

# V1.3 DRAFT



## **Chief Executive's Service Plan**

*Plana Seirbheis an Àrd-oifigeir*

## **The Highland Council**

*Comhairle na Gàidhealtachd*

**2007-2011**

**Updated for 2008**

*Air ùrachadh airson 2008*

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## **1. BACKGROUND AND CONTEXT**

### ***Eachdraidh is Co-theacsa***

**1.1** This Plan outlines how we intend to contribute to the Council's corporate priorities, to achieve targets in relation to statutory and other performance indicators, and to address other priorities relating to the efficient and effective delivery of public services across Highland. This Plan covers the 4 year period from 2007-2011. The Plan is a "living document" and subject to quarterly review. As such, the Plan establishes the basis for the performance monitoring of all service aims and objectives falling within the Chief Executive's Service.

**1.2** The Plan is supported by a series of specific operational and project plans. These specific plans are monitored through team meetings. The Chief Executive's Service Plan is monitored through the Council's Quarterly Performance Review. The Service Plan has been updated for 2008 to accommodate and reflect internal and external influences and new obligations arising from both monitoring activity undertaken throughout 2007 and development of the Scottish Government's requirements surrounding the Single Outcome Agreement.

## **2. STRUCTURE AND FUNCTIONS OF THE CHIEF EXECUTIVE'S SERVICE**

### ***Structair is Dreuchd Seirbheis an Àrd-oifigeir***

**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, Vice-Convener 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
- 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
  - Provision of training and advice to Members
  - Handling of Standards Commission Complaints
- 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
- 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
- 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:

- Legal Services: Conveyancing including council house sales; commercial contracting; leases and contracts; litigation and people; representation at courts; tribunals and other judicial or quasi judicial hearings and advice to all Council Services and to the Police; this includes child protection and other community safety related court activity; general legal and specialist planning advice.
- Personnel Services: Supporting effective management of change; equal pay claims; employment tribunals; 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; management development; core competency framework; and employee development; review of and advice on health and safety management, policies and guidance; and occupational health for employees.
- E-government: Procurement and management of the Council's Information and Communications Systems and Services (currently provided by Fujitsu); management of the Digital Highland programme; Pathfinder North Procurement Project to bring broadband to front-line Council facilities in the North of Scotland.
- Corporate policy advice and implementation: Equalities duties; sustainable development; climate change; voluntary sector policy; public sector reform; European Unit; working with communities; inward migration; research and support for campaigning activity; facilitate community planning partnership at Highland level and manage community planning programmes.
- Corporate performance: Corporate performance framework (Single Outcome Agreement, Community Plan, corporate plan and service plans, reviews and performance measurement); Best Value Audit and improvement plan; efficiency through the Business Improvement Team (BIT) and shared services co-ordination.
- Corporate identity and image (including graphic design) and the development of the Intranet.
- Business Management: Administrative support for the Chief Executive and Assistant Chief Executive; 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; 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 both the Highland Single Outcome Agreement and the Community Plan. In 2008 the Highland Single Outcome Agreement will provide 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. The Single Outcome Agreement will be produced in a format useful for public consultation and will ultimately lead to a new style

Community Plan for the region.

**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 Meetings held with the Chief Executive, Depute Chief Executive and Assistant Chief Executive. 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. Public Performance Reporting at Ward level will be developed during 2008 and 2009.

**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 Plan was formed in 2007 from a merger of the previous Chief Executive's Service and Corporate Services. The Service has a total budget of £26.669M and employs over 378.33 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, and
- To discharge the role of Returning Officer for all European, Westminster and Scottish Parliamentary elections, and local elections

**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. The Services managed directly by the Chief Executive are:

**3.3** Three **Corporate Managers**, with service responsibilities for discrete geographic areas, report directly to the Chief Executive. Corporate Managers act as principal advisers to the Council's network of Ward Forums and are responsible for ensuring effective local service delivery. Corporate Managers are also responsible for liaison with Community Councils; are budget holders for ward discretionary funds; and are responsible for developing community planning and partnership working at ward and area level. Corporate Managers are jointly responsible for 57.7 FTE staff and hold a collective budget of £3.661M.

**3.4** The Chief Executive's **Business Manager** provides support to the Chief Executive, Assistant Chief Executive, Convener and Vice Convener in managing effective contact with MSPs, MPs and MEPs, the Scottish, UK and European Parliaments, and other local authorities and public bodies. The Business Manager also supports the Council's Senior Management Team, elected members and the wider Chief Executive's Service by providing administrative, secretarial, facilities and budgetary support via a team of 21.9 FTE staff with a budget of £1.496M.

**3.5** 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. He is also responsible for managing the Council's response to Freedom of Information legislation, updating the Council's Intranet and Internet websites and providing the Chief Executive's Service with a graphic design service to ensure the production of quality corporate documents and publications. The Public Relations team has 8.6 FTE staff and a net budget of £301,000.

**3.6** Highland Council's **Assistant Chief Executive** 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 **Head of Policy and Performance** manages a team of 28 FTE staff and is responsible for a service budget of £2.462M in addition to spend to save and partnership programmes totalling £2.076M. Her functions include leading on community planning and the Single Outcome Agreement, policy support and the continuing development of the Council's performance measurement and management framework. The Policy and Performance team cover a number

of professional specialisms, including research, quality management, performance management, health improvement, equalities, sustainable development and partnership working. The Head of Policy and Performance supports the Assistant Chief Executive to comply with the Best Value regime and contributes to the Council's approach to efficiency through the Business Improvement Team, a team of secondees funded by the Council's Spend to Save Fund who work with service staff to achieve efficiencies and improve service performance.

**3.8 The Head of E-Government** is responsible for managing the Council's Information Services (IS) partnership contract with Fujitsu; for promoting the Council's Digital Highland programme of modernisation and improvement to service delivery; and for the management of the Council's Customer Service Network, which includes the 37 Service Points and telephone Service Centre. In addition the Head of E-Government also manages major IT procurements and business change projects. The Head of E-Government is supported by an IS Client Manger, a Customer Service Manager and individual project managers in managing 134.36 FTE staff across IS Client, E-Government functions and the Customer Service Network. The Head of E-Government is responsible for a budget of £13.109M, of which £11.196M is allocated to IS provision across the Council via the Fujitsu Partnership.

**3.9 The Head of Legal and Democratic Services** provides a range of administrative and secretariat services to the Council's committee structure in addition to conveyancing services, including council house sales, commercial contracting, lease agreement and contract services, litigation, representation at courts, tribunals and other judicial or quasi judicial hearings, and advice to all Council Services. This remit includes child protection and other community safety related court activity.

**3.10 The Head of Personnel** supports the effective management of organisational change; equal pay claims; employment tribunals; 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; management development; core competency framework; and employee development; review of and advice on health and safety management, policies and guidance; and occupational health for employees.

**3.11 Chief Executive's Service Revenue Budget** is £26.669M which includes a members' budget of £2.141M. The Service's revenue budget for the period 1 April 2008 to 31 March 2009 is allocated as follows:

Chief Executive	£700,000
Operational Management Areas	£3,661,000
Public Relations	£301,000
Legal and Committee Services	£1,366,000
Policy, Performance and Communities <sup>1</sup>	£2,462,000
E Government (Including Pathfinder)	£123,000
Service Point Network & Service Centre	£1,790,000
Registrars	£163,000
IS Services	£11,196,000
Personnel	£1,788,000
Licensing	-£42,000
District Courts	-£17,000
Childrens Panel	£118,000
Office and Support Services	£796,000
Elections	£123,000
Members	£2,141,000
<b>Sub-Total excluding Members</b>	<b>£24,527,000</b>
<b>Total - Chief Executive's Service</b>	<b>£26,669,000</b>

**Note:** <sup>1</sup>The Policy and Performance 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 from Spend to Save budgets or are ring-fenced Scottish Government grant or partnership funds. The 3 sources are:

1. Fairer Scotland Fund £1,563,000 (£769,000 of which is routed through the Chief Executive's Service for community based employment programmes)
2. Business Improvement Team to a maximum of £420,000
3. Community Planning Partnership £93,000

**3.12** Variations to the revenue budget from 2007/08 to 2008/09 have been affected by efficiency measures for 2008/09 totalling £1.796M, which have been removed from the roll forward budget, and by the inclusion of specific additional national funding streams to cover a number of issues that amount to £0.638M. In addition, some partnership budgets which were previously ring-fenced have been rolled into the Grant settlement and are now contained in the core budget for 2008-9.

**3.13** The service efficiency savings are made up from 35 separate measures ranging from £800,000 saving on the IS contract to £2,000 over provision in a single budget line. The largest savings will be achieved by:

- £800,000 ICT contract savings;
- £443,000 members' budget;
- £113,000 staffing

**3.14** The Chief Executive's Service core budget is complemented by significant items of grant, partnership and other funding which is not included in the Service's revenue budget but for which the Chief Executive's Service is nevertheless responsible. It remains a continuing task that the Chief Executive's Service and the Finance Service work to ensure that additional all funding streams are effectively governed, properly managed and subjected to performance scrutiny by appropriate committee or partnership arrangement. This duty is expected to grow during 2008/09 as both the Scottish Government and the Highland Council Administration develop their policies surrounding implementation of the Single Outcome Agreement. Identifiable at this stage however are the principle complementary funding streams falling within this category, which are:

- The Fairer Scotland Fund;
- Inverness City Vision funding;
- Highlands and Islands Broadband Pathfinder Project.

**3.15** Previously ring fenced capital grant for the City Vision Project was rolled into the main Grant settlement in 2008/9. At the time of writing members are still to make a decision on how this funding is to be allocated going forward. The City Vision project itself may well cease with some or all of the budget previously assigned to Inverness projects being allocated elsewhere.

#### 4. Programme for Administration *Prògram Rianachd*

Theme	Our Focus
<b>Care in the Community</b>	<ul style="list-style-type: none"> <li>• With our Wellbeing Alliance partners we will give a high priority to health improvement in the Highlands and will focus on combating drug and alcohol misuse, smoking reduction, improving healthy eating and increasing the opportunities for people to take exercise.</li> </ul>
<b>Sustainable Communities</b>	<ul style="list-style-type: none"> <li>• We will continue to lead the fight to retain a sustainable local post office network and universal postal service that meets the needs of Highland communities.</li> </ul>
<b>A Clean Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and implement a climate change strategy for the Highlands which will reduce our impact on the environment and adapt our service to cope with the impact of climate change;</li> <li>• As well as improving the energy efficiency of our council housing stock, we will reduce the Council's energy use by 15% by 2010, from a baseline of 2005, saving £3.8m in energy costs;</li> <li>• We will reduce the Council's carbon emissions by 15% by 2010;</li> <li>• We will increase the use of renewable energy sources to provide the Council's energy, including wind turbines, wood chip boilers and solar technology, by a minimum of 4,000kw by 2010;</li> <li>• We will increase recycling of waste from council offices to a minimum of 50% by the end of 2009.</li> </ul>
<b>A Planned Culture of Enterprise and Growth</b>	<ul style="list-style-type: none"> <li>• We will support communities in the formation of local trust groups to buy land and property on behalf of their community;</li> <li>• We will continue to decentralise Council jobs throughout the Highlands and, where opportunities arise, seek the further dispersal of public jobs;</li> <li>• We recognise the world class skills of the workforce at Dounreay and support the decommissioning programme;</li> <li>• We will work in partnership with Highlands and Islands Enterprise, the Nuclear Decommissioning Agency and the Scottish and UK governments to develop an action plan for the regeneration of Caithness and North Sutherland.</li> </ul>
<b>A Skilled and Confident Highlands</b>	<ul style="list-style-type: none"> <li>• We will increase the number of trainees and apprentices in the Council's workforce and work with employers, further education colleges and Highlands and Islands Enterprise to increase training and apprenticeship opportunities across the urban and rural areas of the Highlands;</li> <li>• We welcome migrants and their families settling in our communities and will increase English Language tuition to assist their integration.</li> </ul>

Theme	Our Focus
<p data-bbox="215 526 502 660"><b>Administration's Corporate Objectives for the Highland Council</b></p>	<ul data-bbox="563 159 1423 1061" style="list-style-type: none"> <li>• We will develop a five year concordat with the voluntary sector in the Highlands governing the Council's £14m investment;</li> <li>• We will provide financial and practical support and guidance to community councils in the Highlands to fulfil their roles;</li> <li>• We will adopt a meaningful and realistic approach to consultation which adopts the national standards of community engagement;</li> <li>• We will value and consult with staff and trades unions through joint consultative committees between the Council and trades unions;</li> <li>• We will work with the trades unions to deliver modernised working conditions and a single status workforce by 2008;</li> <li>• We will increase the support for welfare rights and money advice services in the Highlands by £100,000 this will bring the total funding to over £1.2m;</li> <li>• We will work through the Highlands and Islands European Partnership and the Scottish Government 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;</li> <li>• We will seek the support of the Scottish Government for the removal of the remaining discount on Council Tax for Second Homes;</li> <li>• We shall establish Ward Forums for every new 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.</li> </ul>

## 5. Additional Business Requirements and Priorities

### *Feumalachd & Prìomhachas Gnothachais Eile*

5.1 The Chief Executive's Service is responsible for a number of areas of core business and operational priorities identified in the Corporate Plan – many relating 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, the Best Value Audit programme and potentially through implementation of the Public Services Improvement Framework. All of these assessment frameworks have been used to inform the identification of objectives and actions for the service plan.

Business Area	Public Services Covered
Consultation and Community Engagement	<ul style="list-style-type: none"> <li>▪ Supporting Community Councils;</li> <li>▪ Adopting a meaningful approach to consultation.</li> </ul>
Promoting Equalities	<ul style="list-style-type: none"> <li>▪ Implementing the Council's Equalities Schemes;</li> <li>▪ Equal Opportunities employer.</li> </ul>
Best Value	<ul style="list-style-type: none"> <li>▪ Maximising Income;</li> <li>▪ Performance Reporting;</li> <li>▪ Performance Management;</li> <li>▪ Efficiencies.</li> </ul>
Customer Contact	<ul style="list-style-type: none"> <li>▪ Provision of Registrars Service</li> <li>▪ Increase information available to customers;</li> <li>▪ Implement a customer contact strategy;</li> <li>▪ Developing the service centre;</li> <li>▪ The handling of complaint and enquiries.</li> <li>▪ Development and implementation of the Single Outcome Agreement</li> </ul>
Community Planning	<ul style="list-style-type: none"> <li>▪ Community Planning at different geographies across Highland</li> <li>▪ Developing a compact with the voluntary sector;</li> </ul>
Supporting the Voluntary Sector	<ul style="list-style-type: none"> <li>▪ Improving the process for commissioning services from the sector and providing grant to it</li> <li>▪ Increasing support for welfare rights.</li> </ul>
Democratic and Legal Services	<ul style="list-style-type: none"> <li>▪ Professional development of Elected Members;</li> <li>▪ Ensuring effective legal advice;</li> <li>▪ Management of Elections.</li> </ul>
Civil Contingencies and Emergency Planning	<ul style="list-style-type: none"> <li>▪ Effective emergency arrangements;</li> <li>▪ Effective civil contingency arrangements.</li> </ul>
Human Resource Management	<ul style="list-style-type: none"> <li>▪ Valuing and Consulting trades unions;</li> <li>▪ Harmonised and modernised conditions of service;</li> <li>▪ Ensuring the Health and Safety of our workforce;</li> <li>▪ Improving management &amp; leadership skills;</li> <li>▪ Increase availability of information for staff.</li> </ul>
Information Communication Technology	<ul style="list-style-type: none"> <li>▪ ICT Re-procurement;</li> <li>▪ Pathfinder Implementation;</li> <li>▪ Payroll and Personnel System Implementation.</li> </ul>

## 6. Scrutiny and Performance Review

### *Sgrùdadh Measaidh & Coileanadh*

6.1 The Public Performance Survey conducted each year helps to identify areas for improvement based on customer views and perception. While the survey showed strong performance in areas of service delivery (information provision, calls dealt with on first contact, Service Point Network and Registration Service); the survey shows the need for improvement activity in the following areas:

- Finding new ways of gauging customer views which do not rely on postal surveys using a random sample of households and particularly for young people, people with sensory impairment, people literacy and numeracy difficulties and people without English as a first language;
- Exploring how to increase the use of telephony for people with disabilities;
- Increasing the scope of enquiries routed through the Service Centre enquiries so that more people can be assisted more quickly;
- For those visiting Service Points, enable privacy, provide more benefits information and advice, information on community events and energy efficiency advice;
- Exploring the scope for developing contact mechanisms through interactive/digital TV, SMS messaging and pod casting;
- Improving the handling of complaints, avoiding escalation, and analysing information to avoid complaints arising in the first instance;
- Improving awareness of Community Councils and their work;
- Developing insight into volunteering and the scope of work undertaken by the voluntary or third sector;
- Developing understanding of organisational values to take into account the qualities of the Council which are valued most by the public.

6.2 The follow up improvement actions for the Chief Executives Service have been cross referenced and included in the Service Plan. The specific objectives and actions that relate to the Public Performance Survey 2007 have been referenced by the notation **PPS** and by **SRP** for the Highland Council Strategic Risk Plan for 2007/08.

6.3 In 2006 the Council received its first audit report on its performance against Best Value and Community Planning duties. This report was a comprehensive and lengthy assessment of the Council's performance. The audit was generally favourable. It recognised the challenges in delivering services across a large geographic area with a dispersed population. It concluded that the managerial and political structures at the time needed to be reviewed to enable clearer and fewer priorities and to improve efficiency in services. The Council's audit report was published and the improvement plan set out actions to address nine immediate improvement priorities and four medium term improvements. The improvement plan was approved by the Council in May 2006. Progress reports were made to Council in March and October 2007.. These showed that progress was being made across all improvement priorities.

6.4 The 13 outstanding actions from the audit are contained in Service Plans and those assigned to the Chief Executive's Service are cross-referenced in the Service Plan for 2008 by the notation **BVIP**.

6.5 Corporate governance is the system by which local authorities direct and control their functions and relate to their communities. Three fundamental principles of corporate governance apply equally to all public sector bodies – openness, integrity and accountability. Councils are expected to review their existing corporate governance arrangements against the framework and where relevant identify areas for strengthening. The Highland Council's Code of Corporate Governance is part of the governance framework, with progress reported to Council annually. The relevant improvement actions and areas for strengthening for the Chief Executive's Service have been referenced in the service plan by the notation **CCG**.

**6.6** Those improvement actions which relate to the Programme for Action are referenced **PfA** and **SOA** for the Single Outcome Agreement, respectively.

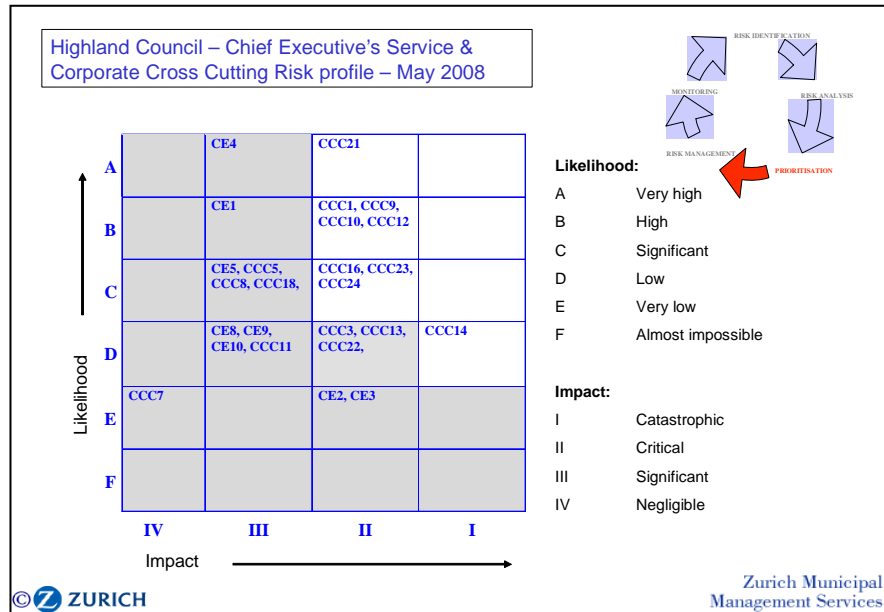
**6.7** Significant achievements and developments identified through efficient and effective performance review of the Chief Executive's Service Plan during 2007 / 2008 include:

- Corporate Plan and performance framework produced, built around the Programme for Administration and Single Outcome Agreement to support implementation of shared actions across public sector partners and voluntary organisations;
- Full response to Post Office Ltd on post office closures resulting in 17 closures out of potentially 45, 7 re-located or hosted and 4 new outreach services. 1 Post Office was saved (Pulteneytown) without it being at the expense of another;
- Climate Change Work plan approved with a full programme of work to mitigate against and adapt to climate change. A good assessment of progress was made against the Scottish Local Authority Climate Change Declaration;
- Advice agency contracts negotiated and reviewed to have a stronger performance focus (5% improvement targets for the number of customer contacts and financial gain from advice provided) and with the additional £100k of investment apportioned;
- Delivery of the annual quality award ceremony at the Town House, Inverness;
- Production of the Council's Performance Report, a 16-page newspaper supplement distributed via all local newspapers in the Highlands;
- Achieved a 25% increase in the number of visitors to our web site over the previous 12 months, with an average of 6,000 visitors per weekday;
- Implementation of Management Development Programme 5;
- Advice and support to Services which led to the successful completion of Service management restructures;
- Completion of 4<sup>th</sup> Employee Survey;
- The successful merger of the Chief Executive's Service and Corporate Services and re-organisation of the Council's area structure from 8 areas to 3 Operational Management Areas, supporting 22 multi-member wards;
- The successful management of the Scottish Parliamentary and Local Government elections in May 2007 which included the introduction of electronic counting and proportional representation for local government elections;
- Establishing a co-ordinated Council response Services involved in implementing the Regulation of Investigatory Powers (Scotland) Act;
- Active support and involvement of Democratic and Legal Services in implementing Multi-Agency Public Protection Arrangements (MAPPA);
- Working to ensure a smooth transition of staff and functions of the District Court to the Scottish Courts Administration;
- Achievement and retention of Chartermark Status for the Service Point Network, Highland Council was one of only a few organisations within the UK to achieve this level of standard during 07/08;
- Quality award for improvements to the blue badge process;
- Contract signature of the Pathfinder North Broadband Procurement exercise;
- Review Scheme of Polling Places and Polling Stations – Phase 2 Report due October 2008;
- Prepare and present Council's case at the Scottish Parliamentary Constituencies Boundaries Local Inquiry;
- The Service Centre received 318,848 calls during 07/08 with 91% of calls answered within the target of 20 seconds;
- Highland Council Service Points and Service Centre recorded a customer satisfaction rating for the year of 98%, which exceeds the national Customer First target of 90%;
- The Chief Executive's Service responded positively to changes introduced by the Licensing (Scotland) Act 2005 and 3 licensing boards have been established, one in each of the Council's operational areas. During the transition period, these Boards will receive, process and consider conversion applications for the 1,460 licensed premises and registered clubs in Highland. The Boards are prepared to process approximately 3,200 applications as a result.
- In the last year, Legal and Democratic Services administered approximately 1,200 separate licences under the Civic Government Act 1982. These related to: Taxi Operators, Private Hire Car Operators, Taxi Drivers, Private Hire Car Drivers, Street Traders, Public Entertainment Licences, Houses in Multiple Occupation, Skin piercing and tattooing, Window Cleaner Licences, Second Hand Dealers and Second Hand Motor Dealers. The Chief Executive's Service also received and processed applications for civil marriage venues across the Highlands.

## 7. Risks Cunnart

7.1 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



Risks (Bold entries refer to Risks subject to enhanced management focus.)

Risk No or New Risk	Rating	Risk Description/Short Name
CE1	B3	Service Centre Capacity
CE2	E2	IT Contingency failure
CE3	E2	Working relationship between officers and political groups is misunderstood or not implemented.
CE4	A3	Loss of Post Office services to the Highlands
CE5	C3	Relations with voluntary sector do not improve (concordat, Following the Public Pound and single grant process)
CE8	D3	Public Performance Survey results show decreasing satisfaction and worsening opinion of the Council
CE9	D3	Unable to demonstrate continuous improvement in Council services
CE10	D3	CCTV – short term funding, technical failure and compliance issues
<b>CCC1</b>	<b>B2</b>	<b>Climate Change</b>
CCC3	D2	The Council has agreed that in order to pursue Best Value through seeking efficiencies and meeting the expectation of tighter budgetary control, it will undertake a review of its spending priorities by 2009.
CCC5	C3	Long term financial consequences of time limited external funding.
CCC7	E4	Lack of controls and poor implementation of EU projects leading to audit requirements not being met.
CCC8	C3	Relations with voluntary sector do not improve.
<b>CCC9</b>	<b>B2</b>	<b>Not compliant fully on equalities legislation.</b>
<b>CCC10</b>	<b>B2</b>	<b>Unable to meet efficiency targets and demonstrate continuous improvement in all Council services.</b>

CCC11	D3	There is lack of Governance around Corporate Projects and Proposals.
<b>CCC12</b>	<b>B2</b>	<b>Effectiveness of Partnerships and Community Planning.</b>
CCC13	D2	Election called at short notice.
<b>CCC14</b>	<b>D1</b>	<b>Lack of effective Business Continuity &amp; Emergency Planning</b>
<b>CCC16</b>	<b>C2</b>	<b>Health and Safety systems are underdeveloped or ineffective.</b>
CCC18	C3	Demographic Change.
<b>CCC21</b>	<b>A2</b>	<b>Implementation of Job Evaluation and Single Status.</b>
CCC22	D2	Workforce management planning.
<b>CCC23</b>	<b>C2</b>	<b>IS reprovision inadequate and out of date IT systems to support new Service structure and functions.</b>
<b>CCC24</b>	<b>B2</b>	<b>Single Outcome Agreement, fail to: finalise agreement with Govt and change working relationship; reform partnership management and interagency governance arrangements; co-ordinate and analyse performance information; deliver improvement against targets.</b>

## 8. Service Improvement Objectives

### *Amasan Leasachaidh na Seirbheis*

CARE IN THE COMMUNITY			
Id		Objective	
1.1		By 2011, the Council will give a high priority to health improvement in the Highlands and will focus on combating drug and alcohol misuse, smoking reduction, improving healthy eating and increasing the opportunities for people to take exercise.	
Ref		Related Risk	
PfA (1.8) / CP (1.14) / SOA (6)		CCC12	Effectiveness of Partnerships and community planning.
Key Performance Results		<ul style="list-style-type: none"> <li>▪ Reduction in the number and proportion of drink/drug related crimes</li> <li>▪ Fewer number of people smoking</li> <li>▪ Reduction in the prevalence of obesity in the population</li> <li>▪ Reduction in inequalities and deprivation</li> <li>▪ Review partnership arrangements by 1.4.08</li> </ul>	
Lead Officer		Head of Policy and Performance	
Policy Screening		<b>Equalities / Environmental Impact Assessment Conducted</b>	
Conducted on:		1-10-08	<b>Impact Assessment Report Published</b>
			Date
Enabling Actions			Review
1.1.1		Review partnership management arrangements for delivery of health improvement indicators in the SOA	01/08/08
1.1.3b		Agree allocation of funding for Suicide Prevention	31/06/08
1.1.3c		Agree corporate and partnership work programme for compliance with the legal requirements and guidance on Mental Wellbeing	01/06/09
1.1.4		Finalise the performance targets for health improvement through the SOA	31/06/08

SUSTAINABLE COMMUNITIES			
Id		Objective	
2.1		We will continue to lead the fight to retain a sustainable local post office network and universal postal service that meets the needs of Highland communities	
Ref		Related Risk	
PfA (2.7)		Head of Policy and Performance	
Funding		No additional funding is required to contribute fully to the consultation and lobbying processes.	
Key Performance Results		<ul style="list-style-type: none"> <li>▪ Minimise negative impacts on communities from changes to the Post Office network</li> <li>▪ New outreach postal services in place for remote communities</li> <li>▪ Unplanned PO closures either reduce in frequency or replacement services are more readily available</li> </ul>	
Policy Screening		<b>Equalities / Environmental Impact Assessment Conducted</b>	
Conducted on:		1-10-08	<b>Impact Assessment Report Published</b>
			Date
Enabling Actions			Review
2.1.6		Agree protocol for responding to POL on temporary closures	31/06/08
2.1.7		Six month follow up to ensure new outreach/relocated services promised are in place and as planned	31/11/08

Id		Objective	
2.2		Work with partners to improve community safety and public protection	
Ref		Related Risk	
SOA (9) / PPS 2007 / BVIP (8)		CCC12	Effectiveness of Partnerships and community planning.
Lead Officer		Head of Policy and Performance	

<b>Funding</b>	Government initiatives funding may not be continued post 2007-8. External resources to be confirmed.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Achieve a further reduction in offences by young people (Children's plan)</li> <li>▪ Achieve reduction in communities reporting fear of youth crime (ASB strategy)</li> <li>▪ Sex offenders supervised through reviews and Govt guidance implemented fully (SW Service)</li> <li>▪ Adult protection Committee established and partnership arrangements in place (SW Service)</li> <li>▪ Review community safety priorities and targets with partners by 2008</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
2.2.5	Finalise Community Safety targets through the SOA		30/06/08
2.2.6	Support the new Community Safety Task Group with data analysis of performance against indicators - monthly		1/08/08

<b>Id</b>	<b>Objective</b>		
<b>2.3</b>	<b>Establish a working group to review the condition and operational management of Public Space CCTV systems across Highland.</b>		
<b>Ref</b>	<b>Related Risk</b>		
SOA (9)	CE10	CCTV – short term funding, technical failure and compliance issues	
<b>Lead Officer</b>	Head of Policy and Performance		
<b>Funding</b>	Funding is confirmed from external sources		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Revised contract for installation and maintenance with performance measures</li> <li>▪ Revised and updated contract for monitoring services with performance measures</li> <li>▪ Strategic investment plan for new and renewal of systems and infrastructure</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
2.3.1	Agree the remit, membership and timescales for the CCTV Review Group.		30/09/08
2.3.2	Agree proposed reporting arrangements		30/09/08
2.3.3	Prepare a Development Plan to address priority issues for consideration by Highland Council's Resources Committee 1 October 2008.		30/09/08
2.3.4	Renew monitoring Service Level Agreement		30/09/08

<b>Id</b>	<b>Objective</b>		
<b>2.4</b>	<b>To tackle area-based and individual poverty and to help more people access and sustain employment opportunities.</b>		
<b>Ref</b>	<b>Related Risk</b>		
PfA (10.7) / CP 10.19 / SOA (2.3)	CCC12	Effectiveness of Partnerships and community planning.	
<b>Lead Officer</b>	Head of Policy and Performance		
<b>Funding</b>	Ring-fenced funding of £1.563m 2008-9, £1.959m 2009-10, £2.354m 2010-11		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
2.4.1	Create new partnership managerial arrangements for the Fairer Scotland Fund		01/08/08
2.4.2	Evaluate the range of current activity, identify gaps and propose new services for 2009		31/08/08
2.4.3	Community Regeneration Fund closure report approved		31/08/08

2.4.5	EU bids developed for round 2	30/09/08
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### A CLEAN ENVIRONMENT

Id	Objective	
3.1	<b>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.</b>	
Ref	Related Risk	
PfA 3.5 / SOA (14.3) / BVIP (4c)	CCC1	Climate Change: Floods and storms could affect our ability to provide services. Unable to allocate development land. Risk relates to action to mitigate against climate change and to adapt services to deal with the impact of global warming.
Lead Officer	Head of Policy and Performance	
Funding	Capital budget and Govt funding identified to 2009	
Key Performance Results	<ul style="list-style-type: none"> <li>▪ Climate Change Strategy approved</li> <li>▪ Reduce the Council's energy use in buildings by 15% by 2010 (from 2004-5 baseline)</li> <li>▪ Save £3.8m in energy costs from buildings by 2010 (from 2004-5 baseline)</li> <li>▪ Reduce the Council's carbon footprint by 15% from buildings; 5% staff business travel; 4.5% fleet transport; 1% street lighting; 1.5% Municipal Solid Waste</li> <li>▪ Draft Green Travel Plan for Council staff and members published April 2008</li> <li>▪ Council services adapted to deal with the impact of global warming</li> <li>▪ Increase the installed capacity of renewable energy equipment by a minimum of 4000kW by 2010 for Council buildings</li> <li>▪ Increase the recycling of waste from Council offices to a minimum of 50% by the end of 2009</li> </ul>	
Policy Screening	Equalities / Environmental Impact Assessment Conducted	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>
		<b>Date</b>
	Enabling Actions	Review
3.1.1	Quarterly monitoring of energy management plan targets and actions reviewed	August 07/Qrtly
3.1.2	Member Working group on Climate Change supported and receive quarterly progress reports with the work.	01/01/08
3.1.3	Annual report on Scottish Local Authority Climate change Declaration	May 08/ Annually
3.1.4	Carbon management plan implemented fully with quarterly monitoring arrangements in place	01/04/08
3.1.5	Each quarter the plan for adaptation in a Service is agreed with the service using the toolkit and climate change proofing tools, January 2008- September 2009.	01/04/08 Qrtly
3.1.6	Greening Resources Plan produced and approved	01/04/09
3.1.7	Partnership conference hosted to identify scope for Highland approach to climate change	31/06/08
3.1.8	New policy work begins on growing own and sourcing of local food	01/01/09

### A PLANNED CULTURE OF ENTERPRISE AND GROWTH

Id	Objective	
4.1a	<b>We will support communities in the formation of local trust groups to buy land and property on behalf of their community</b>	
Ref	Related Risk	
PfA (4.3)	CCC12	Effectiveness of Partnerships and community planning.
Lead Officer	Corporate Managers	
Key Performance Results	<ul style="list-style-type: none"> <li>▪ The number and % of communities seeking advice/guidance packs</li> <li>▪ The number and % of successful community purchases</li> <li>▪ Satisfaction rating with the Council's advice</li> <li>▪ Communities feel more confident and able to hold assets</li> <li>▪ Increase the number of community owned renewables projects</li> <li>▪ Increase the number of communities securing community benefit from</li> </ul>	

		renewable energy developments	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
4.1.1a	Prepare advice and guidance pack for use by Communities and Ward Managers		30/04/09
4.1.2a	Ensure distribution of advice and guidance packs to all Community Councils and appropriate community groups and ensure information and guidance is published on the web.		31/05/09
4.1.3a	Set up monitoring form for use by Ward Managers to record use of guidance packs and satisfaction with advice offered. Agree review of success of programme.		31/05/09
4.1.4a	Annual report on number of communities owning or securing benefit from renewable energy developments		04/09(A)
4.1.5a	Update web based Community Benefit advice and guidance with HIE.		30/06/08

<b>Id</b>	<b>Objective</b>		
<b>4.2</b>	<b>We will continue to decentralise Council jobs throughout the Highlands and, where opportunities arise, seek the further dispersal of public sector jobs</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
PfA (4.6) / CCG		Head of Personnel	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Increase the % of jobs located outwith headquarters from 95.9%</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
4.2.1	Challenge the proposed location of jobs through the Applications for New Posts and the Vacancy Monitoring processes		31/03/09

<b>Id</b>	<b>Objective</b>		
<b>4.3</b>	<b>We recognise the world class skills of the workforce at Dounreay and support the decommissioning programme</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
PfA (4.8)		Corporate Managers	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Preserving the GDP of Caithness during after the processes</li> <li>Stable funding regime</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
4.3.2	Establish robust support for Council representatives on DSG		01/06/09
4.3.3	Work with partners to stabilize funding arrangements from Westminster		01/12/08
4.3.4	Council responds to NDA Business Plan including socio-economic policy		01/01/08

### A PLANNED CULTURE OF ENTERPRISE AND GROWTH

<b>Id</b>	<b>Objective</b>		
<b>4.4</b>	<b>We will work in partnership with Highlands and Islands Enterprise, the Nuclear Decommissioning Agency and the Scottish and UK governments to develop an action plan for the regeneration of Caithness and North Sutherland</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
PfA (4.9)		Corporate Manager CS&ER	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Diversification of Dounreay workforce and management</li> <li>Plans for using the natural resources of Caithness and North</li> </ul>		

		Sutherland developed <ul style="list-style-type: none"> <li>Maintain current levels of jobs and income</li> <li>Maintain current levels of public services</li> </ul>
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
4.4.1	Establish Caithness Regeneration Partnership (THC/HIE/NDA)	Done
4.4.2	Establish Officers Groups (same agencies)	01/12/07
4.4.3	Agree Governance arrangements	01/12/07
4.4.4	Develop Action Plan at Caithness Conference	01/10/08
4.4.5	Integrate Caithness Conference into governance arrangements	01/08/08

<b>Id</b>	<b>Objective</b>	
<b>4.5</b>	<b>The development of small towns, infrastructure and other developments</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
CP (4.3)		Corporate Managers
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Delivery of a modern office in Drummie with efficient processes and rationalising of estate</li> <li>New Council offices in Wick</li> <li>Renovation and conversion of Thurso Town Hall to provide major visitor attraction and improved community facility. On track to open autumn 2008 and no current concerns to report.</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
4.5.1	All projects are run as part of a programme with the Corporate Manager acting in different roles including project management, facilitator, and client amongst others. Progress against these long term projects will be monitored through the various project	1/11/08 and quarterly

<b>Id</b>	<b>Objective</b>	
<b>4.8</b>	<b>To provide guidance for the use of Gaelic in corporate documents, signage and Internet site.</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
CP (7)		Public Relations Manager
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
4.8.1	Establish translation service	31/10/08
4.8.2	Draft guidelines, consult with services and gain Council approval	31/10/08
4.8.3	Identify resource to fund short-term project to translate key information into Gaelic	31/10/08

### A SKILLED AND CONFIDENT HIGHLANDS

<b>Id</b>	<b>Objective</b>	
<b>5.1</b>	<b>We will increase the number of trainees and apprentices in the Council's workforce and work with employers, further education colleges and HIE to increase training and apprenticeship opportunities across the urban and rural areas of the Highlands.</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
PfA (5.4) / SOA (3.2) / CCG / BVIP (4a) / SRP (5.1)		Head of Personnel
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Increase the number of trainees and apprentices taken on by other employers supported through the Council's Employment Grant</li> </ul>	

		Scheme	
		<ul style="list-style-type: none"> <li>Increase the number of trainees and apprentices employed by the Council</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
		<b>Enabling Actions</b>	<b>Review</b>
5.1.1		Review the requirement for apprenticeships and trainee positions by Service including setting baseline and setting target	30/06/09
5.1.2		Develop a Targeted Recruitment Policy and guidelines for managers	30/06/09

<b>Id</b>	<b>Objective</b>		
<b>5.2</b>	<b>We welcome migrants and their families settling in our communities and will increase English language tuition to assist their integration</b>		
<b>Ref</b>	<b>Related Risk</b>		
PfA (5.5) / SOA (3.4 & 7.5) / BVIP (4b)	CCC9	Not compliant fully on equalities legislation.	
<b>Lead Officer</b>	Head of Policy and Performance		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Increase the number of English learners supported with English language tuition to 900 in 2008 and 2009 (target then reviewed)</li> <li>Increase to at least 150 each year the number of migrant families supported to settle in</li> <li>Increase the number of and participants in, sports, arts and culture events promoting community cohesion</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
		<b>Enabling Actions</b>	<b>Review</b>
5.2.1		PR briefing refreshed quarterly and available on the website	01/02/08/ quarterly
5.2.2		Multi lingual Welcome Pack refreshed	31/09/08
5.2.3		Interpretation contract renewed	31/08/08
5.2.4		Bids successful for EU funding for a range of work streams	01/02/09
5.2.5		Evaluation of ESF funded services produced (quantitative and qualitative results) and improvement actions agreed with partners	01/09/08

### THE ADMINISTRATION'S CORPORATE OBJECTIVES FOR THE HIGHLAND COUNCIL

<b>Id</b>	<b>Objective</b>		
<b>10A.1a</b>	<b>We will provide financial and practical support and guidance to Community Councils in the Highlands to fulfil their roles</b>		
<b>Ref</b>	<b>Related Risk</b>		
PfA (10.2)	CCC12	Effectiveness of Partnerships and community planning.	
<b>Lead Officer</b>	Corporate Managers		
<b>Funding</b>	£205,000 grant aid, increasing 2% year on year.		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>The number and % of Community Councils trained in Planning and Licensing and practical issues</li> <li>Community Grants and Insurance premiums paid by Highland Council</li> <li>Community Council minutes/consultation responses improve in quality</li> <li>New Community Council Scheme in place by 2011</li> <li>Lower the voting age for Community Council elections to 16 years</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
		<b>Enabling Actions</b>	<b>Review</b>
10A.1.1a		Record training delivery to Community Councils – set up recording form.	31/12/08
10A.1.2a		Record payment of grants and insurance premiums to Community Councils.	30/11/07
10A.1.3a		Respond to Govt consultation on proposed New Model Scheme,	01/08/09

	good practice guidance and Code of Conduct for Community Councillors.	
10A.1.4a	New model scheme in place	01/01/11
10A.1.5a	Review Community Council boundary alignment with wards	01/01/11
10A.1.6a	Community Councils attending Ward Forums – part of quarterly report to SMT	01/08/08 quarterly
10A.1.7a	Assess % people self-reporting contact with their Community Council from Annual Performance Survey.	01/10/07 annually

Id		Objective	
<b>10.A.2</b>		<b>Provide of ongoing support to Local Bodies in conducting elections and community ballots.</b>	
Ref		Related Risk	
CP (10.8) / CCG / BVIP (1)		CCC12	Effectiveness of Partnerships and community planning.
Lead Officer		Elections Manager	
Key Performance Results		<ul style="list-style-type: none"> <li>Communities satisfied with the advice and guidance they receive.</li> </ul>	
Policy Screening		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
Conducted on:		1-10-08	<b>Impact Assessment Report Published</b> Date
Enabling Actions			Review
10A.2.1	Agree the process and timescale with Community Councils for lowering the voting age to 16 years		01/02/09
10A.2.2	Review advice and guidance notes to Community Councils on elections and community buy-out ballots in light of experiences and best practice elsewhere.		01/09/08
10A.2.3	Produce and disseminate refreshed guidance		01/11/08
10A.2.4	Roll out elections support to all Community Councils		01/06/09

Id		Objective	
<b>10A.3a</b>		<b>Develop a meaningful and realistic approach to consultation which adopts the national standards of community engagement</b>	
Ref		Related Risk	
PfA (10.3) / CCG		CCC12	Effectiveness of Partnerships and community planning.
Lead Officer		Corporate Managers	
Key Performance Results		<ul style="list-style-type: none"> <li>Increase adherence to community engagement standards</li> <li>Increase the satisfaction rating in the Public Performance survey against “listening to people”</li> </ul>	
Policy Screening		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
Conducted on:		1-10-08	<b>Impact Assessment Report Published</b> Date
Enabling Actions			Review
10A.3.1	Ensure all relevant staff are trained in the Standards of Community Engagement		01/08/08
10A.3.2	Introduce monitoring of compliance with the standards		31/07/08
10A.3.3	Create corporate calendar for co-ordinating all Council consultations and to ensure the standards are being used		01/04/08
10A.3.4	Ensure use of diary and ward forum meetings for service consultations.		Ongoing

Id		Objective	
<b>10A.4</b>		<b>We shall establish Ward Forums for every new 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.</b>	
Ref		Related Risk	
PfA 10.10 / CCG / PPS 2007 / BVIP (5) / SRP (1.2)		CCC12	Effectiveness of Partnerships and community planning.

<b>Lead Officer</b>	Corporate Managers		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Ward Forums will be established in each Council Ward</li> <li>▪ Ward Forums will enable communication between the Council and communities on Council activities and service delivery issues</li> <li>▪ Ward forums will enable the public to scrutinise the Council's activities and service delivery</li> <li>▪ Ward Forums will act as a catalyst in ensuring that partner agencies work better together to deliver joint services</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>	<b>Review</b>	
10A.4.1	Quarterly report on attendance and issues at Ward Forums	Quarterly	
10A.4.2	Agree the format for information on Services at ward level (for ward business meetings and forums)	31/12/08	
10A.4.3	Information on service activity and performance provided for ward business meetings and forums	w.e.f. 01/01/09	

<b>Id</b>	<b>Objective</b>		
<b>10B.1</b>	<b>Implement the Council's Equalities duties</b>		
<b>Ref</b>	<b>Related Risk</b>		
CCG / CP (10.11) / BVIP (4b) / PPS 2007 / SOA (7.5)	CCC9	Not compliant fully on equalities legislation.	
<b>Lead Officer</b>	Head of Policy and Performance		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Single Equalities Scheme developed and implemented by 2009 with targets reviewed</li> <li>▪ 100% of all new and reviewed policies, functions and practices are screened for relevance to equalities</li> <li>▪ 100% of all public caller buildings are accessible to people with disabilities by 1.4.10 (also in H&amp;P Service Plan)</li> <li>▪ Annual increase in the % of women managers (in top 2% of earners from 27.6% and in top 5% of earners from 35.9%)</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>	<b>Review</b>	
10B.1.1	Gender equality scheme annual progress report produced	31/06/08	
10B.1.2	Agree the process for monitoring compliance with Equality Impact Screenings and Assessment with SMT	31/05/08	
10B.1.3	Six monthly reviews of progress with Equalities Schemes begins – reported to Committee and format moves to a single equalities scheme by 2009	20/02/08 6 mthly	
10B.1.5	Agree action to follow the consultancy report on methods of consulting and engaging equalities groups in the Highlands	31/12/08	
10B.1.7	Explore options for increasing telephony use for people with disabilities following performance survey results	31/12/08	
10B.1.8	Single Equalities Scheme developed and implemented by 2009 with targets reviewed	01/12/09	
10B.1.9	Race Equality Scheme 3 Year Review completed	30/11/08	
10B.1.10	Disability Equality Scheme 3 Year Review completed	04/12/09	
10B.1.11	Gender Equality Scheme 3 Year Review completed	28/06/10	

<b>Id</b>	<b>Objective</b>		
<b>10B.2</b>	<b>Increase the proportion of women managers in the Council</b>		
<b>Ref</b>	<b>Related Risk</b>		
CP (10.14) / CCG / BVIP (4a) / SRP (3.2)	CCC9	Not compliant fully on equalities legislation.	
<b>Lead Officer</b>	Head of Personnel		

<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>30% women (in top 2% of earners) and 40% women (in top 5% of earners)</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10B.2.1	Analyse results of 4th Employee Survey with respect to gender		30/06/08
10B.2.2	Evaluate application of Flexible Working Policy and implement improvements		30/09/09
10B.2.3	Evaluate impact of first mentoring scheme		31/03/08
10B.2.4	Maintain women in management development activities		31/03/08

<b>Id</b>	<b>Objective</b>		
<b>10C.1</b>	<b>To put in place a fully functioning performance management and measurement framework including the relevant ICT System</b>		
<b>Ref</b>	<b>Related Risk</b>		
PFA (10.6) / BVIP (5 & 13) / CCG / SOA (15.1 & 15.3) / SRP (4.1)	CCC10	Unable to meet efficiency targets and demonstrate continuous improvement in all Council services.	
<b>Lead Officer</b>	Head of Policy and Performance		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Achievement of Council priorities demonstrated</li> <li>Positive audit reports for Best Value Audit</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10C.1.4	Strategic Environmental Assessment of draft Corporate Plan completed and plan published		01/07/08
10C.1.6	Options for procuring an e-system for performance measurement reported to SMT		01/09/08
10C.1.7	Ensure all SOA indicators are integrated into the performance measurement framework		30/06/08
10C.1.8	Corporate performance framework confirmed and populated with all base-lines and targets		31/07/08
10C.1.9	Annual review of corporate performance reported to Council		01/10/08
10C.1.10	New Public Service Improvement Framework appraised by SMT with decision on its use		01/07/08

<b>Id</b>	<b>Objective</b>		
<b>10C.2</b>	<b>To put in place an effective public performance reporting including methods for gauging public opinion</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
PFA (10.6) / CP (10.2) / BVIP (11) / CCG / PPS 2007 / SOA (15.2) / SRP (4.1 & 4.2)		Head of Policy and Performance	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Positive audit reports for Best Value Audit</li> <li>Maintain positive satisfaction scores above 80% from the public performance survey</li> <li>Develop performance reporting at Ward level</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10C.2.1	Annual performance report produced		01/12/08
10C.2.2	Develop performance reporting at Ward level – see objective 10A.4 above		30/11/08

10C.2.3	Produce performance information for the Council Tax leaflet	01/02/09
10C.2.4	Commission and report on the public performance survey	01/10/08
10C.2.5	Develop new methods of gauging customer views which comply with equalities requirements to ensure certain groups are not under-represented	31/12/08
10C.2.5a	Develop a system to improve data collection to ensure compliance with equality duties	31/12/08
10C.2.6	Map the approaches currently used in the Council to gauging customer opinion in readiness for the Crerar Review recommendations	31/12/08

Id		Objective	
<b>10C.3</b>		<b>To develop the Council's efficiency strategy</b>	
Ref		Related Risk	
PFA (10.6) CCG // CP (10.24) / SOA (15.1) / BVIP (10) / SRP (3.3)		CCC10 Unable to meet efficiency targets and demonstrate continuous improvement in all Council services.	
<b>Lead Officer</b>		Assistant Chief Executive	
<b>Funding</b>		Spend to Save Funding of £400k per annum plus Government resources to enable shared services development	
<b>Key Performance Results</b>		<ul style="list-style-type: none"> <li>▪ All efficiency targets met</li> <li>▪ Annual recurring savings of £400k for each year of the Business Improvement Team</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	
<b>Conducted on:</b>		1-10-08	<b>Impact Assessment Report Published</b>
			Date
		<b>Enabling Actions</b>	
			<b>Review</b>
10C.3.1	Deliver projects against BIT Programme and report to SMT		01/08/07/ monthly
10C.3.3a	Report the results of using the diagnostic tool for identifying efficiency potential across a number of internal shared services (dependent on action above)		01/10/08
10C.3.3b	Agree final list of efficiency projects arising from the diagnostic tool to be developed into full business cases for possible implementation		01/10/08
10C.3.3c	Approve final business cases as part of the Council's efficiency programme		01/12/08
10C.3.4	Agree the Council's approach to efficiency and identify service efficiencies required		01/10/08
10C.3.5	Contribute to the annual efficiency statement		Annually
10C.3.6	Deliver efficiency through e-govt and ICT contract for 2008/09 and each year thereafter		01/04/08/annually

Id		Objective	
<b>10C.4</b>		<b>We will work through the Highlands &amp; Islands European Partnership and the Scottish Government to secure the maximum benefit for the Highlands from European funding programmes for the region and play a full part in key European organisations.</b>	
Ref		Related Risk	
PFA (10.8 )		Head of Policy & Performance.	
<b>Key Performance Results</b>		<ul style="list-style-type: none"> <li>▪ EU. Funding contribute to regional infrastructure and service delivery.</li> <li>▪ Demonstration that the Council has learned from, and contributes to, good practice across the EU.</li> <li>▪ The Council influences EU policy and programmes</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	
<b>Conducted on:</b>		1-10-08	<b>Impact Assessment Report Published</b>
			Date
		<b>Enabling Actions</b>	
			<b>Review</b>
10C.4.1	Review and up-date of the Council handbook on the development and delivery of EU. funded projects.		31/03/09

10C.4.2	Annual performance reports on European activity	01/12/08
10C.4.3	Provide briefings on EU programmes to elected members, service management teams, ward managers and partnership forums	31/03/09

Id		Objective	
10C.5		<b>We will seek the support of the Scottish Government for the removal of the remaining discount on council tax second homes.</b>	
Ref	Related Risk	Lead Officer	
PfA (10.9)		Business Manager	
Key Performance Results		<ul style="list-style-type: none"> <li>▪ Removal of Council Tax discount on second and holiday homes</li> <li>▪ Council able to collect additional Tax revenue.</li> </ul>	
Policy Screening		Equalities / Environmental Impact Assessment Conducted	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
Enabling Actions			Review
10C.5.1	Engage with the cabinet secretary on the issue		30/09/08
10C.5.2	Raise at Highlands and Islands Conveners' group		30/09/08
10C.5.3	Review Progress		01/09/08

Id		Objective	
10D.1		<b>The Council will increase proactive publication of information on the website to provide a better service and reduce the need for Freedom of Information requests</b>	
Ref	Related Risk	Lead Officer	
CP (10.28) / BVIP (13) / SRP (4.2)		Public Relations Manager	
Key Performance Results		<ul style="list-style-type: none"> <li>▪ Increase response times for FOI and Data Protection requests to ensure compliance with timescales</li> <li>▪ Reduced Section 1 requests</li> <li>▪ An increase in proactive information</li> <li>▪ Redirect staff time from managing FOI request to proactively publishing information and context.</li> </ul>	
Policy Screening		Equalities / Environmental Impact Assessment Conducted	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
Enabling Actions			Review
10D.1.1	Review of information on website		30/06/08
10D.1.2	E-planning system		31/08/08
10D.1.3	Model publication scheme for Local authorities		31/10/08
10D.1.4	New approved publication scheme for The Highland Council		28/02/09
10D.1.5	Quarterly reporting on FOI and DP requests – volume and timescales		01/08/07/ quarterly
10D.1.6	Ensure website maintains a minimum WAI AA (accessibility) standard		30/11/08

Id		Objective	
10D.2		<b>Develop and implement a Customers Services Strategy</b>	
Ref	Related Risk	Lead Officer	
PfA (10.6) / BVIP (12) / CP (10.1, 10.25, 10.26) / PPS 2007		Head of E- Government	
Key Performance Results		<ul style="list-style-type: none"> <li>▪ Production of Customer Services Strategy</li> <li>▪ Increase the number and quality of Customer 1<sup>st</sup> core services delivered through Service Points and the Service Centre</li> <li>▪ Increase the number of services available to customers through the “one-stop” shop approach by developing existing partnerships and introducing new partnerships</li> <li>▪ Achieve 85% fulfilment of customer contacts dealt with at first point of</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ contact</li> <li>▪ Exceed the national target of 90% customer satisfaction.</li> <li>▪ Maintain Chartermark status</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>
	<b>Enabling Actions</b>	<b>Review</b>
10D.2.1	Agree scope of strategy	31/03/08
10D.2.2	Prioritise and agree services to be routed through CRM following outcome of the Diagnostic Tool project	Ongoing
10D.2.3	Consider new channels of contact including potential for interactive/digital TV, texting and pod casting	Ongoing
10D.2.4	Develop strategy	31/07/08
10D.2.5	Begin phased implementation of new services	31/09/09

<b>Id</b>	<b>Objective</b>	
<b>10D.3</b>	<b>Expand the Service Centre Service to a 24/7 service.</b>	
<b>Ref</b>	<b>Related Risk</b>	
BVIP / CP (10.26) / PPS 2007 / BVIP (12)		Head of E- Government
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Create a fully functioning 24/7 service</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>
	<b>Enabling Actions</b>	<b>Review</b>
10D.3.1	Implement Out of Hours Project	31/03/09

<b>Id</b>	<b>Objective</b>	
<b>10D.4</b>	<b>Improve the Council's performance in complaints</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
CP (10.27) / CCG / BVIP (11) / PPS 2007		Assistant Chief Executive
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Increase the number of complaints handled within timescales</li> <li>▪ Reduce the number of complaints that are escalated</li> <li>▪ Avoid complaints arising by analysing management information</li> <li>▪ All Ombudsman recommendations following investigations are fully implemented and lessons learned</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>
	<b>Enabling Actions</b>	<b>Review</b>
10D.4.1	Quarterly monitoring of all complaints handling	01/08/07Qrtly
10D.4.2	Review current complaints mechanisms and processes including use of CRM	01/09/08
10D.4.4	New process in place	01/12/08

<b>Id</b>	<b>Objective</b>	
<b>10E.1</b>	<b>To produce and implement the Single Outcome Agreement as the rationale and performance framework for community planning</b>	
<b>Ref</b>	<b>Related Risk</b>	
PfA (10.10) / CP (10.4) / CCG / BVIP (8) / SOA (15.1) /	CCC12	Effectiveness of Partnerships and community planning.

SRP (2.1 & 5.1)		
<b>Lead Officer</b>	Head of Policy and Performance	
<b>Funding</b>	Scottish Government 3 year Programme funding finishes March 2008. Continuation of initiatives is dependant on successor funding	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Community Plan from 2008 identifies arrangements for working with others</li> <li>▪ Key outcomes to be achieved in and for communities in Highland are identified;</li> <li>▪ Community Plan Review tracks and monitors key outcomes.</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10E.1.1	First SOA finalised for 2008-9 onwards	30/06/08
10E.1.1b	Community version of SOA produced and used for consultation during 2008-9	01/10/08
10E.1.2	Mid year review of SOA performance	01/10/08
10E.1.3	Annual report and revised SOA produced	01/05/09
10E.1.4	New partnership arrangements agreed and in place	01/04/09

<b>Id</b>	<b>Objective</b>	
<b>10E.2</b>	<b>Put in place effective community planning partnerships in each operational area</b>	
<b>Ref</b>	<b>Related Risk</b>	
PfA (10.10 / CP (10.4) / BVIP (8) / CCG / SRP (2.1 & 5.1)	CCC12	Effectiveness of Partnerships and community planning.
<b>Lead Officer</b>	Corporate Managers	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Self Assessment of existing partnerships to establish their strengths and weaknesses.</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10E.2.1	Stock take of what's working (good practice ) and against new requirements of the SOA	01/10/08
10E.2.2a	Review involvement in relevant partnerships which reflect changes to Council, partner structures and the SOA	31/07/08
10E.2.2b	Review community planning and establish effective multi agency processes	01/10/08

<b>Id</b>	<b>Objective</b>	
<b>10F.1</b>	<b>Develop a five year compact with the Voluntary Sector in the Highlands governing the Council's £14m investment</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
PfA (10.1) / SOA (11.1) / CCG / SRP (6.1)		Head of Policy and Performance
<b>Funding</b>	No change – currently around £14m per annum	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Compact with the voluntary sector agreed and in place</li> <li>▪ 5 year SLAs in place with all voluntary sector providers where the annual value of goods or services is £75,000 or over</li> <li>▪ The Council demonstrates compliance with the requirements of "Following the Public Pound" for voluntary sector funding</li> <li>▪ Volunteering supported and at least maintain current levels of self reporting voluntary activity</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>

10F.1.1	Ensure that Third Sector contribution to CPP/SOA is reflected in Compact	31/03/09
10F.1.2	Model SLA developed and ready for use	01/07/08
10F.1.3	Single grants process designed and implemented	31/03/09
10F.1.4	Volunteering policy refreshed and voluntary sector policy refocused	31/03/10
10F.1.5	Include questions on volunteering in annual Public Performance Survey	01/04/07 Annually
10F.1.6	Compact in place	31/03/10

Id		Objective	
<b>10F.2</b>		<b>We will increase the support for welfare rights and money advice services in the Highlands by £100,000 bringing the total funding to over £1.2m</b>	
Ref	Related Risk	Lead Officer	
PfA (10.7) / SOA (7.2)		Head of Policy and Performance	
<b>Funding</b>		£100,000 additional funding p.a. from 2008-9 (bringing the total to over £1.2m)	
<b>Key Performance Results</b>		Financial hardship reduced by: <ul style="list-style-type: none"> <li>▪ More customers reached with money advice and welfare rights advice</li> <li>▪ Increased financial benefit to customers from the advice provided</li> <li>▪ Increased opportunities to access affordable credit</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
<b>Enabling Actions</b>			<b>Review</b>
10F.2.1	Quarterly monitoring of new contracts with Advice Agencies, with annual report to Resources Committee		01/05/09
10F.2.4	Feasibility study into affordable credit options concluded with action plan proposed		31/07/08
10F.2.6	Arrange for more information on advice and benefits to be available in the Service Point Network		31/12/08

Id		Objective	
<b>10G.1</b>		<b>Meet requirements for the training and development of Elected Members</b>	
Ref	Related Risk	Lead Officer	
CCG / BVIP (3) / SRP (1.1)		Head of Personnel	
<b>Key Performance Results</b>		<ul style="list-style-type: none"> <li>▪ 80 Elected Members have recorded Training Needs Analysis</li> <li>▪ Elected Member training programme</li> <li>▪ Record of Elected Member training</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
<b>Enabling Actions</b>			<b>Review</b>
10G.1.1	Complete induction and initial training programme		31/12/08
10G.1.2	Carry out individual training needs analysis with each Elected Member		31/03/08
10G.1.3	Draw up training plan		31/08/08
10G.1.4	Record Elected Member training		31/03/08

Id		Objective	
<b>10G.2</b>		<b>To ensure that Legal Services are well informed in relation to all legislative change and proposed change in all aspects of law which potentially affect the council and individual Services</b>	
Ref	Related Risk	Lead Officer	
CCG / BVIP (1) / SRP (1.2)		Head of Legal and Democratic Services	
<b>Key Performance Results</b>		Elected Members and Officers will receive accurate, timeous and robust legal advice on: <ul style="list-style-type: none"> <li>▪ Protection of Vulnerable Groups (Scotland) Act 2007</li> </ul>	

		<ul style="list-style-type: none"> <li>Adoption and Children (Scotland) Act 2007</li> <li>Planning etc (Scotland) Act 2006</li> <li>Predicted change to Housing legislation, particularly Right to Buy.</li> </ul>
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10G.2.1	Mechanisms for monitoring and reporting the performance of legal advice to be developed	01/12/08

<b>Id</b>	<b>Objective</b>	
10G.3	<b>To seek to achieve the consistent provision of high quality and responsive legal advice in relation to conveyancing and Contractual transactions, and Litigation</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
CCG		Head of Legal and Democratic Services
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>customer feedback in terms of comments made or concerns expressed</li> <li>Reduction in complaints</li> <li>Reduced response times</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10G.3.1	Mechanisms for monitoring and reporting the performance of legal advice to be developed	01/12/08

<b>Id</b>	<b>Objective</b>	
10G.4	<b>That for the life plan we will monitor and seek improvements with the Council's ability to influence national, UK and European policy and legislation</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
PfA (10.8) / CP (10.39) / SOA (7.5) / BVIP (1)		Business Manager
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Measurement of achieved objectives where there is potential for success</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10G.4.1	Continue to monitor and report on the Council's identifiable influence of national, UK and European policy and legislation	01/09/08

<b>Id</b>	<b>Objective</b>	
10G.5	<b>Ensure that the Councils policies and procedures reflect changing electoral legislation and practices</b>	
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>
CP (10.9) / CCG / BVIP (1)		Elections Manager
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Elections run properly</li> </ul>	
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b> Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10G.5.1	Acquire software and train staff in checking of Postal Vote Personal Identifiers	01/09/08
10G.5.2	Develop plan for increasing participation in elections based on successful initiatives elsewhere in Scotland	01/10/08

10G.5.3	Review polling places with access difficulties and report suggested actions to the Highland Council	01/10/08
10G.5.4	Participate in the Electoral Commission's development of performance indicators for elections and referendums and their subsequent introduction.	01/12/08
10G.5.5	Ensure the Council is fully consulted at all stages of the review of boundaries of Scottish Parliamentary Constituencies	01/06/10

Id		Objective	
<b>10G.6</b>		<b>Review Election Budgets to ensure recovery of election costs, where possible.</b>	
Ref	Related Risk	Lead Officer	
CCG		Elections Manager	
Key Performance Results		<ul style="list-style-type: none"> <li>All applicable costs are recovered</li> </ul>	
Policy Screening		Equalities / Environmental Impact Assessment Conducted	Date
Conducted on:	1-10-08	Impact Assessment Report Published	Date
Enabling Actions			Review
10G.6.1	Continually review outstanding audits of parliamentary accounts		Quarterly
10G.6.2	Completion of Election Expenditure Accounts relating to the 2007 Scottish Parliamentary Election and submission of Accounts to the Scotland Office		01/05/08

Id		Objective	
<b>10G.7</b>		<b>To ensure that the documents supporting the committee process and procedures are fit for purpose and well understood by staff, and that high quality advice and training is provided to elected members in relation to these.</b>	
Ref	Related Risk	Lead Officer	
CCG / BVIP 1 & 3) / SRP (1.1)		Head of Legal and Democratic Services	
Key Performance Results		<ul style="list-style-type: none"> <li>Well founded decisions not subject to challenge; no breaches of the Councillors' Code of Conduct; smooth operation of meetings across areas and HQ</li> </ul>	
Policy Screening		Equalities / Environmental Impact Assessment Conducted	Date
Conducted on:	1-10-08	Impact Assessment Report Published	Date
Enabling Actions			Review
10G.7.1	Regularly updating: the Scheme of Delegation and Administration to Committees and Officers; Standing Orders for the Conduct of Meetings; Committee Timetables and, where necessary, committee structures		01/06/09
10G.7.2	Ensure that committee staff understand and use these documents as the basis for providing sound advice to members and ensuring that decisions are well founded		01/06/09
10G.7.3	Ensure that there is provision of training to elected Members on the Code of Conduct, planning matters and specific skills relating to appeals committees, recruitment panels etc.		01/06/09 Ongoing

Id		Objective	
<b>10H.1</b>		<b>Effective emergency planning arrangements are place</b>	
Ref	Related Risk		
CCG / SRP (4.3)	CCC14	Lack of effective Business Continuity & Emergency Planning	
Lead Officer		Corporate Managers	
Key Performance Results		<ul style="list-style-type: none"> <li>Arrangements in place that meet national standards</li> </ul>	
Policy Screening		Equalities / Environmental Impact Assessment Conducted	Date
Conducted on:	1-10-08	Impact Assessment Report Published	Date

	<b>Enabling Actions</b>	<b>Review</b>
10H.1.1	Audit of existing arrangements against national standards	01/09/08
10H.1.2	Project plan in place to address any gaps	01/12/08
10H.1.3	Continued exercise and testing of arrangements	Ongoing

<b>Id</b>	<b>Objective</b>	
<b>10H.2</b>	<b>Adopt a Business Continuity Management framework for Computing Systems as an on-going working model to ensure the Council's survivability and operations</b>	
<b>Ref</b>	<b>Related Risk</b>	
CCG / SRP (4.3)	CCC14	Lack of effective Business Continuity & Emergency Planning
<b>Lead Officer</b>	Head of E –Government	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Continuity Framework in place</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10H.2.2	Audit Scotland survey	01/02/08
10H.2.3	Documented providers business recovery plans	01/10/08
10H.2.4	Business Continuity plans for Critical systems established	01/12/08

<b>Id</b>	<b>Objective</b>	
<b>10I.1</b>	<b>We will value and consult with staff and trades unions through joint consultation groups between the Council and trade unions</b>	
<b>Ref</b>	<b>Related Risk</b>	
PfA (10.4) / CP (10.35)	CCC21	Implementation of Job Evaluation & Single Status.
SOA (15.4)	CCC22	Workforce management planning.
<b>Lead Officer</b>	Head of Personnel	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Increase Staff satisfaction with level and type of information received as reported in the employee survey</li> <li>▪ Increase employee perception of Council's ability to manage change well (%)</li> <li>▪ Increase % of staff with personal development plan as measured in Employee Survey</li> </ul>	
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b> Date
	<b>Enabling Actions</b>	<b>Review</b>
10I.1.1	Maintain Joint Consultation and Health & Safety Groups	30/06/08
10I.1.2	Implement Trade Union Lifelong Learning Partnership	30/06/08
10I.1.3	Agree improvement actions in response to 4th Employee Survey	31/07/08
10I.1.4	Monitor and report progress on improvement actions	31/12/08
10I.1.5	Implement Internal Communication Standards	31/08/08
10I.1.6	Monitor and report roll-out of Personal Development Plans	31/03/09
10I.1.7	Ensure application of Management Competency Framework through MDP5, PDPs and monitoring and reporting	30/06/08

<b>Id</b>	<b>Objective</b>	
<b>10I.2</b>	<b>We will work with the trade unions to deliver harmonised and modernised conditions of service and a single status workforce by 2008</b>	
<b>Ref</b>	<b>Related Risk</b>	
PfA (10.5) / SRP (6.2)	CCC21	Implementation of Job Evaluation & Single Status.
SOA (15.4) / SRP (6.1)	CCC22	Workforce management planning.
<b>Lead Officer</b>	Head of Personnel	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Deliver modern and harmonised conditions of service</li> <li>▪ Deliver a pay and grading structure that fairly remunerates employees based on the relative value of the job that they carry.</li> <li>▪ Address the Council's potential equal pay liability</li> </ul>	

<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.2.1	Implement a new pay and grading structure		31/12/08
10I.2.2	Implement harmonised conditions for APT&C and Manual employees		31/12/08
10I.2.3	Create and implement a Job Evaluation appeals procedure		31/12/08
10I.2.4	Settle potential equal pay liability		31/12/08

<b>Id</b>	<b>Objective</b>		
<b>10I.3</b>	<b>Meet the "Revitalising Health and Safety Targets by 2010 (reduce accidents, injury and ill health of staff at work.</b>		
<b>Ref</b>	<b>Related Risk</b>		
CP (10.36) / SOA (15.4) / CCG	CCC16	Health and Safety systems are underdeveloped or ineffective.	
<b>Lead Officer</b>	Head of Personnel		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ % decrease in accidents and meeting H&amp;S Targets</li> <li>▪ At least maintain or reduce the % days lost through staff absence</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.3.1	Increase number of trained Union Health & Safety Representatives		30/06/08
10I.3.2	Complete Action Plans in Social Work, ECS & TECs to cover three most common causes of accidents		30/06/08
10I.3.3	Introduce corporate Moving & Handling policy		30/06/08
10I.3.4	Complete electronic Violent Incident Register		30/09/08
10I.3.5	Achieve Healthy Working Lives Silver Award		31/12/08
10I.3.6	Include attendance management training as part of the Management Competency Framework		30/06/08
10I.3.7	Implement Work Positive Stress Risk Assessments and monitor through Stress Steering Group		31/12/08
10I.3.8	Deliver Management of Stress and Stress Awareness training		31/03/08

<b>Id</b>	<b>Objective</b>		
<b>10I.4</b>	<b>Implement a policy and systems to safeguard lone workers and staff handling cash</b>		
<b>Ref</b>	<b>Related Risk</b>		
CCG	CCC16	Health and Safety systems are underdeveloped or ineffective.	
<b>Lead Officer</b>	Head of E-Government		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Standards for lone working security are met</li> <li>▪ Standards for handling cash are met</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment Conducted</b>	Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.4.1	Review of existing internal and external policies		01/09/08
10I.4.2	Policy agreed and relevant systems developed		01/11/08
10I.4.3	Implementation and review of revised policy		01/02/09

<b>Id</b>	<b>Objective</b>		
<b>10I.5</b>	<b>Increase development in management and leadership for senior, mid-level and first line managers</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
CCG		Head of Personnel	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ % increase in employees' perceptions of their managers against the 20 factors outlined in the Employee Survey</li> <li>▪ % increase in employees' perceptions of career development in the Employee Survey</li> </ul>		
<b>Policy Screening</b>		<b>Equalities / Environmental Impact Assessment</b>	Date

		<b>Conducted</b>	
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.5.1	Implement development programme for Senior Management		30/09/08
10I.5.2	Implement competency framework and development programme for Heads of Service and Area Service Managers		30/09/08
10I.5.3	Formalise Management Competency Framework and use of Management Passport		30/09/08
10I.5.4	Introduce structured progression route for management development for first line managers		30/09/08

<b>Id</b>	<b>Objective</b>		
<b>10I.6</b>	<b>To implement an effective and efficient way of communicating with staff using Intranet technology.</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
BVIP (13) / SOA (14.1)		Public Relations Manager	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Staff use of the Intranet resource.</li> <li>▪ Reduction in file storage and email traffic</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.6.1	Go ahead for project		27/11/08
10I.6.2	Availability of agreed IT platform		01/04/09
10I.6.3	Project Plan in place		01/04/09

<b>Id</b>	<b>Objective</b>		
<b>10I.7</b>	<b>Deliver a modern HR and Payroll system that supports efficient business processes and ensures high quality management information</b>		
<b>Ref</b>	<b>Related Risk</b>		
BVIP (7) / SRP (3.2)	CCC23	ICT re-procurement to ensure adequate provision of IT systems to support new Service structure and functions.	
<b>Lead Officer</b>	Head of Personnel		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Implement efficient HR/Payroll business processes</li> <li>▪ Make best use of existing ICT infrastructure</li> <li>▪ Reduce operating costs by (x%)</li> <li>▪ Improve the quality and availability of management information</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10I.7.1	Deliver the PAYPER business objectives		30/06/08

<b>Id</b>	<b>Objective</b>		
<b>10J.1</b>	<b>Ensure the full implementation of Pathfinder services throughout the Highlands and Islands; including the implementation of appropriate policies and management procedures to ensure that the contract is effectively managed.</b>		
<b>Ref</b>	<b>Related Risk</b>		
CCG / SRP (3.4)	CCC23	Inadequate and out of date IT systems to support new Service structure and functions	
<b>Lead Officer</b>	Head of E- Government		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Project attaining project milestones</li> <li>▪ GLOW services implemented in schools</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
	<b>Enabling Actions</b>		<b>Review</b>
10J.1.1	Fortnightly Highland Project Board reviews progress		Fortnightly
10J.1.2	Joint Project Boards with Thus		Monthly
10J.1.3	Pathfinder Project Roll out complete		01/04/09

<b>Id</b>	<b>Objective</b>		
<b>10J.2</b>	<b>Ensure that new arrangements are established for the delivery of ICT Systems and Services from July 2009 (end of current contract with Fujitsu Services).</b>		
<b>Ref</b>	<b>Related Risk</b>		
PfA (10.6)	CCC23	ICT re-procurement to ensure adequate provision of IT systems to support new Service structure and functions.	
<b>Lead Officer</b>	Head of E- Government		
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Project attaining project milestones</li> <li>▪ Adequate credible response from Industry to OJEU meeting criteria</li> <li>▪ Final bidder selected scoring well against evaluation criteria</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
<b>Enabling Actions</b>			<b>Review</b>
10J.2.1	Report for Resources committee		30/11/07
10J.2.2	OJEU Notice		05/06/08
10J.2.3	Bidder Conference		02/07/08
10J.2.4	Commence competitive dialogue with suppliers		01/10/08

<b>Id</b>	<b>Objective</b>		
<b>10J.3</b>	<b>Ensure that ICT Services are of a consistently high quality and meet the requirements of the organisation</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
CP (10.24)		Head of E- Government	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Attainment of SLA's by Service providers</li> <li>▪ Customer Satisfaction is greater than or equal to 80%</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
<b>Enabling Actions</b>			<b>Review</b>
10J.3.1	Monthly operational reviews with Fujitsu Services; Thus		Monthly
10J.3.3	Fujitsu Contract Review		01/06/08
10J.3.4	Benchmarking of Fujitsu Services		01/05/08

<b>Id</b>	<b>Objective</b>		
<b>10J.4</b>	<b>Use ICT to supports the effective and efficient management of information (including documents)</b>		
<b>Ref</b>	<b>Related Risk</b>	<b>Lead Officer</b>	
CP (10.24) / BVIP (13) / SRP (6.2)		Head of E- Government	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>▪ Reduced physical and electronic storage</li> <li>▪ Reduced retrieval time for information</li> </ul>		
<b>Policy Screening</b>	<b>Equalities / Environmental Impact Assessment Conducted</b>		Date
<b>Conducted on:</b>	1-10-08	<b>Impact Assessment Report Published</b>	Date
<b>Enabling Actions</b>			<b>Review</b>
10J.4.1	Outline Project Brief		01/12/08
10J.4.2	Project Initiation		01/03/09

**Appendix 1. Organisational Structure**  
*Pàipear-taice 1 Structair Eagrachail*

