

Agenda Item	6
Report No	ECI/35/2023

The Highland Council

Committee: Economy and Infrastructure

Date: 17 August 2023

Report Title: Revenue Budget Monitoring Final Outturn 2022/23 and Quarter 1 to 30 June 2023 and Service Performance Reporting for 2022/23

Report By: Interim Executive Chief Officer Infrastructure & Environment

1 Purpose/Executive Summary

1.1 This report provides Members with the 2022/23 final outturn monitoring statement for Infrastructure, Environment and Economy. The Service budget for 2022/23 was £39.461m with an end of year overspend of £0.401m.

1.2 This report provides Members with the Quarter 1 to 30 June 2023 monitoring statement for Infrastructure, Environment and Economy. The Service budget for 2023/24 is £40.934m with a predicted end of year overspend forecast of £2.611m.

1.3 This report also provides performance information on:-

- Corporate Indicators;
- Contribution to the Corporate Plan;
- Service Plan Progress;
- Mitigation of Service Risks; and
- Service updates outwith the Corporate Indicators or Service Plan

The content and structure is intended to:

- assist Member scrutiny and performance management
- inform decision making to aid continuous improvement, and
- provide transparency and accessibility

2 Recommendations

2.1 Members are asked to:-

- i) **Consider** the Service's revenue monitoring position; and
- ii) **Scrutinise** the Service's performance and risk information.

3 Implications

- 3.1 **Resource** - Significant improvement in levels of income were achieved by 31 March 2022. Whilst the outlook in 2023/24 is much improved, there may be issues continuing in the year ahead for the Service in maintaining previously achieved income levels. However, this will be closely monitored and kept under review.
- 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 **Community (Equality, Poverty, Rural and Island)** - There are no Community implications arising from this report.
- 3.4 **Climate Change / Carbon Clever** - There are no relevant implications arising from this report.
- 3.5 **Risk** - Risk implications to the budget position, and budget assumptions, will be kept under regular review and any risks identified reported to future Committees.
- 3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no immediate health and safety implications arising from this report.
- 3.7 **Gaelic** - There are no implications for Gaelic arising from this report.

4 Infrastructure, Environment and Economy Revenue Budget – Final Outturn 2022/23

- 4.1 Revenue monitoring statements showing actual expenditure for 2022/23 are set out in **Appendix 1**. The final position at 31 March 2023 was £39.862m against a budget of £39.461m, which represents an overspend of £0.401m.
- 4.2 There has been a net increase in the budget of £5.404m from that reported on 31 December 2022 of £34.057m to £39.461m. The budget was increased due to developer contributions and earmarked balance drawn downs for various activities and funding throughout the Service.
- 4.3 **Appendix 2** provides more information on the net budget by showing the service areas in more detail along with the gross income and gross expenditure positions. The main issues and variances are explained at section 4.4 of this report.
- 4.4 **Main Issues and Variances – Final Outturn 2022/23**

The following is a summary of the movement on variances between 31 December 2022 figures as reported to the February 2023 Committee and the outturn at 31 March 2023:-

	December	March	Movement
Activity	£000	£000	£000
Directorate	1,134	1,099	(35)
Economic Development	(452)	(1,506)	(1,054)
Housing Development	(1)	(97)	(96)
Planning, Environment and Building Standards	(918)	(2,119)	(1,201)
Infrastructure	130	416	285
Roads and Transport	1,994	2,765	770
Trading Operations	817	(157)	(974)
Total	2,706	401	(2,305)

- 4.4.1 A year-end overspend of £0.401m is reported which is an improvement of £2.305m on that previously reported of £2.706m. The overall variance is attributable to all areas of activity in the Service as can be seen in the table above in 4.4.
- 4.4.2 The significant improvement reflects both the impact of increased income, expenditure controls around staffing and non-staffing expenditure as well as a number of individual items which have impacted positively on the overall position.
- 4.4.3 The Directorate and Business Team includes all of the Service's unallocated efficiency savings from previous years which are yet to be allocated permanently to other budget headings in the Service, but there was an improvement from Quarter 3 to Quarter 4 of £0.035m.
- 4.4.4 Economic Development
- Investment properties have achieved increased rental income.
 - Economy and Regeneration underspend due to staffing costs.
 - Business Development and Employability have undergone changes due to the way programme funded in that moved from reclaim process to a grant funding system. Underspend due to the timing of grant claims.
 - Projects have a higher underspend due to drawdowns from earmarked balances.
- 4.4.5 Housing Development have achieved a higher-than-expected income from staff time recharges.
- 4.4.6 Planning, Environment and Building Standards
- Planning and Building Standards have achieved an overall higher level of income in February and March than projected. Staff vacancies and secondments have also contributed to an improved position.
 - Transport planning staffing costs are lower than predicted due to acting up arrangements within the section. The HiTrans requisition budget was also removed to avoid having to make a year end accounting adjustment to this budget line.

- Environment section have achieved higher income than previously projected. Staffing costs are lower than predicted due to acting up arrangements within the section.
- Planning appeals and inquiries actual expenditure less than projected.

4.4.7 Infrastructure have achieved a lower level of recharge income than expected. This is due to accountancy processes and income has not been correctly attributed to capital projects, which has resulted in the appearance of a lower level of income than expected. In addition, under recovery of income is due to existing vacancies. Efforts have been made to recruit to Engineer posts that will help with efforts to increase efficiency and income target achievement.

4.4.8 Roads and Transport overall overspend of £2.765m is due to the areas of activity noted below:-

- Winter Maintenance there was an overspend of £1.790m due to adverse weather experienced in January to March 2023.
- Roads Maintenance there was an underspend of £0.115m due to the Hired plant and vehicle costs, overtime costs and standby payments lower than projected.
- Engineering Services an underspend of £0.216m is due to staff vacancies and the realignment of budgets between Roads Maintenance and Engineering Services.
- Lighting Services there was an underspend of £0.586m due to the continuation of Capital LED works, there continues to be a saving on Energy Costs. Staff vacancies have also contributed to the underspend.
- Integrated Transport Services there was an underspend of £0.218m.
- Subsidies and Concessionary Fares there was an overspend of £0.388m owing to increased costs associated with the new contracts from January 2023.
- School Transport there was an overspend of £1.687m owing to increased costs associated with the new contracts from January 2023. In 2023/24 a budget feed will mitigate the overspend going forward.
- Car Parks a reduction in income of £0.042m due to the expansion of car park infrastructure and costs for parking services. As more income is generated higher fees are incurred.

4.4.9 Trading Operations comprise the Piers and Harbours and Corran Ferry Budgets. Overall position has improved from Quarter 3 by £0.974m, due to increased income charges for harbour dues and marine oil sales. Harbours income has improved due to the increased number of fishing vessels and also the return of cruise liners to pre covid levels.

4.4.10 In conclusion the improvement in the year end position is due to increased income in respect of planning fees, investment properties and trading operations. The level of costs in several areas of activity is lower than previously anticipated and has therefore further improved the position along with a general control in expenditure.

5 Infrastructure, Environment and Economy Revenue Budget – Quarter 1 2023/24

5.1 Revenue monitoring statements showing actual expenditure up to Quarter 1 2023/24 and year-end estimates are set out in **Appendix 3**. The predicted annual expenditure of the Service is £43.005m against a budget of £40.394m, which represents an overspend of £2.611m.

5.2 **Appendix 4** provides more information on the net budget by showing the service areas in more detail along with the gross income and gross expenditure positions. The main variances contributing to the Service overspend are set out in section 5.3 of this report.

5.3 Main Issues and Variances – Quarter 1 2023/24

5.3.1 Directorate and Business Team includes all of the Service's unallocated corporate and efficiency savings which are yet to be allocated permanently to other budget headings in the Service.

5.3.2 Economic Development forecasts an overall underspend of £0.940m due to the areas of activity noted below:-

- Investment properties have achieved increased rental income;
- Business Development and Employability have undergone changes due to the way programme funded in that moved from reclaim process to a grant funding system. Underspend due to the timing of grant claims;
- Projects underspend due to no spend against historic budgets carried forward and staffing costs

5.3.3 Planning, Environment and Building Standards forecasts an overall underspend of £0.621m due to a combination of fee income and staffing adjustments to be reflected in Quarter 2. The year-end estimate will be kept under review.

5.3.4 Project Design Unit (PDU) forecasts an under recovery of income of £0.438m, due to existing vacancies. Analysis of income to date and projected income levels based on existing staffing levels show an under recovery on the budgeted income.

5.3.5 Roads Maintenance forecasts an overspend of £0.286m due to the hired plant and vehicle costs.

5.3.6 Engineering Services forecasts an underspend of £0.139m due to greater staff time charged to capital.

5.3.7 Lighting Services forecasts an overspend of £0.565m due to increase in electricity costs and a reduction in CCTV income.

Electricity costs are dictated by the national Local Authority Procurement contract with EDF, and there has been a large price increase of 50%, over which the Council has no control. The Council is continuing to make energy consumption and carbon emission reductions which are currently around 8% for the year to date and over 50% since the start of the LED replacement programme in 2015/16. These savings include dimming of lanterns where possible to 50% light output between midnight and 6am as per the current lighting policy as previously approved at committee in May 2019.

Had we not implemented the LED Capital programme back in 2015 our electricity consumption would be over double current levels and would cost in the region of £5m per year at current rates.

The City of Inverness and Area Committee reduced the CCTV funding by £40,000. It has been highlighted that this income reduction can only be managed by a consequential reduction in the in the level of monitoring by staff, and discussions are underway regarding this.

The year-end estimate will be kept under review.

5.3.8 Integrated Transport Services forecasts an overspend of £0.285m mainly due to staffing and set up costs associated with in-house pilot bus operations project. The project has been established to realise significant cost avoidance following the re-tendering of school and public transport contracts last year, and improvements in service delivery. The project has proved to be extremely successful to date.

5.3.9 Subsidies and Concessionary Fares forecasts an overspend of £0.165m this is due to awaiting confirmation of Scottish Government ferries grant funding for 2023/24. School Transport forecasts an overspend of £0.297m due to an unachievable saving applied in 2022/23. This a budget pressure and will have to be managed through the Service budget. Both budget lines should be taken together as they are inextricably linked.

5.3.10 Harbours and Ferries:-

- Harbour dues have achieved a higher level of income than predicted at £0.301m.
- Corran Ferry forecasts an overspend of £1.068m due to loss of income and increasing repair and overhaul costs. The forecast assumes the contingency costs currently £0.464m are being funded from reserves. Also, awaiting confirmation of Scottish Government ferries grant funding for 2023/24.

5.4 The Service savings targets are set out in **Appendix 5**. All of the savings, both service specific and corporate, have been reflected in the Infrastructure, Environment and Economy 2023/24 budget.

6 Service Performance – Corporate Indicators

Service performance in relation to Absence, Complaints, FOIs, and Invoice Payments are set out in the following sub-sections.

6.1 Service Attendance Management

Staff absence is a nationally benchmarked indicator. Effective absence management supports staff, maintains productivity, and contributes to the Council's benchmarked performance. In Quarter 4 the Service lost an average of 2.95 days per employee compared to an average of 2.88 for the Council as a whole.

Infrastructure, Environment and Economy

Average number working days per employee lost through sickness absence

Average Days Lost	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Infrastructure, Environment and Economy	0.66	0.55	0.76	1.67	1.76	1.55	2.95	
Highland Council	1.52	1.83	2.22	2.24	1.61	1.92	2.88	

6.2 Service Complaints Response Times

Monitoring complaints provides important feedback which can facilitate decision making and service design. Services are responsible for responding to complaints which are issued on their behalf by the Customer and Resolution Improvement Team ('CRIT').

Performance for complaints during Quarter 4 against a corporate target of 80% was as follows:-

Complaints - Infrastructure, Environment and Economy

Number of closed complaints and the % compliant with the legislative timescale

Frontline Resolution within 5 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Infrastructure, Environment & Economy	51	45 %	30	57 %	27	59 %	31	39 %	22	77 %	42	93 %	36	92 %	32	81 %
Highland Council	263	62 %	207	62 %	161	62 %	170	61 %	163	90 %	137	93 %	101	90 %	162	92 %

Investigation Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Infrastructure, Environment & Economy	8	75 %	20	25 %	9	56 %	8	13 %	14	21 %	13	54 %	17	29 %	19	47 %
Highland Council	32	63 %	68	54 %	48	44 %	65	46 %	54	31 %	49	47 %	63	41 %	97	63 %

Escalated Resolution within 20 days

	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
Infrastructure, Environment & Economy	16	31 %	16	38 %	20	25 %	8	13 %	10	40 %	2	0 %	4	0 %	8	25 %
Highland Council	43	40 %	45	51 %	57	37 %	38	18 %	34	32 %	22	36 %	15	33 %	32	50 %

The service continues to work to improve. Cases are reviewed weekly at the Senior Management Team meeting. Unfortunately, the complexity of some complaints means that the 20-day resolution time is challenging.

6.3 Service Freedom of Information ('FOI') Response Times

FOI requests are co-ordinated by CRIT in collaboration with the Service teams which may hold information relevant to the request.

The performance for FOI response times during Quarter 4 against a corporate target of 90% was as follows:-

Freedom of Information Requests - Infrastructure, Environment and Economy

% of FOIs closed compliant with the legislative timescale

% FOIs Compliant - Infrastructure, Environment and Economy	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
		129	77 %	126	83 %	119	67 %	126	67 %	97	78 %	98	78 %	127	69 %	124

% FOIs Compliant - Highland Council	Q2 21/22		Q3 21/22		Q4 21/22		Q1 22/23		Q2 22/23		Q3 22/23		Q4 22/23		Q1 23/24	
		391	87 %	414	84 %	400	76 %	462	73 %	364	82 %	478	81 %	536	75 %	399

Tables display the number of FOIs closed within the quarter and % of those that were compliant with the legislative timescale (20 working days) for the service and the Highland Council overall. The Scottish Information Commissioner requires the Council to achieve a minimum compliance rate of 90%.

The service continues to work to improve. Cases are reviewed weekly at the Senior Management Team meeting. Extracting the required data from some of our systems for FOI requests means that the 20-day response time is challenging.

6.4 Service Invoice Payment Times

Payment of invoices within 30 days of receipt is a Council Statutory Performance Indicator. The Council also monitors the number of invoices paid within 10 days of receipt.

The performance for invoice payment times within 10- and 30-days during Quarter 4 against a target of 77% and 95%, respectively, was as follows:-

Infrastructure, Environment and Economy - Invoice Payments

Invoice Payment within 30 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Infrastructure, Environment and Economy	97.4 %	96.9 %	94.2 %	98.1 %	96.3 %	97.2 %	96.2 %	98.0 %
Highland Council	95.8 %	94.2 %	89.1 %	94.1 %	94.2 %	95.1 %	94.9 %	94.5 %

Invoice Payment less than 10 days	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24
Infrastructure, Environment and Economy	86.0 %	76.2 %	58.0 %	80.6 %	82.6 %	83.9 %	81.6 %	85.9 %
Highland Council	80.2 %	67.8 %	53.1 %	67.5 %	73.4 %	70.4 %	71.6 %	70.6 %

7 Service Contribution to Corporate Plan

7.1

Infrastructure, Environment and Economy - PIs and Actions in Corporate Plan

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP2.01 Implement new bus contract management software tool	Q3 22/23	On Target	Q4 22/23	Some Slippage	Q1 23/24	On Target
CP2.01 Implement Raigmore Bus Gate	Q3 22/23	On Target	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage
CP2.01 Income from hire of council buses - start reporting FY23/24	FY 20/21		FY 21/22		FY 22/23	
CP2.01 No. low carbon buses in Council fleet - start reporting 23/24	FY 20/21		FY 21/22		FY 22/23	
CP2.01 No. of community transport projects supported	FY 20/21		FY 21/22		FY 22/23	25
CP2.02 Deliver Permanent Road Traffic Regulation Orders for 20 mph speed limits - start reporting Q1 23/24	Q3 22/23		Q4 22/23		Q1 23/24	On Target
CP2.02 Early Adoption of 20mph speed limits - start reporting 23/24	FY 20/21		FY 21/22		FY 22/23	
CP2.02 Ensure annual delivery of SG Safer Routes to School programme	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.03 Road network to be considered for maintenance	FY 20/21	39.1 %	FY 21/22	36.7 %	FY 22/23	36.5 %
CP2.06/CP5.07 Delivery of 22 Tier 1 priority projects in Highland Strategic Tourism Infrastructure Development Plan - start reporting Q1 24/25	Q3 22/23		Q4 22/23		Q1 23/24	
CP2.08 Delivery of City/Region deal digital project - start reporting Q1 24/25	Q3 22/23		Q4 22/23		Q1 23/24	
CP2.08 ECON08 - Proportion of properties receiving superfast broadband	FY 20/21	84 %	FY 21/22	83 %	FY 22/23	
CP2.09 Complete next stages of Corran Ferry replacement project	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Some Slippage
CP2.09 Deliver Uig Ferry Terminal Project	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.09 Progression of Inverness Railway Station Master Plan to detailed design	Q3 22/23	On Target	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage
CP2.10 Complete Inverness Levelling-Up Fund project	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.10 Ensure percentage of wind production remains within the region as a local investment - due to start reporting Q2 23/24	Q3 22/23		Q4 22/23		Q1 23/24	
CP2.10 Establish an up to date inward investment proposition	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.10 Refresh website and establish baseline for "Number of enquiries through refreshed website p.a."	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP2.11 Develop a community wealth building strategy	Q3 22/23		Q4 22/23	On Target	Q1 23/24	On Target

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP3.01 No. council houses built/ purchased per year 2022-27	FY 20/21		FY 21/22		FY 22/23	
CP3.03 No. affordable houses built by others per year 2022-27	FY 20/21		FY 21/22		FY 22/23	
CP3.06 Complete project to convert part of HQ building into flats - start reporting Q1 23/24	Q3 22/23		Q4 22/23	On Target	Q1 23/24	On Target
CP3.07 Avg time [wks] per planning application - all Local Developments	FY 20/21	11.6	FY 21/22	13.1	FY 22/23	16.2
CP3.07 Avg time [wks] per planning application - all Majors	FY 20/21	27.8	FY 21/22	56.7	FY 22/23	75.2
CP3.07 Avg time [wks] per planning application - Other Consents	FY 20/21	9.8	FY 21/22	9.9	FY 22/23	12.1
CP3.08 No. key worker homes made available avg p.a. 2022-27	FY 20/21		FY 21/22		FY 22/23	
CP3.09 BSIP submitted to Economy and Infrastructure Committee	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Some Slippage
CP4.01 Deliver Active Travel Infrastructure project: Academy Street	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.01 Deliver Active Travel Infrastructure project: Culbokie	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.01 Deliver Active Travel Infrastructure project: Kingussie	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.01 Deliver Active Travel Infrastructure project: Wick	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	Completed
CP4.01 Deliver Inverness Active Travel Network schemes	Q3 22/23	On Target	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage
CP4.04 % of Nature Restoration Fund Allocated	FY 20/21		FY 21/22		FY 22/23	
CP4.04 Consideration of the Flow Country as a UNESCO world heritage site - start reporting Q1 24/25	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.05 Deliver Ecological Strategy	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP4.05 Map council land available for biodiversity enhancement - start reporting Q1 23/24	Q3 22/23		Q4 22/23		Q1 23/24	On Target
CP4.05 Map Highland carbon resources - start reporting Q1 23/24	Q3 22/23		Q4 22/23		Q1 23/24	Some Slippage
CP4.07 Street lighting energy consumption	FY 20/21	10,904,332	FY 21/22	10,035,100	FY 22/23	9,175,349

- CP 3.07 Average time per Planning applications: Planning performance overall was impacted through a significant and continued increase in application numbers. This coupled with the continued impact of the interim measures put in place at the time of the pandemic in 2020/21 through staff redeployment, along with delays to information being submitted resulted in an increase in the number of undetermined applications during this time. This ripple effect of the pandemic has continued into 2022/23 through the increase in time taken to determine planning applications. This reflects the cumulative impact of the increase in workload, with case officers not being able to process applications as quickly and as efficiently as they previously did. Measures have recently been implemented to provide additional staffing to address this. Although new staff are currently being appointed it will take a little while for them to be trained and to be able to make significant contribution to addressing the performance measures in the short term.

PIs/Actions in the Corporate Plan	Period	Data	Period	Data	Period	Data
CP5.01 ERDs being completed - IEE	Q3 22/23	On Target	Q4 22/23	On Target	Q1 23/24	On Target
CP5.02 Carry out full review of Employability Services offered by the Council	Q3 22/23		Q4 22/23	On Target	Q1 23/24	On Target
CP5.02 ECON01 - Percentage of Unemployed People Assisted into work	FY 20/21	1.13 %	FY 21/22	11.68 %	FY 22/23	
CP5.02 No. new Modern Apprenticeships/Paid Placements and Youth Traineeships	FY 20/21		FY 21/22		FY 22/23	84
CP5.02 No. new Youth Traineeships	FY 20/21		FY 21/22		FY 22/23	22
CP5.02 No. of new Paid Placements	FY 20/21		FY 21/22		FY 22/23	62
CP5.09 ECON05 - No. Business Gateway start-ups per 10000 popn	FY 20/21	7.35	FY 21/22	8.49	FY 22/23	
CP5.09 Number of businesses supported by Council ED and BG	FY 20/21	15,319	FY 21/22	2,208	FY 22/23	
CP5.11 Introduce tourism levy - start reporting Q1 25/26	Q3 22/23		Q4 22/23		Q1 23/24	

8 Service Plan Progress

- 8.1 Service performance information from the Draft Directorate Service Plan 2022/23 is set out below. Key Service Improvement Plan and Actions that have been achieved over the last 12 months are listed within **Appendix 6**.

8.2

Roads & Infrastructure: Delivery of Capital Programme Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
ENV4b - Road network - A Class	FY 21/22	26.3 %	FY 22/23	26.2 %	27.6 %	June - HC data; Dec - LGBF
ENV4c - Road network - B Class	FY 21/22	35.8 %	FY 22/23	34.3 %	33.6 %	June - HC data; Dec - LGBF
ENV4d - Road network - C Class	FY 21/22	37.9 %	FY 22/23	39.3 %	33.2 %	June - HC data; Dec - LGBF
ENV4e - Road Network - U Class	FY 21/22	41.3 %	FY 22/23	40.7 %	36.7 %	June - HC data; Dec - LGBF
CP2.03 Road network to be considered for maintenance	FY 21/22	36.7 %	FY 22/23	36.5 %	37.9 %	Update due June - HC

- Full explanation of results given in [Item 17. Scottish Road Maintenance Condition Survey 2022/23](#) as presented to Economy & Infrastructure Committee on 4 May 2023.

8.3

Planning, Env. & Low-Carbon Transport: Providing Planning & Building Standards Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Complete audits by programmed dates	FY 21/22		FY 22/23	3	3	

8.4

Planning, Env. & Low-Carbon Transport: Low-Carbon Transport Projects Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Achieve member approval for consultation on Transport Strategy	Q4 22/23	Completed	Q1 23/24	Completed		due to complete Q3 22/23
Deliver Active Travel infrastructure	Q4 22/23	Some Slippage	Q1 23/24	Some Slippage		due to complete Q4 22/23
Transport Strategy: BSIP document approved	Q4 22/23	On Target	Q1 23/24	Some Slippage		due to complete Q4 22/23

- Some slippages on Active Travel infrastructure projects - Riverside Way now due to complete Q4 2023/24. Raigmore Interchange now due to complete Q4 2024/25.
- BSIP document now due to be presented to committee Q3 2023/24.

8.5

Development & Regeneration: Drive Economic Development Q1 23/24						
Actions PIs being Monitored in Service Plan	Period	Data	Period	Data	Target Value	Completion/Update Date
Tourism economic impact - £bn	CY 2021	£ 0.876	CY 2022	£ 1.628	£ 1.253	
Tourism visitor numbers	CY 2021	3,672,000	CY 2022	5,832,000	6,486,000	

9 Service Risk Mitigation

9.1 The Service is currently developing the Service Risk Register. This will be reported here in future along with tracking of mitigating actions.

Designation: Interim Executive Chief Officer Infrastructure & Environment

Date: 24 July 2023

Author: Ailsa Mackay, Business Manager
Brian Scobie, Corporate Performance Business Partner

Background Papers: Monitoring Statement from 01/04/2022 to 31/03/2023
Monitoring Statement from 01/04/2023 to 30/06/2023

Appendices: Appendices 1 & 2 – Costings Q4 22-23
Appendices 3 & 4 – Costings Q1 23-24
Appendix 5 – Savings Q1 23-24
Appendix 6 - Key Service Plan Improvement Actions and Achievements 2022/23

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY BUDGET OUTTURN 2022/23

	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Directorate	(1,207)	(108)	(108)	1,099
Economic Development	889	(617)	(617)	(1,506)
Housing Development	1,456	1,359	1,359	(97)
Planning, Environment & Building Standards	98	(2,021)	(2,021)	(2,119)
Infrastructure	(696)	(280)	(280)	416
Roads & Transport	42,455	45,220	45,220	2,765
Trading Operations	(3,534)	(3,691)	(3,691)	(157)
TOTAL	39,461	39,862	39,862	401
BY SUBJECTIVE				
Staff Costs	44,366	44,723	44,723	357
Other Expenditure	69,733	87,768	87,768	18,035
Gross Expenditure	114,099	132,491	132,491	18,392
Grant Income	(8,110)	(13,957)	(13,957)	(5,847)
Other Income	(66,528)	(78,672)	(78,672)	(12,144)
Total Income	(74,638)	(92,629)	(92,629)	(17,991)
NET TOTAL	39,461	39,862	39,862	401

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY SERVICES BUDGET OUTTURN 2022/23

Appendix 2

	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Staffing	Other	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY														
Directorate														
Director & Business Team	3,530	4,610	4,610	1,080	573	507	(4,737)	(4,718)	(4,718)	19	(1,207)	(108)	(108)	1,099
Economic Development														
Investment Properties	812	798	798	(14)	(26)	12	(3,882)	(4,414)	(4,414)	(532)	(3,070)	(3,616)	(3,616)	(546)
Economy & Regeneration	2,278	3,324	3,324	1,046	(242)	1,288	(337)	(1,723)	(1,723)	(1,386)	1,941	1,601	1,601	(340)
Business Development & Employability	1,733	4,051	4,051	2,318	492	1,826	(962)	(3,563)	(3,563)	(2,601)	771	488	488	(283)
Projects E & E	1,654	1,257	1,257	(397)	(383)	(14)	(409)	(349)	(349)	60	1,245	908	908	(337)
COVID Grants	2	2	2	0	0	0	0	0	0	0	2	2	2	0
Housing Development														
Housing Development & PSHG	2,395	2,445	2,445	50	35	15	(939)	(1,086)	(1,086)	(147)	1,456	1,359	1,359	(97)
Planning, Environment & Building Standards														
Management	10	8	8	(2)	0	(2)	0	0	0	0	10	8	8	(2)
Building Standards	1,726	1,738	1,738	12	(107)	119	(14)	(72)	(72)	(58)	1,712	1,666	1,666	(46)
Development Plans	746	626	626	(120)	(115)	(5)	(1)	0	0	1	745	626	626	(119)
Area Planning	2,432	2,420	2,420	(12)	(44)	32	0	0	0	0	2,432	2,420	2,420	(12)
Planning Appeals & Inquiries	50	127	127	77	0	77	0	0	0	0	50	127	127	77
Transport Planning	825	1,297	1,297	472	(12)	484	(296)	(888)	(888)	(592)	529	409	409	(120)
Environment	1,761	2,634	2,634	873	307	566	(186)	(1,302)	(1,302)	(1,116)	1,575	1,332	1,332	(243)
Planning Fee Income	27	282	282	255	0	255	(3,752)	(5,779)	(5,779)	(2,027)	(3,725)	(5,497)	(5,497)	(1,772)
Planning Fee Advertising	70	53	53	(17)	0	(17)	(178)	(208)	(208)	(30)	(108)	(155)	(155)	(47)
Building Warrant Fee Income	0	61	61	61	0	61	(3,122)	(3,018)	(3,018)	104	(3,122)	(2,957)	(2,957)	165
Infrastructure														
Project Design Unit	6,582	5,809	5,809	(773)	(594)	(179)	(7,309)	(6,122)	(6,122)	1,187	(727)	(313)	(313)	414
Flood Risk Assessment	35	33	33	(2)	(2)	0	(4)	0	0	4	31	33	33	2
Roads & Transport														
Winter Maintenance	5,611	7,424	7,424	1,813	470	1,343	0	(23)	(23)	(23)	5,611	7,401	7,401	1,790
Roads Maintenance	26,592	25,956	25,956	(636)	(796)	160	(17,457)	(16,936)	(16,936)	521	9,135	9,020	9,020	(115)
Engineering Services	3,548	4,691	4,691	1,143	860	283	(454)	(1,812)	(1,812)	(1,358)	3,094	2,879	2,879	(215)
Flood Alleviation	31	23	23	(8)	(3)	(5)	0	0	0	0	31	23	23	(8)
Lighting Services	6,796	5,955	5,955	(841)	(281)	(560)	(3,479)	(3,224)	(3,224)	255	3,317	2,731	2,731	(586)
Integrated Transport Services	1,672	1,736	1,736	64	(176)	240	(282)	(564)	(564)	(282)	1,390	1,172	1,172	(218)
Subsidies & Concessionary Fares	9,897	10,955	10,955	1,058	(4)	1,062	(5,823)	(6,493)	(6,493)	(670)	4,074	4,462	4,462	388
School Transport	17,249	18,924	18,924	1,675	0	1,675	(51)	(39)	(39)	12	17,198	18,885	18,885	1,687
Car Parks	2,400	2,745	2,745	345	351	(6)	(3,795)	(4,098)	(4,098)	(303)	(1,395)	(1,353)	(1,353)	42
Trading Operations														
Harbours & Ferries	13,635	22,507	22,507	8,872	54	8,818	(17,169)	(26,198)	(26,198)	(9,029)	(3,534)	(3,691)	(3,691)	(157)
TOTAL	114,099	132,491	132,491	18,392	357	18,035	(74,638)	(92,629)	(92,629)	(17,991)	39,461	39,862	39,862	401

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY BUDGET JUNE 2023/24

	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Directorate	(268)	(1,141)	1,184	1,452
Economic Development	(779)	66	(1,719)	(940)
Housing Development	1,484	1,237	1,528	44
Planning, Environment & Building Standards	(1,501)	1,560	(2,122)	(621)
Infrastructure	(1,097)	423	(654)	443
Roads & Transport	46,849	6,884	48,315	1,466
Trading Operations	(4,294)	456	(3,527)	767
TOTAL	40,394	9,485	43,005	2,611
BY SUBJECTIVE				
Staff Costs	42,849	9,737	44,714	1,865
Other Expenditure	75,363	14,628	77,921	2,558
Gross Expenditure	118,212	24,365	122,635	4,423
Grant Income	(4,558)	(169)	(4,628)	(70)
Other Income	(73,260)	(14,711)	(75,002)	(1,742)
Total Income	(77,818)	(14,880)	(79,630)	(1,812)
NET TOTAL	40,394	9,485	43,005	2,611

INFRASTRUCTURE & ENVIRONMENT AND ECONOMY SERVICES BUDGET JUNE 2023/24

	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staffing	£'000 Other	£'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	849	(844)	2,254	1,405	1,372	33	(1,117)	(297)	(1,070)	47	(268)	(1,141)	1,184	1,452
Economic Development														
Investment Properties	913	196	802	(111)	(153)	42	(3,955)	(1,093)	(4,505)	(550)	(3,042)	(897)	(3,703)	(661)
Economy & Regeneration	1,981	625	1,944	(37)	(56)	19	(164)	(2,518)	(130)	34	1,817	(1,893)	1,814	(3)
Business Development & Employability	1,220	497	1,247	27	(77)	104	(962)	3,231	(1,142)	(180)	258	3,728	105	(153)
Projects E & E	504	316	365	(139)	(100)	(39)	(316)	(1,079)	(300)	16	188	(763)	65	(123)
COVID Grants	0	0	0	0	0	0	0	(109)	0	0	0	(109)	0	0
Housing Development														
Housing Development & PSHG	2,423	1,237	2,467	44	(9)	53	(939)	0	(939)	0	1,484	1,237	1,528	44
Planning, Environment & Building Standards														
Management	10	9	20	10	0	10	0	0	0	0	10	9	20	10
Building Standards	1,608	420	1,589	(19)	3	(22)	(14)	0	(14)	0	1,594	420	1,575	(19)
Development Plans	616	140	571	(45)	(45)	0	(1)	0	0	1	615	140	571	(44)
Area Planning	2,533	616	2,296	(237)	(336)	99	0	0	0	0	2,533	616	2,296	(237)
Planning Appeals & Inquiries	50	7	57	7	0	7	0	0	0	0	50	7	57	7
Transport Planning	982	159	1,020	38	36	2	(344)	798	(336)	8	638	957	684	46
Environment	1,188	406	1,158	(30)	(43)	13	(186)	(183)	(142)	44	1,002	223	1,016	14
Planning Fee Income	70	101	160	90	0	90	(4,890)	(485)	(5,279)	(389)	(4,820)	(384)	(5,119)	(299)
Planning Fee Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Building Warrant Fee Income	0	5	6	6	0	6	(3,123)	(433)	(3,228)	(105)	(3,123)	(428)	(3,222)	(99)
Infrastructure														
Project Design Unit	6,160	1,136	5,668	(492)	(256)	(236)	(7,288)	(722)	(6,358)	930	(1,128)	414	(690)	438
Flood Risk Assessment	35	9	36	1	1	0	(4)	0	0	4	31	9	36	5
Roads & Transport														
Winter Maintenance	5,611	169	5,611	0	0	0	0	0	0	0	5,611	169	5,611	0
Roads Maintenance	25,838	5,630	25,765	(73)	188	(261)	(17,347)	(3,853)	(16,988)	359	8,491	1,777	8,777	286
Engineering Services	3,848	1,063	4,482	634	442	192	(478)	(322)	(1,251)	(773)	3,370	741	3,231	(139)
Flood Alleviation	31	1	30	(1)	(1)	0	0	0	0	0	31	1	30	(1)
Lighting Services	6,645	1,450	6,792	147	(254)	401	(3,514)	(1,966)	(3,096)	418	3,131	(516)	3,696	565
Integrated Transport Services	1,046	652	2,436	1,390	683	707	(175)	(223)	(1,280)	(1,105)	871	429	1,156	285
Subsidies & Concessionary Fares	13,461	2,065	13,626	165	0	165	(8,030)	0	(8,030)	0	5,431	2,065	5,596	165
School Transport	22,084	2,666	22,370	286	0	286	(51)	(1)	(40)	11	22,033	2,665	22,330	297
Car Parks	2,234	648	2,898	664	459	205	(4,354)	(1,095)	(5,010)	(656)	(2,120)	(447)	(2,112)	8
Trading Operations														
Harbours & Ferries	16,272	4,986	16,965	693	10	683	(20,566)	(4,530)	(20,492)	74	(4,294)	456	(3,527)	767
TOTAL	118,212	24,365	122,635	4,423	1,864	2,559	(77,818)	(14,880)	(79,630)	(1,812)	40,394	9,485	43,005	2,611

Appendix 5

Category	Ref	Service	Type	Saving Description	Agreed Saving Em	Describe the actions progressed to implement the saving	Does this conclude saving implementation in YES/NO	What further actions will be taken forward to deliver the saving?	Are there risks and issues relating to achieving the saving amount in 23/24, describe these?	What remedial action or mitigations are proposed?	What value of saving do you forecast for 23/24 (to capture any variation – more)	BRAG status	Comments for Committee Report
Budget Not Required for Original Purpose	2.1a	&E&E	Staffing	Deletion of Business Manager Post	0.030	Postholder is retiring 30/11/23	yes				0.030	G	
Budget Not Required for Original Purpose	2.1a	&E&E	Staffing	Removal of Film Enquiries Work	0.020	Staff redesign project	tbc	To be monitored throughout year			0.020	G	
Budget Not Required for Original Purpose	2.2b	&E&E	Non-Staffing	Coastal Communities Fund	0.300		yes			Removed from budget	0.300	B	
Budget Not Required for Original Purpose	2.2c	&E&E	Non-Staffing	Active Travel/Safer Routes to School	0.080	Full cost recovery for staffing from external grant will achieve this saving.	yes				0.080	G	
Service Redesign and Efficiency	3.4	&E&E	Non-Staffing	Street Lighting	0.150	Operational budget has been reduced.	yes				0.150	G	
Service Redesign and Efficiency	3.10	&E&E	Staffing	Roads Redesign	0.100	One of the work streams of roads redesign project is to review the staffing structure of the roads operational teams.	no	Work in progress. It is anticipated this review will achieve the staff saving, but is unlikely to be implemented until the end of 23/24			0.040	A	Work in progress. It is anticipated this review will achieve the staff saving, but is unlikely to be implemented until the end of 23/24.
Service Redesign and Efficiency	3.1	&E&E	Staffing	Harbours	0.030	Staff saving not achievable due to operational needs.	no	Work in progress. It is anticipated that additional income from harbour dues will achieve the financial target.			0.030	G	
Service Redesign and Efficiency	3.1	&E&E	Staffing	Commercial Property	0.030		yes				0.030	G	
Contract Management and Procurement	4.1	&E&E	Non-Staffing	Private Sector Housing Grants	0.050	Removed from budget	yes				0.050	G	
Contract Management and Procurement	4.3	&E&E	Staffing	School and Public Transport:	0.030	Back office efficiencies are dependant on new software being in place, this is still under development. There is currently a vacancy which cannot be deleted as it is a substantive post of a project officer in team.	no	staff vacancy remains unfilled so financial saving should be achieved.			0.030	B	
Contract Management and Procurement	4.4	&E&E	Non-Staffing	Fuel: Marine Gas Oil contract	0.120	Contract for marine gas oil has been drawn up and tendered by shared Services Procurement Team (previously procured via local buy in).	no	Tender evaluation process complete. Results under discussion and report from procurement team anticipated to confirm outcome.			0.120	A	Discussions ongoing with supplier following procurement exercise.
Removal or Reduction in Service	6.1	&E&E	Staffing	Employability	0.060	reduction of FTE through focused employability review	no	vacancies are being held until review is complete			0.060	A	
Removal or Reduction in Service	6.2a	&E&E	Staffing	Long Distance Routes	0.070	Consultation has taken place regarding the redeployment of two members from LDR team one redeployment has taken place and one still dependant on a suitable vacancy arising.	no	2 fe £0.70m (previously £0.78m)			0.070	G	
Removal or Reduction in Service	6.2b	&E&E	Staffing	Vacancy Management - including opportunity-led by natural turnover, flexible retirements etc.	0.147	Vacancy Management across the Service to deliver saving in 23/24.	no				0.147	A	Vacancy Management across the Service to deliver saving in 23/24. Vacancy management to be addressed during 23/24.
Removal or Reduction in Service	6.3	&E&E	Staffing	Building Standards	0.050	Vacant post will be deleted	yes				0.050	G	
Removal or Reduction in Service	6.4	&E&E	Staffing	Access	0.050	The reduction to be achieved by utilising Enforcement Officer and £0.050m fee income to fund post	yes				0.050	G	
Removal or Reduction in Service	6.5	&E&E	Staffing	Street Lighting	0.040	Restructure of street lighting team has resulted in staffing saving	yes				0.040	G	
Increasing Income - Discretionary Services	7.2a	&E&E	Non-Staffing	Car Parking - Increase Parking Charges	0.100	Car park charges have been increased to deliver this saving	yes				0.100	G	
Increasing Income - Discretionary Services	7.2b	&E&E	Non-Staffing	Car Parking - Increase number of Invitation to Pay Car Parks	0.100	Additional list of 21 car parks have been agreed and will be implemented in 23/24	yes				0.100	G	
Increasing Income - Discretionary Services	7.4	&E&E	Non-Staffing	Planning and Building Standards	0.300	Fee target increase 23/24	yes				0.300	G	
Increasing Income - Contribution to Cost	7.7	&E&E	Non-Staffing	Charging for Events	0.020	Revised policy to be presented to E & I committee in November to implement charging for events	no	Committee approval will be sought in November to implement.			0.020	A	Committee approval will be sought in November to implement.
Increasing Income - Commercial	7.1	&E&E	Non-Staffing	Commercial Portfolio	0.300	Additional income through rent reviews	yes				0.300	G	
Increasing Income - Commercial	7.2	&E&E	Non-Staffing	Harbour Dues and Fees	0.100	Harbour dues have been increased to deliver increased income target	yes				0.100	G	
Increasing Income - Commercial	7.2	&E&E	Non-Staffing	Income Review across a range of cost centres across the IEE Service	0.100	Increased income has been impacted by coast ferry service outage which has meant the proposed increase in fares has not been implemented. No fare income has been received since 3/4/2023	no	Service pressure which we will try to manage through service budget.			0.100	A	Service pressure to be managed through service budget.

Key Service Plan Improvement Actions and Achievements 2022/23

Planning

- The first phase of the replacement housing re-development at Meiklefield Road, Dingwall
- The opening of the National Treatment Centre, in Inverness. The Inverness Campus is a regional centre for innovation and lifelong learning in the Highlands and Islands specialising in the provision of life sciences, research and academia, and is now home to NHS Highland's new National Treatment Centre. The £48.6m Centre was completed in 2023 with its first patients admitted in April this year.
- The completion and operation of the Noss Head Switching Station north of Wick which is the first outside China and is a "national" scale development.
- In April 2023 a new visitors centre and footpath network opened to the public at the Corrieshalloch Gorge. The Gorge is a National Nature Reserve which attracts thousand visitors per year. It is a popular attraction on the North Coast 500 tourist route. The site is located 12 miles south of Ullapool at the Braemore Junction with the A832.
- The Flow Country peatlands are being nominated to become Scotland's only UNESCO World Heritage site inscribed for purely natural criteria, only the second in mainland Great Britain (for natural criteria) and the first site listed internationally for the exceptional value of its peatlands.
- The planning service has run two successful in-house training event in the last year. The first of these was held in Inverness in November 2022 and focussed on Built Heritage, particularly in relation to Listed Buildings and the Inverness Riverside Conservation Area. The interactive day was held in the recently refurbished Category A Listed Inverness Town House, the seat of local government in Inverness, and was led by our specialist officers from the Environment Team, and Planning case officers. Around 35 officers from across Highland attended

Building Standards

- The Graduate Apprenticeship scheme; that has been a particular success for Building Standards. Since 2018 the service has employed 8 Graduate Apprentices to date. In Dec 22, one of our surveyors was awarded the University Medal for being the highest achieving student in her subject. Two further students have been awarded First Class Honours Degrees in Building Surveying in the 2023 term. Seeing these young people develop to being competent and qualified surveyors of the highest level reflects on their mentor's dedication to their development; as well as the council for giving them the opportunity of a full-time job and career.

Roads and Street Lighting

- Managing a great number of events within Inverness & the Highlands which improve reputation.
- Delivery of area roads resurfacing and surface dressing programmes
- Delivery of strategic road improvements
- Visitor Management - Roads staff throughout the Highlands working closely with internal and external partners. The collaborative approach continuous with regular attendance at VM focus groups and should be celebrated.
- Delivering winter maintenance programme
- Roll out of broadband taking place – 72 miles installed/changing people's lives in rural communities – youngsters, etc. – we are the catalyst and influencing the lives of so many
- LED streetlighting replacement delivered ongoing savings of energy - 8% reduction and carbon - 16% reduction in 22/23. Over the life of the LED programme to date our energy consumption has dropped from over 19M kWh in 2016 to 9M kWh in 22/23 and carbon reduced from over 10,000 tonnes in 2016 to 2000 tonnes in 22/23.

PDU Team

- Contracts completed or on-going by the PDU 22/23, around £19.5m worth of work completed or ongoing
- **Cycling, Walking and Safer Streets** schemes in, Beauly, Bridgend, Hilton, Cauldeen, Munloch, Ness Castle, Smithton, Cradlehall, Kinmylies, Glen Urquhart, Ardersier, Lochardil, Noss, Pentland, Castletown, Thurso, Scretan Burn Active travel, and Strathdearn.
- 20mph schemes in Dornoch and Tain
- Dornoch Cemetery extension
- Ness Castle Primary School off-site works
- A832 road improvement Slattadale Phase 2
- Knockbain Burn Overflow – to reduce flood risk in Dingwall.
- Tordarroch Bridge Repairs
- Invercoe Bridge Replacement
- Ruthven Bridge resurfacing
- Caol and Lochside Flood Protection Scheme

Traffic and Parking Services

- Significant increase in parking enforcement - team of 16 that work completely flexibly who have also come up with so many intuitive ways of working/delivering the service.
- Successful delivery of car parking improvement and new invitation to pay schemes

Harbours

- Successful return of cruise liners and fishing vessels following Covid enabling harbour dues income targets to be achieved
- Marine fuel income target achieved.

Corran Ferry

- Team responses to crises in difficult circumstances, incl. Corran Ferry (incl. overnight works on A861), and dealing with storm damage (e.g. recent flooding and landslips).
- The design works for the new infrastructure to accommodate the new electric vessels at Corran Ferry are progressing with detailed development of the preferred option layouts and forms of construction for the marine structures. Current and wave modelling has also been carried out in the preliminary surveys for the scheme where this information helps inform the detailed design of the new infrastructure as well as the new vessel design.

Environment Team

- Highland Council became a signatory to the Edinburgh Declaration, joining over 300 local, regional and national governments in demonstrating our commitment at a global level to tackling the nature crisis and biodiversity loss.
- Flow Country World Heritage Site bid submitted to UNESCO.
- Council Tree Management strategy adopted.
- Thurso Conservation Area appraisal and management plan completed, and new statutory conservation area boundary adopted.
- Successful relaunch of the Council's Species Champions initiative for Members.
- Secured £320k through the Nature Restoration Fund with monies committed against a range of projects including funding project officer to deliver the Council's green mapping project.
- Secured 2-year post through the Transformation Fund to employ the Council's first Planning Ecologist to help the Planning Authority deliver new statutory responsibilities in relation to NPF4.
- Secured £220k from Better Places Fund to support the delivery of the Council's Access Ranger Service.
- Ash dieback recognised as a significant corporate risk major corporate.
- The second CPD day was held in the warm spring sunshine of late May 2023, focussing on arboriculture, and was led by the Environment Team's specialist forestry officers, and Planning case officers. Around 30 staff attended. The initial discussions related to overview and review of the relevant NPF4 and Highland Council planning policies and associated legislation, along with examination of arboricultural worst and best practice on development sites. This was followed by practical walking tours undertaken around the Council's headquarters building on Glenurquhart Road in Inverness, and the nearby Ness Riverside area, and then onto the Torvean area on the southern edge of the city.

Development Plans Team

- Inner Moray Firth Proposed Local Development Plan published March 2022 – well ahead of the Scottish Government deadline – and subsequently submitted to Scottish Ministers for Examination in March 2023.
- Assistance provided to the Opportunity Cromarty Firth consortium to secure Green Freeport status for Inverness and the Cromarty Firth in January 2023.
- Good progress with ongoing work to prepare Area Place Plans across Highland with the appointment of two temporary Project Managers in November 2022 to help prepare and implement these across Highland.
- Supported and enabled a range of other major projects significant to the delivery of the Council's Development Plan and Indicative Regional Spatial Strategy, including a key role in work to progress the Flow Country Candidate World Heritage Site.

Road Safety Team

Looking at the Measures and Actions detailed against Road Safety in the Service Plan the contribution for the Road Safety Team for 22/23 is as follows:

- Early Adoption of 20mph Project:
 - Secured Transport Scotland funding to deliver early adoption of 20mph programme (over the lifetime of the project this will see a saving approaching 1.5 million to Highland Council and significantly increase delivery rate of 20mph speed limits)
 - Assessment of over 400 settlements within Highland using the Transport Scotland criteria to determine settlement inclusion within the new 20 mph speed limit programme completed
 - GIS mapping along with extensive detailed information produced and provided to Transport Scotland as part of the 20mph assessment process including:
 - GIS maps detailing all existing 20mph and 30mph limits indicating restricted roads within this
 - GIS maps detailing all roads changing to 20mph within Highland
 - Gained approval from Transport Scotland for the proposed settlements put forward for inclusion and financial costs
 - Speed Count Data recorded at 250 sites around Highland and dashboard for general public to view data established
<https://highlandcouncil.azurewebsites.net/highlandcouncil/map-full-view> along with establishment of 20mph webpage www.20mph@highland.gov.uk
 - Delivery of £160,860 grant funding in relation to the above
 - Not sure if the following will count as it is in 23/24 but thought it was worth providing the info:
 - Installation of 20mph speed limits in 125 towns / villages around highland is ongoing with over 75% of settlements completed to date and the remaining installation ongoing
 - One Council wide 18-month Temporary Road Traffic Regulation Order for the new Highland 20mph programme has been made and goes live on Monday 31 July 2023

- Delivery of £1.5 million pound Cycling, Walking and Safer Streets Grant:
 - Delivery of over 70 Active Travel projects around the Council Area, including the production of 20 new School Travel Plans
 - Headline projects include:
 - Construction of new ramp at Miller Academy Primary to allow active travel access to the new nursery
 - Creation of a new footpath at Lochaline
 - Creation of Active Travel route including footpath construction, traffic calming installation and speed limit extension in Strathdearn
 - Installation of 20 Cycle Shelters and 5 Scooter pods at various schools around the Council Area
 - Settlement wide 20mph limit with associated traffic calming delivered in Dornoch, Grantown, Tain and Invergordon

- Secured and delivered £75,000 from Cycling Scotland for installation of Cycle Storage

- Delivery of £74,163 Scottish Government Direct Resource Grant

- Highland Council performance against Scottish Government Casualty Reduction Targets for 2030 (this is for all roads i.e. Local Authority and Trunk Roads):

Traget	Baseline 2014- 2018	2020	2021	2022
50% Reduction in people killed	18	18	14	32
50% reduction in people seriously injured	164	106	115	116
60% Reduction in children (aged <16) killed	0	2	1	2
60% Reduction in children (aged <16) seriously injured	8	7	5	3
Interim Outcome Targets				
40% reduction in Pedestrians KSI	20	10	12	6
20% reduction in cyclist KSI	10	11	7	3
30% reduction in motorcyclists KSI	47	16	29	38
20% reduction in road users aged 70 and over KSI	27	20	14	22
70% reduction in road users aged between 17 to 25 KSI	39	14	23	16

Active Travel Team

- **Tradespark Nairn (£88,800)** – residential footway improvements to benefit active travel and disability access; installation of 35 drop kerbs with tactile paving, 5 drop kerbs with tarmac surface and other surface improvements. Also, footway improvements on Moss-Side Road to improve the active travel corridor from Tradespark to wider active travel footpath linking to the High School, Train Station, etc.
- **North Kessock (£35000)** – new uncontrolled footway crossings installed on Millbank Road and Shore Road to improve walking, wheeling and disability access; 18 drop kerbs with tactile paving, footway repairs and surfacing.
- Review and prioritisation of Highland Active Travel Masterplans
- Prioritisation of AT links between and within settlements in Inner Moray Firth.
- Team also wrote and consulted on the Case for Change for Highland Local Transport Strategy

Buses

- Establishment of in-house bus service team

BPF Projects

- STAG Appraisal Report submitted to Transport Scotland for gateway review on the Connecting Inverness Project focussing on bus priority on A82/Rose St/Shore St, Park & Ride North Kessock as well as other locations identified in the strategic overview of the city undertaken
- STAG Appraisal Report submitted to Transport Scotland for gateway review for Millburn Corridor project focusing on bus priority and active travel
- STAG Appraisal Report submitted to Transport Scotland for gateway review for Lochaber/Fort William project focusing on various bus priority measures, re-imagining of the bus station and mobility hub opportunities
- STAG Appraisal Report extensive work has been carried out on the B9006 Bus Priority Project with a pause in work awaiting the Inches Junction planning determination as a result of the strong linkages/alignment required of both these projects
- Traffic Light priorities delivered at 20 key sites in Inverness City which was facilitated the use of on street infrastructure and SMART technology has facilitated bus priority at these sites
- Project Management funding secured until 31/12/23 to deliver all BPF projects
- Draft Bus Service Improvement Partnership Plan has had extensive work completed with feedback from all partners and now awaiting secondary legislation to push this forward through the statutory process element
- Identification of a further 6 sites for traffic light priority within Inverness City Centre.
- Planning Application submitted for Blar Mhor Bus Link
- Phase 1 of Raigmore Bus Gate construction complete. Phase 2 construction underway.

- Several match in kind benefits from the partners of the Bus Service Improvement Partnership including Stagecoach delivering an Inverness City Wide electric fleet, contributions from HITRANS & Stagecoach to public transport information studies to aid in the improvement of this element, as well as Stagecoach contribution to the overall Bus Service Improvement Partnership & BPF projects with providing a staff member on secondment in the form of a Project Officer for delivery of the BPF projects.

Economy and Regeneration

- Following the creation of the Highland Strategic Tourism Infrastructure Development Plan in early 2022, The Highland Council was successful in attracting funding for 4 key priority infrastructure projects totalling £1.54M in approved funding and £3.24M in overall investment.
- 2022 was a record year for filming in Highland with direct spend in the region reaching over £3M, from a range of national and international productions which included the popular UK/US versions of The Traitors.
- Secured UK Government Shared Prosperity Funding for Highland Delivery Plan (Year 1 = £1,461,484), commenced delivery in January 2023 and secured release of Year 2 funding = £2,465,696. Work ongoing across a range of activity.
- The Council's Business Gateway service engaged with 2055 companies, including support to 316 start-up businesses (an increase of 56% from 2012/22), support for 400 existing businesses with ambitions to grow (an increase of 73% on the year 21/22) and 200 businesses benefitted from the Council's business support grant funding.
- Loans, via Highland Opportunity (Investments) Limited of over £700k to 15 local growing businesses.
- Engagement with and support for 680 out of work clients in their employability journey of which 257 were supported into work.
- Production of a 3-year Employability Delivery Plan setting the strategic direction for the Highland Employability Partnership supporting improved integration and alignment of Employability Services across a wide range of stakeholders and secured Scottish Government annual grant (2022/23 £2.4m and 2023/24 £3.6m).
- Introduction of multi fund Community Regeneration programme, delivered as a combined fund with the one application process and one grant award. £5m disbursed to over 100 projects with ongoing grant delivery support to community organisations.