The Highland Council

Agenda Item	**5**
Report No	**CP/27/26**

Committee: **Communities and Place**

Date: **5 November 2026**

Report Title: **Revenue Budget Monitoring Report to 31 August 2026**

Report By: **Assistant Chief Executive – Place**

1 Purpose/Executive Summary

1.1 This report sets out the quarter 2 period as at 31 August 2026. The Service budget is £23.942m with a current predicted year end overspend of £3.696m. This primarily relates to overspends related to fleet and waste, and lower than anticipated income achieved.

1.2 The purpose of this report is to support the Council's overall financial management and budgetary control arrangements. This report also supports the Committee and its Members in fulfilling the Scheme of Delegation in relation to financial management and remit of Strategic Committees which includes:-

> *"to scrutinise the management of the Revenue and Capital Budgets for the Services included in the Committee's remit and monitor and control these budgets, including dealing with over- expenditure."*

1.3 This report provides Members with commentary on any material variances within the forecast, and actions taken or proposed in relation to variances.

1.4 The report also provides a forecast position regarding all budget savings within the remit of the Service. Most of the savings are forecast to be delivered during 2026/27 although for some savings, the mechanism for achieving them, or time period, is currently under review.

2 Recommendations

2.1 Members are asked to:-

i. **Scrutinise** and **approve** the forecast financial position for 2026/27 as set out in the report and Appendices 1 and 2;
ii. **Consider** and **note** the explanations provided for any material variances and actions taken or proposed;
iii. **Consider** and **note** the update provided regarding savings delivery as set out in Appendix 3; and
iv. **Consider** and **note** the financial strategy document as set out in Appendix 4.

3 Implications

3.1 **Resource** – This report provides key financial information regarding the Service budget and forecast financial performance against that budget. This is detailed in the report.

3.2 **Legal** – This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.

3.3 **Risk** – The forecasted position for 2026/27 highlights several areas of overspend. As detailed in the report, the service is taking decisive action to address these areas of overspend. In some service areas, this represents a complete change to how the service will be delivered. Without fundamental change, the risk is that overspend in key areas will continue in 2026/27.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no significant implications arising from this report.

3.5 **Gaelic** – There are no significant implications arising from this report.

4 Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is a monitoring report and therefore an impact assessment is not required.

5 Overview

5.1 This report presents the Quarter 2 monitoring statement for the 2026/27 for the Communities and Place Service, **Appendix 1** and **Appendix 2**.

5.2 The Quarter 2 monitoring for 2026/27 predicts an overspend of £3.696m against the budget. The reasons for this, including actions being taken by the Services, can be found in section 6.

5.3 Some Service areas are reporting a forecasted overspend – Waste, Community Support, Contact and Engagement, Stores and Logistics – whilst Public Health and Bereavement and Community Spaces are reporting an underspend.

5.4 Overspends remain forecasted however, budget recovery plans are being developed and implemented, and the expectation is to see the forecast position improve as the year progresses.

6 Quarter 2 2026/27 Commentary on Variances

6.1 Waste

Based on the current 2026/27 Q2 forecast, the net overall overspend for the Waste service is estimated at £1.400m. This is due to increased residual waste arisings compared to previous years, increased fuel costs and increased costs of disposal.

The service continues to review operations, such as maximising collection route efficiency and daily operations to minimise the impacts of the additional cost pressures and reduce the overspend.

6.2 Public Health and Bereavement Services

At this stage, there are small underspends against the Environmental Health (£0.023m) and Bereavement Services (£0.017m) functions of the service. This primarily relates to underspends in staffing within the service.

There is a forecast overspend of £0.037m for public conveniences, which relates to an expected under recovery for income and additional staff costs. The team are reviewing current maintenance arrangements and costs in order to mitigate this.

6.3 Community Spaces

There is a forecast underspend of £0.135m for grounds maintenance and play areas, this is a decrease from Q1 which is primarily due to increased fuel costs.

6.4 Community Support, Contact and Engagement

The Community Support budget continues to forecast coming in on budget. Underspends in staffing are balancing under-recovery of income from registration and central support charges.

6.5 **Stores and Logistics**

Store and Logistics are currently forecasting an overspend of £2.449m as of Quarter 2. This budget is made up mainly of fleet which is currently being managed under a recovery plan. This plan involves a reduction in overall fleet size, further supported by a cease on any further lease agreements, as the main cost pressure is caused by the revenue spend through lease costs.

To date the fleet reduction process has been shared with all services based on utilisation figures from the telematics system. Any fleet vehicle travelling less than 6000 miles per annum is being requested for return with services being asked to move to a shared model approach in terms of access to fleet. To date 31 vehicles have been returned, and work is ongoing to increase that number.

This financial year to date capital funds have been used to purchase several vehicles to support the further reduction in lease costs. It is hoped that the purchased fleet will arrive later this year and therefore allow leases to be returned. There are several saving targets being addressed such as MOT testing station at Fort William to generate income, mobile mechanic introduction within the Highlands as a pervious agreed saving and further development to reduce grey mileage claims.

A full review of the hired plant and fleet is ongoing to reduce hire costs within this area of the budget. As reported previously Highland Council have been subject to large amounts of scrutiny from the Traffic Commissioner and part of the recovery plan was to support robust compliance processes. This included a revised structure to manage the Highland Council Operator Licence and support ongoing Training & Compliance. This has needed an element of financial support to deliver.

7 2026/27 Savings Delivery

7.1 There is a total of £1.468m savings to be delivered across the Communities and Place service in 2026/27. These are detailed at **Appendix 3**. £0.722m relate to specific service savings and £0.746m relate to corporate savings, including 1% efficiency target, targeted reduction of staffing budgets and a reduction in overtime and agency costs. The targeted reduction of staffing budgets and management post savings are being reviewed across the services within Communities and Place and are expected to be allocated over the second half of the year.

7.2 The total savings allocated to the Waste Management Service is £0.536m for 2026/27. Of this £0.307m is allocated to new income targets from Business Waste and Garden Waste collections. Combined, the income targets are presently tracking on target. The remaining £0.229m savings are additional efficiency measures. There continues to be measures implemented to achieve these savings, but this is against a backdrop of significant cost pressures outside of the Council's control. There continues to be high inflated fuel costs both on collections and bulk haulage (approximately £0.060m cost per month) which is now expected to continue, and potentially escalate, for the majority of 2026/27.

Additionally, the Highland region has seen a significant increase in non-recyclable waste, focussed on the Caithness, Inverness and For William areas (approximately £0.115m cost per month). Both these factors represent non-forecasted inflationary growth pressures and are having a compounding impact on the waste budget. It is expected that longer term cost price inflation associated with higher fuel prices will impact wider inflationary increases on contracts and new procurements later in the year.

7.3 Savings related to Environmental Health of £0.016m and Bereavement Services of £0.021m are all on track to be achieved within this financial year. There are also savings of £0.090m for Amenities functions. These savings are also on target to be achieved within this financial year.

7.4 More detailed information on the current savings and investment is provided in the financial strategy document as set out in **Appendix 4**.

Designation:	Assistant Chief Executive - Place
Date:	5 October 2026
Author:	Alison Clark, Chief Officer – Housing and Communities Paul Reid, Chief Officer – Facilities and Fleet Management Debbie Sutton, Chief Officer – Operations and Maintenance Ian Braker, Acting Strategic Lead – Waste Strategy and Operations Alan Yates, Strategic Lead – Environmental Health and Bereavement Services
Background Papers:	None
Appendices:	Appendix 1 – Monitoring Statement Q2 2026/27 Appendix 2 – Detailed monitoring Statement Q2 2026/27 Appendix 3 – C&P Savings 2026/27 Appendix 4 – C&P Financial Strategy 2026/27

COMMUNITIES AND PEOPLE/PLACE MONITORING STATEMENT 2026-27 APPENDIX 1

Aug-26	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Waste Management Services	9,856	28,076	29,476	1,400
Public Health and Bereavement Services	2,094	4,594	4,591	(3)
Community Spaces	2,579	3,354	3,218	(135)
Community Support, Contact and Engagement	1,873	3,110	3,111	1
Stores & Logistics	8,882	11,280	13,729	2,449
Future Operating Model	138	1,020	770	(250)
Administration	300	665	899	234
Total Communities & People/Place	**25,720**	**52,099**	**55,795**	**3,696**
Packaging Extended Producer Responsibility Funding	(1,779)	(7,114)	(7,114)	(0)
Grand Total Communities & People/Place	**23,942**	**44,985**	**48,680**	**3,696**
BY SUBJECTIVE				
Staff Costs	19,075	46,646	45,236	(1,410)
Other Expenditure	17,904	35,892	38,745	2,853
Gross Expenditure	**36,979**	**82,538**	**83,981**	**1,443**
Grant Income	(1,868)	(7,397)	(7,618)	(221)
Other Income	(11,169)	(30,157)	(27,683)	2,474
Total Income	**(13,038)**	**(37,554)**	**(35,301)**	**2,253**
NET TOTAL	**23,942**	**44,985**	**48,680**	**3,696**

COMMUNITIES AND PEOPLE/PLACE MONITORING STATEMENT 2026-27

Appendix 2

Aug-26	STAFF COSTS				OTHER COSTS				GRANT INCOME				OTHER INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY																				
Waste Management Services																				
Kerbside Refuse Collections	9,732	4,185	11,134	1,402	1,771	774	1,804	33	0	0	0	0	(6,587)	(3,691)	(6,793)	(206)	4,916	1,268	6,146	1,229
Waste Disposal (Transfer, Haulage & Landfill)	2,570	883	2,250	(319)	13,774	5,071	13,742	(31)	0	0	0	0	(471)	(221)	(598)	(127)	15,872	5,734	15,394	(478)
Recycling Centres, Transfer & Treatment	1,411	607	1,500	89	4,904	1,717	5,281	376	0	0	0	0	(1,630)	(450)	(1,391)	239	4,686	1,875	5,390	704
Street Cleaning	2,434	870	2,300	(134)	218	124	317	99	0	0	0	0	(51)	(14)	(71)	(20)	2,601	979	2,546	(55)
Public Health and Bereavement Services																				
Environmental Health & Regulation	3,692	1,447	3,589	(104)	487	226	647	160	(131)	(20)	(134)	(3)	(808)	(191)	(884)	(76)	3,240	1,462	3,217	(23)
Bereavement Services, Burials & Cremations	6,383	2,539	5,749	(633)	981	465	1,203	222	0	(1)	(1)	(1)	(7,390)	(2,911)	(6,995)	395	(27)	91	(44)	(17)
Public Conveniences	915	356	946	32	616	218	595	(22)	0	0	0	0	(150)	(33)	(124)	27	1,381	541	1,418	37
Community Spaces																				
Grounds Maintenance & Play Areas	8,792	3,737	8,025	(767)	1,535	981	1,839	305	0	0	0	0	(6,973)	(2,139)	(6,646)	327	3,354	2,579	3,218	(135)
Community Support, Contact and Engagement																				
Policy & Community Support Co-ordination	1,626	661	1,507	(119)	618	243	712	94	(81)	(68)	(46)	35	(1)	(0)	0	1	2,162	835	2,173	11
Customer Contact (Service Points, Centre & Registrars)	1,619	1,219	1,502	(117)	192	140	126	(66)	0	0		0	(863)	(321)	(689)	174	949	1,037	939	(10)
Stores and Logistics																				
Fleet & Plant	5,009	1,713	4,332	(677)	9,868	7,776	11,900	2,032	(70)	0	(322)	(252)	(4,334)	(1,116)	(3,072)	1,262	10,472	8,373	12,837	2,365
Stores	1049	377	968	(80)	419	125	127	(291)	0	0	0	0	(861)	(65)	(381)	480	606	437	715	109
Travel Desk	201	70	176	(25)	0	1	0	0	0	0	0	0	0	0	0	0	201	72	176	(25)
Future Operating Model	712	125	550	(162)	309	13	220	(89)	0	0	0	0	0	0	0	0	1,020	138	770	(250)
Administration																				
Service Leadership	502	286	706	204	200	31	232	32	0	0	0	0	(38)	(17)	(39)	(1)	665	300	899	234
Total Communities & People/Place	**46,646**	**45,236**	**45,236**	**(1,410)**	**35,892**	**17,904**	**38,745**	**2,853**	**(283)**	**(90)**	**(504)**	**(221)**	**(30,157)**	**(11,169)**	**(27,683)**	**2,474**	**52,099**	**25,720**	**55,795**	**3,696**
Packaging Extended Producer Responsibility Funding	0	0	0	0	0	0	0	0	(7,114)	(1,779)	(7,114)	(0)	0	0	0	0	(7,114)	(1,779)	(7,114)	(0)
Grand Total Communities & People/Place	**46,646**	**19,075**	**45,236**	**(1,410)**	**35,892**	**17,904**	**38,745**	**2,853**	**(7,397)**	**(1,868)**	**(7,618)**	**(221)**	**(30,157)**	**(11,169)**	**(27,683)**	**2,474**	**44,985**	**23,942**	**48,680**	**3,696**

Budget Savings - Communities and Place - RAG Assessment - Q2 2026/27			APPENDIX 3
Saving Description	**Annual Target for 26/27 (£'000)**	**Latest RAG**	**Comments (amber and red)**
Income generation - Commercial workshops - offer repairs and MOT's to external customers	0.015		Slight Delay in install of equipment
Provide In House CPC Training	0.020		Delay on qualification being gained
Fleet - RCV reduction	0.200		
Commercial sales of products in our stores	0.080		Work ongoing to support development
Pool car share with NHS	0.030		Complete
Review current structure Fleet and Facilities	0.030		
Increase in export certificate fees	0.004		
Public Analyst Contract review and renewal	0.010		Dependent on wider contract negotiations
Provide Food Hygiene Courses	0.002		
Increase Current Lair Fees	0.007		
Increase Current Internment Fees	0.005		
Introduce a fee for triple depth graves	0.008		
Lair surrender purchases - change to cost paid at time of purchase	0.001		
Income generation - offer play park installations on a commercial basis	0.018		
Reduction of hired equipment for grass cutting	0.010		
Increase shower charging	0.002		
Disposal by sale/lease of vacant properties	0.010		Market dependent
Asset Management System and Removal of Manual Job Card Processes	0.050		Carried forward from 25/26
Staff travel utilisation, grey fleet and car club	0.100		
Garden Waste Collections	0.027		Due to renewals commencing in June
Business Waste Collections	0.093		
1% efficiency target from relevant service budgets	0.136		
Targeted reduction of staffing budgets	0.166		
Reduction in management posts (HC10-HC14)	0.038		
Fees & Charges	0.211		
Reduction in overtime and agency spend	0.167		
Attendance support officer (agency staff savings)	0.028		

Appendix 4.

The Highland Council

Financial Strategy for the Period 1st April 2026 - 31st March 2029

Service: Communities & Place

Cluster: Place

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1. Financial Strategy

1.1. Purpose

The purpose of this strategy is to establish clear expectations, responsibilities & governance for Senior Leadership to ensure effective financial management, accountability and alignment with organisational objectives.

1.2. Scope

This strategy applies to Chief Officers and other members of the Extended Core Management Team as appropriate. It supports strong financial stewardship, informed decision making and compliance with internal policies and external regulations.

1.3. Strategic Objectives

- Promote a culture of ownership and financial accountability
- Ensure organisational funds are used efficiently, appropriately and in line with strategic priorities in support of the Operational Delivery Plan.
- Strengthen financial forecasting and reduce the risk of overspend.
- Improve transparency and consistency in financial management practices.
- Enable proactive identification and management of financial risks.

1.4. Roles & Responsibilities

Senior Leaders will:

- Support the Section 95 Officer in maintaining the proper administration of the Council's affairs.
- Contribute to the preparation of robust, achievable budgets via the Medium-Term Financial Plan, ensuring alignment with operational requirements and the priorities set out in the Operational Delivery Plan.
- Strive to secure Best Value by way of economic, efficient and effective use of resources.
- Strengthen accountability among cluster budget holders by establishing clear expectations and governance.
- Monitor Financial Performance regularly including reviewing actuals, commitments and forecasts.
- Investigate variances and implement corrective actions where required.
- Approve expenditure in line with delegated budget limits and procurement procedures.
- Escalate emerging pressures, risks or significant variances in a timely manner.
- Engage with Finance to support accurate forecasting and financial reporting.

The Corporate Finance Team will:

- Provide timely, accurate financial information and reporting tools including a suite of Financial Insights Dashboards.
- Offer guidance and challenge where appropriate to support sound financial management.
- Support budget managers with forecasting, profiling and variance analysis.
- Ensure compliance with financial regulations

1.5. Governance & Oversight

Financial performance will be monitored regularly through the Strategic Committees, Corporate Resources Committee, and the Budget Review Group. All material variances must be fully explained and supported by documented recovery plans where required.

1.6. Monitoring & Reporting

The quarterly monitoring cycle will include:

- Year to Date Expenditure & Income position
- Forecast Year End Outturn
- Commentary on material Variances
- Mitigating actions taken or proposed
- Commentary on Savings Delivery

This approach enables early intervention and supports financial resilience.

1.7. Capability & Support

Appropriate training, guidance materials and access to financial systems will be provided to ensure responsible officers have the skills and tools required to fulfil their responsibilities.

These materials are signposted in the Reference Documents section of this paper.

1.8. Continuous Improvement

This strategy will be reviewed periodically to reflect organisational changes, regulatory requirements and best practice in financial management.

1.9. Accountability Statement

Senior leaders are entrusted with public funds and are expected to exercise professional judgment due diligence and responsible stewardship in every financial decision in accordance with the Financial Regulations.

2. Budget Information

2.1. Prior-Year Financial Pressures: Budget Responses & Ongoing Service Management

This section provides an overview of the key financial pressure areas from the previous year, outlines the actions incorporated within the MTFP 26/27 to 28/29 to address these pressures, and sets out the service-level measures in place to manage any remaining risks throughout the year.

Pressure Area	Prior Year Q3 Variance (£'000)	Budget Mitigation March 2026 (£'000)	Residual Pressure to be Managed via Service Intervention (£'000)	Responsible Officer
Waste Management	1.240m	0.300m	0.940m	Debbie Sutton
Fleet & Plant	2.940m	2.200m	0.740m	Paul Reid

This section will include Chief Officer narrative to reflect intended Service Intervention for each pressure area.

Waste Management

The Council receives a rebate under the contracts for recycling kerbside recyclable material. During 25/26 there continued to be a downward pressure on the value of this material due to market conditions outside of the Council's control (largely driven by lack of demand for the recycled product). £300,000 was allocated as a growth pressure to the downward pressure on material values. Material values have recovered somewhat in the first part of 26/27 due to global tensions, which represents what is likely to be a temporary improvement in income, but the longer-term economic impacts may then supressed demand.

- The waste service has difficulties in recruiting staff (especially LGV drivers) and was largely reliant on non-framework agencies. Combined this resulted in either existing drivers being paid overtime to complete waste collection routes or utilise agency options. With a corporate framework in place for drivers, agency fees should partially reduce lowering the overall cost to the waste service. Additionally, looking to recruit drivers rather than utilise agency or overtime will continue to be a priority, although market competition continues to be a factor.

- Fuel costs surged during March due to the tensions globally. During March the cost estimate increase was a £50,000 budget pressure. However, this escalated in early 26/27 which has led to one Council contractor going into administration (approximately additional £50,000pa cost). Mechanisms are in place to ensure that contractors can justify any fuel increases and that any reduction in prices is seen by the Council as soon as possible. However, fuel both own fleet and external fleet costs continue to be substantially higher than in 25/26. A re-routing for RCV exercise has been completed in Fort William, with Inverness and wider surrounds planned for Autumn this year. Caithness and Sutherland will then follow to combine resources in these areas.

- In mid-2025 a contractor that treated the Council's bulky waste (Levenseat Resource Management Ltd) ceased accepting this waste and was diverted to the next most cost-effective option (landfill) but represents an approximately £300k cost increase per annum for the managing such waste. The Council has operating shredders which will lower bulk haulage costs (better payloads) and provides the opportunity to remove some metals from the waste reducing waste being disposed. The Council's own Seater landfill has currently limited capacity to accept such waste. Alternative options are currently being investigated but there is limited market provision for such waste

- Fort William Waste Transfer Station became fully operation in autumn last year. The benefits of introducing food waste, changes to recycling collections have yet to see a full year benefit. The benefits of these changes should continue into 26/27.

Fleet & Plant

- Fleet are a service provider within Highland Council and agree process to look at Fleet Utilisation on a monthly process with relevant services/department have been established.
- Fleet reduction plans commenced within the Place Cluster commenced in September 2025 with the view of reducing fleet size by looking at how we utilise our assets
- Ongoing work throughout the Financial Year will be undertaken to support the overall financial position of the fleet budget with a noted reduction month on month on revenue costs (leases).
- Service review being undertook to establish correct model across the team – a balanced approach between in sourced/outsourced model of repairs.
- Workshop review based on the status of buildings and adopting a mobile approach in certain areas to support overall costs.
- Utilise capital budgets and spend to reduce revenue spend across the department
- Ongoing discussion to increase external work to offset costs and increase income.
- Introduction of an MOT Station in Fort William which will increase income.
- New and improved procurement process to enhance current specifications to improve utilisations across services/seasons.

2.2. Revenue Budget as at Q1 26/27 Including Budgeted FTE

The table below reflects the Opening Budget for the 26/27 Financial Year with the associated FTE where applicable.

Budget Heading (per Revenue Monitoring Report)	Budgeted £'000	Budgeted FTE	Responsible Officer
Waste Management Services	28,076	373.15	Debbie Sutton
Public Health and Bereavement Services	4,594	156.86	Debbie Sutton
Community Spaces	3,354	100.22	Debbie Sutton
Community Support, Contact and Engagement	3,123	99.33	Alison Clark
Stores and Logistics	11,335	75.00	Paul Reid
Future Operating Model	1,020	11.00	Paul Reid
Administration	653	2.00	All
Total	52,155		

3. Savings Delivery

3.1. Approved Savings per Medium Term Financial Plan

The table below sets out the approved savings per the March 2026 Budget.

Savings Measure	Savings Value 26/27 £'000	Responsible Officer
Income generation - Commercial workshops - offer repairs and MOT's to external customers *(Place/1 HC 05.03.26)*	0.150m	Paul Reid
Fleet - Provide CPC Training in house *(Place/6 HC 05.03.26)*	0.020m	Paul Reid
Fleet - RCV reduction *(Place/7 HC 05.03.26)*	0.200m	Paul Reid/Debbie Sutton
Commercial sales of products in our stores *(Place/9 HC 05.03.26)*	0.080m	Paul Reid
Pool car share with NHS *(Place/10 HC 05.03.26)*	0.030m	Paul Reid
Review current structure Fleet and Facilities *(Place/11 HC 05.03.26)*	0.030m	Paul Reid
Increase in export certificate fees *(Place/13 HC 05.03.26)*	0.004m	Debbie Sutton
Public Analyst Contract review and renewal *(Place/14 HC 05.03.26)*	0.010m	Debbie Sutton
Provide Food Hygiene Courses *(Place/15 HC 05.03.26)*	0.002m	Paul Reid
Increase Current Lair Fees *(Place/16 HC 05.03.26)*	0.007m	Debbie Sutton
Increase Current Internment Fees *(Place/17 HC 05.03.26)*	0.005m	Debbie Sutton
Increase attended Cremation fees *(Place/18 HC 05.03.26)*	0.000m	Debbie Sutton
Introduce a fee for triple depth graves *(Place/19 HC 05.03.26)*	0.008m	Debbie Sutton
Lair surrender purchases - change to cost paid at time of purchase *(Place/20 HC 05.03.26)*	0.001m	Debbie Sutton
Restructure of Roads and Amenities *(Place/22 HC 05.03.26)*	0.000m	Debbie Sutton
Income generation - offer play park installations on a commercial basis *(Place/27 HC 05.03.26)*	0.018m	Debbie Sutton
Reduction of hired equipment for grass cutting *(Place/28 HC 05.03.26)*	0.010m	Debbie Sutton
Targeted reduction of staffing budgets *(Strategic/1 HC 05.03.26)*	0.166m	All COs
Reduction in overtime and agency spend *(Strategic/3 HC 05.03.26)*	0.167m	All COs
Income Generation: Fees & charges set by THC *(Strategic/5 HC 05.03.26)*	0.211m	All COs
Increase shower charging *(HC 060325 C&P:2)*	0.002m	Debbie Sutton
Disposal by sale/lease of vacant properties *(HC 060325 C&P:3)*	0.010m	Debbie Sutton

Asset Management System and Removal of Manual Job Card Processes *(HC 290224 C&P:1)*	0.050m	Debbie Sutton
1% efficiency target from relevant service budgets *(HC 290224 CS:35)*	0.136m	All COs
Staff travel utilisation, grey fleet and car club *(HC 290224 C&P:6)*	0.100m	Paul Reid
Fees & Charges *(HC 290224 CS:17)*	0.325m	All COs
Garden Waste Collections *(HC 290224 C&P:18)*	0.027m	Debbie Sutton
Business Waste Collections *(HC 290224 C&P:17)*	0.093m	Debbie Sutton
Total	**£1.862**	

3.2. Progress towards Savings Delivery

Progress towards savings delivery will be monitored throughout the year, with each service providing a quarterly update detailing the actions underway, the mitigations being applied, and the current RAG status for each savings measure. This section will summarise those updates, highlighting areas of achievement, emerging risks to delivery, and any further interventions required to ensure savings remain on track.

Savings Measure								
Income generation - Commercial workshops - offer repairs and MOT's to external customers (Place/1 HC 05.03.26)								
	26/27	**27/28**	**28/29**	**Total**				
Target	0.150m	0.050m	0.100m	**0.300m**				
Current Forecast								
Actual to Date								
RAG Status:	**RED**		**AMBER**	**X**	**GREEN**			
PRMS Updated:								
Responsible Officer:	Paul Reid							
Comments/Narrative:								
Fort William has been identified as an ideal site for a Class 4 and 7 MOT station. £0.085m investment is required to introduce training, equipment and install of relevant compliance related processes. The opportunity to offer commercial activities such as MOT facilities across the Fort William area will generate additional income and allow for development of external relationships with our lease providers which will reduce costs plus support income								

Action	**Target Date**	**Date Achieved**
1.Planning Stage – equipment and process	30/06	
2. Source Training and identify staff	31/08	
3. Marketing and advertisement	30/09	

Risks	**Mitigations**
1.Delays in install, equipment's and training	Review all sources available
2.Poor uptake and market conditions	Link in with existing relationships and link in with communications team/commercial team
Recovery Plan (if applicable):	n/a

Savings Measure
Fleet - Provide CPC Training in house (Place/6 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.020m	0.020m	0.020m	**0.060m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**	**X**	**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	Paul Reid					

Comments/Narrative:

Driver CPC Training is a Legal requirement across all our vocational drivers in roads, waste, amenities and in house bus. Currently this outsourced and a cost to the service. With the development of an officer trained to deliver this type of training there is further commercial opportunity to expand delivering CPC to external agency such as NHS Highland

Action	Target Date	Date Achieved
1. Arrange and appoint an officer	31/03	31/03
2. Arrange relevant training	30/04	30/04
3.Market and Launch	30/08	

Risks	Mitigations
1.Delays in sourced training	Review all training options
2. Failure in the marketplace	Strong communications
Recovery Plan (if applicable):	

Savings Measure
Fleet - RCV reduction (Place/7 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.200m	0.100m	0.050m	**0.350m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Paul Reid/Debbie Sutton					

Comments/Narrative:

Ongoing RCV replacements being undertaken has raised the age profile of the fleet which will increase fleet availability, reliability and enhance up time on the road. Historically Highland Council have carried additional fleet to cover for an aging fleet with the RCV type. Considering all this reducing the fleet spares (RCV x2) will reduce ongoing maintenance, compliance and MOT costs as well as gaining a capital receipt.

Action	Target Date	Date Achieved
1. Review Fleet Spares - RCV	30/04	30/04
2.Cost review based on parts, maintenance and repair.	31/05	31/05
3.Arrange for the fleet identified to be removed and took to auction	30/11	

Risks	Mitigations
1.Delays in new fleet arriving	Manage in conjunction with supplier
2.Opertaional support and buy in	Manage relationships and regular communications

Recovery Plan (if applicable):	

Savings Measure
Commercial sales of products in our stores (Place/9 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.080m	0.020m	0.010m	**0.110m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**	**X**	**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	**Linda Munro**					

Comments/Narrative:

Identify products within our Highland wide store that could be sold to public sector organisations and private organisations across the area. This will be supported by the robust logistics network in place.

Action	Target Date	Date Achieved
1. Appoint a commercial manager within F&F	31/08	
2.Identify and discuss potential customer base	30/09	
3.Market and promote opportunities	31/10	

Risks	Mitigations
1. Lack of commercial experience	Support from newly appointed Commercial manager with CCFM
2.System and process for billing	Support from finance and revenues when required

Recovery Plan (if applicable):	

Savings Measure
Pool car share with NHS (Place/10 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.030m	0.000m	0.000m	**0.030m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Karen Chisholm					

Comments/Narrative:

Car club now open to NHS use which will be cross chargeable for use which will result in an overall cost reduction in Highland Council Car club spend

Action	Target Date	Date Achieved
1. NHS and Highland Council agreed SLA	March 26	March 26
2.Agree billing process and reports with enterprise	March 26	March 26
3.Review data and usage after 6 months	September 26	

Risks	Mitigations
1.Low use	Reprofile fleet locations
2.Billing disputes	SLA/SOP in place

Recovery Plan (if applicable):	

Savings Measure

Review current structure Fleet and Facilities
(Place/11 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.030m	0.000m	0.000m	**0.030m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**	**X**	**GREEN**	
PRMS Updated:						
Responsible Officer:	Paul Reid					

Comments/Narrative:

Review of structures and streamline approach taken across Public Transport, School transport and active travel

Action	**Target Date**	**Date Achieved**
1. HR support and staff discussions	May 26	May 26
2.Finance review and costing	June 26	June 26
3.Agreed saving and further reductions	Sept 26	

Risks	**Mitigations**
1.Trade Union and Staff engagement	Robust communications
2.Operational Coverage	Ongoing review and support in place

Recovery Plan (if applicable):

Savings Measure
Increase in export certificate fees (Place/13 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.004m	0.000m	0.000m	**0.004m**
Current Forecast	0.004m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:
AY 20/5/26 – New fees implemented from 01/04/26

Action	Target Date	Date Achieved
1. Fees increased	01/04/26	
2.		
3.		

Risks	Mitigations
1. Income entirely dependent on local business demand for EHCs with link to international trade. Can be significant in-year variations.	N/A – Out-with THC influence
2.	
Recovery Plan (if applicable):	

Savings Measure
Public Analyst Contract review and renewal (Place/14 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.010m	0.000m	0.000m	**0.010m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**	**X**	**GREEN**	
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:

AY 20/05/26 – meetings being arranged with contractor to discuss. Review contract and proposed for 26/27, may be contract change from 01/04/27. Note national review ongoing into Public Analyst services – may impact.

Action	Target Date	Date Achieved
1. Meeting with current Public Analyst	18/07/26	
2.		
3.		

Risks	Mitigations
1. Contract change timescales	Continue engagement with current contractor.
2. National Public Analyst Scientific Services Laboratories (PASSL) ongoing – may impact on significant changes in contract	Continue to engage with PASSL review process

Recovery Plan (if applicable):	

Savings Measure
Provide Food Hygiene Courses (Place/15 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.002m	0.002m	0.002m	**0.006m**
Current Forecast	0.002m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:
AY 20/5/26 - Pilot course run in 25/26, timetable for new courses in 26/27 being prepared.

Action	Target Date	Date Achieved
1. Timetable of proposed courses in 26/27 agreed	26/06/26	
2.Promotion of training courses	01/07/26	
3.		

Risks	Mitigations
1.Low uptake of courses	Continue to promote courses
2.	
Recovery Plan (if applicable):	

Savings Measure
Increase Current Lair Fees (Place/16 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.007m	0.000m	0.000m	**0.000m**
Current Forecast	0.007m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:
AY 20/5/26 – new fees implemented from 01/04/26

Action	Target Date	Date Achieved
1. New fees implemented	01/04/26	
2.		
3.		

Risks	Mitigations
1.	
2.	

Recovery Plan (if applicable):	

Savings Measure
Increase Current Internment Fees (Place/17 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.005m	0.000m	0.000m	**0.005m**
Current Forecast	0.005m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:
AY 20/5/26 – new fees implemented from 01/04/26

Action	**Target Date**	**Date Achieved**
1. New fees implemented	01/04/26	
2.		
3.		

Risks	**Mitigations**
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Increase attended Cremation fees (Place/18 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.000m	0.003m	0.002m	**0.005m**
Current Forecast	0.000m	0.003m		
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:

AY – 20/5/26 – seek approval for new cremation fees in 26/27 for implementation in 27/28

Action	Target Date	Date Achieved
1. Committee report on new cremation fee proposals to C&P Committee	05/11/26	
2.		
3.		

Risks	Mitigations
1.Increase in fees in not agreed for 2027/28	Encourage agreement of fee increase based on refurbishment completion
2.	
Recovery Plan (if applicable):	

Savings Measure
Introduce a fee for triple depth graves (Place/19 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.008m	0.000m	0.000m	**0.008m**
Current Forecast	0.008m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					

Comments/Narrative:
AY 20/5/26 – new fees implemented from 01/04/26

Action	Target Date	Date Achieved
1. New fees implemented	01/04/26	
2.		
3.		

Risks	Mitigations
1. Low sales of triple depth lairs	Monitor and engage with funeral directors
2.	

Recovery Plan (if applicable):	

Savings Measure
Lair surrender purchases - change to cost paid at time of purchase (Place/20 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.001m	0.001m	0.001m	**0.003m**
Current Forecast	0.001m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Alan Yates)					
Comments/Narrative:						
AY 20/5/26 – change implemented from 01/04/26						

Action	Target Date	Date Achieved
1. Change implemented	01/04/26	
2.		
3.		

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Restructure of Roads and Amenities (Place/22 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.000m	0.060m	0.000m	**0.060**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Restructure paper drafted for implementation, roll out to be completed

Action	Target Date	Date Achieved
1. Have restructure paper agreed	30/06/26	
2.Roll out proposed management changes	31/12/26	
3.Wider structure review for 2027/2028	31/03/27	

Risks	Mitigations
1.Management Structure changes delayed	Encourage acceptance of proposals
2.	

Recovery Plan (if applicable):	

Savings Measure
Income generation - offer play park installations on a commercial basis (Place/27 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.018m	0.024m	0.036m	**0.078m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Recruitment issues with Play Technician team has impacted the ability to deliver in house play equipment installations, it is hoped the saving can still be achieved this financial year

Action	Target Date	Date Achieved
1. Complete recruitment	31/07/26	
2.Carry out in house installations	31/12/26	
3.Promote external installations when team have availability	31/03/27	

Risks	Mitigations
1.Recruitment of Play Technicians	Continue to advertise and promote posts
2.Availability of resource to carry out external works	Complete in-house installations as soon as possible

Recovery Plan (if applicable):	

Savings Measure
Reduction of hired equipment for grass cutting (Place/28 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.010m	0.000m	0.000m	**0.010m**
Current Forecast	0.010m			
Actual to Date	0.009m			

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Contract variation order issued to reduce equipment from supplier, small shortfall to be reviewed and plant utilisation to provide opportunities to achieve remainder of saving

Action	Target Date	Date Achieved
1. Variation order issued	31/05/26	31/05/26
2.		
3.		

Risks	Mitigations
1.Plant utilisation does not identify further saving	Assert change
2.	

Recovery Plan (if applicable):	

Savings Measure
Targeted reduction of staffing budgets (Strategic/1 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.166m	Tbc	tbc	**0.166m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	All COs					

Comments/Narrative:

Work is ongoing to identify vacant posts that can be removed from the establishment with minimal impact. Efforts are being made to minimise impact on front line services.

Action	Target Date	Date Achieved
1. Identification of posts to be deleted	**Nov 2026**	
2.		
3.		

Risks	Mitigations
1. Impact on service delivery of loss of posts	Review of all posts identified for removal and assessment of impact to mitigate any reduction of posts.
2.	

Recovery Plan (if applicable):	

Savings Measure
Reduction in overtime and agency spend (Strategic/3 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.167m	Tbc	tbc	**0.167m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	All COs					

Comments/Narrative:

DS – Business case for Waste to reduce levels of overtime at HC06 level, proposed investment in post to review and reduce levels

Action	Target Date	Date Achieved
1.		
2.		
3.		

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Income Generation: Fees & charges set by THC (Strategic/5 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.211m	Tbc	Tbc	**0.211m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	All COs					

Comments/Narrative:
Fees & Charges have been allocated across the services.

Action	Target Date	Date Achieved
1. Fees and charges have been allocated	June 2026	June 2026
2.		
3.		

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Increase shower charging (HC 060325 C&P:2)

	26/27	27/28	28/29	Total
Target	0.002m	0.002m	0.000m	**0.004m**
Current Forecast	0.002m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Shower charging increase implemented in 25/26 continue to promote the service and encourage use.

Action	Target Date	Date Achieved
1.		
2.		
3.		

Risks	Mitigations
1.Vandalism reduces available facilities	Repair sites with shower charging as a priority
2.Breakdown of equipment	Servicing and repairs carried out as required

Recovery Plan (if applicable):	

Savings Measure
Disposal by sale/lease of vacant properties (HC 060325 C&P:3)

	26/27	27/28	28/29	Total
Target	0.010m	0.010m	0.000m	**0.020m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**	**X**	**GREEN**	
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Continue to identify facilities available for sale/lease. Working with Property colleagues to market availability.

Action	Target Date	Date Achieved
1. Confirm list of available properties	31/05/26	
2. Market for lease/sale as appropriate	Ongoing	
3.		

Risks	Mitigations
1.Sales or leases are not forthcoming	Continue to promote available properties
2.	

Recovery Plan (if applicable):	

Savings Measure
Asset Management System and Removal of Manual Job Card Processes (HC 290224 C&P:1)

	26/27	27/28	28/29	Total
Target	0.050m	0.000m	0.000m	**0.050m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Mackenzie Sutherland)					

Comments/Narrative:

Budget saving likely to be realised, temporary system to be trialled in one area (Skye), longer term needs to align with procurement of new asset management system.

Action	Target Date	Date Achieved
1. Roll out trial (Skye)	31/07/26	
2.Meeting with asset management system providers	31/07/26	
3.Procure new system	31/03/27	

Risks	Mitigations
1. Ageing workforce/new technology	Training of staff and assert change
2.Connectivity	Use of EE

Recovery Plan (if applicable):

Savings Measure
1% efficiency target from relevant service budgets (HC 290224 CS:35)

	26/27	27/28	28/29	Total
Target	0.136m	Tbc	Tbc	**0.136m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	All COs					

Comments/Narrative:

This saving has been allocated across all Chief Officer budget areas.

Action	Target Date	Date Achieved
1. Allocation of saving	July 2026	July 2026
2.		
3.		

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Staff travel utilisation, grey fleet and car club (HC 290224 C&P:6)

	26/27	27/28	28/29	Total
Target	0.100m	0.100m	0.000m	**0.200m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Paul Reid					

Comments/Narrative:

Review and data sharing across the organisation to raise awareness of the level of grey mileage claims as well as opportunities to utilise car club

Action	Target Date	Date Achieved
1. Data Sharing at CMT/SMT	Nov 25	Nov 25
2. Review current car club locations	March 26	March 26
3. Management workshop on staff travel	Nov 26	

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Fees & Charges (HC 290224 CS:17)

	26/27	27/28	28/29	Total
Target	0.211m	tbc	tbc	**0.211m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	All COs					

Comments/Narrative:

New Fees & Charges targets have been added to budgets across the service.

Action	Target Date	Date Achieved
1. Fees and charges targets added to budgets	June 2026	June 2026
2.		
3.		

Risks	Mitigations
1.	
2.	
Recovery Plan (if applicable):	

Savings Measure
Garden Waste Collections (HC 290224 C&P:18)

	26/27	27/28	28/29	Total
Target	0.027m	0.000m	0.000m	**0.027m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**	**X**	**GREEN**	
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Ian Braker)					

Comments/Narrative:

Garden waste permit renewals do not commence until June each year. Ongoing promotion of the service is undertaken, but cost of living pressures can result in lower uptake of the service due to the preference of using no-cost services (such as the use of Household Waste Recycling Centres). Work is ongoing to review the use of Direct Debit charging that would spread out costs for customers.

Action	Target Date	Date Achieved
1. Garden Waste permit renewals commence	01/06/26	
2.		
3.		

Risks	Mitigations
1.Cost of living increases	Reviewing direct debit payments
2.Use of the non recyclable bins	Bin sizes were reduced as part of the Recycling Improvement Fund. This provides less capacity for disposing of garden waste.
3.Poor service provision	Poor service provision may result in reduction in number of customers taking on the service. This is largely impacted by vehicle provision and staffing availability. Maintaining high service provision may result in higher overtime/agency cost.

Recovery Plan (if applicable):	

Savings Measure
Business Waste Collections (HC 290224 C&P:17)

	26/27	27/28	28/29	Total
Target	0.093m	0.000m	0.000m	**0.093m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**	**X**	**GREEN**	
PRMS Updated:						
Responsible Officer:	Debbie Sutton (measure lead: Ian Braker)					

Comments/Narrative:

Current committed income is approximately £4.6m which is on track to achieve the targeted inflationary increase.

Action	Target Date	Date Achieved
1. Promotion of waste service	Ongoing	
2.		
3.		

Risks	Mitigations
1.Lower need for business waste service due to inflationary pressures	There is limited control, but the business waste team continue to target increased capture of customers which would mitigate reduction in need by other customers
2.Poor service provision	Poor service provision may result in reduction in number of customers taking on the service. This is largely impacted by vehicle provision and staffing availability. Maintaining high service provision may result in higher overtime/agency cost.

Recovery Plan (if applicable):	

4. Tracking Investment

4.1. Summary of Investments

The table below reflects the Investments made as part of the Medium-Term Financial Plan.

Investment (Recurring)	Investment Value £'000	Responsible Officer
Future Operating Model *(INV2)*	0.500m	Paul Reid
Community Investment - Ward Discretionary Budgets (increase £5k per ward) *(INV/6)*	0.105m	Alison Clark
Community Investment - Comfort Scheme *(INV/7)*	0.072m	Debbie Sutton
Community Investment - Community Councils *(INV/8)*	0.055m	Alison Clark
Total		

Investment (Earmarked Reserves)	Investment Value £'000	Responsible Officer
Total		

4.2. Investment Plans/Actions

This section of the plan will be used by Chief Officers to set out progress and actions toward delivering the investments approved through the Medium-Term Financial Plan (MTFP). It will provide an update on how agreed investment proposals are being implemented, highlight any risks or delays, and outline the management actions in place to ensure delivery remains on track and aligned to strategic priorities.

Investment Proposal: Future Operating Model (INV2)

	26/27	27/28	28/29	Total
Target	0.500m	0.000m	0.000m	0.500m
Current Forecast				
Actual to Date				

PRMS Updated:

Responsible Officer: Paul Reid

Action	Target Date	Date Achieved
1. Mobile unit purchased and conversion agreed	Sept 26	

Risks	Mitigations

Investment Proposal: INV/6 - Community Investment - Ward Discretionary Budgets (increase £5k per ward)

	26/27	27/28	28/29	Total
Target	**0.105m**	0.000m	0.000m	**0.105m**
Current Forecast				
Actual to Date				

PRMS Updated:

Responsible Officer: Alison Clark

Action	Target Date	Date Achieved
1. The additional sums have all been added to existing discretionary budgets, taking the total annual budget to £19,400	1 April 2026	1 April 2026

Risks	Mitigations
Full allocation of discretionary budget funds not awarded	Ongoing monitoring, with targeted promotion of funds in areas where allocations are low

Investment Proposal: INV/7 - Community Investment - Comfort Scheme

	26/27	27/28	28/29	Total
Target	0.072m	0.000m	0.000m	**0.072m**
Current Forecast	0.057m			
Actual to Date				

PRMS Updated:

Responsible Officer: Debbie Sutton (measure lead: Mackenzie Sutherland)

Action	Target Date	Date Achieved
1. Increased comfort scheme payments offered to all existing members		01/04/26

Risks	Mitigations

Investment Proposal: INV/8 - Community Investment - Community Councils

	26/27	27/28	28/29	Total
Target	0.055m	0.000m	0.000m	**0.055m**
Current Forecast				
Actual to Date				

PRMS Updated:

Responsible Officer: Alison Clark

Action	Target Date	Date Achieved
1. Allocation of new sums to all Community Councils as part of budget setting	1 April 2026	1 April 2026
3. Award of annual grant to Community Councils	30 June 2026	

Risks	Mitigations
Community Councils do not hold their AGM and sign off accounts before the end of June, therefore grants not awarded.	Reminders to Community Councils of process however funds will not be distributed until submission of accounts from previous years.

5. Value for Money

5.1. 5.1 Defining Value for Money

Best Value (BV) in Scottish local authorities is a statutory duty under the Local Government in Scotland Act 2003 to ensure continuous improvement in performance, balancing quality, cost, and sustainability. It mandates that councils deliver effective services through, efficiency, equality, and community collaboration.

5.2 Delivering Best Value within Highland

Chief Officers will provide narrative demonstrating how Best Value is being delivered within the Highland context, drawing on key returns relevant to their areas of service delivery.

Examples of data sources to assist in analysing Value for Money include;

- Annual Accounts
- Local Government Benchmarking Framework
- Local Financial Returns (LFR's)

6. Reference Documents

6.1. Medium Term Financial Plan per March 2026 Council

6.2. CIA Finance System

6.2.1. CIA Resources Site
6.2.2. CIA Finance System CIA Sign-in Page

6.3. Financial Regulations

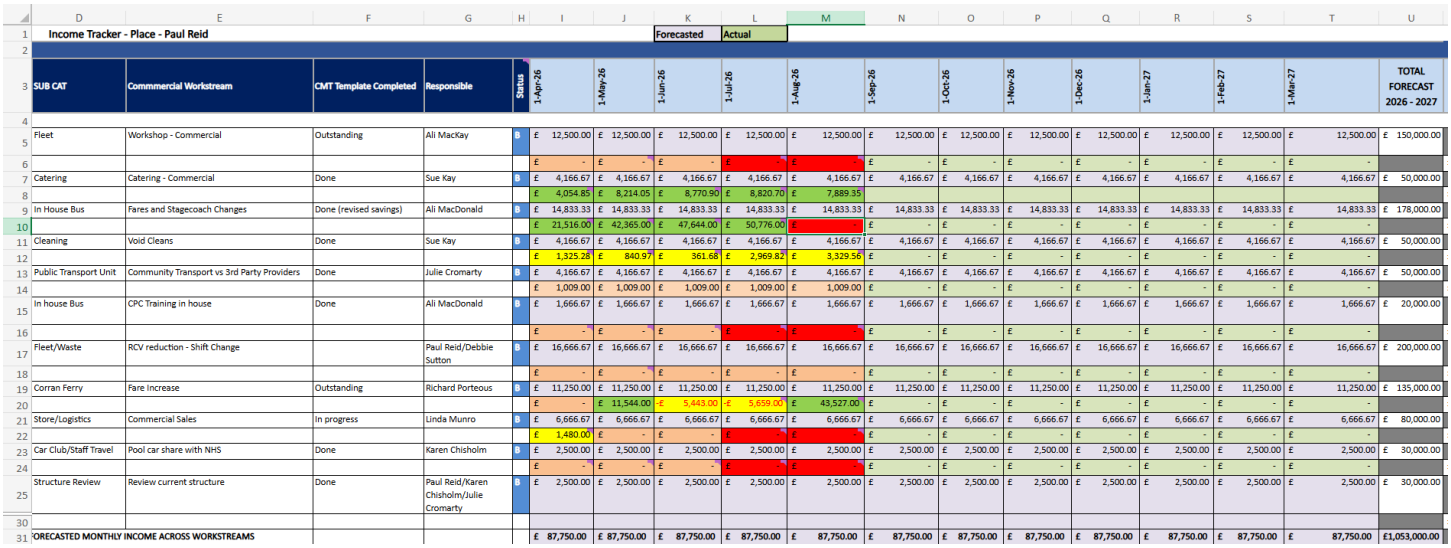
6.4. Procurement Guidance

6.4.1. Procurement Information & Guidance
6.4.2. Contract Standing Orders

6.5. Local Government Benchmarking Framework

6.6. Traineasy

Fleet and Facilities Budget 2026/2027 Tracker as of 28th August 2026:



Income Tracker - Place - Paul Reid

Forecasted | Actual

SUB CAT	Commmercial Workstream	CMT Template Completed	Responsible	Status	1-Apr-26	1-May-26	1-Jun-26	1-Jul-26	1-Aug-26	1-Sep-26	1-Oct-26	1-Nov-26	1-Dec-26	1-Jan-27	1-Feb-27	1-Mar-27	TOTAL FORECAST 2026 - 2027
Fleet	Workshop - Commercial	Outstanding	Ali MacKay		£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 12,500.00	£ 150,000.00
					£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Catering	Catering - Commercial	Done	Sue Kay		£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 50,000.00
					£ 4,054.85	£ 8,214.05	£ 8,770.90	£ 8,820.70	£ 7,889.35								
In House Bus	Fares and Stagecoach Changes	Done (revised savings)	Ali MacDonald		£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 14,833.33	£ 178,000.00
					£ 21,516.00	£ 42,365.00	£ 47,644.00	£ 50,776.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Cleaning	Void Cleans	Done	Sue Kay		£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 50,000.00
					£ 1,325.28	£ 840.97	£ 361.68	£ 2,969.82	£ 3,329.56	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Public Transport Unit	Community Transport vs 3rd Party Providers	Done	Julie Cromarty		£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 4,166.67	£ 50,000.00
					£ 1,009.00	£ 1,009.00	£ 1,009.00	£ 1,009.00	£ 1,009.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
In house Bus	CPC Training in house	Done	Ali MacDonald		£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 1,666.67	£ 20,000.00
					£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Fleet/Waste	RCV reduction - Shift Change		Paul Reid/Debbie Sutton		£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 16,666.67	£ 200,000.00
					£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Corran Ferry	Fare Increase	Outstanding	Richard Porteous		£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 11,250.00	£ 135,000.00
					£ -	£ 11,544.00	£ 5,443.00	£ 5,659.00	£ 43,527.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Store/Logistics	Commercial Sales	In progress	Linda Munro		£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 6,666.67	£ 80,000.00
					£ 1,480.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Car Club/Staff Travel	Pool car share with NHS	Done	Karen Chisholm		£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 30,000.00
					£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Structure Review	Review current structure	Done	Paul Reid/Karen Chisholm/Julie Cromarty		£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 30,000.00
FORECASTED MONTHLY INCOME ACROSS WORKSTREAMS					£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£ 87,750.00	£1,053,000.00