The Highland Council

Agenda Item	**4**
Report No	**ECI/37/26**

Committee: **Economy and Infrastructure**

Date: **12 November 2026**

Report Title: **Revenue Budget Monitoring Report for the period Q2 2026/27**

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

1 Purpose/Executive Summary

1.1 This report sets out the revenue budget monitoring forecast for Quarter 2 up to 31 August 2026 for 2026/27 which outlines a forecasted overspend position of £4.110m this shows a decline from the Q1 position which forecasted an overspend of £3,977m. Officers continue to review options to reduce the forecasted overspend and improve this position over the course of the financial year. The position is being monitored on a month-by-month basis.

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 the end of year position and any material variances within the forecast for Quarter 2, with 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.

1.5 The report also provides a forecast position regarding all budget savings within the remit of the Service. The majority 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 within Appendix 4.

3 Implications

3.1 **Resource** – This report provides key financial information regarding the Service budget and forecast financial performance against that budget, including progress with Service delivery.

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.

3.4 **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.

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

3.6 **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 to the end of August 2026 for the Infrastructure, Environment and Economy Service. The Quarter 2 general and detailed statements for 2026/27 can be found within **Appendices 1 and 2**.

5.2 The Quarter 2 monitoring for 2026/27 predicts an overspend of £4.110m against the budget. The reasons for this, including actions being taken by the Services, can be found in Section 6.

5.3 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 Commentary on Variances

6.1 Planning, Building Standards and Environment

6.1.1 The frequency and number of large national and major scale planning applications being submitted to the service within this financial year is significantly lower than the previous year. Large scale planning applications are sensitive to the wider economic context and market conditions across Scotland and the UK. Some uncertainty in the energy infrastructure market, in particular, has had a knock on for large project proposals coming forward. The consequence is that fee income levels have not performed as they have in previous years. However, past trends suggest peaks at the end of Q3 and Q4 and there is still potential to improve on the current position. At the point of preparing this report planning fee income is £1.593m below the average quarterly income target. As noted above, however, planning fee income is not linear and consistent month on month. Historically Q1 and Q2 period produce lower fee income than later quarters so it is expected that fee flow will improve over the remaining six months of the financial year to be on target.

Building warrant fees remain impacted by continuing investment uncertainty although there has been improvement on the 2025/26. As with planning, trends suggest that building warrant fee income will be lower than the average quarterly target level, but it is anticipated that this position will improve in Q3 and Q4 through increased submissions during these quarters. Q2 figures indicate that fee income remains on target at the end of the 2026/27 financial year.

Taken together, Planning and Building Warrant fee income should be on track to meet target by the close of the 2026/27 financial year.

The Council's ongoing participation in a number of Public Local Inquiries (PLI) is being monitored. In previous years planning fees have seen a significant uplift from large scale planning applications, largely for energy related infrastructure projects. These types of applications are, in many cases, determined centrally, by the Scottish Government and often require further input from the Council at the later PLI or Hearing stage. What we are seeing in 2026/27 is increased workload and specialist input being required, particularly for legal representation, for which there is no additional fee income. Officers continue to monitor this position and the additional cost pressures being placed on the Council, acting as planning authority in these cases.

Staffing costs are within and marginally below budget as a result of normal vacancy and recruitment patterns across all functions.

6.2 Roads & Transport

6.2.1 At Quarter 2 2026/27 up to 31 August 2026 Roads and Transport is forecasting a year end overspend of £0.890m. This is partly due to increased cost of fuel, and the Cairngorm wildfire response. Of this £0.173m is primarily due to income targets that are set for Car Parks, however following successful recruitment and installation of the new system at Rose Street Car Park this position will improve over the remainder of the year.

In addition, an underspend of £0.121m is currently forecast for integrated transport services however an overspend of £0.568m is currently forecasted for Subsidies Concessionary Fares which is directly related to rising cost with ASN Transport. A plan is in place to utilise the new developed Renal Transport network to support reduction in these costs.

6.3 Trading Operations

6.3.1 At Quarter 2 2026/27, there was a forecasted variance of £1.167m for Trading Operations. This is made up of Harbours £0.174m overspend. This is made up of a drop in marine gas oil sales due to overall fuel price. Corran Ferry is forecasting £0.994m overspend. Passenger figures are down this time last year and the MV Corran is due refit in November 2026.

6.3.2 Ongoing monitoring of the Trading Operations budget is in place and scrutiny of trending in Marine Gas Oil prices is a regular task. Many fishing vessels and Harbour users have taken decisions not to sail due to the current fuel prices. Ongoing monitoring and promotion of the Corran Ferry service is in place. MV Corran refit programme is being monitored to manage any associated costs.

6.4 **Climate Change and Energy**

6.4.1 At Quarter 2 2026/27, there was a forecasted variance of £1.922m for climate change and energy. This was largely due to under recovery of income against large scale projects.

6.4.2 Ongoing work is being undertaken to progress key projects such as Solar PV, EV Charging Infrastructure and other innovated scheme to support a recovery plan. Positive steps have been reported in the Solar PV scheme and growth in EV Charging infrastructure across the Highlands.

7 Savings Delivery

7.1 Economy and Infrastructure has just over £3.591m savings to deliver in 2026/27. The details of those savings are set out within **Appendix 3**.

7.2 For Roads and Transport, there are savings for 2026/27 to be achieved from anticipated increased Car Park Income (£0.020m) as a result of increasing charges at Rose Street Car Park, Inverness and increasing the number of invitation to pay car parks across Highland, delivery of our in-house traffic management and barrier installation and repairs as well as purchasing a roller and paver to deliver works.

7.3 Street Lighting savings of £0.030m relate to increasing street lighting design fees for developers to achieve full cost recovery.

7.4 For Trading Operations, there are savings for 2026/27 to be achieved from additional income from Harbours of £0.175m owing to increased harbour dues. There is also a savings target of £0.135m for the 10% uplift applied to Corran Ferry fares. Ongoing monitoring of passenger numbers are being undertook due to the noted drop.

Designation:	Assistant Chief Executive - Place
Date:	20 October 2026
Author:	Debbie Sutton, Chief Officer Operations and Maintenance James Welsh, Chief Officer Economy and Enterprise Paul Reid, Chief Officer Facilities and Fleet
Background Papers:	None
Appendices:	Appendix 1 – Monitoring Statement Q2 2026/27 Appendix 2 – Detailed Monitoring Statement Q2 2026/27 Appendix 3 – E&I Savings 2026/27 Appendix 4 – E&I Financial Strategy 2026/27

INFRASTRUCTURE, ENVIRONMENT & ECONOMY MONITORING STATEMENT 2026/27

APPENDIX 1

03/09/26	£'000 Actual YTD	£'000 Annual Budget	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Directorate	304	895	1,018	123
Environment & Economic Development	-4,206	-2,085	-2,169	-84
Housing Development	1,031	1,546	1,969	423
Planning & Building Standards	1,153	608	457	-151
Infrastructure	-168	844	663	-181
Roads & Transport	16,605	54,269	55,159	890
Trading Operations	-3,728	-6,336	-5,169	1,167
Climate Change & Energy	-746	-1,566	356	1,922
Grand Total Infrastructure & Environment and	**10,245**	**48,175**	**52,285**	**4,110**
BY SUBJECTIVE				
Staff Costs	21,256	61,742	57,028	-4,714
Other Expenditure	35,028	83,515	90,935	7,420
Gross Expenditure	**56,284**	**145,257**	**147,963**	**2,706**
Grant Income	-9,569	-4,201	-4,196	5
Other Income	-36,470	-92,881	-91,482	1,399
Total Income	**-46,039**	**-97,082**	**-95,678**	**1,404**
NET TOTAL	**10,245**	**48,175**	**52,285**	**4,110**

INFRASTRUCTURE, ENVIRONMENT & ECONOMY MONITORING STATEMENT 2026/27

Appendix 2

03/09/2026	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																				
Directorate																				
Director & Business Team	614	304	613	-1	1,379	692	1,469	90	-1,000	-663	-1,000	0	-98	-29	-64	34	895	304	1,018	123
Economic Development																				
Investment Properties	649	239	602	-47	222	117	270	48	0	0	0	0	-4,790	-1,822	-4,998	-208	-3,919	-1,466	-4,126	-207
Economy & Regeneration	1,760	595	1,650	-110	157	845	254	97	-133	-4,024	-143	-10	-215	-5	-70	146	1,569	-2,589	1,692	123
Business Development & Employability	128	49	128	0	0	11	0	0	0	-185	0	0	-116	-10	-116	0	12	-135	12	0
Projects E & E	557	212	557	0	441	762	441	0	-745	-864	-745	0	0	-125	0	0	253	-15	253	0
Housing Development																				
Housing Development & PSHG	440	239	440	0	1,995	792	2,408	413	-584	0	-584	0	-306	0	-295	11	1,545	1,031	1,969	424
Planning, Environment & Building Standards																				
Building Standards	2,130	835	2,030	-100	5	10	9	4	-14	0	0	14	-25	0	-30	-5	2,096	845	2,009	-87
Development Plans	863	297	756	-107	3	1	17	14	0	0	0	0	-9	0	0	9	857	298	773	-84
Area Planning	3,919	1,505	3,880	-39	37	102	65	28	0	0	0	0	0	0	0	0	3,956	1,607	3,945	-11
Planning Appeals & Inquiries	0	0	0	0	50	67	251	201	0	0	0	0	0	-5	0	0	50	62	251	201
Transport Planning	874	243	805	-69	580	69	566	-14	-536	-104	-536	0	-216	42	-135	81	702	250	700	-2
Environment	1,719	956	1,693	-26	949	270	894	-55	0	-49	-2	-2	-104	-331	-184	-80	2,564	846	2,402	-162
Planning Fee Income	-65	0	0	65	12	180	0	-12	0	0	0	0	-6,505	-1,773	-6,522	-17	-6,558	-1,593	-6,522	36
Building Warrant Fee Income	0	0	0	0	0	24	0	0	0	0	0	0	-3,058	-1,187	-3,101	-43	-3,058	-1,163	-3,101	-43
Infrastructure																				
Project Design Unit	6,204	1,741	4,965	-1,239	285	117	357	72	0	0	0	0	-5,645	-2,026	-4,658	987	844	-168	663	-181
Climate Change & Energy	2,599	1,078	2,710	111	-2,987	1,540	-1,243	1,744	-793	-3,284	-773	20	-385	-80	-337	48	-1,566	-746	356	1,922
Roads & Transport																				
Winter Maintenance	1,899	87	1,902	3	3,819	363	3,944	125	0	0	0	0	-4	0	-4	0	5,714	450	5,842	128
Roads Maintenance	21,230	7,104	18,989	-2,241	12,580	5,450	12,547	-33	0	0	0	0	-23,983	-8,642	-21,341	2,642	9,827	3,912	10,195	368
Engineering Services	4,968	1,710	4,882	-86	406	207	473	67	0	0	0	0	-1,688	-496	-1,673	15	3,686	1,421	3,682	-4
Flood Alleviation	5	0	2	-3	29	3	26	-3	0	0	0	0	0	0	0	0	34	3	28	-6
Lighting Services	4,185	1,041	2,920	-1,265	4,871	1,743	4,878	7	0	0	0	0	-4,637	-2,852	-3,595	1,042	4,419	-68	4,203	-216
Integrated Transport Services	2,582	1,114	2,699	117	1,128	845	1,948	820	-138	-219	-153	-15	-2,943	-1,075	-3,986	-1,043	629	665	508	-121
Subsidies & Concessionary Fares	4	0	1	-3	15,216	5,352	16,064	848	0	-44	0	0	-8,474	0	-8,751	-277	6,746	5,308	7,314	568
School Transport	0	0	0	0	26,142	5,604	26,147	5	0	0	0	0	-15	-7	-21	-6	26,127	5,597	26,126	-1
Car Parks	2,328	834	2,207	-121	1,058	437	1,060	2	-226	-114	-216	10	-6,072	-1,841	-5,790	282	-2,912	-684	-2,739	173
Trading Operations																				
Harbours and Piers	1,056	428	1,028	-28	13,953	8,977	16,670	2,717	-32	-18	-44	-12	-21,350	-13,134	-23,853	-2,503	-6,373	-3,747	-6,199	174
Ferries	1,095	644	1,569	474	1,184	447	1,421	237	0	0	0	0	-2,243	-1,071	-1,960	283	36	20	1,030	994
Grand Total Infrastructure & Environment and Economy	**61,743**	**21,255**	**57,028**	**-4,715**	**83,514**	**35,027**	**90,935**	**7,421**	**-4,201**	**-9,568**	**-4,196**	**5**	**-92,881**	**-36,469**	**-91,482**	**1,399**	**48,175**	**10,245**	**52,285**	**4,110**

Budget Savings - Economy and Infrastructure - RAG Assessment - Q2 2026/27			APPENDIX 3
Saving Description	**Annual Target for 26/27 (£'000)**	**Latest RAG**	**Comments (amber and red)**
In House Bus Service - Route Optimisation	0.200m		
Community Transport vs 3rd Party Providers	0.050m		
Corran Ferry Fare Increase	0.135m		
Planning Fees - Non-Statutory Application	0.080m		
Increase Building Warrant and Planning Fees (SG set)	0.507m		Market dependent. Fees set centrally by Scottish Government this is not at the discretion of the Council.
Delivery of own Traffic Management Service	0.100m		
Roads - Deliver an in-house barrier installation service	0.100m		
Roads - Purchase roller and paver to deliver internal and external works	0.119m		
Increase mandatory parking fees at Rose Street Car Park	0.020m		
Increase the number of invitation to pay car parks	0.050m		Member liaison continuing to identify approved locations
Income generation - increase street lighting design fee	0.030m		
Increase in CRF contribution towards core investment work	0.100m		
Busco - Management Fee/Dividend	0.200m		
Targeted reduction of staffing budgets	0.160m		
Reduction in overtime and agency spend	tbc		
Income Generation: Fees & charges set by THC	tbc		
Digital Innovation - DB18 Automated Highways Monitoring	0.132m		
Digital Innovation - DB12 Planning Application Intelligent Automation	0.087m		
1% efficiency target from relevant service budgets	0.130m		
Digitisation of Job Card Processes	0.100m		Pilot process to be implemented, savings will be cost avoidance
Fees & Charges	0.401m		
Surpluses from Inverness Castle Operation	0.900m		

The Highland Council

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

Service: Infrastructure & Environment and Economy

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
Roads and Transport	1.912m	0.111m	1.801m	Debbie Sutton
Trading Operations (Harbours and Ferries)	2.599m	0.560m	2.039m	Paul Reid
Climate Change & Energy	2.190m	0.430m	1.760	Paul Reid

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

Roads and Transport

Key cost drivers include staffing (including overtime), fleet and plant, materials (e.g. asphalt, aggregate, salt), and use of external contractors. A structured recovery plan is being implemented focusing on immediate spend control, service reprioritisation, and longer-term efficiency improvements across Roads and Amenity functions.

Key Actions

1. Immediate Spend Controls

- Restriction of non-essential expenditure, including overtime, training, and discretionary purchases
- Increased management oversight and approval of high value spend
- Review and reduction of agency and external contractor usage

2. Workforce and Overtime Management

- Tighter control of overtime, prioritising capital statutory and emergency response only
- Improved workforce planning and programming to reduce reliance on overtime
- Active management of absence levels to minimise backfill costs

3. Programme Reprioritisation

- Focusing on statutory, safety-critical, and high-risk activities (e.g. road defects)
- Deferral of non-essential and lower priority works where appropriate

- Alignment of revenue and capital programmes to ensure correct funding streams are applied

4. Fleet and Plant Rationalisation

- Review of fleet utilisation to identify underused assets
- Opportunities for sharing plant across Roads and Amenity operations
- Evidence-based justification of fleet requirement to protect essential resources

5. Materials and Procurement Controls

- Improved management of material usage and ordering processes
- Reduction of waste and tighter stock control
- Ongoing review of procurement arrangements to secure best value

6. Operational Efficiency

- Integration of Roads and Amenity operations to maximise resource use
- Improved job planning to reduce repeat visits and increase productivity
- Standardisation of approaches across areas to reduce duplication and inefficiency

7. Governance and Monitoring

- More regular budget monitoring and reporting
- Clear accountability for budget management at operational level
- Tracking of key cost areas including overtime, plant usage, and materials

8. Audit and Compliance

- Strengthening of audit controls and financial governance
- Monitoring compliance with budget controls and procurement procedures
- Implementation of corrective actions where required

The aim is to stabilise in-year spend and deliver a phased recovery of the previous overspend. Full recovery is unlikely within a single financial year without impacting service delivery; therefore, a managed and realistic approach will be taken, balancing financial recovery with operational priorities.

Trading Operations (Harbours and Ferries)

- Ongoing monitoring of Harbour activities including marine gas oil, berthing fees and other commercial activities
- Review of Harbour Management Structure pending for August 2026 to support ongoing staff costs
- Corran Ferry operations subject to review which includes staffing, travel and accommodation costs
- Several unfunded pressures in Corran ferry to be addressed through pending changes in staffing
- An element of Capital funds provided via the Fleet Budget to support rising re fit costs associated with aging fleet
- A procurement process is underway to introduce a new improved ticketing system to support financial controls and growth

- Partnership working with Calmac to support vessel downtime and improved prices on spares

Climate Change & Energy

- Staffing and structure review to be undertook in July 2026
- A new model to be agreed on delivery of projects with an embedded approach taken.
- Review and agree Investment fund and approach to deliver.
- A full project review across the team to establish income targets
- Growth in EV Charging infrastructure to further support income

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
Directorate	-311	9.46	All
Environment & Economic Development	-2,647	47.81	James Welsh
Housing Development	1,546	7.00	Alison Clark
Planning & Building Standards	741	154.87	James Welsh
Infrastructure	844	68.57	Sharon Barrie
Roads and Transport	54,285	421.78	Debbie Sutton
Trading Operations	-6,336	33.71	Paul Reid
Climate Change & Energy	-941	42.00	Paul Reid
Total	**47,181**		

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
In House Bus Service - Route Optimisation *(Place/3 HC 05.03.26)*	0.200m	Paul Reid
Community Transport vs 3rd Party Providers *(Place/5 HC 05.03.26)*	0.050m	Paul Reid
Corran Ferry Fare Increase *(Place/8 HC 05.03.26)*	0.135m	Paul Reid
Planning Fees - Non-Statutory Application *(Place/12 HC 05.03.26)*	0.080m	James Welsh
Increase Building Warrant and Planning Fees (SG set) *(Place/41 HC 05.03.26)*	0.507m	James Welsh
Quarry business case (income possible with revenue and capital investment) *(Place/23 HC 05.03.26)*	0.000m	Debbie Sutton
Delivery of own Traffic Management Service *(Place/24 HC 05.03.26)*	0.100m	Debbie Sutton
Roads - Deliver an in-house barrier installation service *(Place/25 HC 05.03.26)*	0.100m	Debbie Sutton
Roads - Purchase roller and paver to deliver internal and external works *(Place/26 HC 05.03.26)*	0.119m	Debbie Sutton
Increase mandatory parking fees at Rose Street Car Park *(Place/29 HC 05.03.26)*	0.020m	Debbie Sutton
Increase the number of invitation to pay car parks *(Place/30 HC 05.03.26)*	0.050m	Debbie Sutton
Income generation - increase street lighting design fee *(Place/31 HC 05.03.26)*	0.030m	Debbie Sutton
Income generation - Offer electrician service out with Council *(Place/32 HC 05.03.26)*	0.000m	Debbie Sutton
Commercial Leases Renegotiation *(Place/35 HC 05.03.26)*	0.025m	Sharon Barrie
Removal of community loan fund management fee *(Place/36 HC 05.03.26)*	0.045m	Alison Clark
Increase in CRF contribution towards core investment work *(Place/37 HC 05.03.26)*	0.100m	James Welsh
Busco - Management Fee/Dividend *(Place/34 HC 05.03.26)*	0.200m	Malcolm MacLeod
Targeted reduction of staffing budgets *(Strategic/1 HC 05.03.26)*	0.160m	All COs
Reduction in overtime and agency spend *(Strategic/3 HC 05.03.26)*	tbc	All COs
Income Generation: Fees & charges set by THC *(Strategic/5 HC 05.03.26)*	tbc	All COs
Digital Innovation - DB18 Automated Highways Monitoring *(HC 290224 CS:34)*	0.132m	Debbie Sutton
Digital Innovation - DB12 Planning Application Intelligent Automation *(HC 290224 CS:34)*	0.087m	James Welsh

1% efficiency target from relevant service budgets *(HC 290224 CS:35)*	0.130m	All COs
Digitisation of Job Card Processes *(HC 060325 IE:10)*	0.100m	Debbie Sutton
Fees & Charges *(HC 290224 CS:17)*	0.401m	All COs
Infrastructure Support Service *(HC 290224 CS:3)*	0.100m	All COs
EV Charging (rebasing) *(HC 290224 CS:12)*	0.050m	Paul Reid
Battery Storage (rebasing) *(HC 290224 CS:11)*	-0.230m	Paul Reid
Maximise and Expand Solar PV (rebasing) *(HC 290224 CS:13)*	0.000m	Paul Reid
Solar Panels – Commercial Estate (rebasing) *(HC 290224 CS:16)*	-0.200m	Paul Reid
Increased Rental income from Industrial & Investment Properties *(HC 290224 H&P:1)*	0.200m	Sharon Barrie
Total	**£2.691m**	

**At present Inverness Castle financial monitoring is being considered at Corporate Resources Committee*

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

In House Bus Service - Route Optimisation
(Place/3 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.200m	0.050m	0.035m	**0.285m**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Take over of public transport routes by the in-house bus team in February 2026 supported further growth in passenger revenue. This has been further supported by the introduction of the £2 bus cap fare across the highlands

Action	**Target Date**	**Date Achieved**
1.Routes Registered with Traffic Office	Jan 26	Jan 26
2.Fleet and Drivers in place	Feb 26	Feb 26
3.Ongoing passenger monitoring	Monthly	Monthly

Risks	**Mitigations**
1.Low uptake	Marketing
2.	

Recovery Plan (if applicable):	n/a

Savings Measure								
Community Transport vs 3rd Party Providers (Place/5 HC 05.03.26)								

	26/27	27/28	28/29	Total
Target	0.050m	0.025m	0.015m	**0.090m**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Introduction of community transport providers to provide education transport vs current contractor prices – this will provide a reduced daily rate. This will be further supported by the renal transport set up

Action	Target Date	Date Achieved
1.Ongoing development of CT networks		
2. Start-up of Renal Transport	Sept 26	Sept 26
3.Support new start up CT groups	Oct 26	Oct 26

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

Savings Measure
Corran Ferry Fare Increase (Place/8 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.135m	0.000m	0.000m	**0.135m**
Current Forecast				
Actual to Date				

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

Comments/Narrative:
Increased fares introduced for Corran ferry passengers. 2026/2027 passenger figures are showing signs of decrease linked potentially to other events such as world cup.

Action	**Target Date**	**Date Achieved**
1. Fare structured agreed	March 26	March 26

Risks	**Mitigations**
Down turn in passenger numbers	Marketing of service
Recovery Plan (if applicable):	

Savings Measure
Planning Fees - Non-Statutory Application (Place/12 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.080m	0.010m	0.010m	**0.100m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:	M5 2026/27					
Responsible Officer:	James Welsh (measure lead: David Mudie)					

Comments/Narrative:

Fee income from non-statutory services such as pre-application advice. Discretionary fees for pre-application advice established. Non-statutory fee income ahead of target at end of Q2.

Action	Target Date	Date Achieved
1.		
2.		
3.		

Risks	Mitigations
1. Applicants do not take up non-statutory pre-app advice services	**Promotion and publicising pre-app advice services**
2.	

Recovery Plan (if applicable):	

Savings Measure
Increase Building Warrant and Planning Fees (SG set) (Place/41 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.507m	0.000m	0.000m	**0.507m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**	**X**	**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	James Welsh (measure lead: David Mudie)					

Comments/Narrative:

Market dependent. Fees set centrally by Scottish Government this is not at the discretion of the Council.

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Quarry business case (income possible with revenue and capital investment) (Place/23 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.000m	0.200m	0.200m	**0.400m**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Final business case to be drafted and presented to SMT, purchase of storage shed, recruitment of staff and extension of area all to be progressed.

Action	Target Date	Date Achieved
1. Final business case drafted	31/07/26	
2. Presented to SMT	31/10/26	
3. Price and order shed	30/11/26	
4. Estates action to agree extension	30/11/26	
5. Appoint staff	31/01/27	

Risks	Mitigations
1. Staffing	Continue to promote posts, succession planning
2. Increased costs for storage shed	Order to be placed ASAP
3. Gas prices	Cheaper power and continuity of supply
4. Exhausting current material supply	Extension agreed
Recovery Plan (if applicable):	

Savings Measure
Delivery of own Traffic Management Service (Place/24 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.100m	0.150m	0.000m	**0.250m**
Current Forecast	0.100m			
Actual to Date				

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

Comments/Narrative:

Two members of staff appointed, due to start end of June 2026. Quotes received for traffic management apparatus.

Action	Target Date	Date Achieved
1. Order traffic management apparatus	31/07/26	
2. Upgrade training tickets	30/08/26	
3.		

Risks	Mitigations
1. Sickness absence of staff	Ensure sufficient support
2.	

Recovery Plan (if applicable):	

Savings Measure
Roads - Deliver an in-house barrier installation service (Place/25 HC 05.03.26)

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

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

Comments/Narrative:

Two posts recruited to, training underway

Action	Target Date	Date Achieved
1. Complete recruitment	31/07/26	
2. Training of staff	30/08/26	
3. Create a programme of work	31/07/26	

Risks	Mitigations
1. Appointment of staff	Continue to promote posts
2. Audit and scrutiny	Internal audit to assist

Recovery Plan (if applicable):

Savings Measure
Roads - Purchase roller and paver to deliver internal and external works (Place/26 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.119m	0.000m	0.000m	**0.119m**
Current Forecast	0.119m			
Actual to Date				

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

Comments/Narrative:

Paver has been purchased and is being deployed, roller to be sourced at appropriate price

Action	Target Date	Date Achieved
1. Purchase roller	31/10/26	
2. Put one roller and one paver off hire	31/10/26	

Risks	Mitigations
1. Cost of maintenance	Savings will cover this cost
2. Equipment damage or failure	Staff training and suitable maintenance programme

Recovery Plan (if applicable):

Savings Measure
Increase mandatory parking fees at Rose Street Car Park (Place/29 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.020m	0.000m	0.000m	**0.020m**
Current Forecast	0.020m			
Actual to Date	0.028m			

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

Comments/Narrative:

Fees increased from 21/04/26

Action	Target Date	Date Achieved
1. Fees increased	01/04/26	20/04/26
2.		
3.		

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

Savings Measure
Increase the number of Invitation To Pay car parks (Place/30 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.050m	0.030m	0.000m	**0.080**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Discussion with Members about ITP car parks in the following locations; Alness, Beauly and Rosemarkie. Alness has not been agreed. Further discussions planned for Tain and Caithness.

Action	Target Date	Date Achieved
1. Continue to meet with Members to discuss ITP at new locations within their Wards;	30/09/26	
2. Install ITP at Beauly; car park lined	31/07/26	
3. Install ITP at Beauly; machine to be installed	31/10/26	
4. Install ITP at Mill Road Rosemarkie, lining refreshed and machine installed	31/10/26	
5. Install ITP at Tain, 3 sites identified (plus on CGF)	31/12/26	

Risks	Mitigations
1.Members continue to reject ITP in ward car parks	Explain budget position and opportunity for income share
2.Delays in installation of machines	Progress recruitment of staff and prioritise installations
3.Identifting car parks not HC owned	Current sites identified are; Kingussie and Grantown. Continue to check ownership prior to installation
4. Recruitment of staff	Continue to promote vacancies

Recovery Plan (if applicable):	

Savings Measure
Income generation - increase street lighting design fee (Place/31 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.030m	0.010m	0.000m	**0.040m**
Current Forecast	0.030m			
Actual to Date				

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

Comments/Narrative:
Street Lighting design fee increased

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

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

Savings Measure
Income generation - Offer electrician service out with Council (Place/32 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.000m	0.020m	0.020m	**0.040m**
Current Forecast				
Actual to Date				

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

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Commercial Leases Renegotiation (Place/35 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.025m	0.200m	0.200m	**0.425m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	Sharon Barrie					
Comments/Narrative:						

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Removal of community loan fund management fee (Place/36 HC 05.03.26)

	26/27	27/28	28/29	Total
Target	0.045m	0.000m	0.000m	**0.045m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	
PRMS Updated:	XX/XX/XX					
Responsible Officer:	Alison Clark					
Comments/Narrative:						

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Increase in CRF contribution towards core investment work (Place/37 HC 05.03.26)

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

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	James Welsh					

Comments/Narrative:

Council projects can be put forward for assessment and agreement of CRF funding.

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Busco - Management Fee/Dividend (Place/34 HC 05.03.26)

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

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	Malcolm MacLeod					

Comments/Narrative:
Management fee for directors of D&E

Action	Target Date	Date Achieved
1. Arrange withdrawal	March 27	
2.		
3.		

Risks	Mitigations
1.	
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	0.160m	tbc	tbc	**0.160m**
Current Forecast	0.160m			
Actual to Date				

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

Comments/Narrative:

Review underway – a joint approach is being agreed within Place SMT.

Action	Target Date	Date Achieved
1.Determine which staffing budgets can be reduced with minimal impact on service delivery.	March 2027	
2.		
3.		

Risks	Mitigations
1.	
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	tbc	tbc	tbc	**tbc**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Review has been taking place across the Place Cluster.

Action	Target Date	Date Achieved
1. Liaison with HR colleagues for stats	Ongoing	
2. CO's to review provision and take necessary action	Ongoing	
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	tbc	tbc	tbc	**tbc**
Current Forecast				
Actual to Date				

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

Comments/Narrative:

Review has been taking place across the Place Cluster.

Action	Target Date	Date Achieved
1. COs to review proposals	Ongoing	
2.		
3.		

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

Savings Measure
Digital Innovation - DB18 Automated Highways Monitoring (HC 290224 CS:34)

	26/27	27/28	28/29	Total
Target	0.132m	0.131m	0.000m	**0.263m**
Current Forecast	0.132m			
Actual to Date				

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

Comments/Narrative:

Marketplace has been reviewed, business case completed and presented to SMT, direct award for current provider to be arranged.

Action	Target Date	Date Achieved
1. Liaison with procurement	31/07/26	
2. Installation of system	30/09/26	
3. Staff training	30/09/26	

Risks	Mitigations
1.Delays with procurement	Need to progress and assert change
2.Upake by Areas	Need to assert change and encourage uptake

Recovery Plan (if applicable):

Savings Measure
Digital Innovation - DB12 Planning Application Intelligent Automation (HC 290224 CS:34)

	26/27	27/28	28/29	Total
Target	0.087m	0.087m	0.000m	**0.174m**
Current Forecast	0.087m			
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	**X**
PRMS Updated:						
Responsible Officer:	James Welsh (Measurement Lead: David Mudie)					

Comments/Narrative:

Work currently being undertaken with Idox who provide planning systems support to identify efficiencies and streamline processes.

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Digitisation of Job Card Processes *(HC 060325 IE:10)*

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

Comments/Narrative:

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 for staff and assert change
2.Connectivty	Use of EE
Recovery Plan (if applicable):	

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

	26/27	27/28	28/29	Total
Target	0.401m	tbc	tbc	**0.401m**
Current Forecast	0.401m			
Actual to Date				

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

Comments/Narrative:

Proposals being reviewed within Place SMT

Action	Target Date	Date Achieved
1. COs considering proposals	Ongoing	
2.		
3.		

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

Savings Measure
Infrastructure Support Service (HC 290224 CS:3)

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

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

Comments/Narrative:

Proposals being reviewed within Place SMT

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure

EV Charging (rebasing)
(HC 290224 CS:11)

	26/27	27/28	28/29	Total
Target	0.050m	0.100m	0.100m	**0.250m**
Current Forecast	0.050m			
Actual to Date				

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

Comments/Narrative:

Opportunity to grow EV Charging across the Highlands. Pathfinder plan is now in progress and growth is moving forward as planned.

Action	**Target Date**	**Date Achieved**
1. Utilise Pathfinder plan	Oct 26	Oct 26
2.		
3.		

Risks	**Mitigations**
1. Grid Connection	Solar Options
2.	

Recovery Plan (if applicable):	

Savings Measure
Battery Storage (rebasing) (HC 290224 CS:11)

	26/27	27/28	28/29	Total
Target	-0.230m	0.000m	0.000m	**-0.230m**
Current Forecast	-0.230m			
Actual to Date				

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

Comments/Narrative:

Project to be closed as agreed at Climate Change Board

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Maximise and Expand Solar PV (rebasing) (HC 290224 CS:13)

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

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

Comments/Narrative:

Project handover to property with ongoing support from CCET. The project is progressing and sites are moving forward under new model

Action	Target Date	Date Achieved
1.Agreed SOP for new installs	Aug 26	Aug 26
2.Project Plan for identified sites	Sept 26	Sept 26
3.Ongoing monitoring of progress	**Jan 27**	

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

Savings Measure
Solar Panels – Commercial Estate (rebasing) (HC 290224 CS:16)

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

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

Comments/Narrative:
Project to be closed

Action	Target Date	Date Achieved
1.		
2.		
3.		

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

Savings Measure
Increased Rental income from Industrial & Investment Properties (HC 290224 H&P:1)

	26/27	27/28	28/29	Total
Target	0.200m	0.200m	0.000m	**0.400m**
Current Forecast				
Actual to Date				

RAG Status:	**RED**		**AMBER**		**GREEN**	
PRMS Updated:						
Responsible Officer:	Sharon Barrie					
Comments/Narrative:						

Action	Target Date	Date Achieved
1.		
2.		
3.		

Risks	Mitigations
1.	
2.	
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
Roads Revenue Maintenance *(INV/3)*	0.500m	Debbie Sutton
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: Roads Revenue Maintenance
(INV/3)

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

PRMS Updated:

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

Action	Target Date	Date Achieved
1. Additional revenue budget allocated to pressure areas	01/04/26	
2.		
3.		

Risks	Mitigations

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