



Chief Executive's Service Plan

Plana Seirbheis an Àrd-oifigeir

The Highland Council

Comhairle na Gàidhealtachd

2009-2011

Updated for 2010/11

Air ùrachadh airson 2010/11

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1. Purpose, Time Frame and how it will be monitored

Adhbhar, Frèam-ama is mar a thèid a sgrùdadh

- 1.1** This Service Plan is a strategic document which outlines how we will contribute to the delivery of the commitments of the Programme of the Highland Council “Strengthening the Highlands” for which the Chief Executive’s Service has either a lead or supporting role. In addition the plan also details key actions required for the delivery and 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.
- 1.2** 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.
- 1.3** The plan is an active document and will be subject to review on an annual basis with reports being submitted to the Resources Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive’s Quarterly Performance Review of the Service with the Service’s Senior Managers.
- 1.4** Service Plans are formally 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.
- 1.5** The plan will be useful to many people including:
 - Staff;
 - Customers;
 - Elected members;
 - Other Council Services;
 - All partners or potential partners.

2. Structure and Main Functions and Overview of Financial Resources

Structair is Prìomh Dhreuchdan agus Teachd-a-steach Buntainneach is Buidseat Calpa

- 2.1** The Chief Executive is responsible for the effective management of the Council and the provision of advice and guidance to the Council on major policy options. This includes ensuring the effective implementation of Council policies and continuous improvement in service delivery. Specific duties exist for dealing with emergency situations and in the role of Returning Officer for elections.
- 2.2** The Chief Executive's Service includes a range of internal corporate functions to ensure the smooth running and corporate development of the Council. It also provides a range of services to support Elected Members including committee and joint board services. Services are also provided to the public, largely through the Service Point Network and Customer Service Centre.
- 2.3** Key external relations are with the Scottish Government, COSLA, SOLACE and the Community Planning Partnership for the Highlands. The Chief Executive's Service also provides support for the Convener, Leader of the Administration and Members in key political forums including Parliament (Scottish, UK and European), COSLA, the Highlands and Islands Convener's Group and the Convention of the Highlands and Islands.
- 2.4** The Chief Executive's Service is organised to assist the Chief Executive in carrying out these responsibilities and provides the following:
- 2.5** Services for Elected Members:
- Democratic Services – including support for Council, Strategic Committees and Joint Boards; Provision of training and advice to Members; Handling of Standards Commission Complaints;
 - Members' Support Services, including:
 - Provision of administrative support for the Council's elected leadership and for other elected members at HQ;
 - Maintenance of the Members' Register of Interests;
 - Establishing and running Ward Forums and Ward Business Meetings;
 - Ministerial/MP/MSP/MEP liaison, briefings for political forums and the provision of evidence for Parliamentary Committees, Bills and working groups and management of liaison with the Scottish and UK Governments;
 - Management of campaign priorities and lobbying activity;
 - Policy advice and administrative support for Council working groups, partnerships and programme boards;
 - Media monitoring, advice and support;
 - Elections support, including the role of Returning Officer;
 - Support to Community Councils;
 - Supporting civic events.
- 2.6** Services to the Public:
- Improving how the Council engages with the public through customer contact, customer care and community engagement (including Ward Forums);

- The management and development of the Service Point Network (37 SPN offices) and the telephony based Service Centre (in Alness);
- Registration of Births, Deaths and Marriages;
- Procurement of independent advice services (through the CAB network);
- Handling of Complaints and Freedom of Information requests (analysis and monitoring);
- Management of Ombudsman inquiries;
- Co-ordination of service delivery and improvement at ward and operational areas;
- Operation of the Licensing Boards and Civic Government Licensing;
- Specialist advice and clerking to the Planning Application and Review Committees and from August 2009 replaced by three Planning Application Committee and the Review Body;
- Public Performance Reporting at Highland and ward level;
- Web site development;
- Public relations, news releases and dealing with the media.

2.7 The Chief Executive's Service also provides the following Corporate Management and Support Functions:

- Corporate Managers: As members of the Council's Senior Management Team, Corporate Managers have responsibility for ensuring that the Council's corporate policies are effectively pursued at local level in accordance with the Council's policy of decentralised decision making and service delivery. They are expected to ensure that services are operating effectively, reporting performance and making necessary interventions where required (in consultation with Service Directors). Corporate Managers are also responsible for liaison with Community Councils; are budget holders for Ward Discretionary Budgets; are responsible for developing Community Planning and partnership working at Ward and Area level; act as principal advisers to the Council's network of Ward Forums; and manage teams of Ward Managers, and the City Manager in Inverness, to support these functions. They also support the Chief Executive in his role as Returning Officer for all Elections and lead the local emergency planning response for the Council through the Council's three Area Operations Management Teams.
- Legal and Democratic Services: Provides a range of administrative and secretariat services to the Council's committee structure; conveyancing of land or buildings for all Council services and Police and Fire Boards; council house sales; the reservation, acquisition or granting of property related rights and obligations; affordable housing transactions involving the funding and/or the sale/purchase of property or land; commercial contracting for the Council, Police and Fire Boards including the negotiation of cross service agreements; inter-council contracts; public/ private sector contracts and advice to the Council, Police and Fire Boards on such matters; procurement and evaluation of certain Council contractors; leasing agreements and Licences to Occupy; civic government and liquor licensing; gambling legislation; elections; litigation over a range of issues and representation at courts, tribunals and other judicial or quasi judicial hearings and advice to all Council Services and to the Police and Fire Service; this includes child protection, adult protection, anti-social behaviour and other community safety related court activity; homelessness, debt recovery; equalities issues and general legal and specialist planning advice; assisting in

the delivery of training to other Services and to the Police; specialist advice on Data Protection Freedom of Information and other legislative issues; acts as gate keeper and supports the Council in relation to the Regulation of Investigatory Powers (Scotland) Act; advice, secretarial and legal work for Council Companies. Services provided to Elected members and are highlighted at paragraph 2.5 above.

- Personnel Services: Supporting effective management of change; pay and reward strategy; harmonisation of terms and conditions; job evaluation; personnel policies, procedures and advice; workforce planning; TUPE negotiations; consultation and negotiation with Trade Unions; equalities in employment; recruitment and contract administration; employment tribunals; management development; councillors development; core competency framework; and employee development; review of and advice on health and safety management, policies and guidance; and occupational health and screening for employees.
- E-government: Responsible for managing the Council's ICT, including Corporate ICT contracts, operational service arrangements and major ICT Procurements. E-Government is responsible for the management of the Development and Innovation Board Programme of modernisation and improvement to ICT service delivery; and for the management of the Council's Customer Service Network, which includes the statutory Registration function, 37 Service Points and Service Centre. In addition the Head of E-Government also manages major ICT change projects; including the £70m Pathfinder North Shared Services Partnership of 5 local authorities, the Scottish Government and a private sector partner to bring broadband to front-line Council facilities in the North of Scotland.
- Policy and Performance: The corporate policies developed and monitored through the Chief Executive's Service are currently focussed on: fulfilling our Equalities duties; dealing with climate change (adaptation and mitigation including green travel planning); voluntary sector policy; Community Councils policy; European programmes, policies and networks; corporate research and support for campaigning activity, mostly around access to services across the Highlands. New duties in 2010 include the creation and maintenance of the Citizens' Panel and the co-ordination of the Council's budget consultation from 2011-13. Specific partnership programmes led include: health improvement and well being including allotments policy and suicide prevention and supporting community safety tasking in Highland. Strategic policy and performance support is provided to the Highland Community Planning Partnership and the production and delivery of the Single Outcome Agreement. The corporate performance and business planning function includes: the review of the Council's Programme, production and review of the Corporate Plan and performance framework, providing service planning guidance, conducting surveys of public opinion on Council services and public performance reporting. In 2010 new activities focus on: producing the improvement plan following the Best Value audit; improving internal scrutiny and rolling out of the Public Service Improvement Framework and the introduction of a new electronic performance and risk management system.
- Corporate Improvement Team: Responsible for delivering the Corporate Improvement Programme. The programme is made up of 9 significant projects

as part of an integrated programme, these are: Customer Engagement & Assessment; Information Management; Mobile and Flexible Working; Transport; Asset Management; Procurement; Business Support; Human Resources and Income Generation and are aimed at delivering customer satisfaction, stakeholder satisfaction and most importantly cashable savings.

- Public Relations: responsible for dealing with the media, graphic design, web management and responding to Freedom of Information/Data Protection requests; provide the main point of contact with the media and respond to media enquiries, write and edit news releases, promote council campaigns and provide a daily newspaper cutting service; provides an in-house graphic design service to promote the corporate image of the council; maintain the Council's internal and external web presences.
- Business Support: Administrative support for the Chief Executive and Assistant Chief Executive, political Administration and Opposition. Managing effective contact with MSPs, MPs and MEPs, the Scottish, UK and European Parliaments, and other local authorities and public bodies; co-ordination of responses to externally generated consultations; service revenue and capital budget management; administration/support of senior management meetings; provision of facilities management function for Council Headquarters and general business and administrative support functions for the Service.

2.8 The Corporate Plan is also produced by the Chief Executive's Service. The Plan outlines the Council's priorities for the Administrative term and details how key objectives will be achieved and how performance will be measured and reported. The Corporate Plan in turn informs all service plans, team plans and personal development plans for staff.

2.9 The Corporate Plan contributes to the Highland Single Outcome Agreement. In 2009 the second Highland Single Outcome Agreement (SOA2) was approved providing a framework to structure the continuous improvement of all services provided to the public in Highland and will allow all organisations involved in the delivery of public services to work in partnership with reduced bureaucracy and improved effectiveness. SOA2 will be the subject of a detailed performance report to the Scottish Government in September 2010.

2.10 The corporate management of Highland Council is undertaken by the Senior Management Team with Programme/Project Boards set up for major issues and procurements. Corporate and Service management is delivered through three operational areas and 22 wards. Service performance is scrutinised managerially through Quarterly Performance reviews held with the Depute Chief Executive and Service Directors. Performance is reported to committees for scrutiny with an annual Corporate Performance Report produced for the Council which is summarised for public review and published as a newspaper supplement. Performance Reporting at Ward level has also been put in place and further development of the system for public performance reporting is being also underway.

2.11 Appendix 1 shows the organisational chart for the Chief Executive's Service including information on staffing.

3. Resources *Stòrasan*

3.1 The Chief Executive's Service has a total budget of £28.073m and employs 390.12 FTE staff. The Chief Executive's Service is resourced to achieve the following objectives:

- To ensure the effective management of all Council services;
- To provide leadership and organisational support across the public sector to ensure the successful implementation of the Highland Single Outcome Agreement;
- To provide central advice and guidance to the Council on all major policy options;
- To provide central advice and guidance to the Council on Legal and Regulatory matters;
- To support the democratic core and ensure effective Corporate Governance;
- To ensure the effective implementation of Council policies and service delivery;
- To monitor and improve the Council's organisational and operational performance;
- To discharge the role of Returning Officer for all European, Westminster and Scottish Parliamentary elections, and local elections;
- To manage the Council's ICT, including Corporate ICT contracts, operational service arrangements and major ICT Procurements;
- To manage the Council's Customer Service Network, which includes the statutory Registration function, 37 Service Points and Service Centre, and
- To ensure service improvement through delivery of the Corporate Improvement Programme.

3.2 Highland Council's **Chief Executive** leads the delivery of a number of management services provided by the Chief Executive's Service. These management services structure support provided to the Council's operational activities.

3.3 Three **Corporate Managers** with service responsibilities for discrete geographic areas, report directly to the Chief Executive. Corporate Managers are jointly responsible for 52.95 FTE staff (19 FTE in Ross, Skye and Lochaber, 13 FTE Caithness, Sutherland & Easter Ross and 20.95 FTE in Inverness, Nairn, Badenoch & Strathspey) and hold a collective budget of £4.328m.

3.4 The Chief Executive's **Business Manager** provides support to the Chief Executive, Assistant Chief Executive, Convener and Leader. The Business Manager also supports the Council's Senior Management Team, the Council's political Administration, all elected members and the wider Chief Executive's Service by providing administrative, secretarial, facilities and budgetary support via a team of 20.2 FTE staff with a budget of £3.223M which includes a members' budget of £2.244M.

3.6 The **Public Relations Manager** is the Council's principal adviser on media matters and acts as the main point of contact between the Council and the media. The Public Relations team has 8.6 FTE staff and a net budget of £0.326m.

Highland Council's **Assistant Chief Executive** has a net budget of (£2.997M) leads the delivery of a number of specialist and professional services provided to the Highland Council by the Chief Executive's Service. These services support the Council's operational activities and operate to promote efficiency and effectiveness. The corporate services managed directly by the Assistant Chief Executive are:

- 3.7** The **Corporate Programme Manager** is responsible for a team of 10 FTE staff including 6 Project Mangers, 3 Business Analysts and a Project Support Officer. The core budget is £600,000.
- 3.8** The **Head of Policy and Performance** manages a team of 14.8 FTE staff and is responsible for a service budget of £3.599m, including a budget of £1.166M for the Community Planning Partnership.
- 3.9** The **Head of E-Government** is supported by a Corporate ICT Manger, a Customer Service Manager and individual project managers in managing 149.9 FTE staff across IS Client, E-Government functions and the Customer Service Network. The Head of E-Government is responsible for a budget of £14.772m, of which £11.684m is allocated to IS provision across the Council via the Fujitsu Partnership.
- 3.10** The **Head of Legal and Democratic Services** manages a team of 71.17 FTE staff and is responsible for a service budget of £1.51M to provides a range of administrative and secretariat services to the Council's committee structure.
- 3.11** The **Head of Personnel** manages a team of 60.5 FTE staff and is responsible for a service budget of £2.063M to supports the effective management of organisational change including personnel policies, employee development, Health and Safety and occupational health.
- 3.12** The Chief Executive's Service Revenue Budget for the period 1 April 2010 to 31 March 2011 is allocated as follows:

Draft Revenue Budget

Financial Year	Net Revenue Budget (£m)
2010/11	28.073

Breakdown of 2010/11 Budget By Section

2010/11	
Section	Net Budget (£m)
Chief Executive	(2.655)
Operational Management Areas	4.328
Public Relations	0.326
Committee Services	0.605
Legal Services	0.975
Policy, Performance and Communities	2.433
E Government	0.132
Service Point Network & Service Centre	2.840
Registrars	0.104
IS Services (Including Pathfinder)	12.913
Personnel	2.063
Community Planning Partnership	1.166
Licensing	(0.293)
Children's Panel	0.114
Office and Support Services	0.669
Elections	0.109
Total excluding Members	25.829
Members	2.244
Total Chief Executive's Service	28.073

By Staff and Other Costs (including Members)

2010/11	
Section	Budget (£m)
Staff costs	14.090
Other costs	19.901
Total costs	33.991
Income	(5.918)
Net budget	28.073

Note: The Chief Executive's Service budget also includes the management of the following resources which are not included in the above total due to absence of net cost to the Council, i.e. they are funded directly by Scottish Government grant or partnership funds. The source is:

- The E-Government budget also includes the management of the £70m Pathfinder North budget on behalf of the Scottish Government and 5 Highlands and Islands Partners. It is not included in the above totals as although it is administered by the Highland Council it is funded by ring fenced monies from the Scottish Government and subject to the governance of the Pathfinder North Project Board.

3.13 Variations to the revenue budget from 2009/10 to 2010/11 have been affected by efficiency measures for 2010/11 totalling £1.352M, which have been removed from the roll forward budget.

3.14 The service efficiency savings are made up from the following measures:

Saving Measures		2010/11 £m
Business Support - Members	Reduction in members' budget including travel and subsistence, groceries, stationery, office equipment, hospitality, advertising	0.078
Business Support - Chief Executives	Reduction in Corporate Development Fund	0.033
Business Support - Office and Support Services	Delete vacant 0.5 Council Officer post, remove overtime provision, centralise postages	0.029
Operational Management Areas	Stand still budget for the Ward Discretionary Budget and the Youth Strategy Budget	0.072
Legal and Democratic Services	Staffing efficiencies from the merger of Legal & Democratic Services	0.073
Policy & Performance	Further reductions in Discretionary Grants & Partnership Support	0.020
Administration & Business Support	Review of Business Support & Administration across Chief Executives' Service	0.272
Civic Government Licensing	Increase in income	0.100
ICT Contract	Identified efficiency savings	0.575
Customer Services	Identified efficiency savings	0.100
	TOTAL	1.352

3.15 The Service's capital budget is detailed below for the period 2011-2012.

Capital Budget

Year	Net Budget (£m)
2010/11	0.506
2011/12	1.446
Further information on the capital programme is provided as Appendix 2 .	

4. Programme of the Highland Council, Statutory and Corporate Governance priorities including the Single Outcome Agreement

Prògram Comhairle na Gàidhealtachd, Feumalachdan is Prìomhachasan Gnothachais Eile

4.1 The Programme of the Highland Council

“Strengthening the Highlands”, the Programme of the Highland Council sets out the overall aims of the Council, these are:

- Make the Highlands one of Europe’s leading regions;
- Create sustainable communities with more balanced population growth and economic development across the Highlands; and
- Build a fairer and healthier Highland.

The Council has set five main themes for action, these are:

- *What we will do for* **Children and Families**
- *What we will do for* **Communities and Older People**
- *What we will do for* **The Economy**
- *What we will do for* **Our Environment**
- *What we will do to be* **More Effective and Efficient**

Against these themes there are a total of 113 commitments of which the Chief Executive’s Service has a lead role for 24 and a supporting role for 5 commitments. In addition there are 4 Service specific commitments. Details of the Chief Executive’s Service commitments and improvement objectives are outlined in section 5 below.

4.2 The Highland Single Outcome Agreement

The Chief Executive’s Service takes the lead in co-ordinating activity including co-ordination of partnership work around the development and performance management of the agreement. The second Single Outcome Agreement (SOA2) has set 15 local outcomes. In addition to the Service’s co-ordination role there will be a delivery role on the following outcomes:

- People across the Highlands have access to the services they need;
- People are, and feel, safe from crime, disorder and danger;
- Our communities take a greater role in shaping their future;
- Public services are delivered effectively, efficiently and jointly;
- Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns;
- More people are supported into employment;
- Healthy life expectancy is improved especially for the most disadvantaged;
- The impact of poverty and disadvantage is reduced.

4.3 Additional Business Requirements and Priorities

The Chief Executive's Service is responsible for a number of areas of core business and operational, many of these areas relate to legislative and non-discretionary governmental requirements. These business areas and priorities support the implementation of governance assessment frameworks such as the Code of Corporate Governance, National Occupational Standards for Civil Contingencies, and the Best Value Audit programme. These are summarised below and have been addressed through relevant improvement objectives in section 7 of this plan.

Business Area	Public Services Covered
Single Outcome Agreement	<ul style="list-style-type: none"> ▪ Development and implementation of the Single Outcome Agreement; ▪ Community Planning at different geographies across Highland; ▪ Recession Action Plan.
Consultation and Community Engagement	<ul style="list-style-type: none"> ▪ Supporting Community Councils; ▪ Adopting a meaningful approach to consultation; ▪ Operational Management of Ward Forums.
Promoting Equalities	<ul style="list-style-type: none"> ▪ Implementing the Council's Equalities Schemes; ▪ Equal Opportunities employer.
Best Value	<ul style="list-style-type: none"> ▪ Performance Reporting; ▪ Performance Management; ▪ Self Assessment and Improvement Planning; ▪ Efficiencies through delivery of the Corporate Improvement Programme.
Gaelic Language and Culture	<ul style="list-style-type: none"> ▪ Meeting statutory duty through the Highland Gaelic Language Plan.
Customer Services	<ul style="list-style-type: none"> ▪ Provision of Registration Service to statutory requirements; ▪ Continue to expand and increase information and services available to customers in the front office; ▪ Implement the customer service strategy; ▪ Implement the customer first strategy ▪ Continue the development of the service centre; ▪ Monitoring and manage complaints and enquiries; ▪ Scottish Public Services Ombudsman; ▪ Delivery of the Corporate Improvement Programme Customer Engagement and Assessment Project.
Supporting the Voluntary Sector	<ul style="list-style-type: none"> ▪ Developing a compact with the voluntary sector; ▪ Improving the process for commissioning services from the sector and providing grant to it; ▪ Increasing support for welfare rights.
Legal and Democratic Services	<ul style="list-style-type: none"> ▪ Professional development of Elected Members; ▪ Ensuring effective legal advice; ▪ Management of Elections; ▪ Management of effective Corporate Governance and decision making.

Business Area	Public Services Covered
Civil Contingencies and Emergency Planning	<ul style="list-style-type: none"> ▪ Effective emergency arrangements; ▪ Effective civil contingency arrangements.
Human Resource Management	<ul style="list-style-type: none"> ▪ Valuing and Consulting trades unions; ▪ Harmonised and modernised conditions of service; ▪ Ensuring the Health and Safety of our workforce; ▪ Improving management & leadership skills; ▪ Via CIP, increase availability of information for staff, increase efficiency of HR administration processes, explore the use of the national recruitment portal.
Information Communication Technology	<ul style="list-style-type: none"> ▪ Review and update the ICT Strategy; ▪ ICT Re-procurement - implement Governance arrangements & Transformation Projects; ▪ Manage the Pathfinder Contract for the 5 Pathfinder authorities including Highland Council; ▪ Implement the Corporate ICT organisation; ▪ Ensure an alignment between the Corporate Improvement Programme and ICT strategy.

5. Review of performance and progress

Sgrùdadh de Choileanadh is Adhartas

Summarised below are the commitments from the “Strengthening The Highlands”, the Programme of the Highland Council 2008-2011 which the Chief Executive’s Office lead or support on. Performance is reported to Council in October each year, below reflects the 2009 report. For ease of reference the following symbols have been used to provide an assessment of performance:

- ✓ Commitment progressing well or is on target.
- Too early to assess impact or no change is recorded yet.
- M** Mixed performance - positive and negative movement in indicators.
- x** Commitment not met.

Strengthening The Highlands 2008-2009 Performance	
Theme 1. What we will do for Children and Families	
<ul style="list-style-type: none"> ■ Lower the voting age to 16 years for community council elections will be determined by planned local consultation on the national review where age 16 has been recommended. 	✓

Theme 2. What we will do for Communities and Older People	
<ul style="list-style-type: none"> ■ Increased provision of money advice and welfare rights by the voluntary sector 40957 customers in 2008/9 compared to 38139 in 2007/8. An increase in Council provision 1424 customers from 785 in the same period. The financial benefit to customers receiving advice remains high with £3.4M achieved for voluntary sector customers and £402,110 for Council. 	✓
<ul style="list-style-type: none"> ■ The additional £100k was allocated to promote benefit uptake across Highland and this was reported to Resources Committee on 18 February 2009. 	✓
<ul style="list-style-type: none"> ■ Overall there is good progress across indicators in relation to community safety as follows: <ul style="list-style-type: none"> ● % of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe has increased in 2008/9 to 95%. 	✓
<ul style="list-style-type: none"> ■ Development of a compact with the third sector is well advanced with extensive consultation having taken place during 2008 and early 2009. Levels of those self reporting engagement in volunteering has rising from 27% in 2006/7 to 29% in 2008/9. 	✓
<ul style="list-style-type: none"> ■ Work is progressing on the review of community councils and this has a national lead. The Scottish Government has published a model scheme and code of conduct and the Council has agreed to consult on a new Scheme for Community Councils in the Highlands, based on this national model. 	✓
<ul style="list-style-type: none"> ■ A standardised approach to monitoring feedback from community engagement has been developed and is being piloted. Through the Council’s Public Performance Survey community views on how well the Council is ‘listening to local people’ is scored and a positive score is sought. The baseline was established in 2006/7 at -2 and this has improved to 0 in 2008/9. 	✓

Theme 3. What we will do for the Economy		
■	Delivery of broadband to Council properties has increased from the baseline of 96 premises in 2007/8 to 284 in 2008/9.	✓
■	The indicator relating to maintaining job in the Caithness and North Sutherland Area has been baselined by HIE for 2008/9 at 129.75 jobs this is above the annual target of 100. The level of public services in the area is being maintained.	✓
■	An action plan to support local food is in place. The recording and reporting of the numbers of bids received from target organisations is in place due for first report during 2009/10. Records are also now being kept of the location and size of organisations submitting bids for Council contracts.	✓
■	The number of communities confident to hold assets, from the baseline of 45 communities in 2007/8 increased to 52 cumulatively during 2008/9.	✓
■	Leverage from other sources for the Fairer Scotland Fund achieved £1.041M in 2008/9 which is 87% compared to the target of 75% annually.	✓
■	The number of trainees and apprentices employed by the Council has increased to 200 in 2008/9 compared with 150 in 2007/8. A baseline has been established for monitoring the number of apprentices (17) taken on by other employers supported by the Council's Employment Grant Scheme (subject to ESF support).	✓
■	The % of jobs located out with Council Headquarters is being maintained at 95.8% a target of 96.2% has been set for 2010/11.	✓
■	The levels of community acceptance of new residents have been maintained at 82% as evidenced through the annual Public Performance Survey.	✓
■	An annual report on EU activity was approved by Council in February 2009 with Council priorities identified. Take up of EU grant has increased in 2008-9 with £1.319m of EU funding from structural funds being approved, relying on £2.103m of Council resources and £235k of partner contributions. In addition for trans-national projects, £3.012m of EU funding was approved, with £2.358m of Council funding and £562k of partner match funding.	✓
■	During 2008-9 Post Office Limited (POL), as part of a national review closed 17 Post Offices, with a further seven relocated and four new outreach post office facilities provided for remote communities. One was relieved. Since then there have been eight temporary closures; seven have re-opened (five as outreach services).	✓

Theme 4. What we will do for our Environment		
■	A new Carbon Management Plan is complete with actions set to 2012 including a communication plan. Work started towards implementation of Carbon Reduction Commitment. Internal and community adaptation workshops have been carried out with the results feeding into the development of the adaptation strand for the strategy. Self Assessment against the requirements of the Scottish Local Authority Climate declaration is 22/30 at the end of 2008/9. Performance is scrutinised at Climate Change Working Group.	✓
■	During 2008/9 a further 12 communities were assisted to secure benefit	✓

Theme 4. What we will do for our Environment		
	from renewable energy developments. This brings the total number to 36 from a baseline of 24 in 2007/8. Several developers have community benefit packages which substantially exceed the early agreement.	
■	<p>Good progress is being made against the Council targets for reducing energy use and carbon emissions as follows:</p> <ul style="list-style-type: none"> • 14.99% reduction in energy use from 2004-5 base-line • 14.2% reduction in CO2 emissions • £1.4m of energy costs avoided since 2005 • On track for 4242.4KWh of renewable energy installed capacity <p>The Council received a European award for reducing energy use in its buildings.</p>	✓
■	Green Travel Plans are in place for 5 sites including Council Headquarters, SWS Kinmylies, Lochaber House and two secondary schools. Green travel planning web pages have been developed for staff, public sector partners and businesses across Highland.	✓
■	Good progress is being made with recycling facilities in place at Council Headquarters and Kinmylies with a programme to rollout for further offices. Data has been baselined in 2008/9 at 9300 tonnes of waste to land fill from Council premises and 1722 reams of paper purchased. A paper recycling policy has been developed.	✓
■	Good progress is being made with a draft Allotments Policy presented to LESSG on target and available for public consultation. New guidance was also approved and supplementary guidance on open space has been adopted by the Planning, Environment and Development Committee.	✓

Theme 5. What we will do to make Highland Council more effective and efficient		
■	A detailed report on achieving the actions arising from Best Value 1 (BV1) was considered in May 2009 with all actions either complete or on target to be complete by the end of 2009. There has been positive feedback on progress from Audit Scotland on BV1. The BV2 Pathfinder was completed in December 2009 and a positive report was published on 13 th May 2010.	✓
■	From a baseline in 2006/7 of 80% the Council has increased satisfaction levels with Council services to 83% in 2008/9. Against an efficiency target of £8M in 2008/9 £8.201M has been achieved.	✓
■	A review of Governance arrangements was undertaken in 2008/9 and outcomes agreed by Council in October and December 2008. It was agreed to improve access to decision making through web casting and improved video conferencing facilities.	✓
■	A Corporate Performance Framework is in place and set out in the Corporate Plan. In addition to the annual corporate performance report information is made available through the Council's website and the annual newspaper supplement each winter and through the Council Tax leaflet each March. Response times within target for complaints and enquiries handling have declined to 58% in 2008/9 compared to 71% in 2006/7. Compliance with the required response times for Freedom of Information requests has improved to 90% from a 2006/7 baseline of 88%.	M
■	Equalities monitoring is reported to committee on a 6 monthly cycle. The number of women manager in the top 2% of earners within the Council has	✓

Theme 5. What we will do to make Highland Council more effective and efficient

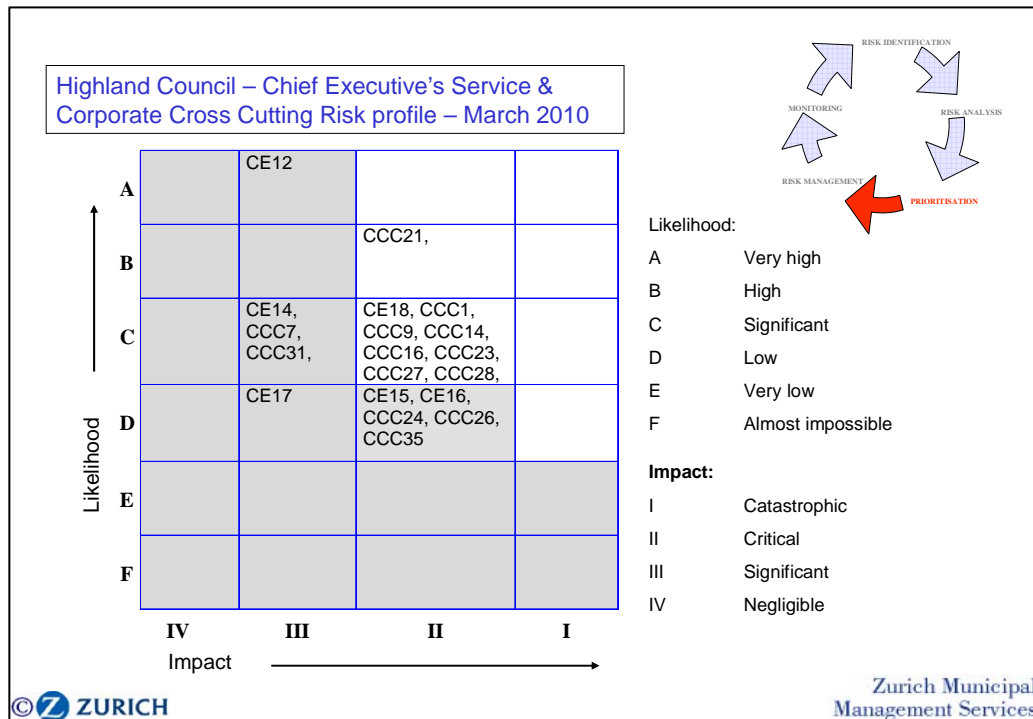
	increased from 27.6% in 2006/7 to 34.3% in 2008/9. Similar improvements in the top 5% earners where women represent 38.8% of the top 5% earners compared with 35.9% in 2006/7. The number of public caller buildings accessible to the disabled continues to increase.	
■	The Council is maintaining fulfilment of customer contact dealt with at first point of contact at above the 85% minimum target set in 2008/9 90% was achieved. The number of internal and external services dealt with at first point of contact within the customer services network is also being maintained at 52%.	✓
■	Trade Unions are engaged with through a well established joint consultative group (JCG) which meets on a quarterly basis. Staffing performance indicators include sickness absence where non-teaching staff absence has reduced to 4.81% in 2008/9 compared with 5.04% in 2007/8. Teacher's sickness absence has also reduced over the same period from 4.03% to 3.15%. An update on progress on meeting 'Revitalising Health and Safety Targets' is awaited.	M
	A new pay and grading structure was implemented in February 2009, this removed potential pay inequality within the Council. Consultation on harmonised terms and conditions with joint trade unions is progressing and is planned for implementation in 2010.	✓
■	The outline training programme and PDP and Training Record for members was approved by Resources Committee on 3 rd December 2008 and training in equalities, recruitment and selection, procurement and planning design was completed. Role descriptions were approved by Council on 5 th March 2009.	✓
■	Reports are being submitted to Council on the Council's Programme in October each year. In addition detailed thematic reports updating progress have been developed for the Council's Administration Business Meetings .	✓

6. Risks

Cunnartan

6.1 The Council uses the Zurich Risk Methodology to identify and manage risks. The relative importance of specific risks is judged against the Council's risk appetite and those risks that are deemed to exist above that appetite are shown in the table below. These "above the line" risks cover both corporate and service risks. Where a risk is shown there will be a corresponding objective and action that helps us manage that risk.

Risk Appetite



Above the Tolerance Line Risks

Risk Ref	Risk Rating	Risk Description/Short Name	SP Ref
CE18	C2	Funding relationship with the third sector: procurement procedures may not be followed and the single grant scheme may not be in place.	2.04
CCC1	C2	The Council may not meet its Carbon Management Commitment.	4.03, 4.04, 4.05
CCC9	C2	The Council must comply with the requirements of the equalities legislation.	5.04
CCC14	C2	Business Continuity & Emergency Planning arrangements may not be effective	5.01
CCC16	C2	Integrated Health & Safety management system may not be in place.	5.07

Risk Ref	Risk Rating	Risk Description/Short Name	SP Ref
CCC21	B2	Despite the new pay and grading scheme, the Council still has a potential equal pay liability.	5.08
CCC23	C2	New ICT arrangements must deliver the service and efficiencies required by the Council.	5.13
CCC27	C2	Corporate Improvement Programme may fail to delivery efficiencies including via Shared Services agenda	5.01, 5.14
CCC28	C2	Caithness Heat & Power tendering process may fail to reach a successful conclusion.	5.01

7. Service Improvement Objectives
Amasan Leasachaidh na Seirbheis

CHILDREN AND FAMILIES		
Service I.D.	1.01	
Programme Commitment:	We will support civic engagement of Highland's young people through pupil councils, the post of youth convener, developing Youth Voice and representation in the Scottish Youth Parliament and working with Community Councils to lower the voting and candidate age to 16 years for Community Council elections.	
Council Programme Ref:	1.13 (Support)	
Lead Officer:	Corporate Manager – Caithness, Sutherland & Easter Ross	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Reduce the voting age for Community Council elections to 16 years. (CP 1.33/CP2.76 – data stored CP1.33) 	
Risk:		
Enabling Actions		Review Date:
CM_CS&ER	Negotiations with Electoral Registration Officer and any other relevant agencies required.	31/03/11

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.01	
Programme Commitment:	We will work with partners and all levels of Government to alleviate poverty by increasing benefit uptake, advising more people how to maximise their income through advice on welfare rights and benefits, encouraging use of free or concessionary priced services, and providing specialist money advice.	
Council Programme Ref:	2.02	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Increase in number of customers reached with money advice and welfare rights - Voluntary Sector. (CP 2.02a) Increase in financial benefit to customers from the advice given - Voluntary Sector. (CP 2.03a) 	
Risk:		
Enabling Actions		Review Date:
HOPP	Business Plan for Pan Highland credit union.	31/08/10
HOPP	Complete options appraisal for delivery of advice and information services.	30/11/10

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.02	
Programme Commitment:	We will work with the Scottish Govt and our partners, especially NHS Highland, to meet the health and care needs of our population and reduce inequalities in health. This will include reducing alcohol and drug misuse, smoking cessation, reducing obesity and tackling poverty with particular emphasis on changing attitudes and behaviours towards alcohol and supporting those in need with better prevention and treatment services.	
Council Programme Ref:	2.08 (Support)	
Lead Officer:	Head of Policy & Performance /Head of Personnel	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Recorded alcohol related crime figures per 10,000 population. (CP 2.17a) ▪ Recorded drug related crime figures per 10,000 population. (CP 2.17b) ▪ Achieve silver award for Healthy Working Lives for Highland Council as employer. (CP 2.21) 	
Risk:		
Enabling Actions		Review Date:
Head of Personnel	Implement the approved Substance Misuse policy for staff.	31/06/10
Head of Personnel	Achieve Silver award for Healthy Working Lives in place.	30/10/10
HOPP	Produce an integrated plan for "Inclusion In Mind" and "Towards a Mentally Flourishing Scotland".	31/11/10

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.03	
Programme Commitment:	We will work with partners, especially the Police and the Scottish Government, to improve community safety by working to reduce: crime and fear of crime; anti-social behaviour; alcohol and drug related crime; reconviction rates; and violence against women and hate crimes. We will work also to improve levels of safe driving.	
Council Programme Ref:	2.11	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ At least maintain % residents stating they are satisfied with their neighbourhood / community (96% very good or good rating). (CP 2.32) ▪ At least maintain % residents who rate the area within 15 minutes walk of their home as fairly safe or very safe at 96%. (CP 2.33) ▪ Reduce the number of recorded hate crimes, racist incidents and other hate crime'. (CPT 2.36) ▪ 2% reduction in fatal / seriously injured road traffic accident 	

	<ul style="list-style-type: none"> casualties. (CP 2.41a) ▪ 2% reduction in child fatal / seriously injured road traffic accident casualties. (CP 2.41b) ▪ 2% reduction in slightly injured road traffic accident casualties. (CP 2.42) ▪ Reduction in households reporting concerns with speeding. (CP 2.43) 	
Risk:		
Enabling Actions		Review Date:
HOPP	Conclude review of non-public space CCTV.	30/09/10
HOPP	Deliver and evaluate Safe Highlanders annually.	31/08/10
HOPP	Review options for producing a Strategic Assessment Model for Community Safety with Northern Constabulary.	30/09/10
HOPP	CCTV monitoring contract reprocured.	30/09/10

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.04	
Programme Commitment:	We will develop a compact with the third sector (voluntary, charity and community organisations and social enterprises) in the Highlands setting out how we will support the sector and work together.	
Council Programme Ref:	2.19	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Compact with the voluntary sector agreed and in place. (CP 2.62) ▪ The Council demonstrates compliance with the requirements of "Following the Public Pound" for third sector funding. (CP 2.63) ▪ New process for commissioning services from the third sector in place.. Implementation confirmed through internal audit process. (CP 2.64) ▪ Support volunteering in the Highlands and at least maintain current levels of self reporting voluntary activity (baseline 27% adult population in 2007). (CP 2.65) 	
Risk:	CE18	
Enabling Actions		Review Date:
HOEG	Develop partnerships between the customer services and third sector organisations for joint service delivery in the customer service network.	31/03/11
HOPP	Annual review of 3rd Sector Compact.	31/03/11
HOPP	Deliver training programme to compact champions.	31/03/11
HOPP	Final proposals for a single grant scheme prepared.	30/06/10

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.05	
Programme Commitment:	We will agree a new Scheme for Community Councils by 2010 and continue to provide financial and practical support to them.	
Council Programme Ref:	2.20	
Lead Officer:	Assistant Chief Executive/Corporate Manager	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Increase training support provision to Community Councils in planning, licensing and other matters. (CP 2.66) ▪ New Community Councils Scheme agreed. (CP 2.68) 	
Risk:		
Enabling Actions		Review Date:
CM – CS&ER	New Community Council Scheme to be agreed by December 2010.	31/12/10

COMMUNITIES AND OLDER PEOPLE		
Service I.D.	2.06	
Programme Commitment:	We will use the national standards of community engagement.	
Council Programme Ref:	2.21 (Support)	
Lead Officer:	Corporate Manager – Ross, Cromarty & Skye	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ The Council implements system for monitoring adherence to community engagements standards. (CP 2.69) ▪ Communities feel their views have been heard (monitored through the standards and through an improved rating on “listening to local people” in the annual performance survey). (CP 2.70) 	
Risk:		
Enabling Actions		Review Date:
CM_RS&L	Implement a monitoring system for the standards.	31/10/11

THE ECONOMY		
Service I.D.	3.01	
Programme Commitment:	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.	
Council Programme Ref:	3.08 (Support)	
Lead Officer:	Head of E Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Deliver Broadband to all identified Council properties (453). (CP 3.27) 	
Risk:		
Enabling Actions		Review Date:
HOEG	Strategic management, including risk management, of the Pathfinder North partnership on behalf of the 5 Pathfinder North local authorities and the Scottish Government.	31/03/11
HOEG	Leading the Council's and Pathfinder North Partnership response to UK and European consultation on Digital Britain and other initiatives relating to telecommunication and broadband services.	31/03/11

THE ECONOMY		
Service I.D.	3.02	
Programme Commitment:	We recognise the world class skills of the workforce at Dounreay and will work in partnership with Highlands and Islands Enterprise, the Nuclear Decommissioning Agency and the Scottish and UK Governments to safeguard and enhance the social and economic environments of Caithness & North Sutherland during the Dounreay decommissioning.	
Council Programme Ref:	3.11	
Lead Officer:	Corporate Manager - Caithness, Sutherland and Easter Ross	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Plans for using the natural resources of Caithness and North Sutherland developed. (CP 3.33) Levels of jobs, income and public services maintained in Caithness and North Sutherland (to counter the job losses arising from nuclear decommissioning) - report on annual target for 100 jobs. (CP 3.34) Levels of jobs, income and public services maintained in Caithness and North Sutherland (to counter the job losses arising from nuclear decommissioning) - maintain current level of public services. (CP 3.35) 	
Risk:		
Enabling Actions		Review Date:
CM_CS&ER	Ensure continued strategic representation at Caithness and North Sutherland Regeneration Partnership.	31/03/11
CM_CS&ER	Annual report to Full Council and follow up on resulting actions.	31/05/10

THE ECONOMY

Service I.D.	3.03	
Programme Commitment:	We will support communities in the formation of local trust/ groups to buy, manage or have a stake in land, property or other assets on behalf of their community.	
Council Programme Ref:	3.13	
Lead Officer:	Corporate Manager - Ross, Cromarty & Skye	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Increase the number of communities who feel more confident to hold assets and are assisted in purchasing or hold a stake in land, property or other assets on behalf of their community. (CP 3.38) ▪ Provision of web-based guidance for internal & external parties (CP 3.39) 	
Risk:		
Enabling Actions		Review Date:
CM_RS&L	Work with HIE to establish the provision of web based guidance (internal and external).	31/03/12

THE ECONOMY

Service I.D.	3.04	
Programme Commitment:	We will work with employers, further education colleagues and other partners to increase the training and apprenticeship opportunities across the Highlands, with a 33% increase in the number employed by the Council by 2010-11 (a rise to 200).	
Council Programme Ref:	3.15	
Lead Officer:	Head of Personnel/Head of E-Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Maintain at 200 the number of trainees and apprentices employed by the Council. (CP 3.46) 	
Risk:		
Enabling Actions		Review Date:
Head of Personnel	Further develop opportunities for trainees and apprenticeships within the Council.	31/03/11
HOEG	Implementation of community benefits programme arising from the ICT procurement.	31/03/11

THE ECONOMY

Service I.D.	3.05	
Programme Commitment:	We will continue to decentralise Council jobs throughout the Highlands and will work with partners to identify opportunities for further dispersal of public sector jobs.	
Council Programme Ref:	3.16	
Lead Officer:	Head of Personnel	
Resource:		

Key Performance Results:	<ul style="list-style-type: none"> Maintain the % of jobs located out with Headquarters from 95.9%. (CP 3.48) 	
Risk:		
Enabling Actions		Review Date:
Head of Personnel	Deliver milestones and targets with the Corporate Improvement Programme.	31/03/11
Assistant Chief Executive	Identify opportunities through the Corporate Improvement Programme for further decentralisation of work.	31/3/11

THE ECONOMY		
Service I.D.	3.06	
Programme Commitment:	We will work through the Highlands and Islands European Partnership and the Scottish and UK Governments to secure the maximum benefit for the Highlands from the European funding programmes for the region and play a full part in key European organisations.	
Council Programme Ref:	3.25	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Annual reports on EU activity demonstrate progress in grant funding and networks. (CP 3.56) 	
Risk:		
Enabling Actions		Review Date:
HOPP	Annual report produced.	01/04/11
HOPP	Arrange meeting with MEP's to brief on Highland and Islands priorities and seek support.	01/11/10
HOPP	Establish a performance framework for maximising E.U. benefit.	30/09/10

THE ECONOMY		
Service I.D.	3.07	
Programme Commitment:	We will monitor any further temporary closures of Post Offices in the Highlands and support communities contesting any further reduction in the network to 2011.	
Council Programme Ref:	3.33	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Unplanned Post Office closures either reduce in frequency or replacement services are more readily available. (CP 3.64) 	
Risk:		
Enabling Actions		Review Date:
HOPP	Temporary closures analysed and reported.	30/09/10

OUR ENVIRONMENT		
Service I.D.	4.01	
Programme Commitment:	We will produce and implement a climate change strategy for the Highlands which will reduce our impact on the environment and adapt our services to cope with the impact of climate change.	
Council Programme Ref:	4.01	
Lead Officer:	Head Of Policy & Performance	
Resource:	CCC1	
Key Performance Results:	<ul style="list-style-type: none"> ▪ Produce and implement a climate change strategy for the Highlands by 2011. (CP 4.01) ▪ Demonstrable progress against the requirements of the Scottish Local Authority Climate Change Declaration (self-assessment score of 30/30). (CP 4.02) ▪ Council services adapted to deal with the impact of global warming. (CP 4.03) 	
Risk:	Carbon reduction commitment	
Enabling Actions		Review Date:
HOPP	Produce a strategy for mitigation and adaption.	31/03/11
HOPP	Bi-annual review of Carbon Management Plan.	31/08/10
HOPP	Commence Participation in the CRC Energy Efficiency Scheme	31/07/10
HOPP	Agree a climate change declaration for the Highlands with partners.	02/06/10
HOPP	Revise carbon management plan targets following Government advice.	31/12/10

OUR ENVIRONMENT		
Service I.D.	4.02	
Programme Commitment:	We will increase the number of communities assisted by the Council and partners to secure community benefit from renewable energy developments and work with them to promote greater community control and ownership of renewable energy projects.	
Council Programme Ref:	4.04	
Lead Officer:	Corporate Manager – Ross, Skye & Lochaber/Inverness, Nairn, Badenoch & Strathspey	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Increase from 24 the number of communities supported by the Council to secure community benefit from renewable energy developments. (CP 4.08) 	
Risk:		
Enabling Actions		Review Date:
CM_INB&S	Review arrangements for monitoring the number of communities supported.	31/03/11
CM_RS&L	Rewrite Community benefit Guidance.	31/12/10

OUR ENVIRONMENT		
Service I.D.	4.03	
Programme Commitment:	As well as improving the energy efficiency of our Council housing stock, we will reduce the Council's energy use and carbon emissions from our buildings by 15% by 2010-11 from a baseline of 2005, reducing or avoiding energy costs.	
Council Programme Ref:	4.07	
Lead Officer:	Head Of Policy & Performance /Head of E-Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Reduce energy use in Council buildings by 12% by 2012 from 2007/08. (CP 4.12) ▪ Reduce CO2 emissions from Council buildings by 12% by 2012 from 2007/08. (CP 4.13) ▪ Save (or avoid) £3.8m in energy costs from Council buildings. (CP 4.14) 	
Risk:	CCC1	
Enabling Actions		Review Date:
HOEG	Deliver energy efficiency and CO2 savings through new ICT delivery arrangements.	31/03/11
HOPP	Bi-annual review of Carbon Management Plan.	31/08/10
HOPP	Integrate Council Housing into Carbon Management Plan	31/12/10

OUR ENVIRONMENT		
Service I.D.	4.04	
Programme Commitment:	We will prepare a green travel plan for the Council, and work with the Scottish Government to encourage and promote green travel plans for our public sector partners, and all businesses and developments across the Highlands.	
Council Programme Ref:	4.11	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Green travel plan produced and operational. (CP 4.19) 	
Risk:	CCC1	
Enabling Actions		Review Date:
HOPP	New monitoring system in place for carbon emissions from staff and member travel.	31/03/11
HOPP	Bi-annual review of Carbon Management Plan.	31/08/10
HOPP	Integrate business travel reduction targets into Council's performance framework and the number of green travel plans.	30/09/10

OUR ENVIRONMENT		
Service I.D.	4.05	
Programme Commitment:	We will reduce paper use in our offices and recycle 50% by the end of 2009.	
Council Programme Ref:	4.15	
Lead Officer:	Head Of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> At least 50% of waste from Council offices to be recycled by end 2009. (CP 4.23) 	
Risk:	CCC1	
Enabling Actions		Review Date:
HOPP	Bi-annual review of Carbon Management Plan.	31/08/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.01	
Programme Commitment:	We will continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and continuously review the Council's spending programmes. We will modernise our services to achieve an annual 2% efficiency savings target.	
Council Programme Ref:	5.01 (Support)	
Lead Officer:	Chief Executive/Business Manager/Public Relations Manager/Director of Housing & Property/Head of Audit & Risk	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> At least sustain satisfaction levels with Council services at 80% (very or fairly satisfied). (CP 5.02) Corporate Improvement Programme delivered and benefits realised (with annual review). (CP 5.04) 	
Risk:	CCC14/CCC27/CCC28	
Enabling Actions		Review Date:
Chief Executive	Ensure effective Business Continuity and Emergency Planning arrangements are in place.	31/03/11
ACE	Deliver the targeted efficiency savings within the Corporate Improvement Programme for 2010/11.	31/03/11
Business Manager	Review of Chief Executive's Service support functions with a view to achieving further improvements in working practices and further cash savings.	31/03/11
Director of H & P	Achieve contract award to successful bidder for Caithness Heat and Power	31/08/10
Director of H & P	Support the implementation of new contract for Caithness Heat and Power	31/03/11
Head of Internal Audit & Risk	Ensure the improvement actions arising from the Internal Audit of Caithness Heat and Power are implemented	30/09/10
Public Relations Manager	Launch the Council's photographic library and policy and promote its use across the Council.	31/08/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.02	
Programme Commitment:	We commit the Council to the principle of appropriate additional decentralisation of political decision-making within the Council.	
Council Programme Ref:	5.02	
Lead Officer:	Head of Legal & Democratic Services	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Review arrangements for Planning in respect of new planning legislation. ▪ Review arrangements for Licensing Committees & Boards. ▪ Increase percentage of business conducted via video conferencing. 	
Risk:		
Enabling Actions		Review Date:
HOLD	Implement new arrangements for Licensing Committee & Boards	31/10/10
HOLD	Review arrangements for planning in respect of new planning legislation.	31/12/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.03	
Programme Commitment:	We will continuously review our performance to improve the way in which Council services are designed and delivered. We will do this by measuring our progress, reporting on it publicly and listening to our customers and communities.	
Council Programme Ref:	5.03	
Lead Officer:	Head of Policy and Performance/Business Manager/Elections Manager/Head of E-Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Positive audit reports for Best Value audits and follow up audits (with all current actions completed within times agreed). (CP 5.01) ▪ Improve every aspect of the complaints handling process, including increasing satisfaction with complaints handling. (CP 5.11) ▪ Increase response times for Freedom of Information and Data Protection requests to ensure compliance with timescales. (CP 5.12) 	
Risk:		
Enabling Actions		Review Date:
Business Manager	Increase the use of video conferencing to reduce the councils travel costs and carbon emissions.	31/03/11
Business Manager	Extend web casting of all formal council meetings at HQ by the end of December 2010.	31/12/10
HOEG	Complete annual review of complaints management.	31/08/10
HOPP	Citizens Panel established and first survey underway.	30/05/10
HOPP	Public Performance Survey conducted and reported.	30/09/10
HOPP	Public Performance Report produced and published.	31/12/10
HOPP	BV2 audit report published.	30/06/10
HOPP	BV2 improvement plan produced.	30/06/10

PRM	Review authorisation process for publishing Freedom of Information requests on the website.	30/06/10
Elections Manager	Submit to Electoral Commission self assessment on UK Parliamentary Election May 2010	04/06/10
Elections Manager	Improve election planning based on self assessment for Scottish Parliamentary Election May 2011	30/04/11

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.04	
Programme Commitment:	We will fulfil all of the Councils duties to promote equalities and to tackle discrimination and disadvantage – as an employer, in providing public services, in community leadership and partnership working.	
Council Programme Ref:	5.04	
Lead Officer:	Head of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Single Equalities Scheme developed and implemented with targets reviewed. (CP 5.22) ▪ 100% of all new and reviewed policies, functions and practices are screened for relevance to equalities. (CP 5.23) ▪ Annual increase in the % of women managers in top 2% of earners from 27.6%. (CP 5.24) ▪ Annual increase in the % of women managers in top 5% of earners from 35.9%. (CP 5.25) 	
Risk:	CCC9	
Enabling Actions		Review Date:
CM_INB&S	Test approaches to gathering information on equalities monitoring of ward forums.	31/12/10
HOPP	Draft Single Equalities Scheme produced.	30/06/10
HOPP	Gender Equality Scheme 3 Year Review completed.	30/06/10
HOPP	Rollout the Equalities impact assessment e-tool across Services.	31/08/10
HOPP	Integrate Single Equality Scheme indicators into Corporate Performance System.	31/08/10
HOPP	Co-ordinate Service equality screening and impact assessments to feed into budget consultations.	30/09/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.05	
Programme Commitment:	We will make it easier and more convenient to contact the Council (through telephone, internet and other technology) including the extension of opening hours for telephone contact.	
Council Programme Ref:	5.06	
Lead Officer:	Head of E Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Achieve a minimum of 85% fulfilment of customer contact dealt with at first point of contact via customer services network. (more calls to be routed through the customer services network as more functions are included). (CP 5.07) ▪ Increase the number of internal and external services (as defined by the customer First 46 ESD targets) to be dealt with at 1st point of contact to customers through the Customer Services Network. (CP 5.08) ▪ Develop Web strategy for THC to deliver more services electronically. (CP 5.10) 	
Risk:	CE14	
Enabling Actions		Review Date:
HOEG	Implement a web strategy.	30/06/10
HOEG	Implement customer services strategy.	31/03/11
HOEG	Implement customer first strategy.	31/03/11
HOEG	Deliver actions and targets in Customer Engagement and Assessment Project (Corporate Improvement Programme).	31/03/11
PRM	Trial and review the use of social networking as a corporate communication method with stakeholders.	31/08/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.06	
Programme Commitment:	We will continue to develop Ward Forums for every Council ward which will enable the public and community representatives to be informed of and to scrutinise Council activities and service delivery, including community planning.	
Council Programme Ref:	5.07	
Lead Officer:	Corporate Manager – Ross, Skye & Lochaber/Head of E-Government	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Establish ward forum best practice guide for ward managers, members & participants. (CP 5.17) ▪ Increase Community participation in Ward Forum - provide data on topics, number & partners attending. (CP 5.18) ▪ Ward Forums to act as a catalyst in ensuring that partner agencies work better together to deliver joined up services. (CP 	

	5.19)	
Risk:		
Enabling Actions		Review Date:
CM_RS&L	Implement and promote the ward forum best practice guide.	31/12/10
HOEG	Revise and implement new CRM system to provide automated ward specific management information.	31/01/11

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.07	
Programme Commitment:	We will value and consult with staff and trades unions through joint consultative committees between the Council and trades unions.	
Council Programme Ref:	5.09	
Lead Officer:	Head of Personnel	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ At least maintain or reduce the % days lost through staff sickness for different staff groups - APT&C/Manual. (CP 5.26a) ▪ Meet the "Revitalising Health and Safety Targets" by 2010. (CP 5.27) ▪ Increase to 85% of Council staff with a current Personal Development Plan in place. (CP 5.28) ▪ Increase to 40% of employees who consider the Council to be an above average or one of the best employers. (CP 5.29) 	
Risk:	CCC16	
Enabling Actions		Review Date:
Head of Personnel	Create new Corporate Health & Safety Service.	31/12/10
Head of Personnel	Develop and agree improvement actions following the 5th Employee Survey.	30/06/11
Head of Personnel	Deliver actions and targets in HR administration project (via Corporate Improvement Programme).	31/03/11
Head of Personnel	Review and implement improvements to Occupational Health Service.	31/03/11

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.08	
Programme Commitment:	We will work with the trades unions to deliver modernised working conditions and a single status workforce by 2010.	
Council Programme Ref:	5.10	
Lead Officer:	Head of Personnel	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Deliver modernised working conditions. (CP 5.30) ▪ Deliver a new pay and grading structure, and a single status workforce. (CP 5.31) 	
Risk:	CCC21	
Enabling Actions		Review Date:

Head of Personnel	Effectively manage and complete Job Evaluation Appeals process.	31/03/11
Head of Personnel	Implement new harmonised terms and conditions.	31/08/10
Head of Personnel	Assess and settle outstanding potential equal pay liabilities.	31/03/11

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.09	
Programme Commitment:	We will agree an annual training and development programme for elected members and introduce role descriptions and performance development plans for councillors.	
Council Programme Ref:	5.11	
Lead Officer:	Assistant Chief Executive	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Members training and development programme available in 2009 and introduction of role descriptions and personal development plans for all members. (CP 5.16) 	
Risk:		
Enabling Actions		Review Date:
ACE	A Member's Development Plan for 2010/11 agreed by Council.	31/5/10
ACE	Continue to implement Personal Development Plans for members.	31/3/11

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.10	
Programme Commitment:	We will review the Council's programme and report progress against it each year.	
Council Programme Ref:	5.12	
Lead Officer:	Head of Policy & Performance	
Resource:		
Key Performance Results:	<ul style="list-style-type: none"> Annual performance report produced and reported to Council. (CP 5.20) 	
Risk:		
Enabling Actions		Review Date:
HOPP	Annual Corporate Performance Reports produced and published.	31/10/10

MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.11	
Additional Service Commitment:	Manage the development and implementation of the second Single Outcome Agreement for Highland	
Lead Officer:	Head of Policy & Performance	
Resource:		
Key Performance	<ul style="list-style-type: none"> SOA2 approved by Scottish Government 	

Results:		
Risk:		
Enabling Actions		Review Date:
HOPP	Annual report for SOA1 provided.	01/10/10
HOPP	Partnership Values developed.	01/07/10
HOPP	Complete review of partnership working for seven local outcomes.	30/06/11
HOPP	Complete analysis of risk to outcomes from partners budget reductions.	31/03/11

EFFECTIVE AND EFFICIENT		
Service I.D.	5.12	
Additional Service Commitment:	We will develop effective public sector partnerships to provide one stop shops for public sector services in The Highlands.	
Lead Officer:	Head of E-Government	
Resource Changes:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Increase number of partnership services offered by existing partners. ▪ Increase number of shared offices and encourage co location of public sector services in the Highlands. 	
Risk:		
Enabling Actions		Review Date:
HOEG	Deliver milestones and targets through the Corporate Improvement Programme in the Asset Management and Customer Engagement and Assessment.	31/03/11

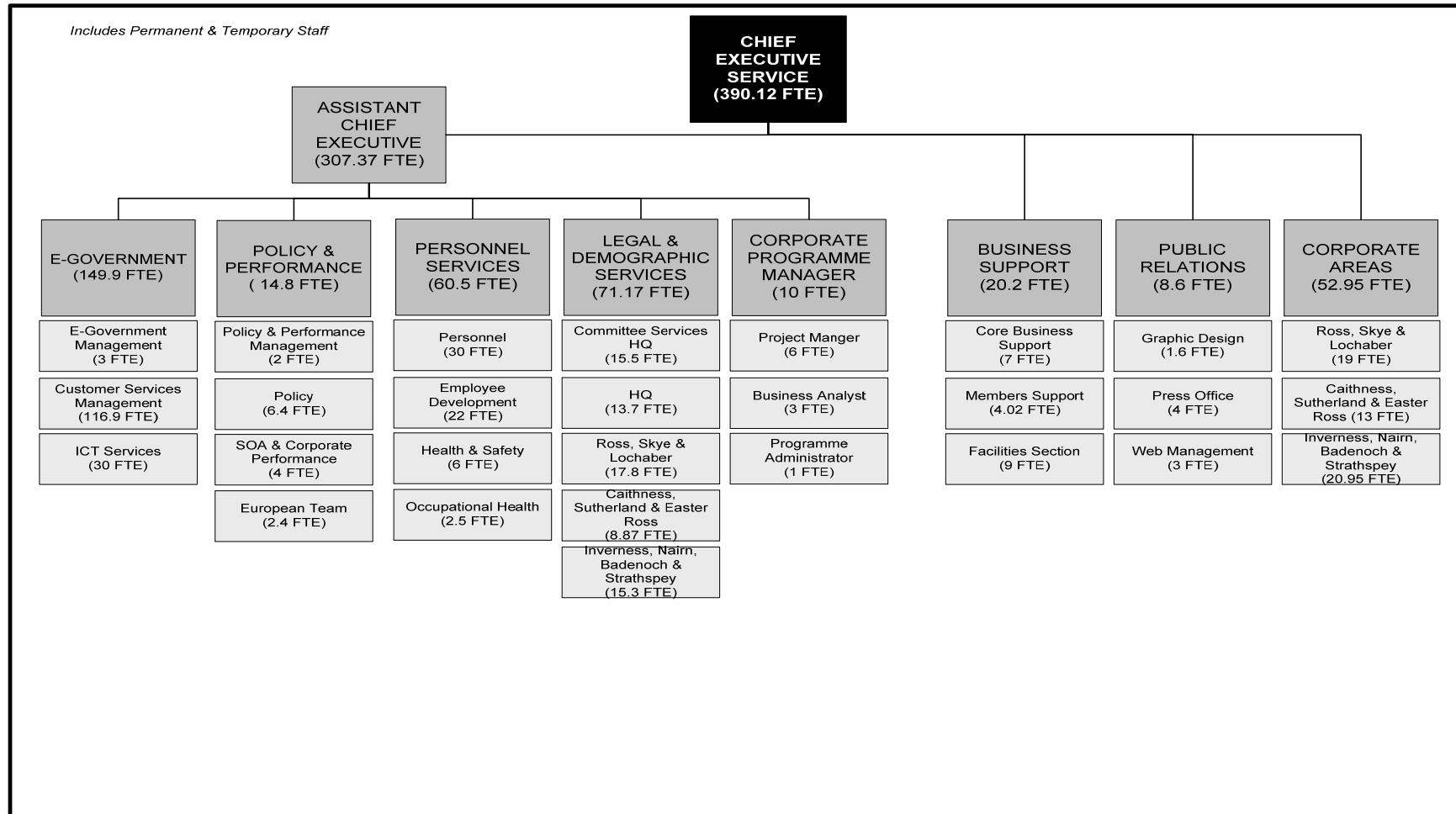
MORE EFFECTIVE AND EFFICIENT		
Service I.D.	5.13	
Additional Service Commitment:	We will develop effective ICT management arrangements for the Council including effective and efficient ICT project management ensure that the Council's ICT Services are effective and provide value for money.	
Lead Officer:	Head of E-Government	
Resource Changes:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Successful transition to new ICT provider. ▪ ICT policies and procedures reviewed. ▪ ICT Benchmarking programme in place. 	
Risk:	CCC23	
Enabling Actions		Review Date:
HOEG	SOCITM/industry Benchmarking activity.	31/12/10
HOEG	Ensure delivery of ICT transformation programme.	30/09/11
HOEG	Complete the update of ICT strategy.	30/09/10
HOEG	Implement the governance arrangements for the new ICT contact	30/06/10

MORE EFFECTIVE AND EFFICIENT

Service I.D.	5.14	
Additional Service Commitment:	We will identify and develop opportunities for sharing services with other public organisations to achieve efficiencies and service improvements.	
Lead Officer:	Assistant Chief Executive	
Resource Changes:		
Key Performance Results:	<ul style="list-style-type: none"> ▪ Number of shared service opportunities realised. 	
Risk:	CCC27	
ACE	Complete the Shared Services Project with Northern Constabulary.	31/12/10
ACE	Participate in Highlands & Islands review of shared services opportunities.	31/12/10

Appendix 1. Organisational Structure

Pàipear-taice 1 Structair Eagarachail



Appendix 2. Capital Programme
Pàipear-taice 2. Prògram Calpa

THE HIGHLAND COUNCIL
CHIEF EXECUTIVE'S SERVICE - MONITORING OF CAPITAL EXPENDITURE
PERIOD TO 30TH APRIL 2010

Project	Project Code	Budget			Year to Date Actual			Estimated Outturn			Variance	Comment
		A	B	C	D	E	F	G	H	I	J	K
		Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000	Column I minus Column C	
Caithness Horizons	21724	-	-	-	-	-	-	0	-	-	0	
Service Point Improvements Future Years	22152	-	-	-	-	-	-	-	-	-	0	
Alness Service Point		-	-	-	-	-	-	-	-	-	0	
Aviemore Service Point		-	-	-	-	-	-	-	-	-	0	
Kyle Library & Service Point		-	-	-	-	-	-	-	-	-	0	
CCTV ongoing capital costs		-	-	-	-	-	-	-	-	-	0	
Dornoch Business Park	CE002	-	-	-	-	-	-	-	-	-	0	
Lochaber House	CE008	-	-	-	0	-	0	-	-	-	0	
Video Conferencing Equipment	CE012	-	-	-	-	-	-	-	-	-	0	
Fort William Town Centre Regeneration	CE011	-	-	-	-	293	(293)	470	470	-	0	
Inverness City Developments;												
Destination Development		40	-	40				40	-	40	0	
Grants to Community Led Capital Projects	CE009	116	-	116	17	-	17	116	-	116	0	
Ness Hydro Project		250	-	250	-	-	-	250	-	250	0	
Loch Ness Tourism Infrastructure	CE013	100	-	100	-	-	-	100	-	100	0	
		506	0	506	17	293	(276)	976	470	506	0	

