



# Planning and Development Service

*Seirbheis Dealbhachaidh is Leasachaidh*

## Service Plan

*Plana Seirbheis*  
2009/10 – 2010/11

# DRAFT

## Document Control

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## CONTENTS

<b>Executive Summary</b>	4
<b>1. Background and Context</b>	5
1a Purpose, Timeframe and monitoring	5
1b Structure of the Service, Functions and Overview of Financial Resources	5
1c Resource and budget pressures	7
1d Programme for the Highland Council, Statutory and Corporate Governance Priorities and the Single Outcome Agreement	10
1e Review of Performance and Progress	11
1f Risks and Risk Management	12
<b>2.0 Objectives and Actions</b>	13
2.1 Corporate Theme 2: Communities and Older People	13
2.2 Corporate Theme 3: The Economy	13
2.3 Corporate Theme 4: Our Environment	23
2.4 Corporate Theme 5: More Effective and Efficient	29
Appendix 1 – Budget details by Section	46
Appendix 2 – Statutory Performance Indicators	47
Appendix 3 – Local Performance Indicators	48
Appendix 4 – Service Risk Profile	51

## **DRAFT**

### **EXECUTIVE SUMMARY**

This Service Plan covers the period to May 2011. It sets out the scope, goals and structure of the Service. It links directly with the Programme for the Highland Council and the Single Outcome Agreement (SOA) via for example the delivery of the UHI Campus, A96 Corridor, affordable housing, whole town and coastal strategies, renewable energy, promotion and protection of the Highland environment.

59 Service actions are established across 4 Corporate Themes. Of these, 23 actions contribute directly to the achievement of the Programme for the Highland Council; 14 actions focus on the management of risk and the Service Risk Profile, A further 22 support the delivery of Corporate Priorities, statutory and non-statutory service functions.

Three sections are the focus of service delivery: Planning and Building Standards, Environment and Development and Business Support. 8 managers work with the Director and two Service Heads. In all 231 staff work for the Service, 81 of them based at headquarters.

A gross revenue budget of £11.92M funds service delivery. Of this £5.53M is derived from fee income and staff costs account for £7.786M.

A broad range of statutory and non-statutory functions are carried out by the Service:

- The Planning and Building Standards section prepares planning policy documents including Local Plans, research and information gathering and the regulatory functions associated with planning applications and building warrants, including the enforcement of planning and building controls.
- The Environment and Development Section's functions are carried out via two HQ teams and area staff. Responsibilities include Highland Opportunity Ltd, tourism, Business Gateway, Highland LEADER, Highland Fresh Mussels Ltd, aquaculture planning, forestry, archaeology, ranger services and access provision.
- The Business Support team provides project management and business change, performance monitoring, financial management, IT, personnel, complaints, freedom of information and admin support.

The Service makes efficiency savings in order to redirect resources to new areas of work and to enhance existing ones. The Service reviews charging regimes where possible to maximise income and manages vacancies to meet the demands of the economic downturn.

Service priorities are established alongside review and reporting mechanisms.

Statutory and local performance indicators are set out at appendix 2 and 3 respectively.

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## 1. Background and Context

### 1a. Purpose, Timeframe and Monitoring

This Service Plan is a strategic document which outlines how we will contribute to the delivery of the Programme of the Highland Council where the Planning and Development Service has either a lead or supporting role. In addition the plan links key actions required for the delivery of the Single Outcome Agreement, improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2009-2011 and is supported by a series of specific operational and project plans, where appropriate.

It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, current Service issues and priorities, and the main risk factors identified in relation to these matters.

The plan is an active document and will be subject to review on an annual basis with reports being submitted to the Planning, Environment and Development Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review.

The Service Plan will be updated annually taking into account internal and external influences and actions arising from monitoring activity throughout the year including the development of the Scottish Government's requirements surrounding the Single Outcome Agreement.

The plan will be useful to many including:

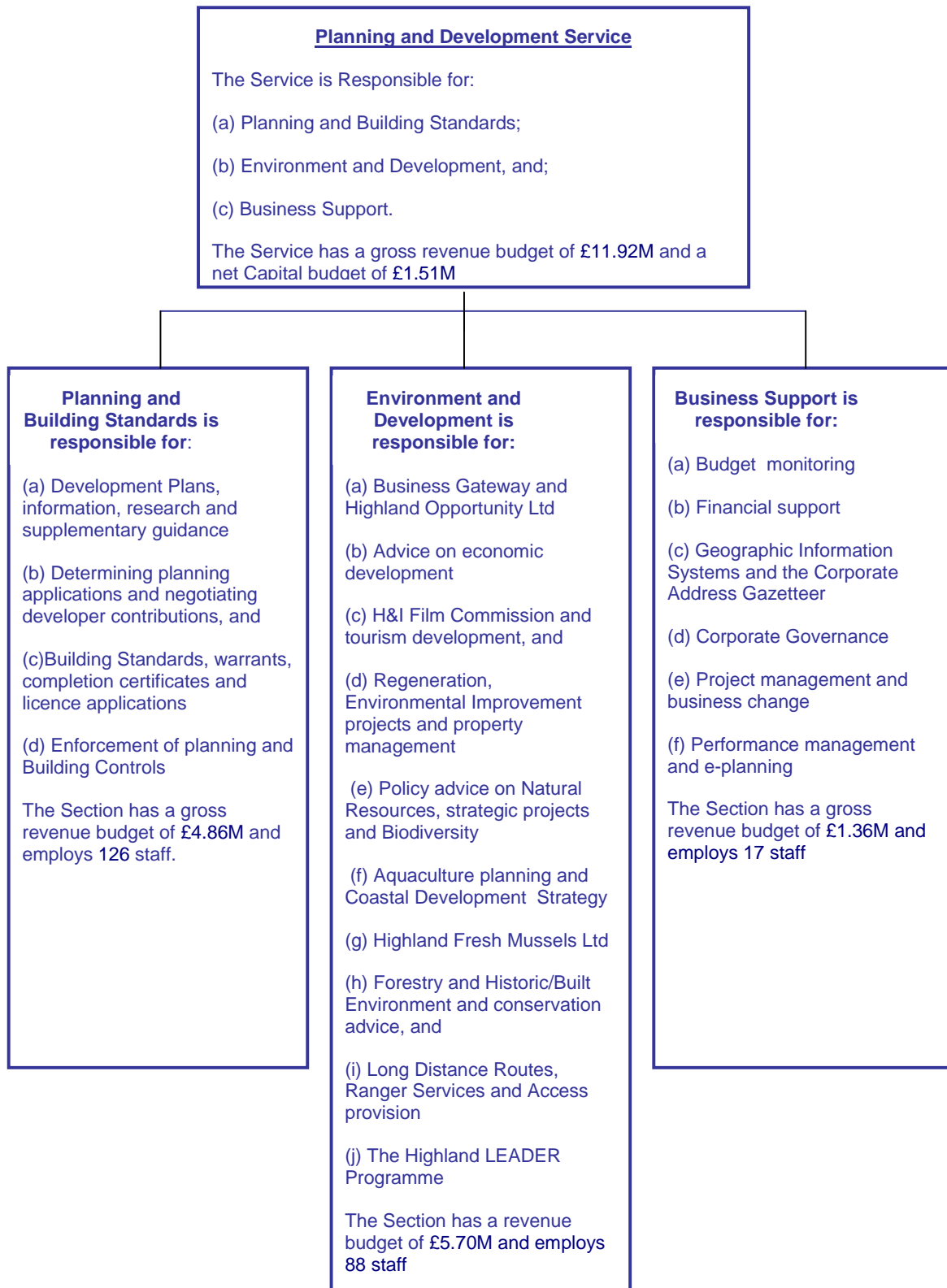
- Staff
- Customers
- Elected members
- Other Council Services
- All partners or potential partners

### 1b. Structure of the Service, Functions and Financial Resources

Service delivery is through three sections set out below, reflecting progression from the development of strategic and local policy through to its implementation and the corporate administration of the Service.

Only 35% of the staff are based at Council Headquarters. Most elements of work are delivered through the three Corporate Areas, Planning and Building Standards staff, the Countryside Rangers, Projects and Access Officers located at various points across the Highlands. Dispersed staff play a key role in front line delivery of services and provide one of the main customer focuses for the Service.

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**Fig 1: Structure of the Planning and Development Service**

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### **1c. Resource and budget pressures**

Managing the budget and other resources effectively is vital to delivering efficient services, the Programme for the Highland Council and the Single Outcome Agreement. Financial resources available to the Planning and Development Service are therefore allocated to delivering the:

- Programme for the Highland Council (Actions Ref: Section 2)
- The Single Outcome Agreement (Actions ref SOA: Section 2)
- The Corporate Plan (Actions ref CP: Section 2)
- Service specific initiatives
- Statutory duties

Detailed budget information by Service Section is included at Appendix 1 for information.

#### **Capital Budget: 2009/10 and 2010/11**

Historically the Service has achieved an equivalent amount of match funding from EU, Lottery and other agencies although this leverage is decreasing as these grant programmes are directed to other priorities. In overall terms the Service anticipates putting over £2.48m of capital works on the ground in the next two years, plus over £3.00m of projects supported via the Vacant and Derelict Land Fund. New financial regulations now give the Council greater flexibility in its use of capital expenditure.

#### **Anticipated revenue scenario for 2009/10 and 2010/11**

No net increase in real terms is anticipated in the Service budget over the Service Plan period, other than to reflect increased duties following the passage of legislation by the Scottish Parliament and the transfer of budgets where appropriate (e.g. Business Gateway and the SNH Resource Transfer).

Staff costs account for nearly two thirds of the gross revenue expenditure. Providing core functions through Corporate Areas with seven frontline planning and building standards offices and area based Ranger and Access staff means high fixed costs.

Building warrant and planning application fees are a key source of income, which cannot be controlled. The amount of fees taken in is dependant on external factors such as the health of the local economy. In addition, planning fee levels are set nationally by the Scottish Government and charges cannot be amended locally to take account of changing financial circumstances. A significant source of budget pressure is the decline in fee income linked to the current economic situation.

However, staff complements and accommodation costs cannot readily be adjusted if there is a shortfall in fee income, nor quickly increased to maintain

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service levels if there is unexpected growth in application numbers and therefore workload and income.

### Efficiency

The Service is constantly seeking efficiency savings, and to redirect resources to service delivery. Given the economic downturn this is expected to continue for the foreseeable future and efficiencies will grow in significance as an influence on Service budgets. The Service will continue to review charging regimes annually to maximise income and as opportunities arise to share services with partner organisations, for example with Moray Council with regard to Business Gateway.

The Service is on course to meet efficiency savings of £265K during the current financial year

### Flexible Working

Flexible working is essential if the Service is to maximise the value of resources. Improved efficiency comes from multi-skilling and the co-ordination of Council Services. This will take time to develop, and there are significant issues in terms of training and harmonisation of employment conditions linked to Job Evaluation. We aim to deliver all services in a sustainable manner, particularly where IT can contribute.

There is a need to put more of the budget into direct service delivery, to improve efficiency and reduce overheads. Best Value is another key driver. The Service needs to look continually at practices and procedures, address the needs of the public, reduce the level of bureaucracy and get things right first time.

### Efficiency Projects – “e Planning”

The “ePlanning” Programme is a major investment programme which will transform the way the public interact with planning authorities. Applicants will be able to submit planning applications on-line, and applicants and the general public to query the status of applications and supporting documentation.

Contributors will be able to submit comments (in support of or against) applications and statutory consultees will receive electronic consultations. In addition, a new system of on-line local plans will be developed. This programme will have a significant impact on the way planning staff interact with the public. A key element of the e-planning programme is the setting up of scanning facilities for digitising paper planning applications and this is well underway within the Service.

A portion of start up costs have been met by the Scottish Government in 2008/09, and the balance will be found from within the overall Service budget. However there will be financial cost pressures during 2009/10 and onwards until further efficiencies can be found. These will be met via a bid based on this budget pressure and the balance found from savings in the P&D overall budget.

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Further development of GIS and CAG will be required to meet future demands, such as web based GIS to support ward managers and members. A rationalisation of technology should bring long-term efficiencies but initial project funding will be required. Funded will have to come from efficiencies elsewhere in the overall Service or Council budget.

### Development Management and Public Local Inquiries

Our consultants' budget allows us to obtain external advice on issues such as Renewable Energy Statements and Environmental Impact Assessments. Where we do not have budgetary provision is for external advice on Retail Impact Assessments, Environmental Statements or Landscape Visual Assessments which accompanying planning applications. Further, the Service only has a small budget (£50k) specifically covering the cost of appeals/public local inquiries.

Conversely, large retailers and wind farm developers have specialist legal teams and consultants who operate throughout Scotland and indeed Great Britain. It is an unequal struggle. If Members wish officers to give them quality advice on applications and to defend refusals on appeal, then additional resources will be needed to do so. An assessment of these is currently underway and will be reported shortly.

### The Planning Etc (Scotland) Act 2006

The Financial Memorandum accompanying the Planning etc (Scotland) Bill 2005 estimated that the additional cost on Local Authorities per year for changes in Development Planning, Development Management, Enforcement and Tree Preservation Orders would amount to £8.9m. This equates to £261k for individual Planning Authorities. A 20% uplift for transitional costs in 08/09 and 09/10 raised the annual cost to the Council to £313k. Council granted the Service a budget pressure of £157 for these costs in 2008/09.

Secondary legislation to implement the Act is coming forward. The cost of this should to be met from increased Government grant and/or from increased budget allocation from the Council.

### Land Reform Act – Countryside and Access

The Council has consistently argued that the Access GAE introduced following the Land Reform Act 2003 was inequitably distributed. The Scottish Government has accepted this. The GAE for Access in 2008/09 was reworked and rose by £521k. The P&D Service secured £200k of this to cover under-funding and new responsibilities allied to the programme for the 6 statutory Core Path Plans. There are approx 2,200km of 'candidate' core paths in Highland. Recent negotiations linked to the SNH Resource Transfer resulted in £530K being made available during 2009/10 for the delivery of Access and Countryside functions.

### Economy and Regeneration

## **DRAFT**

The Highland LEADER Programme is managed on behalf of the Community Planning Partnerships by the Council and in turn the P&D Service is the lead Service. Management and administration costs have been accounted for and provided but the availability of public sector project match funding is uncertain at present.

Business Gateway has transferred (from HIE) to the Council from 1<sup>st</sup> April 2009 with an allied budget transfer of £882K.

### **1d. Programme for the Highland Council, The Single Outcome Agreement, Statutory and Corporate Governance Priorities**

#### Programme for the Highland Council

The Planning and Development Service has an important role to play in delivering the Programme for the Highland Council. Although the Service supports actions across the Programme, the priority themes, where the Service leads or is a major contributor to actions, are:

- What we will do for communities and older people
- What we will do for the economy
- What we will do for the environment
- What we will do to make the Highland Council more effective and efficient

#### Single Outcome Agreement

Planning and Development also has an important role to play in delivering local outcomes contained within the Single Outcome Agreement with the Scottish Government. The most relevant themes are:

- Safeguarding our environment, and;
- A competitive, sustainable and adaptable Highland economy

#### Statutory and Corporate Governance Priorities

Other statutory priorities also exist and these include:

- The delivery of an efficient Planning and Building Standards Service, which includes continuing improvement of performance indicators
- Protecting and promoting Biodiversity
- Preparing and reviewing Core Path Plans, approving access exemptions
- Promoting the Scottish Outdoor Access Code and the right to take responsible access
- Reducing the number of complaints and reducing dissatisfaction with complaints handling, improving response times and reducing the

## **DRAFT**

number of complaints which are escalated or not dealt with satisfactorily on first contact

- Responsibility for Tain Mussel Fishery
- Preparing Aquaculture Framework Plans and Coastal Zone Management
- Marine Aquaculture planning applications

Corporate governance priorities include:

- Equalities – Implementing the Council's Equalities Improvement Objectives – Section 2.0; Commitment 2.4.1
- Efficiencies – Section 2.0; Commitment 2.4.2
- Customer Contact – Section 2.0; Commitments across all Themes
- Health and Safety – Section 2.0: Commitments 2.4.10; 2.4.11; 2.4.25 and 2.4.26
- Sustainability – Section 2.0; Commitment 2.4.3
- Implementing the Best Value Improvement Plan – Section 2.0 Commitments 2.3.10; 2.4.2; 2.4.3; 2.4.7; 2.4.8; 2.4.11; 2.4.13; 2.4.15; 2.4.18; 2.4.20 and 2.4.23
- Employee Survey – Section 2.0; Commitment 2.4.26
- Gaelic Language Plan - Section 2.0: Commitment 2.4.4
- Recession Action Plan – Section 2.0; Commitment 2.4.17
- Climate Change Actions – Section 2.0; Commitment 2.4.3
- Community Planning Partnerships – Section 2.0; Commitment 2.4.27

### **1e. Review of Performance and Progress**

Review and management mechanisms are in place to ensure that the Service delivers its responsibilities under the Programme for the Highland Council, the Single Outcome Agreement and Corporate Priorities. These include:

#### **Service Management**

Service Management is based around:

- Weekly HQ Management Team meetings
- Six weekly Service Management team meetings.
- Monthly/Quarterly Staff/Section meetings and briefings
- Personal Development Plans
- Meetings with the Chair and Vice Chair of Planning, Environment and Development Committee
- Meetings with the Council's Administration
- Employee Survey and Work-Positive focus groups
- Quarterly Performance Reviews (QPR) with Chief Executive's office
- Quarterly reporting to the Planning, Environment and Development Committee
- Operational and Work Plans where appropriate

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### Review mechanisms

The Service is committed to continuous improvement, and draws on a range of information and tools to monitor and evaluate performance. Reported regularly, these include:

- Statutory performance indicators
- Best Value review process
- European Foundation for Quality Management (EFQM)
- Employee Surveys
- Information feedback forms and questionnaires
- Local Plan questionnaires
- Response time data
- Complaints management data
- Absence management information
- Non-statutory performance measures
- External Scrutiny – Audit Scotland (Best Value and Community Planning)
- Consultant evaluations

### Building Standards:

The Building Standards team are responsible for preparing the Balanced Scorecard which details improvement to the management and delivery of the service. The service was audited by the Scottish Government Building Standards Division (BSD) in October 2007 and following a very poor result prepared and submitted an Action Plan of improvements that would be achieved throughout 2008. Two good follow-up audits have been carried out (August 2008 and Jan 2009) and the service is now working to achieve the medium term objectives stated in their own Building Standards Business Plan 2008 – 2011 and supporting Improvement Plan with an aim to achieving excellence.

Statutory performance indicators are routinely measured and reported quarterly to Committee and to the Scottish Government.

Statutory and Local Performance Indicators are included for information at Appendix 2 and 3 respectively.

### **1f. Risks and Risk Management**

Service management contributes to the Corporate Risk Register and to the management of Service risk. Relevant staff members have undergone risk management training and a Service Risk Register is maintained. Fourteen Service risks are identified. Appendix 4 records the significant Service risks and their profile. These result from a recent review of risk undertaken by the Service Management Team.

Associated actions to address Corporate and Service risks are incorporated within Section 2.0.

## DRAFT

### 2.0 Service Objectives and Commitments

The Service's main contribution is through its responsibility for planning and development in the Highlands.

There are 59 commitments within this section. Of these, the Service leads on 23 commitments within the Programme for the Highland Council, across three themes, reflecting the diverse role of the Service. 14 commitments focus on the management of risk and the Service Risk Profile. A further 22 support the delivery of Corporate Priorities, statutory and non-statutory service functions. Where appropriate, linkage is made with the Single Outcome Agreement, Best Value Improvement Plan and the Corporate Risk Register.

### 2.1 Corporate Theme 2: Communities and Older People

The Planning and Development Service has joint lead responsibility for 1 Programme commitment:

<b>Service Id</b>	2.1.1		
<b>Programme Commitment</b>	As a member of the Hydro Carbon Fuels Working Group we will work with our local authority partners to campaign for fair and equitable fuel prices across the Highlands and Islands, and promote alternative renewable fuels to replace hydrocarbon based fuels		
<b>Programme Ref</b>	<b>WG2.01, SOA 5/14</b>		
<b>Lead Officer</b>	E&R Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	Fair and equitable fuel prices across H&I and greater use of alternative fuels		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	N/A	<b>Equalities Impact: Assessment conducted:</b>	N/A at present
<b>By (Initials):</b>	N/A	<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.1.1.1	Experion Study to be completed	June 09	
2.1.1.2	Joint action with HIE and HITRTANS to progress study findings	March 10	

### 2.2 Corporate Theme 3: The Economy

The Planning and Development Service has lead responsibility for 10 Programme commitments:

<b>Service Id</b>	2.2.1		
<b>Programme Commitment</b>	We will work with the Scottish Government, HIE and the private sector to promote national key sectors namely: energy, food and drink, life sciences, financial services, tourism and creative industries through engagement in strategy development and a range of initiatives.		
<b>Programme Ref</b>	<b>3.02, CP 3.03, CP3.04, CP3.08, SOA3/7/8/10</b>		

## DRAFT

<b>Lead Officer</b>	CHNR Manager and E&R Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	Measured growth in key sectors		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	N/A	<b>Equalities Impact: Assessment conducted:</b>	N/A at present
<b>By (Initials):</b>	N/A	<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.2.1.1	Support Tourism sector (Action 2.2.11 refers)	Oct 09	
2.2.1.2	Support creative industries (Action 2.5.13 refers)	Oct 09	
2.2.1.3	Support energy sector (Action 2.3.2 refers)	Oct 09	
2.2.1.4	Support Local Food Sector (Action 2.2.13 refers)	Oct 09	

<b>Id.</b>	2.2.2		
<b>Objective.</b>	We will work with the Scottish Government, local partners and the private sector to enable 6,000 new houses, with appropriate amenities to be built in the Highlands between 2007-8 and 2010-11, with 2,000 of these affordable houses for rent and low cost home ownership of which 600 will be for older people and people with disabilities.		
<b>Ref.</b>	<b>3.03, CP3.12a, CP3.14, CP3.15, CP4.30, SOA 3/9</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards and DP Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	Planning policy enables the building of 6000 houses during the period with appropriate low cost/affordable ratios. Open space is provided in accordance with Council Policy. Other facilities and amenities are provided to meet stated deficiencies		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact: Assessment conducted:</b>	N/A
<b>By (Initials):</b>	RH/MM	<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.2.2.1	Prepare an annual Housing Land Audit to ensure that sufficient land identified for development remains available and free from constraints.	Aug 09	
2.2.2.2	Prepare Supplementary Planning Guidance on open space provision.	May 09	
2.2.2.3	Improve the quality of layout and design of residential development by preparing and implementing new Supplementary Planning Guidance.	Dec 09	
2.2.2.4	Review the Affordable Housing Development Plan Policy Guideline	Complete	
2.2.2.5	Review the Housing in the Countryside Development Plan Policy Guideline.	Aug 09	
2.2.2.6	Complete the stages of the Sutherland and West Highland & Islands Local Plans to enable a Public Local inquiry	June 09	
2.2.2.7	Implement the A96 Growth Corridor Framework and associated developer contribution protocols.	Quarterly	
2.2.2.8	Reduce the time taken to determine applications for planning permission and building warrant.	Quarterly	

## DRAFT

2.2.2.9	Implement local plans by preparing development briefs/master-plans where appropriate	Quarterly
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<b>Service Id</b>	2.2.3	
<b>Programme Commitment</b>	We will recognise and support the importance of the Cairngorm National Park to the Highland economy.	
<b>Programme Ref</b>	<b>3.06, CP3.11, SOA 7/8/9/10</b>	
<b>Lead Officer</b>	Director and Management Team	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Consistent engagement and partnership working with the CNPA	
<b>Risk</b>	N/A	
<b>Date Equalities Screening conducted:</b>	N/A	<b>Equalities Impact: Assessment conducted:</b> N/A at present
<b>By (Initials):</b>	N/A	<b>Date Published:</b>
<b>Enabling actions</b>		<b>Review Date</b>
2.2.3.1	Joint work ongoing with CNPA on Area Tourism Partnership Strategy and Action Plan	March 10
2.2.3.2	Joint project funding from Highland and CNPA LEADER Programme	March 10
2.2.3.3	Joint action and funding for Biodiversity	March 10
2.2.3.4	Service represented on CNPA Delivery Team and Rothiemurchus Concordat	March 10

<b>Service Id</b>	2.2.4	
<b>Programme Commitment</b>	We will work with HIE, Scottish Development International and statutory infrastructure providers to make the Highlands one of the most attractive places to do business in Scotland.	
<b>Programme Ref</b>	<b>3.07, CP3.03, CP3.04, CP3.08, SOA7/8,</b>	
<b>Lead Officer</b>	Head of Planning and Building Standards/ DP Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Measurable business growth in Highland	
<b>Risk</b>	<b>CCC19</b>	
<b>Date Equalities Screening conducted:</b>	May 09	<b>Equalities Impact: Assessment conducted:</b> N/A at present
<b>By (Initials):</b>	RH/MM	<b>Date Published:</b>
<b>Enabling actions</b>		<b>Review Date</b>
2.2.4.1	Joint working with HIE/Private sector MIPIM property conference	Aug 09
2.2.4.2	Joint working arrangements with HIE to provide co-ordinated response to inward investment opportunities	March 10
2.2.4.3	Engage with HIE, Scottish Development International and statutory infrastructure providers in the preparation of the HWLDP	Nov 09

<b>Service Id</b>	2.2.5	
<b>Programme Commitment</b>	We will work with the Scottish Govt, HIE and the private sector to support the provision and use of high speed broadband services for our businesses and communities.	
<b>Programme Ref</b>	<b>3.08, CP3.28, SOA3/9,</b>	
<b>Lead Officer</b>	Director of P and D	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Growth in availability of HS Broadband in Highland	

## DRAFT

<b>Risk</b>	<b>CCC19</b>		
<b>Date Equalities Screening conducted:</b>	N/A	<b>Equalities Impact: Assessment conducted:</b>	N/A at present
<b>By (Initials):</b>	N/A	<b>Date Published:</b>	
<b>Enabling actions</b>			
2.2.5.1	Raise profile of issues as opportunities to do so arise (e.g. external speakers)	March 10	

<b>Service Id</b>	2.2.6		
<b>Programme Commitment</b>	We will prepare a new Highland Development Plan and a Coastal Development Strategy by 2009, and will prepare 3 Aquaculture Framework Plans (AFPs) by 2011, which will enhance the conditions for balanced and sustainable economic growth for Highland communities.		
<b>Programme Ref</b>	<b>3.09, CP3.29, CP 3.30, SOA2/5</b>		
<b>Lead Officer</b>	DP Manager and CHNR Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	HWDP and CDS published during 2009 Aqua Framework Plans by 2011		
<b>Risk</b>	<b>CCC20</b>		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact: Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH/MM	<b>Date Published:</b>	
<b>Enabling actions</b>			
2.2.6.1	Update Development Plans Scheme by March 09	Complete	
2.2.6.2	Publish main issues report for HWDP by August 09	Aug 09	
2.2.6.3	Publish proposed plan incorporating CDS by November 09	Nov 09	
2.2.6.4	Consultation draft Nevis AFP published May 09	May 09	
2.2.6.5	Consultation draft Torridon AFP published by autumn 09	Nov 09	
2.2.6.6	Consultation draft Enard Bay published by autumn 09	Nov 09	
2.2.6.7	AFPs published by May 2011	Dec 10	

<b>Service Id</b>	2.2.7		
<b>Programme Commitment</b>	We will prepare 3 new Local Development Plans which will provide detailed planning guidance and will ensure full community participation in their preparation.		
<b>Programme Ref</b>	<b>3.10, CP3.31, SOA2/5</b>		
<b>Lead Officer</b>	DP Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	Preparation of 3 Area Local Development Plans with full community participation by 2011. Preparation of necessary Supplementary Planning Guidance to support the 3 new Plans.		
<b>Risk</b>	<b>CCC20</b>		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact: Assessment conducted:</b>	N/A
<b>By (Initials):</b>	MM	<b>Date Published:</b>	
<b>Enabling actions</b>			

## DRAFT

2.2.7.1	Update development plans scheme by March 09	Complete
2.2.7.2	Progress Inner Moray Firth LDP	Jan 10

<b>Service Id</b>	2.2.8		
<b>Programme Commitment</b>	We will work with the UHI and HIE to support the award of full University Title to include research degree awarding powers and ensure the development of its academic research capability as the basis of economic development. We will support the development of a new, high quality Inverness campus as an essential part of the UHI network.		
<b>Programme Ref</b>	<b>3.17, CP3.49, SOA3/8</b>		
<b>Lead Officer</b>	DP Manager		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	University title granted to UHI, new campus and recognised research programme in place.		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	MM/AM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.8.1	Contribute to Campus Master Plan		Complete
2.2.8.2	Resolve infrastructure issues for campus development		Dec 10
2.2.8.3	Determine campus planning applications		Sept 09

<b>Service Id.</b>	2.2.9		
<b>Programme Commitment.</b>	We will continue to engage with Scottish Water and others to ensure that lack of infrastructure does not hold up housing and other developments		
<b>Council Programme Ref.</b>	<b>WG3.05, CP3.63, SOA1/1</b>		
<b>Lead Officer.</b>	DP Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	No developments held up because of water or waste water infrastructure constraints		
<b>Risk.</b>	<b>CCC19</b>		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>	MM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.9.1	Attend quarterly liaison meetings with Scottish Water and the Scottish Environment Protection Agency.		Quarterly
2.2.9.2	Housing Land Audit to detail constraints to development due to lack of water or waste water capacity.		Aug 09
2.2.9.3	Representations to Water Industry Commission.		Sept 09

<b>Service Id.</b>	2.2.10		
<b>Programme Commitment.</b>	We will continue to seek a strategic shift in the ownership of marine resources by working with the Scottish Government and pressing the UK Government to conduct a full review of the Crown Estates.		
<b>Council Programme Ref.</b>	<b>WG3.08, CP3.65</b>		

## DRAFT

<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Scottish Crown Estate reviewed by Scottish and UK Government resulting in a strategic shift in management of the Estate to Scottish/LA level.		
<b>Risk.</b>	NA		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.10.1	Submit CERWG report to Ministers – Sep 07		Complete
2.2.10.2	Prepare evidence for RAEC during 2007 and 2008		Complete
2.2.10.3	Continue to lobby with CERWG partners where appropriate and monitor progress		Aug 09
2.2.10.4	Take lead from HC Cross Party WG on any future activity work		Ongoing
2.2.10.5	Consider Community benefit opportunities of CE marine renewable energy programme with CE and CERWG partners		Aug 09

In addition the Service jointly delivers a further 4 Programme commitments:

<b>Service Id.</b>	2.2.11		
<b>Programme Commitment.</b>	We will work with the Scottish Government, the business community, HIE and the third sector to promote business growth including more local businesses and social enterprises through the establishment of Business Gateway by 2009 and other Council support.		
<b>Council Programme Ref.</b>	<b>3.01, CP3.03, CP3.04, SOA3/7 and 10</b>		
<b>Lead Officer.</b>	ER Manager (with CE)		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Business Gateway established and resultant measurable business growth		
<b>Risk.</b>	PD14 (C2)		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	AM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.11.1	Monitor Delivery of Business Gateway contract against contract targets		Quarterly
2.2.11.2	Partnership Board meeting with Moray Council		Quarterly
2.2.11.3	Deliver Economic Forum Action Plan		6 monthly
<b>Service Id.</b>	2.2.12		
<b>Programme Commitment.</b>	We will develop Highland tourism – our most significant industry - in partnership with the business sector, VisitScotland, Event		

## DRAFT

	Scotland and HIE. We will focus on opportunities such as Gaelic, green tourism, events and activities. We will improve the Council's own services for visitors.		
<b>Council Programme Ref.</b>	<b>3.05, CP 3.09. SAO 3/7</b>		
<b>Lead Officer.</b>	ER Manager and CHNR Manager (with ECS)		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Increase the value of tourism by 4% per annum to £700M by 2010.</li> <li>Increase the number of visitors to the region.</li> </ul>		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	AM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.12.1	Coordinate delivery of key actions assigned to the Council within Highland Tourism Strategy/Action Plan.		Oct 09
2.2.12.2	Annually review and revise Partnership Agreement with VisitScotland		March 10
2.2.12.3	Review Tourism Development Budget		Aug 09
2.2.12.4	Ensure co-ordination of Ranger Service work-plans with tourism, access and property management objectives		Aug 09

<b>Service Id.</b>	2.2.13 (2.3.1 Refers)		
<b>Programme Commitment.</b>	We will pursue initiatives to support the procurement of local products and services by the Council and others.		
<b>Council Programme Ref.</b>	<b>3.12, CP3.37, SOA3/7 and 2/6</b>		
<b>Lead Officer.</b>	CHNR Manager (with CE and FIN)		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>			
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.13.1	Council to host Highland Local Food Conference during Nov 08		Completed
2.2.13.2	Local food action plan to set out actions promoting the availability of local food in the Highlands		May 09
2.2.13.3	Liaison with CE/ECS regarding the opting out of Scotland Excel in respect of food procurement		Aug 09
2.2.13.4	Contribute to developing SG National Food Policy		Aug 09
2.2.13.5	Contribute to review of Council estate for suitability for local food production and HC Allotments Strategy		Nov 09
2.2.13.6	Explore opportunities for joint action to free up suitable land for allotments/small holdings		Nov 09
2.2.13.7	Explore opportunities for provision of additional market space for local producers within existing Highland retail units		Aug 09

## DRAFT

<b>Service Id.</b>	2.2.14		
<b>Programme Commitment.</b>	We will work with the Scottish and UK Governments and partners to prevent and reduce poverty by supporting more people into sustained employment.		
<b>Council Programme Ref.</b>	<b>3.14, CP3.42, CP3.44, CP3.45, CP3.47, SOA 5/14</b>		
<b>Lead Officer.</b>	ER Manager (with CE/ECS and SW)		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Measurable reduction in poverty in the Highlands and increased employment.		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A at present
<b>By (Initials):</b>	AM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.2.14.1	Manage contract with HOL for delivery WfF/FSF programmes		Sept 09
2.2.14.2	Contribute to corporate efforts to deliver Employability Strategy and FSF		Sep 09

The Planning and Development Service also undertakes the following Statutory (S) and Non-Statutory (NS) core activities which link well with Corporate Theme 3: The Economy.

<b>Id.</b>	2.2.15 (S)		
<b>Objective.</b>	Whole town strategies are seen as the means by which the range of plans and strategies already prepared by the public sector can be refined with local input and focused at the community level. A small town/community focus offers the way to re-invigorate community planning at the local level and release the capacity of individuals to help themselves. Effort in the first instance will be directed to Thurso, Wick, Dingwall, Portree and Fort William given their Development Plan sub-regional centre status and thereafter to Highland's other small towns (Tain, Invergordon, Ainess, Nairn, Aviemore, Muir of Ord and Grantown).		
<b>Ref.</b>	<b>CP3.07, SOA 1/3</b>		
<b>Lead Officer.</b>	Economy and Regeneration Manager but delivery will require input from Corporate and Ward Managers linked to Community Planning.		
<b>Resource Changes</b>	Service budgets together with external funding linked to LEADER and Fairer Scotland Fund, and successful bids to SG Town Centre Regeneration Fund		
<b>Key Performance Results</b>	Whole town strategies/action plans to be prepared for all of our small towns (to address Council corporate, partnership, and community issues)		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>	AMcC	<b>Date Published:</b>	
			<b>Review Date</b>

## DRAFT

Enabling actions		
2.2.15.1	Set baseline and define service and development issues for each town. 2008 – 2010 - Sub-regional centres - Other small towns	March 10 June 10
2.2.15.2	Define the vision/strategy and enabling actions for each town, including milestones (the local community plan) by 2010 - Sub-regional centres - Other small towns	March 10 Dec 10

<b>Id.</b>	2.2.16 (NS)		
<b>Objective.</b>	We will work with the UHI and HIE to support the Highlands becoming a centre of research and development in renewable energy technologies		
<b>Ref.</b>	<b>CP 4.07, SOA 2/6</b>		
<b>Lead Officer.</b>	Economy and Regeneration Manager		
<b>Resource</b>	Currently within Service budget		
<b>Key Performance Results</b>	For Council buildings, increased installed capacity of renewable energy equipment by a minimum of 4000KW by 2010		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	AMcC Dec 2008	<b>Equalities Impact Assessment conducted:</b>  <b>Date Published:</b>	

Enabling actions		Review Date
2.2.16.1	Negotiate for the use of Nigg yard as a multi-user, multi-purpose facility, prepare Master Plan for Nigg and adopt as supplementary planning guidance	Oct 09
2.2.16.2	Encourage trade organisations to network and develop joint projects with public sector partners, which support and strengthen the supply chain capability, including skills.	March 10

<b>Id.</b>	2.2.17. (S)		
<b>Objective.</b>	Ensure delivery of supporting infrastructure for development through developer contributions		
<b>Ref.</b>	<b>SOA 1/3 and 2/5</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards.		
<b>Resource Changes</b>	Financed from Developer Contributions		
<b>Key Performance Results</b>	Supporting infrastructure for development delivered through developer contributions		
<b>Risk</b>	<b>CCC19</b>		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 RH	<b>Equalities Impact Assessment conducted:</b>  <b>Date Published:</b>	
Enabling actions		Review Date	
2.2.17.1	Report on outcomes of health check on corporate approach to	Complete	

## DRAFT

	developer contributions	
2.2.17.2	Prepare interim Supplementary Planning Guidance on Developer Contributions	Aug 09
2.2.17.3	Implement recommendations on developer contributions negotiation and administration	Aug 09

<b>Id.</b>	2.2.18 (N/S)		
<b>Objective.</b>	To work with the Partnership of Councils and Highlands & Islands Enterprise in the Scottish Highlands & Islands Film Commission to promote the area as a film friendly location, bringing forward investment and contributing towards building a sustainable local screen industry through the promotion of local cast, crew and facilities		
<b>Ref.</b>	<b>CP 3.10</b>		
<b>Lead Officer.</b>	Economy & Regeneration Manager		
<b>Resource Changes</b>	Currently within the Scottish Highlands & Islands Film Commission Business Plan		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>To increase television and film commercials enquiries for the Highlands &amp; Islands by 5% per annum</li> <li>To increase spend in the area by 5% per annum</li> <li>To increase the local creative industry related businesses and services promoted through the Production Guide by 10% by 2010</li> <li>To develop a joint 'Creative Industries Strategy' with HIE</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 AMcC	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.2.18.1	Undertake an independent external evaluation of SHIFC	June 09	
2.2.18.2	Consider evaluation findings and recommendations made and action as agreed and were possible in 2009/10, with other actions built into the Business Plan 10/11	Aug 09	
2.2.18.3	Investigation and development if possible of joint Creative Industries Strategy with HIE	March 10	

<b>Id.</b>	2.2.19 (S)		
<b>Objective.</b>	To deliver the Service's Capital Programme which supports the Administration's commitment to accelerating economic development and increasing the standard of living of the Highland community, maintaining and developing active interest in the heritage and history of the Highlands, and supporting the greater involvement of Highland residents in shaping the future of their communities		
<b>Ref.</b>	<b>N/A, SOA 3/7 and 3/10</b>		
<b>Lead Officer.</b>	Economy and Regeneration Manager		
<b>Resource Changes</b>	Currently within Service budget however additional resources required to support continuing delivery of Capital Programme		
<b>Key Performance Results</b>	Delivery of annual Capital Programme, on time, on budget whilst meeting agreed project outcomes and quality standards		
<b>Risk</b>	PD5-C2,		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 AMcC	<b>Equalities Impact Assessment conducted:</b>	

## DRAFT

		<b>Date Published:</b>	
Enabling actions			Review Date
2.2.19.1	Delivery of annual Capital Programme		Quarterly
2.2.19.2	Investigate and establish project evaluation procedure for capital and property maintenance works		Dec 09
2.2.19.3	Development of roll forward capital programme		Jan 10
2.2.19.4	Ensure continued and improved attention to Accessibility (all-abilities) as a standard project outcome		Quarterly
2.2.19.5	Adopt National Standards for Community Engagement		Quarterly

### 2.3 Corporate Theme 4: Our Environment

The Planning and Development Service has lead responsibility for 8 Programme commitments:

<b>Service Id.</b>	2.3.1 (2.2.13 Refers)		
<b>Programme Commitment.</b>	We will continue to work with the Scottish Government, UK and EU partners to promote and enhance forestry, farming, fishing and crofting in the Highlands. We will ensure their continued importance in supporting sustainable rural communities - and coastal communities who depend on the marine environment - and we will support projects which seek to enhance the value of primary products from the Highlands, notably the local food sector.		
<b>Council Programme Ref.</b>	<b>4.02, CP4.04, CP4.05, SOA 3/7</b>		
<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Increasingly diverse and profitable primary sector in the Highlands		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
Enabling actions			Review Date
2.3.1.1	Via Land, Environment and Sustainability Strategy Group and PED Committee, review Highland Council priorities with respect agriculture, crofting, forestry and fisheries sectors by August 2009		Aug 09
2.3.1.2	Review project objectives and continue to support strategic development projects which assist the achievement of the Council's priorities - 15 projects annually		Sept 09
2.3.1.3	Influence spending under SRDP Tier 3 and the EFF to reflect Council and regional priorities		
2.3.1.4	Review policy priorities and strategic project objectives annually during the life of the Council		May 10
2.3.1.5	Respond to strategic consultations relating to the future of the primary sectors including SRDP, LFASS, CAP and CFP reform		Nov 09

## DRAFT

2.3.1.6	Maintain involvement in strategic Scottish/Highland Fora and working groups promoting development of the primary sectors	May 10
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<b>Service Id.</b>	2.3.2		
<b>Programme Commitment.</b>	We wish to see by 2010, a total of 1280 megawatts installed capacity in suitable locations in Highland with improved capacity of grid connections and as part of the implementation of the Council's Renewable Energy Strategy, support the potential for marine energy in the Pentland Firth.		
<b>Council Programme Ref.</b>	4.03, CP4.06, SOA 2/6		
<b>Lead Officer.</b>	P&D Management Team		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Capacity increased to 1280 by 2010 – improved grid connections and marine energy developments in Pentland Firth		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	SB	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.2.1	Monitor expressions of interest, offers, approvals and installations		Quarterly
2.3.2.2	Facilitate grid upgrades		March 2012
2.3.2.3	Review the Councils Renewable Energy strategy and Planning Policy in the light of Scottish Planning Policy 6: Renewable Energy		August 2009
2.3.2.4	Contribute to Government Working Groups and projects supporting marine energy developments around Highland including the Pentland Firth		Quarterly
2.3.2.5	Enter into appropriate Joint Working Agreements and project partnerships with for example; Highland Birchwoods Ltd and Community Energy Scotland to support the implementation of the Council's Renewable Energy Strategy		Aug 09

<b>Service Id.</b>	2.3.3		
<b>Programme Commitment.</b>	We will use the Council's sustainable design guidance and publish measurable commitments on energy saving by promoting higher standards of thermal and solar efficiency for new buildings.		
<b>Council Programme Ref.</b>	4.05, CP4.09, CP4.10, SOA 2/6		
<b>Lead Officer.</b>	Head of Planning and Building Standards and DPM		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Design guidance supports higher standards of energy efficiency in new builds. Includes reduced: <ul style="list-style-type: none"> <li>• Carbon emissions</li> <li>• Energy consumption</li> <li>• Carbon emission</li> </ul>		
<b>Risk.</b>	CCC20		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	RH/MM	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.3.1	Implementation of Highland Council's policy for Designing for		Aug 09

## DRAFT

	Sustainability.	
2.3.3.2	The provision of infrastructure for sustainability in large development	Quarterly
2.3.3.3	The implementation of the Building Standards Technical Handbook with its requirements to achieve 25% improvements above existing levels in respect of thermal efficiency.	Completed
2.3.3.4	Jointly deliver the Highland Housing Fair in August 2010	Aug 09

<b>Service Id.</b>	2.3.4		
<b>Programme Commitment.</b>	We will work with our Local Access Forums to draw up and implement a system of Core Path Plans for the Highlands.		
<b>Council Programme Ref.</b>	<b>4.17, CP4.27, CP4.28, SOA 4/1 and SOA 4/2</b>		
<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Statutory Core Paths Network established and maintained <ul style="list-style-type: none"> <li>• A sufficiency of access opportunities in and around communities in Highland.</li> <li>• Knowledge of where the public are entitled to take responsible access.</li> <li>• Improved health and wellbeing</li> </ul>		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.4.1	Scottish Government approves 6 core path plans during 2009		Nov 09
2.3.4.2	Communities support the draft core path plans (6). by: 1) agreement with local access forums as statutory consultees, 2) number of objections received, 3) standards of community engagement used, 4) new question in APS 2008		Complete
2.3.4.3	User surveys of long distance routes (Great Glen Way, Speyside Way, West Highland Way). Specific survey plus APS question.		Complete
2.3.4.4	Number of resolved complaints received from public on access restrictions (100%)		Nov 09
2.3.4.5	Number and % of Access issues resolved with support of LAF (100%)		Quarterly
2.3.4.6	Review LAF membership and structure		Nov 09

<b>Service Id.</b>	2.3.5		
<b>Programme Commitment.</b>	The Council will work with the Highland Biodiversity Partnership and Local Biodiversity Groups to promote and enhance biodiversity within the Highlands and to implement the Scottish Government's strategy for biodiversity.		
<b>Council Programme Ref.</b>	<b>4.19, CP4.31, CP4.32, CP4.34, SOA 2/5</b>		
<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Biodiversity features maintained of improved and promoted		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>

## DRAFT

2.3.5.1	Support Local Biodiversity Groups (7 + Cairngorms Group)	Ongoing
2.3.5.2	HLF Communities Project for Highland Biodiversity 2007/2008 – 2010/2011	Complete
2.3.5.3	Landfill Communities Fund for Biodiversity projects 2007/2008 – 2010/2011	Complete
2.3.5.4	Administer Highland Biodiversity Partnership	Ongoing
2.3.5.5	Implement Scottish Biodiversity Strategy – annual report to SG	Annually
2.3.5.6	Number of strategic and community biodiversity projects run in Highland – target 30 in all (2007/2008 – 2010/2011)	Ongoing to May 2011

<b>Service Id.</b>	2.3.6		
<b>Programme Commitment.</b>	We will oppose any proposal for new nuclear power generation in the Highland area. We will continue to support the above ground storage of intermediate level waste from Dounreay until a Scottish waste strategy is agreed and implemented and object to the use of Dounreay or any other site within the Highlands for a national nuclear waste repository.		
<b>Council Programme Ref.</b>	<b>WG4.01, CP4.35, CP 4.36, SOA 2/5</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	No new nuclear power generation in Highland NDA confirmation that capacity for storage is acceptable to allow ongoing decommissioning No nuclear waste repository in the Highlands		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	AM	<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.3.6.1	Oppose s36 applications for new nuclear power generation and pursue at appeal/inquiry	Ongoing	
2.3.6.2	Continue to support planning applications for above ground storage facilities at Dounreay, with expected life of 100 years for ILW	Ongoing	
2.3.6.3	Oppose planning applications for facility and defend decision if necessary.	Ongoing	

<b>Service Id.</b>	2.3.7		
<b>Programme Commitment.</b>	We actively support a GM-free Highland.		
<b>Council Programme Ref.</b>	<b>WG4.02. CP4.37, SOA 2/5</b>		
<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Highland remains GM free		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.3.7.1	Continue to engage where appropriate EU and UK level with GM Free working/lobby groups.	Aug 09	

## DRAFT

2.3.7.2	Maintain appropriate level of lobbying activity with EU partner organisations	Aug 09
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<b>Service Id.</b>	2.3.8		
<b>Programme Commitment.</b>	Highland Council will work for a review of the Land Reform (Scotland) Act 2003 with a view to improving the legislation.		
<b>Council Programme Ref.</b>	<b>WG4.04, CP4.40, SOA 1/3</b>		
<b>Lead Officer.</b>	CHNR Manager		
<b>Resource.</b>	Currently within budget		
<b>Key Performance Results</b>	Scottish Government engaged in land reform debate and consulting on potential improvements to LR legislation		
<b>Risk.</b>	N/A		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	N/A
<b>By (Initials):</b>	GH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.8.1	Liaise with Scottish Government on joint objectives for the improvement of existing land reform legislation – particularly in respect of community right to buy		March 2010
2.3.8.2	Explore areas suited for further reform: including Common Good and tenant farmer right (Crown Estate action refers)		Ongoing
2.3.8.3	Jointly sponsor H&I Land Reform Conference with H&I partners and the SG		Spring 2010
2.3.8.4	Draft and implement action plan for progressing Land Reform with SG and H&I partners		Autumn 2010

The Planning and Development Service also undertakes the following Statutory (S) and Non-Statutory (NS) core activities which link well with Corporate Theme 4: Our Environment.

<b>Id.</b>	2.3.9 (S)		
<b>Objective.</b>	We will implement the Planning etc (Scotland) Act 2006		
<b>Ref.</b>	<b>N/A</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource Changes</b>	Identification of budget pressures		
<b>Key Performance Results</b>	Implementation of the terms of secondary legislation		
<b>Risk</b>	PD1 (B2)		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>	RH	<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.9.1	Implementation of Development Plan Regulations		Ongoing
2.3.9.2	Implementation of Development Management Regulations		Aug 09
2.3.9.3	Implementation of Enforcement Regulations		Dec 09
<b>Id.</b>	2.3.10 (S)		
<b>Objective.</b>	Implement the terms of the Building Standards Balanced Scorecard in respect of service delivery and customer satisfaction.		

## DRAFT

<b>Ref.</b>	<b>BVIP 9 and 10</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource Changes</b>	Currently within Service Budget		
<b>Key Performance Results</b>	Implement terms of balanced scorecard		
<b>Risk</b>	PD1 (B2)		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 RH	<b>Equalities Impact Assessment conducted: Date Published:</b>	

Enabling actions		Review Date
2.3.10.1	Develop an Action Plan from the SBSA Audit of the Balanced Scorecard	Completed and ongoing review
2.3.10.2	Implement the Action Plan from the SBSA Audit of the Balanced Scorecard	Ongoing
2.3.10.3	Implement the terms of Building(s) Act 2003	Ongoing

<b>Id.</b>	2.3.11 (S)		
<b>Objective.</b>	Protection and promotion of the Archaeological heritage in the Highlands. Involves promotion of archaeological sites, contributing to the development management and planning policy process and establishing a sites and monuments record (Historic Environment Record – HER)		
<b>Ref.</b>	<b>CP 2.45 and CP 2.48, SOA 2/5</b>		
<b>Lead Officer.</b>	Countryside, Heritage and Natural Resources Manager		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Protection/Promotion of Archaeology heritage in Highlands</li> <li>Development of Heritage Environments Record</li> </ul>		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 GH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
Enabling actions		Review Date	
2.3.11.1	No of archaeological events held/promotions	Quarterly	
2.3.11.2	90% of Archaeology consultations dealt with within timescale	Quarterly	
2.3.11.3	HER established and 90% of SMR public and professional enquiries dealt with in under 14 days	Completed and Quarterly	

<b>Id.</b>	2.3.12 (S)		
<b>Objective.</b>	Protection and promotion of trees, wooded environment and general amenity linked to woodlands and trees. Monitoring of Dutch Elm disease and appropriate action. Includes contributing to the development management and policy planning processes, raising and confirming Tree Preservation Orders and managing woodlands within preservation areas. Also includes the implementation, monitoring and review of the Highland Forest and Woodland Strategy. Responding to Forestry Commission consultation.		

## DRAFT

<b>Ref.</b>	<b>SOA 2/5</b>		
<b>Lead Officer.</b>	Countryside, Heritage and Natural Resources Manager		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	Protection & promotion of Trees, environmental amenity		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 GH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.12.1	90% of TPOs/conservation area consultations dealt with on time		Quarterly
2.3.12.2	90% planning applications dealt with on time		Quarterly
2.3.12.3	90% of Forestry Grant Schemes (consultations and advice) dealt with on time		Quarterly
2.3.12.4	Dutch elm disease (monitoring programme, annual reporting and control advice)		Complete
2.3.12.5	Monitoring and Review of Highland Forest and Woodland Strategy - end 2010		Dec 10
2.3.12.6	Review Highland Forestry property portfolio with Community Woodlands Association and FCS – during 2008		Dec 09

<b>Id.</b>	2.3.16 (S/NS)		
<b>Objective.</b>	Deliver effective and valued Ranger Service and maintain and promote Long Distance Routes within Highland		
<b>Ref.</b>	<b>CP4.33, SOA 4/11 and SOA 4/13</b>		
<b>Lead Officer.</b>	Countryside Heritage and Natural Resources Manager		
<b>Resource Changes</b>	Currently within Service budget – review once outcome of SNH Ranger Review is known		
<b>Key Performance Results</b>	Demand for Ranger service grows alongside usage/experience of LDR		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 GH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.3.13.1	Review Ranger/LDR service alongside Access responsibilities/ SNH Ranger Review and Council Corporate Structure – implement review late 2008		Sept 2009
2.3.13.2	Annual Ranger work plans		Annually
2.3.13.3	Three year Ranger Development Plans prepared for SNH: linkage to Service Tourism and property management objectives		Sept 2009
2.3.13.4	Three year Development Management Plans for the Great Glen Way and the West Highland Way Long Distance Routes: linkage to Service Tourism and property management objectives		Sept 2009

### 2.4 Corporate Theme 5: More Effective and Efficient

The Service's main contribution to this theme is through the responsibilities, described within Section 1.0 and commitments described under Theme 2, 3 and 4 within this section of the Service Plan. The

## DRAFT

Service is not identified as the lead on any of the Programme for the Highland Council Objectives within Theme 5. However it contributes to achieving the following Corporate Governance priorities:

### Equalities

The Service is committed to the Council's corporate equal opportunities policies, to new duties to promote Race, Disability and Gender equality and to producing an Equality Scheme. Arrangements are in place to meet the general and specific duties with regard to the wider functions of the Service.

Specific duties require authorities to produce identifiable action plans for race, disability and gender equality. There is also a duty to produce a Race Equality Policy and actions plans.

Key actions include assessing and monitoring the impact of policies on all service users and employees. Equalities Impact Assessment processes are being put in place to ensure that all activities, plans and strategies of the Service consider equalities issues on an on-going basis and as an integral part of our approach to service delivery.

### Equality Impact Assessment

<b>Id.</b>	2.4.1		
<b>Objective.</b>	The Planning and Development Service will meet the requirements of UK Equal Opportunities legislation to ensure the prevention and elimination of discrimination between persons on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, religion or belief. This principle underpins all the work of the Scottish Government. The Service will also meet the specific and general duties covering Race, Disability and Gender and will promote and encourage equal opportunities and ensure that our policies and practices recognise equality of opportunity as an underpinning principle.		
<b>Ref.</b>	<b>5.04</b>		
<b>Lead Officer.</b>	Director of Planning and Development – all service managers		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	No racial incidents reported to/recorded by Service; No. of participants from equalities groups participating in activity programmes; No of staff attending Equal Opportunities and Diversity Training; No of Equality Impact Assessments undertaken.		
<b>Risk</b>	PD11: Risk Level C2		
<b>Date Equalities Screening conducted: By (Initials):</b>	N/A at present	<b>Equalities Impact Assessment conducted: Date Published:</b>	N/A at present
<b>Enabling actions</b>			<b>Review Date</b>
2.4.1.1	Prepare a Race Equality in Planning Scheme		Dec 09

## DRAFT

2.4.1.2	Prepare Disability Equality Scheme for Planning.	Dec 09
2.4.1.3	Prepare Gender Equality Scheme	Dec 09
2.4.1.4	Monitor implementation of Race, Disability and Gender equalities schemes	Quarterly from January 09
2.4.1.5	Ensure front line staff access cultural awareness/diversity training to improve customer services/contact with equalities groups/individuals.	Quarterly from Nov 07
2.4.1.6	Undertake Equalities Impact Assessments on relevant existing and new policies, plans and services.	Dec 09
2.4.1.7	Apply the Standards of Community Engagement to consultations with equalities groups/individuals and ensure approach is appropriate to the group/individual.	Dec 09
2.4.1.8	Improve data collection in relation to service users from equality groups, identify gaps and target services to improve uptake.	Dec 09

### Efficiencies

The Service is committed to meeting efficiency targets while maintaining and improving frontline services. The service has earlier reported it is on course to meet efficiency savings of £265K. Some of the planned efficiencies include reductions in staff numbers, the management of contract posts and vacancies. To further support the need for efficiency savings the Service will take the following action:

<b>Id.</b>	2.4.2		
<b>Objective.</b>	Review assets owned and managed by Planning and Development Service		
<b>Ref.</b>	<b>5.01, BVIP 6</b>		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Within Service Budget		
<b>Key Performance Results</b>	Assets owned and managed by Planning and Development Service reviewed for value/condition/benefit and Asset Management plan prepared.		
<b>Risk</b>			
<b>Date Equalities Screening conducted:</b>	Dec 2008 SB	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>		<b>Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.4.2.1	Review assets owned and managed by Planning and Development Service	Oct 09	
2.4.2.2	Publish and implement Service Asset Management Plan	Dec 09	

Absenteeism also leads to inefficiency. The Service is reporting absence figures quarterly and is monitoring absenteeism for trends and potential signs that workloads and stress are impacting on staff. For 2008/2009, absenteeism was running at 3.79%, slightly up on the 3.40% for 2007/08.

The bulk of absence was as a result of long term illness/recuperation from operations.

## DRAFT

### Customer Contact

Actions linked to this Corporate Governance Priority are those contained within:

- Theme 2: Communities and Older People: Commitment 2.1 1.
- Theme 3: The Economy: Commitments 2.2.1 to 2.2 18.
- Theme 4: Our Environment: Commitments 2.3.1 to 2.3.13
- Theme 5: More Effective and Efficient: Commitments 2.4.1 to 2.4.25

### Sustainability

The Planning and Development Service is committed to the principle of sustainable development. In this respect all Service Plan commitments, across all Themes contribute.

In addition, the following action supports the Council's proposed Climate Change Strategy:

<b>Id.</b>	2.4.3		
<b>Objective.</b>	Council effectively contributes to tackling Climate Change.		
<b>Ref.</b>	<b>N/A, SOA 2/5 and SOA2/6, BVIP4</b>		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Within Service Budget		
<b>Key Performance Results</b>	Service contributes to the development of the Council's Climate Change Strategy and leads on actions designated in the resulting Climate Change Action Plan		
<b>Risk</b>	<b>4.01</b>		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>		<b>Review Date</b>	
2.4.3.1	Service contributes to the development of the Council's Climate Change Strategy	March 09	
2.4.3.2	Service builds in Climate Change objectives into updated action plan and leads on actions designated to it within the Climate Change Action Plan	June 09	
2.4.3.3	Service implements P&D Climate Change Adaptation Plan	Dec 09	

### Energy Management Performance Plan

The Planning and Development Service will contribute to the corporate energy management programme, in particular by contributing to the implementation of a corporate programme of behavioural change and energy labeling.

### Supporting the Development of Gaelic

## DRAFT

The Planning and Development Service will work with the Education, Culture and Sport Service, Bord na Gaidhlig and other partners to support the development of the Gaelic language and culture through the delivery of the Council's Gaelic Language Plan. The Service supports this commitment in the following manner:

<b>Id.</b>	2.4.4		
<b>Objective.</b>	We will put in place a Gaelic Language Plan based on the principle of equal respect for Gaelic and English, and review the plan and progress in implementing it annually		
<b>Ref.</b>	2.17		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Increase the % of clients accessing Council Services through the medium of Gaelic by 20% over the lifetime of the Plan;</li> <li>• Increase the Council's written and verbal communications to clients through Gaelic;</li> <li>• Increase by 10% the number of people in the Highlands describing themselves as well-disposed towards Gaelic (from 2008 baseline)</li> </ul>		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.4.1	Raise the profile of Gaelic across Council Services and introduce new Gaelic services where appropriate		May 09
2.4.4.2	Raise awareness of gaelic by implementing and participating in marketing and awareness strategies		October 09
2.4.4.3	Gaelic signage on all properties and promotional materials		Dec 09
2.4.4.4	Gaelic place names on all Core Path way-marking		Dec 09

### Maximising the benefit of European Funding

The Service leads the Highland LEADER and Convergence Programme 2007 – 2013 and sits on the SRDP Regional Project Assessment Committee. With respect to the LEADER Programme the following action sets out how this will be achieved and measured:

<b>Id.</b>	2.4.5 (SRDP action refers)
<b>Objective.</b>	<p>To deliver the Highland LEADER and Convergence Programme (2007-2013).</p> <p>LEADER is part of the Scottish Rural Development Programme, aimed at promoting economic and community development within rural areas. It is a bottom-up method of delivering support for rural development through implementing a local rural development strategy. Support will be aimed primarily at small-scale, community driven projects that are</p>

## DRAFT

	pilot and innovative in nature.		
<b>Ref.</b>	<b>3.25, CP 3.40 and CP 3.41, SOA 3/7</b>		
<b>Lead Officer.</b>	Economy and Regeneration Manager but delivery will require input from Corporate and Ward Managers linked to Community Planning		
<b>Resource</b>	Funding from Scottish Government, EU budget £6.63m LEADER plus Convergence funding (award pending)		
<b>Key Performance Results</b>	Programme established and operational Delivery of Programme as per spend profile whilst meeting agreed project outcomes. Local area partnership created and for each a local development plan produced.		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 AMcC	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.5.1	Sustain and support local area partnerships		Quarterly
2.4.5.2	Local development plans produced by each local area partnerships		June 09
2.4.5.3	Fund allocation as per programme spend profile		Quarterly from Jan 09
2.4.5.4	Actual fund spend as per programme spend profile		Quarterly from Jan 09

### Single Outcome Agreement

The Planning and Development Service is a significant contributor to the delivery of Local Outcomes contained within the Single Outcome Agreement. Commitments that contribute to local outcomes are flagged within this section with an SOA reference.

In addition to the contributing commitments above, the Service leads on Local Outcomes contained within the following SOA Themes:

- Safeguarding our Environment
- A competitive, sustainable and adaptable Highland economy

In order to support the delivery of local outcomes within these themes, the Service has established a **Highland Environment Forum** and a **Highland Economic Forum**. These fora sit below the Community Planning Partnership and report progress to the Council via the Community Planning Partnership Performance Board. Both fora are preparing joint action plans for the delivery of SOA local outcomes.

## DRAFT

### Recession Action Plan

There are a number of actions within the Recession Action Plan on which the Planning and Development Service has a lead role. These are set out below. There are others which the Planning and Development Service contributed to jointly.

<b>Id.</b>	2.4.6		
<b>Objective.</b>	To assist Highland Communities and the economy deal with the economic downturn		
<b>Ref.</b>	3.14, CP3.01, SOA 3/7		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource</b>	Currently within budget		
<b>Key Performance Results</b>	Highland Communities and the economy cope with the economic downturn more effectively		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	May 2009 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.6.1	Pre-applications advice to developers prioritises the building of low cost housing		June 09
2.4.6.2	Capital Programme Delivered on time and to programme.		June 09
2.4.6.3	Council to support the PACE Initiative – involving HIE, Job Centre Plus and Skills Development Scotland to find alternative employment for those facing redundancy.		As appropriate
2.4.6.4	Road shows promote role of Business Gateway in tackling the economic downturn		Oct 09
2.4.6.5	Deliver Highland Growth Fund via Highland Opportunity and ERDF for small business finance		Nov 09
2.4.6.6	Maximise spend originating from the EU Convergence programme in the Highlands and the LEADER Programme		March 10
2.4.6.7	Highland Economic Forum to sponsor an economic seminar and action plan for the economic downturn.		March 10

### Best Value Improvement Plan

The Planning and Development Service is an important contributor to delivering the Best Value Improvement Plan. The focus of the Service contribution is in:

- Improving SPIs
- Equalities, workforce management and carbon management
- Reducing dissatisfaction and complaints
- Customer care

Contributing commitments are flagged as such within this section of the Service Plan.

## DRAFT

### Managing Service Risks

Actions associated with the significant risks recognised by the Service are set out below.

Less significant risks are managed via the Management Team, the Personal Development Plan process and within appropriate operational plans.

<b>Service Id.</b>	2.4.7		
<b>Objective.</b>	Difficult to manage Development Management, Building Standards and Development Plan resources to meet statutory requirements of Planning etc (Scotland) Act 2006		
<b>Programme Ref.</b>	<b>5.03, BVIP 9 and 10</b>		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	Service delivered consistently within budget and SPIs		
<b>Risk</b>	PD1: Risk level B2, CCC20		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.7.1	Revenue and Capital budget monitoring reports to PED Committee	With PED cycle	
2.4.7.2	Monthly budget monitoring internally	Monthly	
2.4.7.3	Determine the costs and staffing requirements for the development, location and implementation of e-planning function	May 10	

<b>Service Id.</b>	2.4.8		
<b>Objective.</b>	Not able to implement e-planning processes and software requirements in a timely manner to suit Planning Act		
<b>Programme Ref.</b>	<b>5.03, BVIP 9 and 10</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource Changes</b>	Currently within Service budget with assistance from Scottish Government through ePlanning Programme.		
<b>Key Performance Results</b>	Appropriate ICT Infrastructure supports Service delivery and e-planning		
<b>Risk</b>	PD2: Risk level C3, CCC20		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SL	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.8.1	Update existing GIS/CAG infrastructure to support Corporate, e-Planning and Service needs	June 09	
2.4.8.2	Implement other supporting ICT changes required for e-Planning	Sept 09	
2.4.8.3	Assess other Service ICT requirements and ensure that they are	June 09	

## DRAFT

	represented in the ICT procurement project	
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<b>Service Id.</b>	2.4.9		
<b>Objective.</b>	Difficult to recruit Planning and Building Standards staff		
<b>Programme Ref.</b>	<b>5.03</b>		
<b>Lead Officer.</b>	Director/ Head of Planning and Building Standards		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Planning and BS staff more easily recruited and retained		
<b>Risk</b>	PD3: Risk level B2, CCC20		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB/RH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.9.1	Review recruitment trends among Planning and BS staff and consider opportunities for training and development of existing staff		Ongoing
2.4.9.2	Consider "sweeteners" for new staff and graduate incomers, including bursaries work with Universities/Colleges etc		Ongoing
2.4.9.3	Cross reference progress with leaving interviews		Quarterly
2.4.9.4	Consider possible head hunting approach		Annually

<b>Service Id.</b>	2.4.10		
<b>Objective.</b>	Implementing Out of Office/Lone Worker System which takes account of diversity in working patterns.		
<b>Programme Ref.</b>	<b>5.09</b>		
<b>Lead Officer.</b>	Business Support Manager		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Lone workers always covered by the Buddy system		
<b>Risk</b>	PD4: Risk level C2 (Corporate Risk CCC16)		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SL	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.10.1	Review Lone Worker System with a view to drafting Service guidance for staff working alone and flexible hours		Dec 09
2.4.10.2	Publish Service guidance to staff working flexible hours in corporate areas		Dec 09
2.4.10.3	Establish monitoring of use and effectiveness of LWS		Feb 10

<b>Service Id.</b>	2.4.11		
<b>Objective.</b>	Service relies too much on good will and professionalism of staff		
<b>Programme Ref.</b>	<b>5.09, BVIP 9</b>		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Workload better managed and staff working less overtime		
<b>Risk</b>	PD5: Risk level C2, CCC20		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment</b>	

## DRAFT

<b>By (Initials):</b>	SB	<b>conducted:</b>	
		<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.11.1	Continue to roll out Operational Plans below Corporate/Service Plan		Dec 09
2.4.11.2	All staff to have up to date and regularly reviewed PDPs		Aug 08 (Quarterly)
2.4.11.3	Assess staff training needs in areas linked to time and workload management and stress		Aug 09

<b>Service Id.</b>	2.4.12		
<b>Objective.</b>	Insufficient resources/experience to apply SEA on all plans affecting the environment.		
<b>Programme Ref.</b>	4.06		
<b>Lead Officer.</b>	Director/Head of Planning and Building Standards		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Staff within Service experienced in Strategic Environmental Assessment		
<b>Risk</b>	PD6: Risk level C3		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>	SB/RH	<b>Date Published:</b>	

<b>Enabling actions</b>			<b>Review Date</b>
2.4.12.1	Ensure appropriate training and experience is provided for staff in the implementation of Strategic Environmental Assessment via PDP processes etc		Ongoing
2.4.12.2	Monitor SEA in Service and seek CPD opportunities for appropriate staff		Quarterly from April 08
2.4.12.3	Utilise expertise from Scottish Government SEA Unit		Ongoing

<b>Service Id.</b>	2.4.13		
<b>Objective.</b>	Systematic and regular feedback from customers		
<b>Programme Ref.</b>	5.03, BVIP 5		
<b>Lead Officer.</b>	Business Support Manager		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Maintain and enhance level of feedback from customers		
<b>Risk</b>	PD7:Risk level C3		
<b>Date Equalities Screening conducted:</b>	Dec 2008	<b>Equalities Impact Assessment conducted:</b>	
<b>By (Initials):</b>	SL	<b>Date Published:</b>	

<b>Enabling actions</b>			<b>Review Date</b>
2.4.13.1	Ensure that feedback opportunities form part of all consultations carried out by the Service		6 Monthly
2.4.13.2	Encourage feedback in all communications, electronic and written		6 Monthly
2.4.13.3	Maintain and monitor a Service feedback and response record to complement CRM/customer/employee and other corporate surveys		Annually
2.4.13.4	Continue to develop information provided at ward level		Aug 09

## DRAFT

<b>Id.</b>	2.4.14		
<b>Objective.</b>	Other Services not properly engaged with Planning and Development Service		
<b>Ref.</b>	<b>5.03</b>		
<b>Lead Officer.</b>	Director of Planning and Development		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Improved communications and understanding between Planning and Development and other Council services		
<b>Risk</b>	PD8: Risk level D2		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.14.1	Establish Cross Service working groups for Strategic Projects where appropriate		Established and quarterly
2.4.14.2	Ensure continued participation in appropriate corporate working groups		Quarterly

<b>Service Id.</b>	2.4.15		
<b>Objective.</b>	Failure to engage effectively with Community Councils.		
<b>Programme Ref.</b>	<b>5.03, BVIP 5</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource Changes</b>	Within budget		
<b>Key Performance Results</b>	Facilitate an improved understanding of the planning service and improve community engagement in the determination of planning applications and the formulation of Development Plans.		
<b>Risk</b>	PD9: Risk level D2 (Corporate Risk CCC 8)		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 RH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.15.1	Deliver seminars with representatives of Highland Community Councils to brief them on the provisions of the Planning etc (Scotland) Act 2006		Complete
2.4.15.2	Deliver seminars on the provision of secondary legislation of the Act		Complete

<b>Service Id.</b>	2.4.16		
<b>Objective.</b>	Insufficient budget to cover legal costs and PLIs		
<b>Programme Ref.</b>	<b>5.03</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards		
<b>Resource Changes</b>	Resource implications to be considered		
<b>Key Performance Results</b>	Funds available to fight large PLIs		
<b>Risk</b>	PD10: Risk level C2		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 RH	<b>Equalities Impact Assessment conducted:</b>	

## DRAFT

		<b>Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.16.1	Prepare report on the legal costs of PLI for consideration by PED		Aug 09
2.4.16.2	Review Service budget for re-allocation of funds to PLIs		Aug 09
2.4.16.3	Prepare case for additional resources from Council		Aug 09

<b>Service Id.</b>	2.4.17		
<b>Objective.</b>	Manage impacts of recession on planning application and building warrant fee income		
<b>Programme Ref.</b>	<b>SOA 3/7</b>		
<b>Lead Officer.</b>	Director and Management Team		
<b>Resource Changes</b>	Resource implications to be considered		
<b>Key Performance Results</b>	Balanced budget during recession period		
<b>Risk</b>	PD12: Risk level B2		
<b>Date Equalities Screening conducted: By (Initials):</b>	Mar 2009 SB	<b>Equalities Impact Assessment conducted: Date Published:</b>	

<b>Enabling actions</b>			<b>Review Date</b>
2.4.17.1	Implement Corporate Recession Management Plan against targets set		Quarterly
2.4.17.2	Jointly (with Fin) review merits of "funding from income" rather than centrally – report findings to PED with recommendations		Aug 09

<b>Service Id.</b>	2.4.18		
<b>Objective.</b>	Inability to deliver statutory Improvement Plan for service delivery and to attain Charter Mark		
<b>Programme Ref.</b>	<b>5.03, BVIP 9 and 10</b>		
<b>Lead Officer.</b>	Director and Head of Planning and Building Standards		
<b>Resource Changes</b>	Resource implications to be considered		
<b>Key Performance Results</b>	Improvement Plan implemented and Charter Mark awarded		
<b>Risk</b>	PD13: Risk level C3, CCC20		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SB/RH	<b>Equalities Impact Assessment conducted: Date Published:</b>	

<b>Enabling actions</b>			<b>Review Date</b>
2.4.18.1	Improvement Plan approved by March 2009 PED		6 Monthly

<b>Service Id.</b>	2.4.19		
<b>Objective.</b>	Implement Business Gateway		
<b>Programme Ref.</b>	<b>SOA 3/7, SOA 3/10</b>		
<b>Lead Officer.</b>	Head of Environment and Development and E&R Manager		
<b>Resource Changes</b>	Resource implications to be considered		
<b>Key Performance Results</b>	Business Gateway operating successfully – business growth		
<b>Risk</b>	PD14: Risk level C2		

## DRAFT

Date Equalities Screening conducted: By (Initials):		Mar 2009 GR/AMcC	Equalities Impact Assessment conducted: Date Published:	
Enabling actions				Review Date
2.4.19.1	Manage contract with HOL			Quarterly
2.4.19.2	Ensure customer feedback on service provision and quality			Quarterly
2.4.19.3	Ensure additional services are delivered in support of the local Business Gateway Service			Quarterly
2.4.19.4	Manage shared service with Moray Council to SLA standards			Quarterly

### Corporate Risks

Corporate Risks for which the Planning and Development Service is identified as lead Service are:

**CCC19:** Commitments 2.2.4; 2.2.5; 2.2.9 and 2.2.17: Corporate Theme 3: The Economy

**CCC20:** Commitment: 2.2.6; 2.2.7: Corporate Theme 3: The Economy  
Commitment: 2.3.3: Corporate Theme 4: Our Environment

In addition to the above commitments linked to Corporate Priorities, the Planning and Development Service undertakes the following Statutory (S) and Non-Statutory (NS) core activities that link well with Corporate Theme 5: More Effective and Efficient.

<b>Id.</b>	2.4.20 (S)			
<b>Objective.</b>	We will improve performance returns in respect of performance indicators for determining planning applications by 3% per annum.			
<b>Ref.</b>	<b>CP3.05, CP3.23, BVIP 9 and 10</b>			
<b>Lead Officer.</b>	Head of Planning and Building Standards			
<b>Resource Changes</b>	Currently within Service Budget			
<b>Key Performance Results</b>	3% improvement in Performance Indicators per annum			
<b>Risk</b>	Corporate Risk CCC10 and BV Imp Plan refer and PD10-C2			
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:		
Enabling actions				Review Date
2.4.20.1	Review of Development Management Performance Indicators			Quarterly
2.4.20.2	Review of Building Standards Indicators and Performance			Quarterly
2.4.20.3	Review of Development Plans Performance Indicators			Quarterly
<b>Id.</b>	2.4.21 (S)			

## DRAFT

<b>Objective.</b>	Operate and manage the Tain mussel fishery via the Council's management company (Highland Fresh Mussels Ltd), maximising financial returns to the Common Good of Tain		
<b>Ref.</b>	<b>4.02</b>		
<b>Lead Officer.</b>	Countryside, Heritage and Natural Resources Manager		
<b>Resource Changes</b>	Currently within Service budget – fishery is self funding		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Maximise financial returns to the Common Good of Tain (£60K - £100K) annually</li> <li>• Maximise availability of mussels for consumption locally (PfA 4.10 refers)</li> <li>• Contribute to local food promotion and marketing</li> </ul>		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 GH	<b>Equalities Impact Assessment conducted: Date Published</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.21.1	Undertake stock assessment.		Aug 09
2.4.21.2	Review HFMLtd Business Plan.		Dec 09
2.4.21.3	HFM Board meetings reviewing progress (ongoing).		Quarterly
2.4.21.4	Review of fishery rental arrangements and operation of Company		Annually in Dec
2.4.21.5	Contribute to promotional activities around Tain and Highland area		Annually

<b>Id.</b>	2.4.22 (S/NS)		
<b>Objective.</b>	The Information and Research team is responsible for the delivery of support both to the Planning & Development Service and to other Council Services or partner agencies. The team is responsible for the provision of information on key economic, social and environmental data; for the preparation of regular Briefing Notes on relevant issues; the preparation of annual school roll forecasts; the preparation of a Housing Land Audit and other monitoring information.		
<b>Ref.</b>	<b>CP 3.02</b>		
<b>Lead Officer.</b>	Development Plans Manager		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	Provision of an effective corporate evidence base		
<b>Risk</b>			
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SL	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.22.1	Preparation of annual school roll forecasts within one month of receiving complete, accurate base data from ECS		Oct 09
2.4.22.2	Regular preparation of P and I Briefing Notes on: <ul style="list-style-type: none"> <li>• population estimates</li> <li>• population projections</li> </ul>		Mar 10

## DRAFT

	<ul style="list-style-type: none"> <li>• household estimates</li> <li>• household projections</li> <li>• surveys</li> <li>• school roll forecasts</li> <li>• the economy</li> <li>• housing</li> <li>• topical socio-economic issues</li> </ul> <p>Within one month of the publication of relevant reports by the Scottish Government, requests from Chief Executive, or completion of substantial in-house pieces of work.</p>	
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<b>Id.</b>	2.4.23		
<b>Objective.</b>	Reducing the number of complaints and dissatisfaction with complaints handling, improving response times and reducing the number of complaints which are escalated or not dealt with satisfactorily on first contact.		
<b>Ref.</b>	<b>5.03, BVIP 9 and 10</b>		
<b>Lead Officer.</b>	Head of Planning and Building Standards.		
<b>Resource Changes</b>	Currently within Service Budget		
<b>Key Performance Results</b>	Reducing the number of complaints and repeat complaints		
<b>Risk</b>	PD13 (C3)		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 RH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.23.1	Delivery of training on customer care and complaint handling		Aug 09
2.4.23.2	Monitoring of number and type of complaints		Monthly
2.4.23.3	Monitoring of responses to complaints		Monthly

<b>Id.</b>	2.4.24 (S/NS)		
<b>Objective.</b>	Ensure the Corporate Address Gazetteer is maintained as a key corporate IT resource. Also ensure that the processes for supplying new addresses to members of the public meet the target timescales		
<b>Ref.</b>	<b>N/A</b>		
<b>Lead Officer.</b>	Business Support Manager		
<b>Resource Changes</b>	Currently within Service Budget		
<b>Key Performance Results</b>	Agreed targets for request turnaround consistently met		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 SL	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.24.1	Revise street naming and numbering process in conjunction with Ward Managers		Complete
2.4.24.2	Rationalise IT infrastructure to ensure increased performance and reduce ongoing cost		Sept 09

<b>Id.</b>	2.4.25
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## DRAFT

<b>Objective.</b>	To manage and maintain the Service's property portfolio, supporting the Administration's commitment to further developing tourism, promoting the diverse heritage of the Highlands, to give a high priority to community works and increasing the opportunities to take exercise. The bulk of the properties are countryside facilities such as woodlands, paths, interpretive trails etc.		
<b>Ref.</b>	<b>5.08</b>		
<b>Lead Officer.</b>	Economy and Regeneration Manager/Countryside Heritage and NR Manager		
<b>Resource Changes</b>	Currently within Service budget however additional resources required to support increasing maintenance requirements as a result of Core Path Planning, delivery of Capital Programme etc		
<b>Key Performance Results</b>	Maintain properties to a level where they are always open to the public and therefore comply with all statutory requirements.		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 AMcC/GH	<b>Equalities Impact Assessment conducted: Date Published:</b>	
<b>Enabling actions</b>			<b>Review Date</b>
2.4.25.1	Ensuring all properties have an up to date risk assessment		Feb 09 and Aug 09
2.4.25.2	Delivery of annual Property Maintenance and Refurbishment Programme		Quarterly
2.4.24.3	Continue programme of Management Plans for key properties		March 10

## Employee Survey

The planning and Development Service is committed to action resulting from the Employee Survey. The following commitment sets out what the Service plans to do to help improve employee experience of working with the Council:

<b>Id.</b>	2.4.26		
<b>Objective.</b>	To contribute significantly to the improvement of the experience of Planning and Development Service and Highland council staff		
<b>Ref.</b>	<b>5.09</b>		
<b>Lead Officer.</b>	Service Management Team		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	Improved result obtained via Employee Survey.		
<b>Risk</b>	PD5 C2 and PD4 C2		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008	<b>Equalities Impact Assessment conducted: Date Published:</b>	N/A at present
<b>Enabling actions</b>			<b>Review Date</b>
2.4.26.1	Implement Corporate briefing standards		Feb 09 and ongoing
2.4.26.2	Establish ES Working Group to tackle areas of concern prepare action plan and implement		Feb 09 and ongoing
2.4.26.3	Undertake Work Positive survey of stress level within Service and implement resulting action plan via staff working group		March 09 and ongoing

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2.4.26.4	Review P&D Health and Safety procedures and implement necessary changes	Dec 09
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### Community Planning Partnerships

The Planning and Development Service contributes widely to the Community Planning process by the nature of its responsibilities. In addition the Service has the lead on the following Commitment:

<b>Id.</b>	2.4.27		
<b>Objective.</b>	To establish Highland Environment Forum and Highland Economic Forum beneath Community Planning Partnership.		
<b>Ref.</b>	5.07, 4.01		
<b>Lead Officer.</b>	Countryside Heritage and NR Manager and Economy and Regeneration Manager		
<b>Resource Changes</b>	Currently within Service budget		
<b>Key Performance Results</b>	Enhanced engagement and joint action with Community Planning Partners on environmental and economic issues within the Highlands, and on climate change.		
<b>Risk</b>	N/A		
<b>Date Equalities Screening conducted: By (Initials):</b>	Dec 2008 AMcC/GH	<b>Equalities Impact Assessment conducted: Date Published:</b>	N/A at present
<b>Enabling actions</b>			<b>Review Date</b>
2.4.27.1	Establish and service Highland Environment Forum and Highland Economic Forum		Complete
2.4.27.2	Draft joint Economic Action Plan for recommendation to Community Planning Partnership and oversee implementation		May 09 and 6 monthly thereafter
2.4.27.3	Draft joint Environment Action Plan for recommendation to Community Planning Partnership and oversee implementation		May 09 and 6 monthly thereafter
2.4.27.4	Link work of Environment Forum with that of Climate Change working Group where appropriate		May 09

**DRAFT****Appendix 1****Revenue Budget**

<b>Financial Year</b>	<b>Gross Revenue Budget (£m)</b>
2009/10	£11.92M

**Breakdown of 2009/10 Budget  
By Section**

<b>2009/10</b>	
<b>Section</b>	<b>Gross Budget (£m)</b>
<b>Planning and Building Standards</b>	
• Development Plans Team	£0.41
• Development Management and BS Team - HQ	£0.79
• Development Management and BS Teams - Areas	£3.66
<b>Environment and Development</b>	
• Economy and Regeneration	£3.12
• Countryside, Heritage and Natural Res	£2.58
<b>Business Support</b>	£1.36
<b>Total</b>	<b>£11.92</b>

**By Staff and Other Costs**

<b>2009/10</b>	
<b>Section</b>	<b>Gross Budget (£m)</b>
Staff costs (231 staff members)	£7.786
Other costs	£4.132
<b>Total costs</b>	<b>£11.918</b>
Income (Planning and building warrant fees)	£5.530
<b>Net budget</b>	<b>£6.388</b>

**Capital Budget 2009/10 – 2011/12**

<b>Year</b>	<b>Net Budget (£m)</b>	<b>Gross Budget (£m)</b>
2009/10	£1.507M	£1.647M
2010/11	£0.732M	£0.837M
2011/12	£0.683M	£0.796M
Further information on the capital programme is appended, including the Capital Programme.		

## P&D Performance against Statutory Indicators 2004/2005 - 2008/2009

<b>Audit Scotland PIs</b>	<b><u>2004/05</u></b>	<b><u>2005/06</u></b>	<b><u>2006/07</u></b>	<b><u>2007/08</u></b>	<b><u>2008/09</u></b>	<b><u>Target</u></b>
Percentage of householder applications dealt with within two months	76.3%	76.8%	76.9%	75.10%	76.98%	90%
Percentage of non-householder applications dealt with within two months	43.6%	45.3%	47.4%	37.03%	42.50%	80%
Percentage of population covered by Local Plans adopted within the last five years	21%	50%	72%	59%	59%	100%
Percentage of population covered by Local Plans at deposit stage and beyond	77%	71%	72%	82%	82%	100%

The Highland Council receives more planning applications than any other local planning authority. Between 2004 and 2009 the number of planning applications received was:

- 2004/2005 - 5472
- 2005/2006 - 5273
- 2006/2007 - 5350
- 2007/2008 - 5276
- 2008/2009 - 4246 (Economic Downturn)

During the same period the number of Building Warrant applications received was:

- 2004/2005 - 4893
- 2005/2006 - 4536
- 2006/2007 - 4500
- 2007/2008 - 3911
- 2008/2009 - 3235 (Economic Downturn)

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### Appendix 3

#### 2009/2010: Planning & Development Local Performance Indicators

We are now using a number of Internal Performance Indicators to measure performance in certain areas not currently subject to statutory indicators and where risk has been identified. These balance and complement the statutory PI's to reflect quality as well as quantity.

#### Building Standards

Year	2004/ 05	2005/ 06	2006/ 07	2007/ 08	2008/ 09	Target
% Warrants responded to in 15 days	40.22	49.34	57.7	35.28	35.01	80.00
% Warrants determined in 6 days	83.89	84.43	87.6	78.89	80.97	80.00
Average days to respond to Completion Certificate request	7.04	9.62	5.72	8.66	13.71	n/a
% CC issued in 3 days	91.86	91.67	94	92.32	78.28	80.00

#### Economic Development Targets

- Number of start-up businesses assisted
- Number of FTE jobs created or retained
- Number of Working for Families/Fairer Scotland Fund clients in work/training/volunteering
- Highland Opportunity Ltd – Number of SME/ Community Groups benefiting via loans/grants
- Number of existing businesses benefiting from Business Gateway advice

#### Capital Programme/VDLF

- Delivery of Programme/VDLF against spend profiles

#### Tourism

- Increased value of tourism spend by 4% per annum

#### LEADER

- Value of grants committed against spend profile
- Number of community groups supported

#### Film Commission

- Number of inquiries and conversion rates into business

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### **Research and Information**

Report by March 2008 and annually thereafter –

- % of external information requests responded to within 5 working days
- 90% of internal information requests responded to within 5 working days.
- 100% of Highland population covered by an annual Housing Land Audit

### **Archaeology measures**

- Number of archaeological events held/promotions undertaken – target: 160+/- 5
- % of archaeological consultations dealt with within timescales – target: 95%
- % of SMR public and professional enquiries dealt with within 14 days – target: 90%

### **Facilities Management:**

- Number of facilities with H&S audits with follow up upgrading or refurbishment

### **Countryside Rangers and Long Distance Routes**

- Number of guided walks/events undertaken (Target 700)
- Number of school visits (Target 450)
- Responses to Annual Performance Survey (Target: improvement)
- % annual increase in participation on countryside ranger guided walks (5% target)

### **Highland Fresh Mussels Ltd**

- Level of financial returns to the Common Good of Tain (50% target)
- Level (%) of sales made locally (Target 70%)

### **Forestry Targets**

- % of planning applications dealt with within 14 days (80% target)
- % of TPO and CA work applications dealt with within 6 weeks (95% target)
- % of forestry consultations dealt with within 28days (90% target)
- Annual report produced on Dutch Elm Disease
- No of strategic forestry projects supporting PfA (Target 5)
- Review of woodland properties, ownership, benefits and recommendations re future ownership/management

### **Biodiversity Targets**

- No of up to date Local Biodiversity Action Plans (Target 6)

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- No of operating Local Biodiversity Groups (Target 6)
- No of strategic and community biodiversity projects (Target 10)
- No of strategic issues addressed by Highland Biodiversity Partnership (Target 2 annually)
- No of agreed biodiversity targets delivered by the Council (Target 10)

### **Aquaculture Planning Targets**

- Number of aquaculture planning applications dealt with within timescales (100% Target)

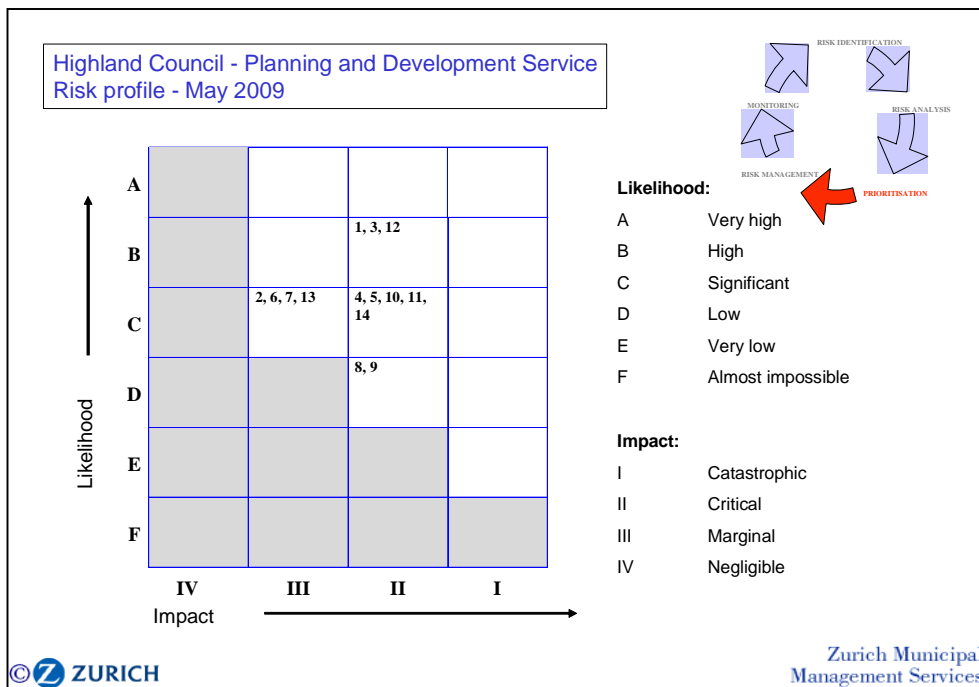
### **Core Path Target**

- Number of up to date Core Path Plans (Target 6)
- Number of complaints and access enforcement actions taken by LAF
- Responses to Annual Performance Survey

### **Fisheries and Agriculture**

- Number of strategic projects supported (target 20 annually)
- Number of strategic consultations dealt with (target 15 annually)
- Number of FTEs created/retained (Target 25 annually)
- Financial Leverage (3:1 minimum)

### Planning and Development Service Risk Profile



Risk Number	Risk Rating	Short Name
PD1	B2	Difficult to manage Development Management, Building Standards and Development Plan resources to meet statutory requirements e.g. Planning Etc (Scotland) Act 2006
PD2	C3	Not able to implement “e”-Planning processes and software requirements in a timely manner to suit Planning Act.
PD3	B2	Difficult to recruit Planning/Building Standards staff
PD4	C2	Implementing Out of Office/Lone Working is difficult given diversity of Service and working patterns. (Corporate Risk ccc16)
PD5	C2	Service relies too much on good will/professionalism of staff
PD6	C3	Insufficient resources/experience to apply Strategic Environmental Assessment on all plans affecting the environment
PD7	C3	Systematic feedback from customers
PD8	D2	Other Services not properly engaged with Planning and Development
PD9	D2	Failure to engage effectively with Community Councils (Corporate Risk CCC8 Refers)
PD10	C2	Insufficient budget to cover legal costs and PLI's
PD11	C2	Failure to meet statutory requirements on Equalities (EQIA)
PD 12	B2	Impact of recession on planning applications and building warrant fee income
PD 13	C3	Inability to deliver statutory Improvement Plan for Service Delivery and to attain Charter Mark status
PD14	C2	Failure to implement Business Gateway

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**To request this information in an alternative format e.g. large print, Braille, audio tape, or suitable language, please contact:**

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