.

Service Cluster: Place	CY 2022		CY 2023		CY 2024		RAG STATUS	CPL - ANNUAL PERFORMANCE NARRATIVE CY 24 HERE
Reduce Highland Suicide rate - 5 Yr Avg	Actual	Target	Actual	Target	Actual	Target	G	
	21.5	22.2	20.5	21.5	17.4	20.5		

1.5 Encourage a diverse range of traditional and emerging sporting activities and active lifestyles.

Service Cluster: People	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	This indicator is a count of people who have a current leisure or library card, counting those who have both cards only once. A 30% reach into a population by any business would be regarded as a huge success. This figure significantly under-represents High Life Highland's (HLH) reach into, and importance to, the Highland population because it covers only two of HLH's nine services, and even then, people use those two services without having a card so underrepresents the engagement of the population even in those two services. The full HLH report was submitted to the Education Committee on 3rd June 2026.
Highland population with HLH Card	Actual	Target	Actual	Target	Actual	Target	G	
	29.0 %	29.0 %	29.0 %	29.0 %	30.0 %	29.0 %		

Place

1.6 Promote fair access through co-located services across the Highlands.

Service Cluster: Place	FY 25/26	RAG STATUS	Construction work is now underway with revised completion date - November 2026. HIE will purchase the co-locators area and will then contribute proportionally to the long term property costs including utilities, business rates and maintenance.
Deliver Portree Public Sector Co-location Project	Some Slippage	A	

1.7 Work with partners to improve the levels of mental health and wellbeing experienced by people in our communities.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Data not available at the time of writing. Update to be sought during drafting.
No. HC workforce trained in supporting people with mental health and wellbeing concerns	Actual	Target	Actual	Target	Actual	Target	N/A	
	390	N/A	370	N/A		N/A		

1.8 Develop whole family support approach to ensure families stay together and thrive in their local communities.

Service Cluster: People	AY 22/23		AY 23/24		AY 24/25		RAG STATUS	Target is ranking of 16th on the
Percentage of Children and Young People in care in the community (CHN09)	Actual	Target	Actual	Target	Actual	Target	G	LGBF which was achieved. Shifting the balance of Care Strategy is a
	87.50 %	87.66 %	86.90 %	86.76 %	87.30 %	86.76 %		key priority for Highland Council. £3.5m investment in 2026/27 for this strategy aims to keep more
								children within their own community and closer to family and friends.

Service Cluster: People	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Increasing kinship care is a key priority. Ensuring that support is available to carers is key to enabling family members maintain the young person in a known environment.
Percentage of Children and Young People in formal kinship care	Actual	Target	Actual	Target	Actual	Target	G	
	19.2 %	22.0 %	19.2 %	23.0 %	28.6 %	24.0 %		

Service Cluster: People	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Solihull training for trainer has been rolled out across the past 2 years with over 250 HSC and Education Staff been trained in that time. Further roll out to include 3rd sector is in progress.
No. of H&SC staff trained in Solihull Approach - begins 2023/24	Actual	Target	Actual	Target	Actual	Target	G	
	25	40	96	90	184	95		

Service Cluster: People	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Due to increasing complex needs, young people have had to move outwith Highland for care placements. However, recent financial investment is being used to bring 5 houses up to speed within Highland offering greater opportunity for keeping children in the area. This will include bringing some of our young people back home.
The average number of children and young people accommodated outwith Highland - Annual	Actual	Target	Actual	Target	Actual	Target	R	
	13	18	17	17	21	16		

Service Cluster: People	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	This remains a key area we want to grow and develop. Internal processes have been improved and we are now actively working in the community to promote the foster carers role. We aim to increase local fostering capacity and will be using technology to target potential foster carers.
The number of foster carer approvals - Annual	Actual	Target	Actual	Target	Actual	Target	A	
	10	10	2	10	8	10		

1.9 Work with partners to develop early intervention for drug and alcohol reduction.

There are no current open actions or performance under this commitment because they have been completed in previous years.

Economy

1.10 Facilitate strategic sports and cultural planning across the Highlands.

There are no current open actions or performance under this commitment because they have been completed in previous years.

1.11 Continue to promote Gaelic language and cultural development.

Service Cluster: People	AY 23/24		AY 24/25		AY 25/26		RAG STATUS	The highest percentage enrolled in Gaelic Medium Education (GME) Highland ELC to date, an increase of 0.45% from last AY and up to 10.3%. The Highland Council Gaelic Language Plan (GLP) 2018-2023 had a target of 10% pupils in GME Primary. There is no target, this is a monitoring indicator only.
% GM Nursery Pupils	Actual	Target	Actual	Target	Actual	Target	N/A	
	8.59 %	N/A	9.89 %	N/A	10.34 %	N/A		

Service Cluster: People	AY 23/24		AY 24/25		AY 25/26		RAG STATUS	Small increase of 0.14% in total primary from last AY, continuing upward trend of enrolment in GME P1 due to increased GME ELC numbers. There is no target, this is a monitoring indicator only.
% GM Primary Pupils	Actual	Target	Actual	Target	Actual	Target	N/A	
	6.64 %	N/A	6.82 %	N/A	6.96 %	N/A		

Service Cluster: People	AY 23/24		AY 24/25		AY 25/26		RAG STATUS	Slight decrease of 1.8% from last year, however, there is still a healthy number of pupils engaging in the S1-S6 GLE curriculum. There is no target, this is a monitoring indicator only.
% Gaelic Learner Secondary Pupils	Actual	Target	Actual	Target	Actual	Target	N/A	
	14.60 %	N/A	16.14 %	N/A	14.35 %	N/A		

Service Cluster: People	AY 23/24		AY 24/25		AY 25/26		RAG STATUS	0.13% rise from 3.6 to 3.73% in last AY indicates an increase in pupil numbers in GME secondary, influenced partly by increasing numbers transitioning from primary to secondary in the standalone primary schools associated school groups. There is no target, this is a monitoring indicator only.
% Gaidhlig Secondary Pupils	Actual	Target	Actual	Target	Actual	Target	N/A	
	3.14 %	N/A	3.60 %	N/A	3.73 %	N/A		

1.12 Promote and enhance the Highland's rich heritage and culture.

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The performance reflects fixed-term investment from the Gaelic team in a post focussed on Gaelic communications. This has resulted in a greater focus on press releases, media engagement and social media content in relation to Gaelic language, culture, or activity. Corporate Communications is currently investigating options to retain this resource for future years.
No. Gaelic culture reports promoted through press releases and social media	Actual	Target	Actual	Target	Actual	Target	G	
	73	N/A	41	N/A	101	53		

Service Cluster: Corporate	FY 25/26	RAG STATUS	This action was on target for 2024-25, and as noted to full council in the 24/25 Annual Corporate Performance Report, the work is undertaken by Highlife Highland. As such the action was closed in FY 25/26.
Culture and heritage events promoted through press and social media	Completed	C	

Theme 2: Resilient and Sustainable Communities

Help our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.

People

2.1 Develop affordable and reliable public transport.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The number of community transport projects is being maintained above the target level of 26. The team are currently working through funding bids for new three years with a report to the E&I committee expected in November 2026.
No. of community transport projects supported	Actual	Target	Actual	Target	Actual	Target	G	
	25	26	29	26	29	26		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The target was met for FY 2025/26.
Income from hire of council buses - start reporting FY23/24	Actual	Target	Actual	Target	Actual	Target	G	There is limited ability to offer hire services to schools due to the increase in public transport routes taken on. Forecast income for year 26/27 is lower at approximately £30,000 due to aforementioned private hire availability due to increased obligations from taking on additional public transport services.
	£ 54,000	£ 0	£ 60,047	£ 54,000	£ 61,600	£ 60,047		

Service Cluster: Place	FY 25/26	RAG STATUS	The Bus Contract Management Tool is a five-year investment. The core system is operational and is supporting improved data control, stronger eligibility management and early route review. Confirmed savings have been made with further savings identified. As full report was provided to the Bus Transformation Project Board in May 2026.
Implement new bus contract management software tool	Completed	C	

2.2 Continue to work with partners to develop and promote Road Safety and Water Safety.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The early adoption scheme concluded following a 6 month extension of TTRO until July 2025. Concurrently the permanent TRO was approved in May 2025 at by E&I committee and went live in June 2025. This indicator can be closed.
Early Adoption of 20mph speed limits - start reporting 23/24	Actual	Target	Actual	Target	Actual	Target	G	
	125	114	127	114	127	114		

Place

2.3 Continue our expanded programme for improving road condition and maintenance.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Highland’s ranking remains at 28th place among Scottish local authorities, despite a slight decrease in the result. The Scottish average decreased by 0.3%. The Highland Council has committed additional capital investment through a multi-year programme to reduce the infrastructure works backlog. This funding supports resurfacing, surface dressing and renewal of all road related assets, not just carriageways. While the “steady state” investment level for carriageways is not currently being met, the Council is working within budget constraints shaped by inflation and the scale of the road network relative to population. Roads do not deteriorate at a uniform rate and fluctuations in condition results are expected year-on-year. These factors, combined with the size and complexity of the network, make it difficult to provide a definitive timeline for when measurable improvement will be seen.
Road network to be considered for maintenance	Actual	Target	Actual	Target	Actual	Target	A	
	36.5 %	37.4 %	39.1 %	37.3 %	38.9 %	38.1 %		

2.4 Develop place-based plans that focus on quality neighbourhoods and direct local funding opportunities towards local priorities.

Service Cluster: Place	FY 25/26	RAG STATUS	All area place plans are now complete. Action Plans for each of the plans are under development. The Place Plans align with the work of Invest Highland, and the Be Connected platform, which provides the opportunity to highlight local projects for funding and link/signpost to the Area Place Plan priorities.
Involved Communities: Area Place Plans for each Council area	Completed	C	

2.5 Support communities to help each other live well and independently.

Service Cluster: People	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	There is a very slight decrease in the percentage of people being supported. While this is disappointing, it reflects the continuing issues relating to workforce, recruitment and accommodation issues being faced both by NHSH and our partner providers. The transformation programme established as part of the Council's Operational Delivery Plan has four key workstreams all of which in their own way should help increase the opportunities for service users to remain within their own homes with the help of a care at home service as well as addressing the workforce issues being encountered by all parts of the care sector. This is consistent with the Strategic Plan for the Partnership. AY25/26 figures will not be available until December 2026.
	Actual	Target	Actual	Target	Actual	Target		
% of people aged 65+ with long-term care needs receiving personal care at home (SW03a)	67.88 %	62.00 %	55.40 %	62.80 %	55.11 %	62.80 %	R	

Service Cluster: People	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	The Self Directed Support (SDS) Strategy introduced by NHS Highland and the drive to encourage more use of Options 1 & 2 is proving to be successful and enabled the LGBF ranking to be exceeded. The promotion of SDS options linked to Local Care Models is a key element of the ASC Transformation Programme which was introduced as part of the Council's wider Operational Delivery Plan programme. AY25/26 figures will not be available until December 2026.
Direct payments spend on 18+ adults (SW02)	Actual	Target	Actual	Target	Actual	Target	G	
	7.46 %	8.70 %	9.07 %	9.07 %	9.70 %	9.40 %		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	case duration has remained stable in Highland and remains lower than the national average. moving homeless households as quickly as possible to secure tenancies is a priority for Highland
Homelessness - case duration [weeks] for all applications	Actual	Target	Actual	Target	Actual	Target	G	
	45	48	35	48	35	48		

2.6 Work with partners to promote visitor management.

Service Cluster: Place	FY 25/26	RAG STATUS	
Delivery of 22 Tier 1 priority projects in Highland Strategic Tourism Infrastructure Development Pla	Some Slippage	A	Highland Council was successful in securing two full award in Round 7 of RTIF (Ardvreck Castle & Glencoe Village Car Park), alongside 3 x 'design grants' of £20k each for Sligachan, Isle of Skye (car park); Sandwood Bay, Sutherland (car park); and Chanonry Point / Rosemarkie, Black Isle (car park). The Council applied for 3 full award in Round 8: Whaligoe Steps, Chanonry Point / Rosemarkie, and a National Trust for Scotland-led parking and toilet scheme at Blairmore in Sutherland. The Council was successful in securing the funding for Chanonry (£600k) but not the others.

2.7 Work with communities and partners to keep public spaces clean and safe.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	
Street Cleanliness Score [ENV03c]	Actual	Target	Actual	Target	Actual	Target	G	Annual Performance is on track and comparable with previous years performance, remaining in Quartile 1 across Scottish Councils.
	96.36 %	95.70 %	95.91 %	95.00 %	95.30 %	95.30 %		

Economy

2.8 Support Scottish and UK Government initiatives to ensure maximum digital connectivity across the area.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	According to Ofcom Spring 2026
Proportion of properties receiving superfast broadband (ECON08)	Actual	Target	Actual	Target	Actual	Target	G	Connected Nations report - 91% of premises in the Highlands have fixed broadband with download speeds greater than 10Mb/s and upload speed of equal or greater than 1Mb/s. This exceeds our 25/26 target of 89%.
	87 %	87 %	87 %	88 %	91 %	89		

2.9 Work with the Scottish Government on the delivery of improved transport infrastructure throughout the Highlands.

Service Cluster: Place	FY 25/26	RAG STATUS	Network Rail are progressing and in control of the timetable for the station. The consultation on a new transport interchange at Farraline Park, promoted by the Council and Hitrans, has concluded and the results of this are being analysed. Any of the preferred options will have an influence on Network Rail's proposed plans for the station and the remainder of its land holding. The partners will therefore continue to work together to identify short, medium and long term options for improving the station and its role as a gateway to Highland and the decarbonisation of transport in Inverness City and beyond with this integration with the bus/car park in mind and the wider strategic opportunity.
Progression of Inverness Railway Station Master Plan to detailed design	Some Slippage	A	

2.10 Encourage private sector and public sector economic development partners in ensuring that Highland remains a top destination for inward investment.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Traffic to the Invest Highland website has been strong over the past two quarters compared to the first two quarters of 25/26 due to greater awareness raising activities by the Council and partnership working to update the content.
No. visits to Invest Highland website 24/25 onwards	Actual	Target	Actual	Target	Actual	Target	N/A	
	N/A	N/A	764	N/A	7,119	N/A		

Service Cluster: Place	FY 25/26	RAG STATUS	With the handover of the final project, the programme has now been successfully completed.
Complete Inverness Levelling-Up Fund project	Completed	C	

2.11 Work with partners to develop a community wealth building strategy.

Service Cluster: Corporate	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	Target is based on ranking on the LGBF framework. The Annual Procurement Report will be presented to the Corporate Resources Committee in November 2026. Updates for 2025/26 are expected from the LGBF in December 2026. The percentage for 2024/25 remains well above target, but shows a drop compared with previous years. This is due to a change in the reporting, following a move to the new financial system CiA in April 2024. Some payments which had been included in reporting from the previous financial system Integra – specifically those which have been paid via direct debit or CHAPS – are not included in the CiA reports. The biggest change is the exclusion of £43m of payments for water charges, which was all spent locally.
	Actual	Target	Actual	Target	Actual	Target		
% of procurement spend on local enterprises (ECON04)	49.76 %	36.25 %	51.80 %	33.30 %	42.00 %	30.80 %	G	

Theme 3: Accessible and Sustainable Highland Homes

Build houses to support communities and economic growth.

People

3.1 Build quality, affordable, accessible homes.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	We have exceeded our target for the number of completions for the year 25/26. However, it should be noted that this is in part due to projects that were due to complete in FY 24/25.
Deliver Affordable Housing: No. council houses built/ purchased per year 2022-27	Actual	Target	Actual	Target	Actual	Target	G	
	192	130	189	130	222	130		

3.2 Provide warm and energy efficient homes.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Re-letting performance has improved in the last year and Highland performs above average among local authorities in Scotland. Re-letting houses as quickly as possible remains a priority of the housing service.
Avg. time taken to re-let properties in last yr [days]	Actual	Target	Actual	Target	Actual	Target	G	
	38.68	35.00	53.95	55.60	43.96	55.00		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	In 2025/26 the Council utilised a 100% of EES:ABS grant funding to deliver energy efficiency improvements to privately owned properties across Highland. 81% of householders were classed as extreme fuel poor, aligning with the Council's objective to tackle fuel poverty. The EES:ABS project is reported within the Council's Delivery Plan as part of the Energy Efficient Homes programme.
% Energy Efficient Scotland: Area Based Scheme grant funding utilised	Actual	Target	Actual	Target	Actual	Target	G	
	95 %	80 %	100 %	80 %	100 %	80 %		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Data for this indicator for 2022/23 onwards has not been collected or published due to the Scottish Government review of ESSH2.
% of council dwellings that are energy efficient (HSN05a)	Actual	Target	Actual	Target	Actual	Target	C	
	N/A	N/A	N/A	N/A	N/A	N/A		

3.3 Support the development of quality affordable housing in response to need.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The target has been met in terms of forecast completions. The nature of the development programme is that it doesn't neatly fit into annualised targets for completion. This is because project completions can easily slip into subsequent years due to legitimate time delays associated to weather, site conditions or supply chain issues.
Deliver Affordable Housing: No. affordable houses built by others per year 2022-27	Actual	Target	Actual	Target	Actual	Target	G	
	226	170	175	170	277	170		

3.4 Support the needs of veterans through the Armed Forces Covenant.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Highland continues to assist armed forces personnel and veterans with their housing options and in allocating secure tenancies to them through the Highland Housing Register as part of our commitment to the armed forces covenant
No. serving and ex-armed forces personnel allocated housing	Actual	Target	Actual	Target	Actual	Target	N/A	
	6	N/A	14	N/A	23	N/A		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Highland continues to assist armed forces personnel and veterans with their housing options and in allocating secure tenancies to them through the Highland Housing Register as part of our commitment to the armed forces covenant
No. serving and ex-armed forces personnel applying for housing	Actual	Target	Actual	Target	Actual	Target	N/A	
	45	N/A	110	N/A	158	N/A		

Place

3.5 Develop housing options that help vulnerable and elderly adults to be cared for close to home and community

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The Performance in Highland remains positive and is in the top quartile in Scotland. Progressing these adaptations timeously supports tenants to continue to live independently in their homes
Average days to complete medical adaptation applications	Actual	Target	Actual	Target	Actual	Target	G	
	38.12	50.00	27.07	50.00	29.71	50.00		

3.6 Convert Council assets for housing use.

There are no current open actions or indicators under this commitment because they have been completed in previous years

3.7 Work to ensure a fair balance of residential, recreational and commercial use of properties to sustain vibrant local communities.

Service Cluster: Place	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	Target based on average time [wks] across all local authorities in 23/24. It should be noted that only a small proportion of local applications (26%) in Highland are householder compared to Scotland as a whole (48%) which has a significant effect on this average. While average time has increased on previous 23/24 year, monthly monitoring over the period illustrates that in all four quarters of 24/25 the percentage determined within timescale steadily improved showing an overall improvement of over 8% on the previous year. Work continues to improve this measure.
	Actual	Target	Actual	Target	Actual	Target		
Avg time [wks] per planning application - all Local Developments	16.2	14.5	14.6	15.5	17.1	11.6	R	

Service Cluster: Place	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	Target based on average time [wks] across all local authorities in 23/24. Performance has slipped from previous year although an improvement on years 21/22 and 22/23. Of the 23 applications decided, 12 were subject to processing agreements with 70.1% of these meeting with the agreed timescales where the national average is 61.1%. These figures do not account for applications under the Electricity Act.
Avg time [wks] per planning application - all Majors	Actual	Target	Actual	Target	Actual	Target	R	
	75.2	40.0	38.6	52.0	52.2	37.4		

Service Cluster: Place	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	Target based on average time [wks] across all local authorities in 23/24. Performance has shown continual improvement over two consecutive years and is within target.
Avg time [wks] per planning application - Other Consents	Actual	Target	Actual	Target	Actual	Target	G	
	12.1	11.0	11.8	11.5	10.4	11.9		

Service Cluster: Place	FY 25/26	RAG STATUS	All area place plans are now complete. Action Plans for each of the plans are under development. The Place Plans align with the work of Invest Highland, and the Be Connected platform, which provides the opportunity to highlight local projects for funding and link/signpost to the Area Place Plan priorities.
Involved Communities: Area Place Plans for each Council area	Completed	C	

Economy

3.8 Work with partners to develop key worker housing opportunities so that sustainable public services and economic growth are not constrained by a lack of housing supply.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The focus has been purchasing properties through the rural key worker fund. In reality, mid-market rent properties will have met the needs of considerably higher numbers of key workers.
Deliver Affordable Housing: No. key worker homes made available avg p.a. 2022-27	Actual	Target	Actual	Target	Actual	Target	A	
	10	10	10	10	9	10		

3.9 Future housing developments are integrated into the public transport networks for access to work.

Service Cluster: Place	FY 25/26	RAG STATUS	During 2025/26, this action was delayed due to external factors, including the development of updated national BSIP guidance by Transport Scotland and changes in the local bus market, including the emergence of new operators such as Ember. Additional time was required to engage with relevant operators and ensure the Agreement remained aligned with national direction. Officers have continued to liaise with Transport Scotland and are satisfied that the Agreement can now progress. Looking ahead, a report on the proposed BSIP Agreement will be submitted to the Economy and Infrastructure Committee in August 2026, seeking approval to proceed to a 12-week statutory consultation. The final Agreement is expected to return to Committee in February 2027 for approval.
Bus Service Improvement Project submitted to Economy and Infrastructure Committee	Some Slippage	A	

Theme 4: A Sustainable Highland Environment and Global Centre for Renewable Energy

Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.

People

4.1 Promote active travel infrastructure across Highland.

Service Cluster: Place	FY 25/26	RAG STATUS	
Deliver Active Travel Infrastructure project: Culbokie	Completed	C	In Culbokie the project involved widening and resurfacing of existing footways and construction of new sections, along with crossing improvements and new crossings. Also included was improvements to the public spaces at the school, at the green space in the middle of the village, at the old village pump and at the shop. Official opening event to take place late summer.
Service Cluster: Place	FY 25/26	RAG STATUS	
Deliver Active Travel Infrastructure project: Wick	Some Slippage	A	There was a slight delay to completion of project due to material sourcing taking longer than expected. The work completed in July 2026. At Bridge Street / High Street junction, this included completing the works to widen footways; adjustments to the traffic signals, equipment and timings; and adding friction surfacing between the lights. At High Street Pedestrian Zone, to complete the works to narrow and realign the vehicle path (to 3m, with one section at 4.5m); install artworks, street furniture and planting to reinforce the appearance of the space as a pedestrian zone and install wayfinding signage.

4.2 Promote greener transport including low carbon public transport and the development of hydrogen hubs throughout the area.

Service Cluster: Place	FY 25/26	RAG STATUS	With Protium confirmed as lead on the previous Storegga work, engagement has ramped up significantly bringing the Hydrogen progress back in line. Awaiting progress on the remediation work on the delicensed site at Longman.
Green Hydrogen: Joint venture opportunities	On Target	G	

Place

4.3 Work with communities to find local solutions and level funding.

Service Cluster: Place	FY 25/26	RAG STATUS	
Progress live sustainability software to allow measuring of engagement	Completed	C	At the Council meeting on 25 June, Members agreed to approve the proposed approach to strengthening the Council's carbon reporting, management and decision-support capability. Members also agreed that the Council should progress a 12-month managed engagement with Eden Seven to support the delivery of this approach.

Service Cluster: Place	FY 25/26	RAG STATUS	
Involved Communities: Area Place Plans for each Council area	Completed	C	All area place plans are now complete. Action Plans for each of the plans are under development. The Place Plans align with the work of Invest Highland, and the Be Connected platform, which provides the opportunity to highlight local projects for funding and link/signpost to the Area Place Plan priorities.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	In 2025/26 the Community Regeneration Fund has moved from undertaking open calls for projects to a rolling process whereby applicants can register their proposals on the BeConnected website. This opportunity along with a specific call for projects to undertake community asset improvements under CLLD funding would be the 2 funding avenues available to progress community energy projects this year.
No. Funding Opportunities aimed at Community Energy Projects	Actual	Target	Actual	Target	Actual	Target	N/A	
	19	N/A	6	N/A	2	N/A		

4.4 Value and protect Highland's natural environment.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The Nature Restoration Fund was not available in 2024/25 due to Scottish Government ceasing some grant schemes.
% of Nature Restoration Fund Allocated Annually	Actual	Target	Actual	Target	Actual	Target	G	
	93 %	90 %	0 %	N/A	100 %	90		

4.5 Encourage greater use of land and seas being well managed for nature and adaptation including blue economy, carbon sequestration, and peatland restoration.

There are no current open actions or indicators under this commitment because they have been completed in previous years.

4.6 Reduce residual waste and increase re-use, repair, recycling and upcycling.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Improved Recycling Performance due to service change roll out - Indicative figures, not yet confirmed by SEPA
% of total household waste arising that is recycled (ENV06)	Actual	Target	Actual	Target	Actual	Target	N/A	
	36.0 %	37.0 %	42.5 %	38.5 %	45.1 %	N/A		

Service Cluster: Place	FY 25/26	RAG STATUS	Work continues regarding providing dedicated locations and collections of electricals for reuse. RIF small grants funding was secured on behalf of ILM to further enhance re-use and repair opportunity: an additional collection service to rural communities & improvements within recycling centres is being achieved through the external funding.
Continue partnership with Intermediate Labour Market Highland	On Target	G	

4.7 Achieve our Net Zero targets.

Service Cluster: Place	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	In line with the Public Bodies Climate Change Duties, the Council's return for 25/26 will be brought to the Climate Change Committee in November 2026 for approval.
Council carbon emissions tonnes CO2e	Actual	Target	Actual	Target	Actual	Target	G	
	33,766	49,077	33,229	47,605	34,893	46,177		

Service Cluster: Place	FY 25/26	RAG STATUS	As previously reported and approved through council the costed action plan was incorporated into the Net Zero programme within the Council's delivery plan. in March 2026 a long term strategic approach to Climate Change, Energy and Community resilience was approved by the Highland Council recognising the need for a corporate approach to a place-based delivery model work is currently progressing on the structure and governance model to progress the Councils agreed priorities.
Net Zero Strategy & Fully Costed Action Plan: Report Progress	Completed	C	

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The contract for migration and installation of new charge points was finalised in October 2025. Installation of new Pathfinder 1 chargepoints has been delayed due to compatibility issues between ChargePlace Scotland and the EZO platform faced in the Migration phase. This is currently being managed through EZO's KPI Improvement Plan. The installation of new chargepoints will commence in the second half of 2026.
No. HC & Public EV Charger Sites	Actual	Target	Actual	Target	Actual	Target	R	
	144	136	144	186	144	236		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Annual target met for 2025/2026, energy demand continues to fall as a result of the ongoing LED conversion programme.
Street lighting energy consumption	Actual	Target	Actual	Target	Actual	Target	G	
	8,375,106	8,500,000	7,975,464	8,075,000	7,671,747	7,752,000		

Economy

4.8 Invest in commercial renewable energy opportunities to generate new income streams for the Council.

Service Cluster: Place	FY 25/26	RAG STATUS	
Identify income opportunities from renewable technologies	On Target	G	Following the uncertainties around the implementation of grid reform and the subsequent introduction of GB Energy and the Local Power plan, projects are now progressing in alignment with both Scottish and UK Government interest in a portfolio of projects. The first Heat Network project in Inverness is progressing to Full Business Case with the support of Scottish Government. Three other renewable generation projects are currently at different stages of the planning process and further projects are being progressed, discussion is ongoing with both Governments on the development of a portfolio of local power projects which could increase the availability of renewable energy for local projects and communities.

4.9 Identify and commit to renewable energy investments to reduce the overall energy costs for the Council.

Service Cluster: Place	FY 25/26	RAG STATUS	
Introduce sustainability software: live data on carbon emissions	Completed	C	At the Council meeting on 25 June, Members agreed to approve the proposed approach to strengthening the Council's carbon reporting, management and decision-support capability. Members also agreed that the Council should progress a 12-month managed engagement with Eden Seven to support the delivery of this approach.

Service Cluster: Place	FY 25/26	RAG STATUS	There is a planned programme of survey, inspection and reporting works completed. This is managed through the Energy Efficient Council Programme within the Net Zero, Energy, Investment and Innovation Delivery Plan Portfolio. Progress is being made on the 2nd tranche of properties and is on target.
Undertake a detailed options appraisal of all sites to establish options for energy saving intervention and consumption reduction	On Target	G	

4.10 Capitalise on our areas of immense natural capital to deliver alternative energy solutions

Service Cluster: Place	FY 25/26	RAG STATUS	Currently being considered by NZEII portfolio board required, with appropriate funding approval/provision in line with selected progression route to be identified.
Develop solar panel installations performance data	Some Slippage	A	

Service Cluster: Place	FY 25/26	RAG STATUS	A pipeline of Generation projects has been developed across our non domestic estates with initial installations taking place in Quarter 4 2025/26. Additional funding has been secured to enhance the installation programme in Quarters 1-3 of 2026/27. The options appraisals carried out as part of the energy efficient council project within the delivery plan has identified potential annual savings upon implementation of the identified energy efficient measures. These are currently being reviewed.
Projects assisting in reducing energy purchased	On Target	G	

4.11 Promote a “Just Transition” by moving to a more environmentally sustainable economy in a way that’s fair to everyone.

There are no current open actions or indicators under this commitment because they have been completed in previous reporting years

Theme 5: A Resilient and Sustainable Council

Work with partners to address service delivery challenges with a positive approach to change.

People

5.1 Grow and retain our own talent within the Council.

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	This is on track, with continuous improvements being made with quarterly reporting to the Central Safety Committee in relation to occupational health and health and safety performance.
% of indicators in OHS [Occupational Health and Safety] Strategy with green rating	Actual	Target	Actual	Target	Actual	Target	G	
	60 %	90 %	80 %	90 %	90 %	90 %		

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The increase in sickness absence reflects a combination of higher levels of seasonal illness and the ongoing impact of more complex long-term cases, particularly those associated with mental health. In response, targeted action is being taken to strengthen both the prevention and management of absence. This includes the recruitment of three additional Attendance Support Officers (5 in total) to provide support to managers and enable earlier intervention. Enhancements to the Employee Assistance Programme have also been introduced, including AI-enabled signposting, chatbot and access to video consultations with qualified counsellors. Preventative measures have been further strengthened through staff communications and the introduction of a planned free flu vaccination programme.
Sickness Days Lost per Employee	Actual	Target	Actual	Target	Actual	Target	R	
	11.39	12.50	13.17	12.50	14.63	12.50		

Service Cluster: Corporate	FY 25/26	RAG STATUS	
Identify and agree Corporate Training priorities: improve ERD recording	Some Slippage	A	ERD completion figures in FY25/26 were 33%, far below target of 90%. However, a new online ERD form was introduced from July 2026 to improve the recording and management of Employee Review and Development (ERD) discussions. The revised process shifts accountability for completion and submission from employees to managers, providing greater assurance that ERDs are taking place and being recorded consistently. It also introduces a window of completion for ERD's, focussing on a period running April to June each financial year. This will provide better recording of ERD's taking place and provide better assurance to the organisation from FY26/27. The form also captures individual training and development needs, enabling Learning & Development to identify trends, plan future interventions and better align learning activity with organisational priorities. This supports the implementation of the Learning & Development Strategy by providing a more strategic, data-driven approach to workforce development and succession planning. Monitoring and reporting arrangements have been strengthened to support improved completion rates and the ongoing embedding of the new process across the organisation.

Service Cluster: Corporate	FY 25/26	RAG STATUS	
Identify and agree Corporate Training priorities: achieve compliance with training	Some Slippage	A	Mandatory training completion figures in FY25/26 show 55% overall. Corporate performed strongly, achieving 83%. People achieved 51% and Place, 54%. A key achievement during the year was the development of the Learning & Development Strategy, which sets the strategic direction for workforce learning and development over the coming years. The strategy aligns learning activity with organisational priorities, promotes a culture of continuous improvement, and provides a framework for improving compliance, capability and workforce performance. Enhanced reporting and monitoring arrangements have been introduced, moving to monthly reporting instead of quarterly, to support delivery of these priorities and provide greater assurance of compliance across the organisation. Implementation of agreed actions is ongoing, with positive foundations established for sustained improvement linked to the Learning & Development Strategy and the Mandatory Training Improvement Plan (MTIP) which runs until the end of 2027.

5.2 Work with public and private sector partners to coordinate employment opportunities.

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The organisation continued to collaborate with a range of partners to create employment, training and development opportunities. This activity aligns with the Learning & Development Strategy by promoting early career development, strengthening workforce capability and supporting succession planning. The organisation remains committed to creating pathways into employment and developing opportunities that benefit both individuals and the wider workforce. We are continuing to explore shared apprenticeships with both HLH and NHS Highland. Constructive discussions have taken place with both organisations and further consideration is currently underway. The next stage of development will be dependent on funding arrangements and organisational capacity across the participating partners.
	Actual	Target	Actual	Target	Actual	Target	G	
No. new Modern Apprenticeships/Paid Placements and Youth Traineeships	177	125	146	125	201	125		

Service Cluster: People	FY 22/23		FY 23/24		FY 24/25		RAG STATUS	The Service works with unemployed, inactive and in-work low-income parents. Referrals to the Service have grown due to our community engagement work and our packages of employability support developed. Enhanced employer engagement is helping us progress more clients into fair and sustainable employment. The coming 12 months will see the Team and partners continue to engage with clients and employers. AY25/26 figures will not be available until August 2026.
Percentage of Unemployed People Assisted into work (ECON01)	Actual	Target	Actual	Target	Actual	Target	R	
	9.71 %	12.88 %	5.22 %	12.08 %	10.91 %	14.23		

5.3 Improve our response times in replying to enquiries and service requests from the public.

Service Cluster: Place	FY 25/26	RAG STATUS	This action was on target as of 24/25. As of FY 25/26 it was marked as 'complete' and delivered under the Delivery Plan – Corporate Solutions Portfolio as part of the My Council programme.
The 'My Council' project	Completed	C	

5.4 Actively redesign service delivery in response to constrained budgets to ensure the sustainability of the Council.

Service Cluster: Corporate	FY 25/26	RAG STATUS	
Digital Strategy implemented	On Target	G	The Digital Strategy continues to be delivered through the Digital Foundations Project, established as part of the Council's Operational Delivery Plan. The project supports the delivery of the Strategy's objectives by establishing core resources to drive digital innovation, strengthen collaboration, maximise the use of existing technology—particularly the Microsoft 365 platform—and develop Digital, Data and Technology (DDaT) skills across the organisation. Over the past 12 months, significant progress has been made, including the establishment of a Digital Champions Network with more than 200 champions recruited, over 24,000 visits to the Digital Bites staff community, 26,400 visits to the Improvement Hub, support provided to more than 1,200 individuals, and the progression of over 100 digital service improvement initiatives. Digital maturity remains a key measure of strategic success. The Council's current digital maturity score has increased from 2.59 in 2025/26 to 2.67 in 2026/27. However, following engagement with Gartner, it has been recognised that the existing maturity model and target of 5.0 no longer reflect current local government benchmarking practices. Gartner advises that a score of 3.0 represents a high level of digital maturity within the sector. As a result, the digital maturity measure and associated target will be reviewed and re-baselined as part of the planned Digital Strategy refresh during 2027.

Service Cluster: Corporate	FY 25/26	RAG STATUS	
ICT Strategy implemented	On Target	G	Tranche 4 of the ICT Strategy was completed in FY 25/26 and delivered several key pieces of work including New Datacentre technology, Swan2 network rollout, cloud printing implementation and migration of applications out of the data centre. Looking ahead to FY 26/27, Tranche 5 is now underway and will deliver 3 major changes: Providing a new network model that further reduces dependency on the data centre, rolling out Native devices across the organisation, and completing the Wipro exit and transition to an in-house operating model. Progress is reported to the ICT Strategy Board and all in-flight projects are progressing well and within budget.

Place

5.5 Work together with communities and partners to produce local plans which meet communities' needs.

Service Cluster: Place	FY 25/26	RAG STATUS	
Supporting and engaging with Community Councils	On Target	G	A review of the Community Council Scheme of Establishment was completed during 2025/26. This included direct engagement with Community Councils on how to improve the scheme to support them better in their role. Three online training sessions were also held during 2025/26, the topics covered were in direct response to requests from Community Councils.

5.6 Develop place-based partnership strategies to coordinate investment and rural repopulation.

Service Cluster: Place	FY 25/26	RAG STATUS	
Involved Communities: Area Place Plans for each Council area	Completed	C	All area place plans are now complete. Action Plans for each of the plans are under development. The Place Plans align with the work of Invest Highland, and the Be Connected platform, which provides the opportunity to highlight local projects for funding and link/signpost to the Area Place Plan priorities.

5.7 Continue the Council's success in attracting rural tourism infrastructure funding to provide improvements to local infrastructure.

Service Cluster: Place	FY 25/26	RAG STATUS	
Delivery of 22 Tier 1 priority projects in Highland Strategic Tourism Infrastructure Development Plan	Some Slippage	A	Highland Council was successful in securing two full award in Round 7 of RTIF (Ardvreck Castle & Glencoe Village Car Park), alongside 3 x 'design grants' of £20k each for Sligachan, Isle of Skye (car park); Sandwood Bay, Sutherland (car park); and Chanonry Point / Rosemarkie, Black Isle (car park). The Council applied for 3 full awards in Round 8: Whaligoe Steps, Chanonry Point / Rosemarkie, and a National Trust for Scotland-led parking and toilet scheme at Blairmore in Sutherland. The Council was successful in securing the funding for Chanonry (£600k) but not the others.

5.8 Accelerate the delivery of our Asset Management approach to increase efficiency and reduce overheads and carbon impact.

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The overall suitability of the operational estate remained unchanged at 77.9% in FY 25/26. Although the number of operational properties reduced during the year due to estate rationalisation and asset review activities, the proportion of suitable properties was maintained. Ongoing investment in the school and depot estate and the ongoing alignment of the property portfolio with service requirements should be represented in the 2026/27 data. LGBF Return is due in December which will provide Scottish Average and determine Target/RAG.
Asset Management - % Suitability (CORP-ASSET01)	Actual	Target	Actual	Target	Actual	Target	N/A	
	76.8 %	82.4 %	77.9 %	83.0 %	77.9 %	N/A		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The overall condition of the estate has remained relatively stable, decreasing slightly from 82.4% to 82.2%. This slight change reflects the ongoing refresh of asset and condition data across the estate. The survey programme has identified additional areas of asset deterioration associated with ageing buildings in the estate, whilst the positive impacts associated with recent major new build investment should follow and be represented in the 2026/27 data. The reduced gross internal floor area reflects changes to the surveyed asset base. LGBF Return is due in December which will provide Scottish Average and determine Target/RAG.
Asset Management - Condition (CORP-ASSET02)	Actual	Target	Actual	Target	Actual	Target	N/A	
	85.9 %	90.3 %	82.4 %	90.4 %	82.2 %	N/A		

Economy

5.9 Promote and support business development opportunities through Business Gateway and Highland Opportunity Investment Limited (HOIL).

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	In 2025/26, Business Gateway Highland supported 2,063 businesses, generating strong engagement. This included 473 start-up enquiries with 633 participants in start-up workshops, directly contributing to the creation of 380 new businesses. Highland Council start-up grants have been a critical driver of this performance, providing financial support that has enabled new businesses to launch and sustain momentum in the Highland area. Focused marketing activity on promoting the benefits of starting a business has strengthened this pipeline; clear messaging and multi-channel campaigns across social media, radio, and outdoor platforms has increased awareness, driven demand, and supported continued growth in start-up activity.
	Actual	Target	Actual	Target	Actual	Target	G	
No. Business Gateway start-ups per 10000 popn (ECON05)	15.15	13.57	16.22	12.30	16.01	13.10		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	As well as the number of businesses supported by Business Gateway Highland, this figure also includes businesses supported by the Economic Development service via Highland Opportunity Investments Ltd (HOIL), the Employability team, the Community Regeneration Funding team, the Film Officer and for Highland Council's Grant schemes.
Number of businesses supported by Council ED and BG	Actual	Target	Actual	Target	Actual	Target	R	
	3,496	2,198	2,357	2,815	2,235	2,696		

5.10 Broaden the Council's income base through taxation and delivering more commercial Value for Money services.

Service Cluster: Corporate	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	The Target is the LGBF Scottish Average. We have not yet received the 25/26 target data (expected December 26), however note that performance has increased from 24/25. In 24/25 our performance was also above the Scottish Average.
Council Tax - Annual % received (CORP07)	Actual	Target	Actual	Target	Actual	Target	N/A	
	95.89 %	95.49 %	95.65 %	95.50 %	95.71 %	N/A		

Service Cluster: Place	FY 23/24		FY 24/25		FY 25/26		RAG STATUS	Performance against gross rent arrears remains positive, and better than the local authority average (24/25) and reflects good performance in 25/26 in terms of rental income collection. A review of the rent arrears management policy will be provided to November 2026 Committee to ensure that we continue to provide the appropriate advice and assistance to our tenants. Updated local authority average figures for 25/26 are expected to be published end of August 2026.
Gross rent arrears as % of rent due (HSN01b)	Actual	Target	Actual	Target	Actual	Target	G	
	7.16 %	5.00 %	6.42 %	6.90 %	5.84 %	6.90		

5.11 Implement the Visitor levy as an enabler to a vibrant attractive visitor experience.

Service Cluster: Corporate	FY 25/26	RAG STATUS	An amendment to the Visitor Levy Scotland Act received Royal Assent 21st May 2026 which gave Councils flexibility in how the Visitor Levy is designed. The Highland Council has engaged with Industry on the design and options around the Visitor Levy and reported an update to Council in May 2026. Engagement with Industry has continued during Summer 2026 with a view to bringing draft proposals back to Council later in the year. Please note that, in keeping with the revised legislation and Council reporting, in the Performance Plan and Council Programme the term 'Tourism Levy' has been amended to 'Visitor Levy'.
Introduce Visitor levy	On Target	G	

Appendix 2 – Delivery Plan Projects and Programmes linked to Council Programme and Performance Plan Commitments.

Portfolio	Contributing Projects	Commitment	Section
Corporate Solutions	HR Payroll & Pensions	Grow and retain our own talent within the Council	5.1
	Investors in People		
	HR & Payroll Transformation Project		
	TalentLink Recruitment System Improvements		
	Hybrid Working		
	One Council Financials		
	My Council Programme	Improve our response times in replying to enquiries/service requests from the public	5.3
	TalentLink Recruitment System Improvements		
	HR & Payroll Transformation Project		
	HR Payroll & Pensions		
	Data Foundations	Actively redesign service delivery in response to constrained budgets	5.4
	Digital Foundations		
	Future Operating Model		
	Efficiencies from Procurement		
	One Council Financials		
	1% Efficiency Target		
	TalentLink Recruitment System Improvements		
	HR & Payroll Transformation Project		
	HR Payroll & Pensions		
	Service Improvement Solutions		
	Future Operating Model	Accelerate the delivery of our Asset Management approach	5.8

	Efficiencies from Procurement	Broaden the Council's income base through taxation and delivering more commercial services	5.10
	Food in Schools: Delivering Sustainability		
Income Generation	Annual Review of Fees and Charges	Broaden the Council's income base through taxation and delivering more commercial services	5.10
	Campervans/Motorhomes		
	Council Tax - 2nd homes/long term empty properties		
	Fair Charging and Commercialisation Strategy		
	Unique Highland Visitor Experiences		
	Cruise Ship Passenger Levy	Implement the Visitor levy as an enabler to a vibrant attractive visitor experience	5.11
	Visitor Levy		
My Highland Future	School Curriculum & Business Links	Improve outcomes for all children and young people	1.1
	School Based Interventions		
	Council Future Workforce	Secure positive destinations including Modern Apprenticeships	1.3
	CLD & Employability Support		
	Employer Engagement and Job Opportunities		
	Workforce North Co-Investment Fund		
	Foundation Apprenticeships		
	Modern Apprenticeships		
	Accelerated Degree Pathways		
	Entrepreneur Development	Encourage private/public sector economic development partners	2.1
	Council Future Workforce	Grow and retain our own talent within the Council	5.1
	Modern Apprenticeships		
	CLD & Employability Support	Work with public / private sector partners to coordinate employment opportunities	5.2
	Employer Engagement and Job Opportunities		

	School Curriculum & Business Links		
	Foundation Apprenticeships		
	Modern Apprenticeships		
	Workforce North Co-Investment Fund		
	Entrepreneur Development	Promote and support business development opportunities through Business Gateway and Highland Opportunity Investment Limited.	5.9
Net Zero, Energy Investment & Innovation	Energy Efficient Homes Programme	Provide warm and energy efficient homes	3.2
	EV Infrastructure	Promote greener transport	4.2
	Hydrogen Production - Longman		
	Energy Efficient Council Programme	Achieve our Net Zero targets	4.7
	EV Infrastructure		
	Net Zero Programme		
	Battery Storage System - former Torvean Quarry	Invest in commercial renewable energy opportunities to generate new income streams	4.8
	Energy Efficient Council Programme		
	Investment Pipeline		
	Energy Efficient Council Programme	Identify and commit to renewable energy investments	4.9
	Solar PV Council Estate Programme		
	Utility Scale Solar PV - Longman Array		
	Battery Storage System - former Torvean Quarry	Capitalise on our natural capital to deliver alternative energy solutions	4.1
	Solar PV Council Estate Programme		
	Utility Scale Solar PV		

	Energy Billing Management Programme	Actively redesign service delivery in response to constrained budgets	5.4
	Heat Networks	Work together with communities and partners to produce local plans	5.5
Person Centred Solutions	Learning Without Boundaries	Improve outcomes for all children and young people	1.1
	Neuro Developmental Assessment Transformation		
	Residential Care	Develop whole family support approach	1.8
	Family Based Care		
	Children's Disability Support		
	Community Led Service Delivery	Support communities to help each other live well and independently	2.5
	Efficiencies from Social Work Procurement		
	Care Pathway Redesign		
	Community Led Local Care Models		
	Service Rebalancing		
	Technology & Workforce Transformation		
	Developing the Workforce	Grow and retain our own talent within the Council	5.1
	Early Learning & Childcare [ELC] / Childcare	Work with public / private sector partners to coordinate employment opportunities	5.2
	eRecords	Actively redesign service delivery in response to constrained budgets	5.4
	Mosaic Implementation Programme		
	Early Learning & Childcare [ELC] / Childcare	Develop place-based partnership strategies to coordinate investment and rural repopulation	5.6
Reconfiguring our Asset Base	In-house Bus Service	Develop affordable and reliable public transport	2.1

	Roads and Infrastructure Improvements Programme	Continue to work with partners to develop and promote Road and Water Safety	2.2
		Programme for improving road condition and maintenance	2.3
		Work with SG on the delivery of improved transport infrastructure	2.9
	Strategic Asset Management	Encourage private/public sector economic development partners	2.10
	Affordable Housing Programme	Build quality, affordable, accessible homes	3.1
		Provide warm and energy efficient homes	3.2
	Housing Void-Plus Policy		
	Affordable Housing Programme	Support the development of quality affordable housing	3.3
	Roads and Infrastructure Improvements Programme	Promote active travel infrastructure across Highland	4.1
	In-house Bus Service	Promote greener transport	4.2
	Develop a Learning Estate Strategy	Accelerate the delivery of our Asset Management approach	5.8
	Improve Asset Condition/ Reduce Risk for General Fund Assets		
	Migration of Property Assets and Property Resources		
	New Trades Framework		
	Single Public Estate - New Area Community Pods		
	Strategic Asset Management		

	Terra Tracker		
	In-house Bus Service	Broaden the Council's income base through taxation and delivering more commercial services	5.1
	Terra Tracker	Broaden the Council's income base through taxation and delivering more commercial services	5.1