

STRENGTHENING THE HIGHLANDS
The Programme of The Highland Council

A' NEARTACHADH NA GÀIDHEALTACHD
Prògram Chomhairle na Gàidhealtachd

2009-11

Programme and Performance Framework Review
September 2009

The Council's overarching aims are:

1. Making the Highlands one of Europe's leading regions
2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Introduction		Page
Section 1	What we will do for children and families <i>Na nì sinn airson clann is teaghlaichean</i>	3
Section 2	What we will do for communities and older people <i>Na nì sinn airson sgìrean is daoine nas sine</i>	7
Section 3	What we will do for the economy <i>Na nì sinn airson na h-eaconamaidh</i>	12
Section 4	What we will do for the environment <i>Na nì sinn airson na h-Àrainneachd</i>	18
Section 5	What we will do to make the Highland Council more effective and efficient <i>Na nì sinn airson a bhith Èifeachdach</i>	22
Appendix 1	SOA 2 Local Outcomes to be Achieved with Partners	25

What we will do for children and Families

Na nì sinn airson Clann is Teaghlaichean

We will:

1. Work with the Scottish Government to develop an ambitious 10-year capital programme to provide modern schools for Highland's children and we will ensure the completion, on time, of the current 5-year programme of a further three new and five refurbished schools.
2. Achieve full implementation of "Getting it Right for Every Child".
3. Be a better corporate parent of Highland's looked-after children and, by working with our partners, help them to reach their full potential as they move into adulthood. This will be done by improving their educational outcomes, reducing reliance on out-of-authority placements and supporting them as they move into appropriate accommodation and into further or higher education, training or employment.
4. Provide better support for foster carers, including kinship carers, by investing an additional £420,000 over two years from 2009-10.
5. Deliver and support a sustainable¹ network of quality wrap-around childcare and educational services for young children and their families by 2011.
6. Continue to raise levels of attainment in literacy and numeracy for pupils in pre-school, primary and secondary provision, maintain high levels of achievement in the Scottish Credit and Qualifications Framework, and achieve the outcomes in Curriculum for Excellence.
7. **Improve the quality of learning, teaching and leadership capacity in our schools and communities.**
8. Increase the number of young people leaving school and moving into education, training or employment **(including activity agreements) to 95% by the end of March 2011**. Working with our partners, we will also review this target by 2011.
9. Place **schools** at the centre of our communities and work to secure their long term future by developing community schools with a wide range of activities and services extending beyond the traditional school day.
10. Continue to develop Gaelic Medium Education in pre-school and primary schools, expand Gaelic Medium Education in the secondary sector **and increase the number of Gaelic learners in our schools**.
11. Continue to provide opportunities to enjoy the arts, sport and culture and enhance and promote the events, festivals and cultural programme of the Highlands.
12. Give a high priority to Highland's children being healthy and active and implement the Highland Play Strategy.
13. Support civic engagement by Highland's young people through pupil councils, the post of youth convener, developing Highland Youth Voice and representation in the Scottish Youth

Parliament. We will work with community councils to lower the voting and candidate age to 16 years for community council elections.

14. Ensure a youth worker is active in every Associated School Group area and that a review is completed on leisure, recreation and development opportunities available to young people.
15. Roll out a single smart card to all young people by 2011, giving access to leisure, libraries, arts and culture activities, youth information and school meals.
16. Achieve Eco School status for all Highland schools by 2011.
17. Focus on safe school transport, encouraging more healthy and environmental options such as "walk to school" pathways, safety support and safe cycle tracks;
- 18. Work with the Scottish Government and partners to reduce the numbers of fatal and serious road casualties and use 20 mph speed limits to improve road safety for more vulnerable road users, particularly children and older people.**

We will also represent the interests of the Highlands by working with partners, including the Scottish and UK Governments to promote services for children and families.

We will:

1. Work with the Scottish Government and higher education institutions to address the issue of supply of Gaelic Medium teachers and seek funding for two new Gaelic Medium primary schools.
2. Work with the Scottish and UK Governments to maintain the principle of providing accessible, affordable childcare to all.

To assess progress against the Council's commitments for children and families a range of performance indicators will be monitored and reported. These are listed below.

In addition the following symbols are used to show how these will indicate progress against each of the Council's three aims of:

1. Making the Highlands one of Europe's leading regions
2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Aim	Results for children and families – our indicators of performance:
2	Completion of 3 new and 5 refurbished schools (non PPP) some of which include community facilities (sports, art, learning)
2	Refurbish 5 secondary schools which include community facilities (sports, art, learning)
3	Reduction in referrals to the Reporter ²
3	Reduction in the number of <u>s</u> ocial work reports to SCRA
3	Reduction in total number of looked-after children
3	Agencies able to share information electronically for children to get the help they need when they need it
3	Maintain good or very good grading in Inspection reports of the Child Protection Committee
3	Fewer moves between placements for looked-after children
3	Reduction in the length of time that children are “looked after”
3	Reduction in the proportion of children who are “looked after” away from home
3	Indicators for looked-after children will be reviewed to focus on outcomes
3	Reduction the number of children placed outwith the authority
3	More looked-after children moving into supported housing arrangements
3	Maintain at 100% the proportion of all young people leaving care with a pathway plan
3	Increase the proportion of looked-after children living with kinship carers
3	At least one wrap around child care provider to be available within 24 of the 29 Associated School Groups
1	At least maintain the proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths
1	At least maintain the proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths
1	At least maintain educational tariff scores for S4, S5 and S6 pupils
1	At least maintain 95% of schools inspected receiving satisfactory or better HMIE inspection reports
1	Increase the proportion of Service and HMIE reports evaluating the Quality Indicators <i>Improvement through Self-Evaluation (Schools)</i> and <i>Improving Services (CLD)</i> as good or very good.
3	Increase the number of young people leaving school and moving into education, training or employment to 87% by the end of March 2009 ³
1	Maintain the number of children and young people taking part in recognised leadership and achievement awards
2	Deliver a 10-year modernisation programme that develops community schools
2	Increase the number of <u>p</u> re-school, <u>p</u> rimary school and secondary school pupils speaking Gaelic
1	Deliver a year round programme of events with a view to maximising attendance at events supported by the Legacy Fund
1	At least maintain 60% seats sold at mature festivals supported by the Council
1	Develop an events and festivals strategy in 2009
1	Number of opportunities taken up to enjoy arts, sport and cultural activities ⁴ .

² Data is for all referrals (both offence and non-offence based).

³ Performance is disaggregated also for care leavers and for specific types of training, education and employment schemes.

1	Increase cardiovascular fitness of boys and girls
3	100% schools maintain health promoting schools status
3	75% of the targets in the Highland Play Strategy delivered by 2011
3	Annual increase in the users of the Badaguish residential base.
3	All schools in Highland continue to have pupil councils and Youth Convener post sustained
3	Reduce the voting age for Community Council elections to 16 years
3	Successful Youth Voice elections annually supported by HYV Executive Meetings;
1	HYV Members meet with each Area Youth Forum in Highland annually
3	Ensure a youth worker is active in every Associated School Group
3	Complete review and report on leisure, recreation and development opportunities available to young people in 2009
3	All secondary school pupils have access to the National Entitlement Card (NEC)
3	All schools achieve Eco School status
2	Install 20mph speed limits in 97% of schools by March 2009 (target then to be reviewed)
3	Increase the number of children walking and cycling to school
3	Increase the number of schools with agreed travel plans.
3	Increase the number of schools participating in accredited 'risk reduction' programmes - such as 'risk watch' and cycling proficiency
3	Maintain the number of young drivers receiving PASS PLUS driver instruction and education
3	Work with the Government to increase the number of Gaelic language teachers offered fulltime contracts in Highland schools
2	
	NB performance indicators for the Children's Plan will be reviewed during 2009
	Performance which requires Government and/or partnership support:
2	Increase the number of Gaelic language teachers offered fulltime contracts in Highland schools

⁴ New composite indicator based on: Legacy Fund - number attending events or events supported, Libraries no. of visits; Statutory Performance indicators for museums, leisure centres and swimming pools; CIPFA Archive users; CIPFA theatre attendance; Active Schools sessions numbers attending.

What we will do for Communities and Older People

Na nì sinn airson Sgìrean is Daoine Nas Sine

We will:

1. Build and run five new care homes for older people.
2. Work with partners and all levels of Government to alleviate poverty by:
 - increasing benefit uptake;
 - advising more people how to maximise their income through advice on welfare rights and benefits;
 - encouraging use of free or concessionary priced services; and
 - providing specialist money advice.
3. Commit a further £100,000 to promote benefit uptake across the Highlands from 2009-10
4. Ensure continued provision of free personal care and work with the Scottish Government to secure sufficient resources into the future.
5. Secure an increase of 600 houses suitable for older people and people with disabilities.
6. Increase the number of older people (and others in care) who can be supported in their own homes by providing an additional £1 million in each year from 2008-9 to 2010-11 and by investing £4.7 million annually in aids, adaptations and telecare.
7. Work with NHS Highland and other stakeholders (users, carers and voluntary organisations) to produce an integrated community care plan for older people; people with physical and learning difficulties; people with complex needs; those with substance misuse; homeless people and people with mental health difficulties. We will support them to live in their own homes and communities for as long as possible and ensure that both service users and carers can exercise more choice and control.
8. Work with the Scottish Government and our partners, especially NHS Highland, to meet the health and care needs of our population and reduce inequalities in health. This will include reducing alcohol and drug misuse, smoking cessation, reducing obesity and tackling poverty, **with particular emphasis on changing attitudes and behaviours towards alcohol and supporting those in need with better prevention and treatment services.**
9. Improve council houses by investing £20 million to improve energy efficiency in 3,000 houses and £7 million to replace 1,000 kitchens and 500 bathrooms over the next three years from 2008-9. We will set out a plan to ensure that all Council-owned houses meet the Scottish Housing Quality Standard.
10. Develop an up-dated homelessness strategy in 2008 to set out how we will work with partners and the Scottish Government to prevent and reduce homelessness and provide responsive services to homeless people.
11. Work with partners, especially the police and the Scottish Government, to improve community safety by working to reduce crime and fear of crime; anti-social behaviour; alcohol and drug related crime; reconviction rates; violence against women and hate crimes. We will work also to improve levels of safe driving.

12. Deliver the Highland Archive Strategy with our state of the art Archive, Family History and Registrars' Centre as the hub of a network of local archive facilities, by working with partners where appropriate.
13. Develop and encourage use of the Council-owned Museum and Art Gallery in Inverness, the Highland Folk Museum, and support a range of community-run museums across the Highlands with advice, training and grant aid.
14. Endorse the 'Year of Homecoming' in 2009 and develop a Highland strategy to ensure we play a major role in the celebrations.
15. With our partners, develop an Events and Festivals Strategy and continue to support a range of initiatives such as Am Baile, the Fèis Movement, the Blas Festival and the Royal National Mod.
16. The Council will, with partners, provide opportunities for Life Long Learning.
17. Implement the Gaelic Language Plan and review it annually. We commit ourselves to the principle of equal respect for Gaelic and English languages and we recognise the diversity of indigenous language and dialects within the Highlands.
18. Support the development of sporting activities and, in particular, encourage the development and growth of shinty.
19. Develop a compact with the third sector (voluntary, charity and community organisations and social enterprises) in the Highlands, setting out how we will support the sector and work together.
20. Agree a new Scheme for Community Councils by 2010 and continue to provide financial and practical support to them.
21. Use the national standards of community engagement.

We will also represent the interests of the Highlands by working with partners, including the Scottish and UK Governments, to promote services for communities and older people. We will:

1. As a member of the Highlands and Islands Hydro Carbon Fuels Working Group, work with our local authority partners to campaign for fair and equitable fuel prices across the Highlands and Islands, and promote alternative renewable fuels to replace hydrocarbon-based fuels.
2. Seek the support of the Scottish Government for the removal of the remaining discount on Council Tax for Second Homes.

To assess progress against the Council's commitments for communities and older people a range of performance indicators will be monitored and reported. These are listed below.

In addition the following symbols are used to show how these will indicate progress against each of the Council's three aims of:

1. Making the Highlands one of Europe's leading regions
2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Aim	Results for communities and older people – our indicators of performance:
3	5 new Council care homes built to national standards providing care to 168 residents
3	Increase in number of customers reached with money advice and welfare rights – advice agencies and Highland Council
3	Increases in financial benefit to customers from the advice given by advice agencies and Council services
3	Reduce the average number of days per case to process new housing benefit /council tax benefit claims and change events.
3	At least maintain uptake of free schools meals at 77% of eligibility ⁵
3	Increase in Highlife budget card holders (for discounted access to Council facilities)
3	60% of free personal care assessments carried out within 15 days and no waiting lists for service delivery
3	600 new houses built suitable for older people or people with disabilities 2007-8 to 2010-11
3	10% increase (to 1202 in number) of older people getting care-at-home at weekends
3	15% increase (to 455 in number) of older people getting care-at-home in the evenings or overnight
3	Increase number and percentage of older people receiving intensive care-at-home of between 10 and 20 hours.
3	Increase number and percentage of older people with an enhanced telecare service.
3	Increase the availability and targeted take up of respite equivalent to 3000 additional bed nights by March 2010 (9274 bed nights)
3	New and additional indicators for shifting the balance of care will be developed with NHS Highland
3	Community care plan developed in 2009. Stakeholder forum for community care to be established in early 2009
3	Adult protection committee established and partnership arrangements in place
3	Reduce recorded alcohol and drug related crime
3	Train team managers (specialist mental health and substance misuse teams) in substance misuse in 2009
3	Increase the number of people recovering from drug and alcohol problems entering training, education and employment
3	Reduce the number of drug related deaths
2	Achieve silver award for Healthy Working Lives for Highland Council as employer
3	Increase membership in Highland Council run and supported leisure centres (including swimming pools) to 28,000
2	Increase the number of professional staff in SW trained in suicide prevention
2	Increase to 51% Council houses meeting the Scottish Housing Quality Standard by 2011
3	Energy efficiency measures to 3,000 Council houses (2009-2011)
3	1000 kitchens and 500 bathrooms replaced in Council houses to (2008-2011)
3	Reduce the average time taken to complete duties to homeless applicants
3	Increase the proportion of homeless households treated as priority need
3	Reduce % of homeless cases reassessed within 12 months
3	Eliminate the use of unsuitable temporary accommodation
3	Increase the proportion of young tenants who sustain a tenancy for more than 6 months

⁵ New legislation is expected to extend eligibility and indicators will be reviewed.

1	At least maintain % residents stating they are satisfied with their neighbourhood / community (96% very good or good rating)
1	At least maintain % of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe at 96%
3	No increase in the number of persistent young offenders
3	100% sex offenders requiring review receive a review within timescale
3	Monitor hate crimes following new reporting system
3	Review of Anti Social Behaviour Team and Community Wardens
3	90% of noise complaints responded to within 1 day
3	Reduce reconviction rates by 2% by 2011
3	40% of staff working in local authority residential units for children and young people trained in basic awareness of violence against women.
3	2% reduction in fatal / seriously injured road traffic accident casualties (for adults and children)
3	2% reduction in slightly injured road traffic accident casualties
3	Reduction in households reporting concerns with speeding
1	New Archive Centre is open for public use, linked to local archive facilities, by end 2009
1	Ability to access the Historic Environment Records at Service Points, Libraries and on the internet in 2008-9
1	Maintain the number of visits to/usages of council funded or part funded museums at 1500 per 1,000 population (SPI CC3a) by continuing support to 18 independent museums
1	Maintain number of winter festival events in Inverness
1	Annual increase the number of participants in the annual Highland Archaeology Fortnight
1	Highland 2007 Legacy funding targeted at Year of Homecoming and a major internal conference and associated fringe events delivered in October 2009
1	Maintain positive customer feedback on Blas Festival between 60-80%
2	Maintain existing levels of funding of the Feis movement at £89,000
2, 1	Maintain Mod presence in Highland once every 3 years
2	Maintain user dwell time on the Am Baile web site.
2	Increase number of courses and classes run or supported by the Council
2	65% of the national target met for replenishing lending stock for adults
2	67.5% of the national target met for replenishing lending stock for children and teenagers
3	25% of the resident population public library borrowers
2	Increase the number of times Access Point terminals are used per 1000 population
2,3	Maintain the Highland Adult Literacy Partnership
2, 3	Increase opportunities for Adult Literacy Learners and take up by 10%
2, 3	10% increase in number of clients accessing Council services through the medium of Gaelic
2, 3	10% increase in people in the Highlands describing themselves as "well disposed" towards Gaelic
2, 3	Increase to 46% Gaelic medium pupils who have Gaelic speaking parents /carers (including Learner parents)
3	Increase in the number of girls and boys participating in shinty (938 and 1635 respectively)
2	1000 accredited training awards for volunteers in Sports Leadership
2	Compact with the voluntary sector agreed and in place
2	The Council demonstrates compliance with the requirements of "Following the Public Pound" for third sector funding
2	New process for commissioning services from the third sector in place in 2009-10.

3	Implementation confirmed through internal audit process
2	Support volunteering in the Highlands and at least maintain current levels of self reporting voluntary activity (27% adult population)
3	Increase training support provision to Community Councils in planning, licensing and other matters
2	Lower age to 16 for participation in community council elections
2, 3	New Community Councils Scheme agreed
2, 3	The Council implements system for monitoring adherence to community engagements standards
2, 3	Communities feel their views have been heard (monitored through the standards and through an improved rating on "listening to local people" in the annual performance survey)
	Performance which requires Government and/or partnership support:
3	Ensure UK government is aware of Highland & Islands concerns when addressing fuel supply issues
2, 3	Government legislation changes to remove the discount on second and holiday homes

What we will do for the Economy

Na nì sinn airson Na h-Eaconamaidh

We will

1. Work with the Scottish Government, the business community, Highlands and Islands Enterprise (HIE) and the third sector to promote **sustainable** business growth, including more local businesses and social enterprises through the **development and promotion** of Business Gateway by 2009 and other Council support.
2. Work with the Scottish Government, HIE and the private sector to promote national key sectors namely energy, food and drink, life sciences, financial services, tourism and creative industries through engagement in strategy development and a range of initiatives.
3. Work with the Scottish Government, local partners and the private sector to enable 6,000 new houses, with appropriate amenities, to be built in the Highlands between 2007-8 and 2010-11, with 2,000 of these affordable houses for rent and low cost home ownership of which 600 will be for older people and people with disabilities.
4. Work with the Scottish Government to explore new funding models for building and securing additional council houses to help to address the high demand in many parts of the Highlands.
5. Develop Highland tourism - our most significant industry - in partnership with the business sector, VisitScotland, EventScotland and HIE. We will focus on opportunities such as Gaelic, green tourism, events and activities. We will improve the Council's own services for visitors.
6. Recognise and support the importance of the Cairngorms National Park to the Highland economy.
7. Work with HIE, Scottish Development International and statutory infrastructure providers to make the Highlands one of the most attractive places to do business in Scotland.
8. Work with the Scottish Government, HIE and the private sector to support the provision and use of high speed broadband services for our businesses and communities.
9. Prepare a new Highland Development Plan and a Coastal Development Strategy by 2009, and prepare three Aquaculture Framework Plans by 2011, which will enhance the conditions for balanced and sustainable economic growth for Highland communities.
10. Prepare three new Local Development Plans, which will provide detailed planning guidance and will ensure full community participation in their preparation.
11. Recognise the world class skills of the workforce at Dounreay and work in partnership with HIE, the Nuclear Decommissioning Agency and the Scottish and UK Governments to safeguard and enhance the social and economic environments of Caithness and North Sutherland during the Dounreay decommissioning.
12. Pursue initiatives to support the procurement of local products and services by the Council and others.

13. Support communities in the formation of local trusts/groups to buy, manage or have a stake in land, property or other assets on behalf of their community.
14. Work with the Scottish and UK Governments and partners to prevent and reduce poverty by supporting more people into sustained employment.
15. Work with employers, further education colleges and other partners to increase the training and apprenticeship opportunities across the Highlands, with a 33% increase in the number employed by the Council by 2010-11 (a rise to 200).
16. Continue to decentralise Council jobs throughout the Highlands and work with partners to identify opportunities for further dispersal of public sector jobs.
17. Work with the University of the Highlands and Islands and HIE to support the award of full university title, to include research degree awarding powers and ensure the development of its academic research capability, as the basis of economic development. We will support the development of a new, high quality Inverness campus as an essential part of the UHI network.
18. Work with Sabhal Mòr Ostaig - Scotland's Gaelic College - to develop partnership projects which will support the Council's objectives for Gaelic.
19. Continue implementation of the Council's Memorandum of Understanding with Nova Scotia to ensure collaboration on a range of mutually beneficial language and cultural projects.
20. Invest £54 million over the next three years to maintain the quality of our road network and carry out improvements to our lifeline roads and bridges.
21. Work with the bus operators to enhance, develop and promote the bus network in both rural and urban areas, improving the quality, frequency and accessibility of buses.
22. Promote the development of an integrated transport network.
23. Implement by 2009 an agreed £6 million programme of traffic management and streetscape improvement measures in Inverness City Centre and consider other arrangements which will reduce traffic congestion and improve the quality of the environment.
24. Recognise the multi-cultural society we live in and welcome migrants and their families settling in our communities and increase English language tuition to assist their integration.
25. Work through the Highlands and Islands European Partnership and the Scottish and UK Governments to secure the maximum benefit for the Highlands from the European funding programmes for the region and play a full part in key European organisations.

We will also represent the interests of the Highlands by working with partners, **Scottish and UK Governments**, to develop our economy.

We will:

1. **We will work with the Scottish Government and Transport Scotland to deliver key trunk road improvements on the A82, A9, Nairn By Pass, A96 and the new trunk link road between the A96 and the A9 which will provide access to the UHI campus site.**

2. We will work with the Scottish Government, Transport Scotland and British Waterways to examine and agree solutions for completing the link road between the A9/A96 and the A82 trunk roads, including crossing the River Ness and the Caledonian Canal.
3. We will work with the Scottish Government, Transport Scotland and other local Agencies to promote local improvements to the trunk road network at locations including Berriedale Braes and Torgoyle Bridge.
4. Work with Highlands and Islands Airports, HIE and partners to attract new and enhanced air services into the Highlands at all airports. We will continue to work to safeguard Inverness to Gatwick flights, campaign to reinstate the Inverness to Heathrow flights and develop Wick Airport.
5. Work with partners to improve local, national and freight rail services including shorter journey times.
6. Continue to engage with Scottish Water and others to ensure that lack of infrastructure does not hold up housing and other developments.
7. Press for the Scottish and UK Governments to write off, or give financial support, to ease the very high levels of housing debt affecting the Council and its tenants.
8. Monitor any further temporary closures of Post Offices in the Highlands and **support communities contesting** any further reduction in the network to 2011.
9. Continue to seek a strategic shift in the ownership of marine resources by working with the Scottish Government and pressing the UK Government to conduct a full review of the Crown Estates.

To assess progress against the Council's commitments for the economy a range of performance indicators will be monitored and reported. These are listed below.

In addition the following symbols are used to show how these will indicate progress against each of the Council's three aims of:

1. Making the Highlands one of Europe's leading regions
2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Aim	Results for the economy – our indicators of performance
2	Produce and implement Credit Crunch Action Plan - review quarterly
2	Year on year increase in the Highland population from 208,920 (Census 2001)
2	Sustain the business start up rate at >5.7 per 1,000 population (split to show social enterprise)
2	194 businesses supported to start up in 2009-10, with the target reviewed for 2010-11 (amended to 237 businesses as part of Business Gateway, with 20% of the businesses supported run by young people – aged under 26 years, 40% by women and 20% moving to VAT registration by 2010-11).
	Increase the % of planning applications dealt with within two months from

2	47.4% for non householders in 2006-7
2	Bring the Nigg Yard as a multi-user facility back into production
2	37.56 Hectares of vacant and derelict land remediated, including sites accessed for future use
1	Collaborate and align Council actions with HIE sectoral activities
1	Increase the value of tourism by 4% per annum to £700m by 2010 (sharing national target)
1	Attract Film and TV work to Highland – with 45% of enquiries converted to projects
2	15% increase in visitor numbers to the Cairngorm National Park
2	The delivery of 6000 houses enabled by planning policy and 2000 affordable houses completed or on site (2007-8 to 2010-11)
2	Report strategy on new funding models for Council housing by August 2009
2	Prepare Supplementary Guidance on Open Space within housing developments
2	Prepare Supplementary Guidance on Developer Contributions
2	Invest £54 million to maintain the quality of our road network and improve lifeline roads and bridges
2	Reduce to 34% of the road network which should be considered for maintenance treatment
2	Reduce to 26% of council and private bridges assessed that fail to meet the European standard of 40 tonnes
3	Increase the number of footpaths and roads with disabled facilities and vulnerable persons design details
2	Increase number of people using the bus
2	Increase availability of buses
3	Increase the number of buses with low floor access for vulnerable persons
3	Maintain number of community transport schemes supported
2	Increase the number of Lifeline Ferry Slipways to remote communities which have modern standards and safe layouts
2	10% reduction in traffic volumes in core City Centre Streets
2	Maintain use of public transport in and around Inverness
2	Deliver Broadband to all identified Council properties (453)
2	Indicators on improving Broadband access and quality for non Highland Council properties will be developed in 2009.
1	Highland Development Plan (including Coastal Development Strategy) in place in 2009/10
1	Three approved and published Aquaculture Framework plans in place by 2010-11
1	Three Area Local Development Plans in place by 2011 with community participation to meet community engagement standards
2	Increase the % of planning applications dealt with within two months from 79.6% for householders in 2006-7
1	Plans for using the natural resources of Caithness and North Sutherland developed
2	Levels of jobs, income and public services maintained in Caithness and North Sutherland (to counter the job losses arising from nuclear decommissioning) - report on annual target for 100 jobs

2	Levels of jobs, income and public services maintained in Caithness and North Sutherland (to counter the job losses arising from nuclear decommissioning) - maintain current level of public services
2	During 2009-10 indicators of performance to support the procurement of local products and services by the Council and others will be developed.
2	Produce an action plan on supporting local food by March 2009
2	Increase the number of communities who feel more confident to hold assets and are assisted in purchasing or hold a stake in land, property or other assets on behalf of their community
2	Provision of web-based guidance for internal & external parties by December 2009
2,3	Support 400 community led projects and plans supported by the LEADER programme
2, 3	At least sustain the number and range of community groups actively involved in community based economic development
3	Support a minimum of 1000 people into work through grant and loans programmes to businesses
3	Achieve 75% leverage from other sources for the Fairer Scotland Fund -
3	Increase the number of parents supported into work
3	Increase the number of lone parents supported into work experiencing a positive outcome
2	Increase to 200 the number of trainees and apprentices employed by the Council
2	Increase in the number of apprentices taken on by other employers supported through the Council's Employment Grant Scheme (subject to future ESF funding)
2	Increase the % of jobs located outwith Headquarters from 95.9%
1	University campus at Beechwood, Inverness receives Outline Planning approval in 2009
2	Increase in number of ECS staff with Gaelic language training, recorded in CPDs.
2	Partnership Agreement for schools with Sabhal Mor Ostaig implemented 2009
2	Number and impact of mutually beneficial projects with the Nova Scotia provincial Government
3	Increase the number of new learners supported with English language tuition 1090 by 2009, 2009 to be reviewed
2	Increase the number of inward migrants and their families, who have limited English language, to settle in to the Highlands 285 by 2009, 2009 to be reviewed
1	At least maintain the levels of community acceptance of new residents (to some or great extent) at 82%
2	Annual reports on EU activity demonstrate progress in grant funding and networks
2, 1	EU priorities confirmed early 2009 and membership of networks reviewed
1	Performance which requires Government and/or partnership support: To press for early progress with design work with the Scottish Government and Transport Scotland to promote the projects listed in the STPR. Agree design and identify funding for the completion of the West End of the

1	link road between Dores roundabout and the A82 (timescale to be confirmed as part of the capital programme review)
	To press for early progress on trunk road improvements outwith the STPR.
1	Maintain or increase flights and services to Gatwick and Heathrow
2	Increase in the number of new air services provided (destinations and frequency)
2	Increase the number of freight trains to/from the Highlands
2	Reduction in the number of water supply areas and waste water treatment works that are constrained
2	Unplanned Post Office closures either reduce in frequency or replacement services are more readily available
3	Government implements changes to Crown Estates through Marine Bill by 2011
3	

What we will do for Our Environment

Na nì sinn airson Na h-Àrainneachd

We will:

1. 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.
2. Continue to work with the Scottish Government, UK and European Union partners to promote and enhance forestry, farming, fishing and crofting in the Highlands. We will ensure their continued importance in supporting sustainable rural communities and coastal communities, which depend on the marine environment - and we will support projects which seek to enhance the value of primary products from the Highlands, notably the local food sector.
3. Encourage, by 2010, a total of 1,280 MW installed capacity in suitable locations in Highland with improved capacity of grid connections. As part of the implementation of the Council's Renewable Energy Strategy, we will support the potential for marine energy in the Pentland Firth.
4. Increase the number of communities assisted by the Council and partners to secure community benefit from renewable energy developments and work with them to promote greater community control and ownership of renewable energy projects.
5. Use the Council's sustainable design guidance and publish measurable commitments on energy saving by promoting higher standards of thermal and solar efficiency for new buildings.
6. Ensure that all of our building projects, for both new and refurbished facilities, will comply with best practice in sustainability to ensure the Council is seen as an exemplar organisation in sustainable design and facilities management.
7. As well as improving the energy efficiency of our Council housing stock, reduce the Council's energy use and carbon emissions from our buildings by 15% by 2010-11, from a baseline of 2005, reducing or avoiding energy costs.
8. Increase the use of renewable microgeneration technology to provide energy in the Council estate, with appropriate integration of wind turbines, biomass fuel boilers, combined heat and power and solar energy, increasing the overall rating from 1,800 kW in 2008 to a minimum of 4,000 kW in 2010.
9. Build the Inverness South West Flood Relief Channel with construction works starting in 2009-10.
10. Allocate resources appropriately between winter maintenance to drainage and watercourse maintenance, as well as local small scale flood prevention schemes, in recognition of the effects of climate change, **with a minimum of 10 small scale flood prevention schemes completed each year.**

11. Prepare a green travel plan for the Council by 2008, and work with the Scottish Government to encourage and promote green travel plans for our public sector partners, and all businesses and developments across the Highlands.
12. Develop sustainable options for waste treatment within the Highlands and put measures in place to reduce the amount of residual waste disposed of in landfill outside the Highlands by 26,500 tonnes by 2013.
13. Increase the amount of waste recycled in the Highlands to 40% by 2010, and put measures in place to reach 50% recycling by 2013.
14. Limit the amount of biodegradable waste going to landfill.
15. Reduce paper use in our offices and recycle 50% by the end of 2009.
16. Give a high priority to community works, ensuring our communities are well looked after through grounds maintenance, litter picking, street cleaning, education and awareness and by the use of enforcement measures.
17. Work with our Local Access Forums to draw up and implement a system of core path plans for the Highlands.
18. Develop a policy for supporting allotments where there is demand.
19. Work with the Highland Biodiversity Partnership and local biodiversity groups to promote and enhance biodiversity within the Highlands and to implement the Scottish Government's strategy for biodiversity.

We will also represent the interests of the Highlands by working with partners, Scottish and UK Governments, to protect and enhance our environment.

We will:

1. Oppose any proposal for new nuclear power generation in the Highland area. We will continue to support the above ground storage of intermediate level waste from Dounreay until a Scottish waste strategy is agreed and implemented and object to the use of Dounreay or any other site within the Highlands for a national nuclear waste repository.
2. Actively support a GM-free Highland.
3. **Work with the Scottish Government and SEPA to introduce the requirements set out in the Flood Risk (Scotland) Act 2009 and continue to progress Flood Prevention Orders for areas where there is a history of flooding affecting residential properties.**
4. Work for a review of the Land Reform (Scotland) Act 2003 with a view to improving the legislation.
5. Continue to work with the Scottish and UK Governments to seek effective control and monitoring of the movement of hazardous cargoes in the Minches and the Pentland Firth.

To assess progress against the Council's commitments for the environment a range of performance indicators will be monitored and reported. These are listed below.

In addition the following symbols are used to show how these will indicate progress against each of the Council's three aims of:

1. Making the Highlands one of Europe's leading regions
2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Aim	Results for the environment - our performance
1	Produce and implement a climate change strategy for the Highlands by 2011
1	Demonstrable progress against the requirements of the Scottish Local Authority Climate Change Declaration (self-assessment score of 30/30)
2	Council services adapted to deal with the impact of global warming
2	Increase % of GDP contributed by forestry, farming, fishing and crofting
2	At least 5 strategic projects linked to promoting the primary sector in the Highlands including the local food sector
1	Increase installed capacity of renewable energy to 1280 MW by 2010
1	Test projects delivering marine energy by 2011
2	Increase from 24 the number of communities supported by the Council to secure community benefit from renewable energy developments
2	Number of developments improved by the implementation of the Design Guidance
2	100% of new major developments which are accompanied by a sustainable design statement by 2010
2	Specify building performance in excess of Building Standards requirements and progress towards BREEAM Excellent ratings for major new Council buildings
2	Reduce energy use in Council buildings by 15% by 2011 from 2004-5
2	Reduce CO2 emissions from Council buildings by 15% by 2011 from 2004-5
2	Save (or avoid) £3.8m in energy costs from Council buildings
1	Increase installed capacity of renewable energy equipment for Council buildings by a minimum of 4,000kW
	Local targets to be reviewed in 2010 to comply with national targets
1	Install heating systems using renewable technology in 200 Council houses each year
2	Obtain all statutory consents for the Inverness South West Flood Relief Channel by March 2009 and commence work on first phase by 2009-2010
2	Continue to divert a minimum of £335,000 from winter maintenance to drainage and water course maintenance (set in budget 2008-9). New indicator: At least 10 small scale flood prevention schemes completed each year.
2	Green travel plan produced and operational
2	Decrease amount of municipal waste collected that is land filled.
2	Reduce the amount of residual waste disposed of in landfill outside the Highlands
2	Increase to 40% municipal waste recycled
2	At least 50% of waste from Council offices to be recycled by end 2009
2	Increase the level of cleanliness to 77%, measured by the overall cleanliness index
3	Monitor the number of Fixed Penalty Notices issued for dog fouling and littering
3	Increase the number of promotional events re litter picking
2	Complete Paths condition audit for 2602km of paths and update database by 2011
1	Increase the number of people taking access to the country
2, 3	New policy in place for allotments in 2009-10
	Performance indicators for Allotments policy to be included in late 2009 after consultation on policy

2, 3	Implement open space guidance to support the provision of allotments
1, 2	Biodiversity protected and promoted across highland via Local Biodiversity
1, 2	Action Plans and reported annually to the Scottish Government
2	Increase the number of biodiversity projects supported by 25% (30 in total)
2	5 % annual increase in the number of participants in ranger guided walks and events.
2	Increase the number of ranger-led events. During 2009-10 qualitative information on the experience of those participating in events will be developed.
2	Increase % of planning applications where biodiversity checklists are completed.
	Performance which requires Government and/or partnership support:
2	No new nuclear generator in Highland
2	Nuclear Decommissioning Agency confirmation that capacity for storage is acceptable to allow for on-going decommissioning
2	Highlands remain GM free
2	Reduce timescales for processing Flood Orders (FPOs)
2	Promote Flood Prevention Orders
3	Participate in the Scottish Government's consultation on Land Reform and influence the outcome.
3	Achieve enhanced regulation and control of hazardous cargoes in the Minch and Pentland Firth through the Department of Transport.

What we will do to be More Effective and Efficient

Na nì sinn airson A Bhith Èifeachdach

We will:

1. Continue to pursue best value for our residents and service users, seeking efficiencies in the way we work and continuously review the Council's spending programmes. We will modernise our services to achieve an annual 2% efficiency savings target.
2. Commit the Council to the principle of appropriate additional decentralisation of political decision-making within the Council.
3. Continuously review performance to improve the way in which Council services are designed and delivered. We will do this by measuring our progress, reporting on it publicly and listening to our customers and communities.
4. Fulfil all of the Council's duties to promote equalities and to tackle discrimination and disadvantage - as an employer, in providing public services, in community leadership and partnership working.
5. Make Council decision-making more accessible by webcasting Council meetings and by other means.
6. Make it easier and more convenient to contact the Council (through telephone, internet and other technology) including the extension of opening hours for telephone contact.
7. Continue to develop ward forums for every Council ward which will enable the public and community representatives to be informed of and to scrutinise Council activities and service delivery, including community planning.
8. Develop our asset management plan to ensure that the Council owns or occupies only the appropriate number of buildings and that these are fit for purpose
9. Value and consult with staff and trades unions through joint consultative committees between the Council and trades unions.
10. Work with the trades unions to deliver modernised working conditions and a single status workforce by **2010**.
11. Agree an annual training and development programme for elected members by December 2008 and introduce role descriptions and performance development plans for councillors.
12. We will review the Council's programme and report progress against it each year.

To assess progress against the Council's commitments for the environment a range of performance indicators will be monitored and reported. These are listed below.

In addition the following symbols are used to show how these will indicate progress against each of the Council's three aims of:

1. Making the Highlands one of Europe's leading regions

2. Creating sustainable communities with more balanced population growth and economic development across the Highlands
3. Building a fairer and healthier Highlands

Aim	Demonstrating efficiency and effectiveness - our performance indicators
1,2,3	Positive audit reports for Best Value audits and follow up audits (with all current actions completed within times agreed)
	Implementation of self-evaluation across the Council using the Public Service Improvement Framework by 2011
2	At least sustain satisfaction levels with Council services at 80%
2	All efficiency targets met
2	Corporate change programme delivered and benefits realised (with annual review)
2	Effective financial stewardship confirmed in the audit of the Council's accounts annually
2	Council approval of Revenue Budget agreed in February each year
2	Achieve a minimum of 85% fulfilment of customer contact dealt with at first point of contact via customer services network. (more calls to be routed through the customer services network as more functions are included)
2	Increase the number of internal and external services (including the customer First 46 ESD targets) to be dealt with at 1st point of contact to customers through the Customer Services Network.
2	Increase access to the Council's services by extending the opening hours of the Council's Telephony Service Centre
2	Develop Web strategy for THC to deliver more services electronically by end of 2009
2	Improve every aspect of the complaints handling process, including increasing satisfaction with complaints handling
2	Increase response times for Freedom of Information and Data Protection requests to ensure compliance with timescales
2	100% of buildings that are suitable for current use
2	increase % of operational accommodation that is in satisfactory condition
3	Webcasting to be piloted during 2009
1,2,3	Member training and development programme available in 2009 and introduction of role descriptions and personal development plans for all members
2,3	Establish ward forum best practice guide for ward managers, members & participants by May 2009
2,3	Increase Community participation in Ward Forum - provide data on topics, number and partners attending.
2,3	Ward Forums to act as a catalyst in ensuring that partner agencies work better together to deliver joined up services
2	Annual performance report produced and reported to Council
3	100% of public caller buildings are accessible to people with disabilities by end 2009-10
3	Single Equalities Scheme developed and implemented by 2009 with targets reviewed
3	100% of all new and reviewed policies, functions and practices are screened for relevance to equalities
3	Annual increase in the % of women managers in top 2% of earners from 27.6%
3	Annual increase in the % of women managers in top 5% of earners from 35.9%
3	At least maintain or reduce the % days lost through staff sickness for different staff groups (teachers and non teachers)
3	Meet the "Revitalising Health and Safety Targets" by 2010

2	Increase to 85% of Council staff with a current Personal Development Plan in place
2	Increase to 40% of employees who consider the Council to be an above average or one of the best employers
2,3	Deliver modernised terms and conditions
2,3	Deliver a new pay and grading structure, and a single status workforce

SOA2 Local Outcomes to be Achieved with Partners (Approved May 2009)

Sustainable Highland Communities

1. People across the Highlands have access to the services they need
National outcomes: 1, 3, 7, 8, 10, 13
2. People are, and feel, safe from crime, disorder and danger
National outcomes: 8, 9, 13
3. Our communities take a greater role in shaping their future
National Outcomes: 4, 11, 13
4. Public services are delivered effectively, efficiently and jointly
National Outcome: 15

Safeguarding our environment

5. Our natural heritage is protected and enhanced enabling it to deliver economic, health and learning benefits
National Outcomes: 1, 6, 10, 12
6. Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns
National Outcomes: 10, 12, 14

A competitive, sustainable and adaptable Highland economy

7. The impact of the recession is limited and sustainable economic growth is supported
National Outcome: 2
8. Growth in the knowledge economy is supported by achieving university title for UHI in 3 years
National Outcomes: 2, 3
9. To support the economy access is improved to housing, transport and high speed broadband
National Outcomes: 1, 10
10. More people are supported into employment
National Outcomes: 2, 3, 6, 7

A healthier Highlands

11. Healthy life expectancy is improved especially for the most disadvantaged
National Outcomes: 6, 7
12. The health and independence of older people is maximised
National Outcomes: 6, 7
13. Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services
National Outcomes: 4, 5, 9

Better opportunities for all / A fairer Highland

14. The impact of poverty and disadvantage is reduced
National Outcomes: 2, 4, 7
15. The cycle of deprivation is broken through intervention in early years
National Outcomes: 5, 7, 8