



Planning and Development Service
Seirbheis Dealbhadh is Leasachaidh

Service Plan
Plana Seirbheis

2010/11

Document Control

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EXECUTIVE SUMMARY

GEÀRR-CHUNNTAS GNÌOMHACH

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

62 Service actions are established across 4 Corporate Themes. Of these, 23 actions contribute directly to the achievement of the Programme for the Highland Council; 17 actions focus on the management of risk and the Service Risk Profile, A further 22 support the delivery of Corporate Priorities, statutory and non-statutory service functions.

Three sections are the focus of service delivery: Planning and Building Standards, Environment and Development and Business Support. 8 managers work with the Director and two Service Heads. In all 252 staff work for the Service, 102 of them based at headquarters.

A gross revenue budget of £12.313M funds service delivery. Of this £4.00M is derived from fee income and staff costs account for £7.89M.

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

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

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

Service priorities are established alongside review and reporting mechanisms.

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

1. Background and Context

Cùl-eachdraidh is Co-theacsa

1a. Purpose, Timeframe and Monitoring

Adhbhar, Clàr-ama is Sgrùdadh

This Service Plan is a strategic document which outlines how we will contribute to the delivery of the Programme of the Highland Council where the Planning and Development Service has either a lead or supporting role. In addition the plan links key actions required for the delivery of the Single Outcome Agreement, improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2010-2011 and is supported by a series of specific operational and project plans, where appropriate.

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

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

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

The plan will be useful to many including:

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

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

Structar na Seirbheis, Dreuchdan is Thar-sealladh de Stòrasan Ionmhasail

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

Only 40% of the staff are based at Council Headquarters. Most elements of work are delivered through the three Corporate Areas, Planning and Building

Standards staff, the Countryside Rangers, Projects and Access Officers and the Employability Team located at various points across the Highlands. Dispersed staff play a key role in front line delivery of services and provide one of the main customer focuses for the Service.

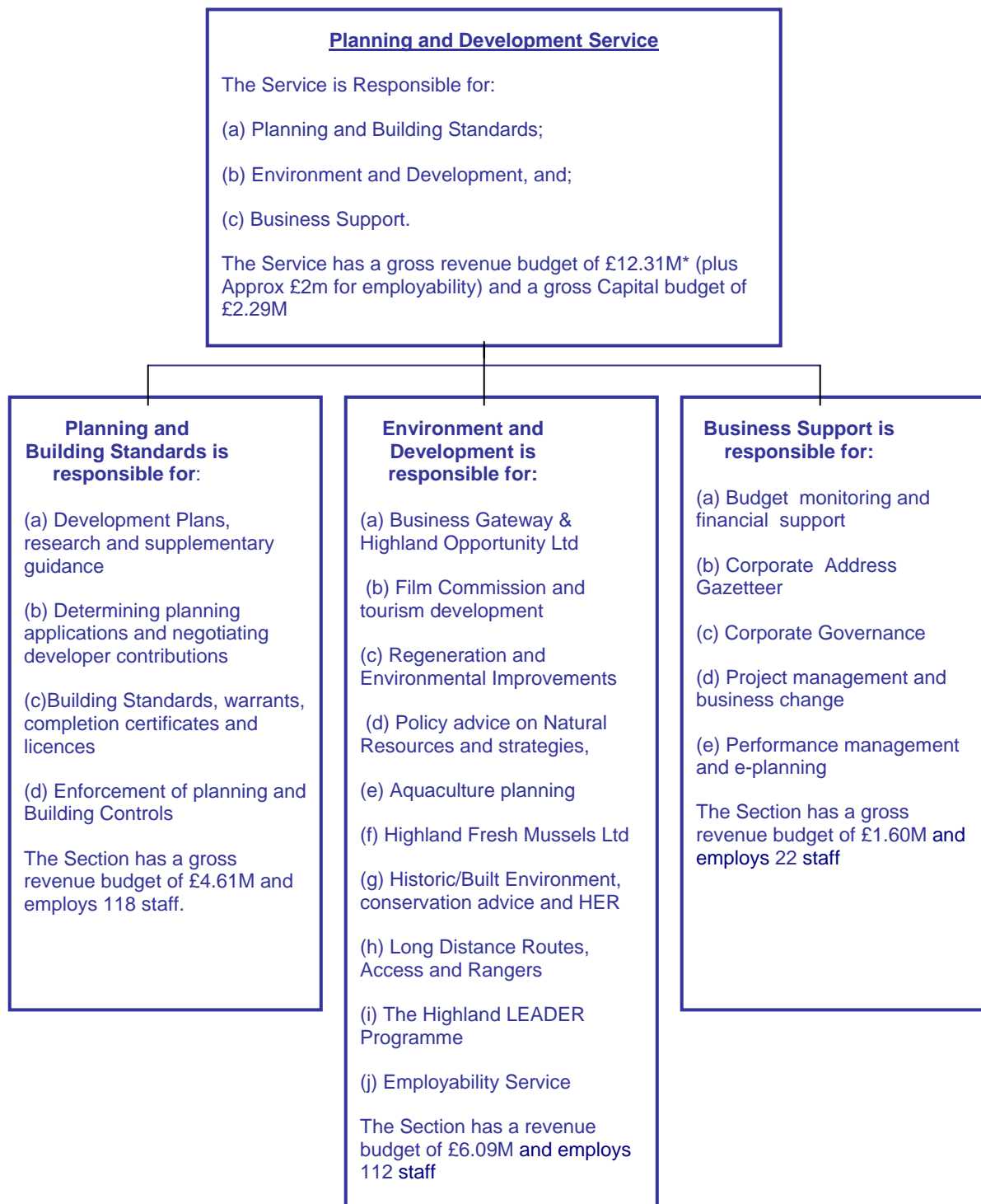


Fig 1: Structure of the P&D Service

1c. Resource and budget pressures **Cuideaman stòrais is buidseit**

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

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

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

Capital Budget: 2010/11 and 2011/12

[Buidseat Calpa: 2010/11](#)

Historically the Service has achieved an equivalent amount of match funding from EU, Lottery and other agencies although this leverage is decreasing as these grant programmes are directed to other priorities. In overall terms the Service anticipates putting over £3.09m of capital works on the ground in the next two years, plus over £4.50m of projects supported via the Vacant and Derelict Land Fund. New financial regulations now give the Council greater flexibility in its use of capital expenditure.

Anticipated revenue scenario for 2010/11

[Suidheachadh Teachd-a-steach ris bheil dùil airson 2010/11](#)

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

Staff costs are greater than the net revenue expenditure. Providing core functions through Corporate Areas with seven frontline planning and building standards offices and area based Ranger, Access and Employability staff means high fixed costs.

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

However, staff complements and accommodation costs cannot readily be adjusted if there is a shortfall in fee income, nor quickly increased to maintain service levels if there is unexpected growth in application numbers and therefore workload and income.

Efficiency Comasachd

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

The Service is on course to meet efficiency savings of £313K during the current financial year

Flexible Working Obair Shùbailte

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

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

Efficiency Projects – “e Planning” Pròiseactan Comasachd – “d Dealbhadh”

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

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

A portion of start up costs have been met by the Scottish Government, and the balance will be found from within the overall Service budget. However there will be financial cost pressures during 2010/11 and onwards until further efficiencies can be found. These will be met via a bid based on this budget pressure and the balance found from savings in the P&D overall budget.

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

Development Management and Public Local Inquiries [Stiùireadh Leasachaidh agus Rannsachaidhean Ionadail Poblach](#)

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

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

The Planning Etc (Scotland) Act 2006 [Achd an Dealbhaidh Msaa \(Alba\) 2006](#)

The Financial Memorandum accompanying the Planning etc (Scotland) Bill 2006 estimated that the additional cost on Local Authorities per year for changes in Development Planning, Development Management, Enforcement and Tree Preservation Orders would amount to £8.9m. This equates to £261k for individual Planning Authorities. A 20% uplift for transitional costs in 08/09 and 09/10 raised the annual cost to the Council to £313k. Council granted the Service a budget pressure of £157k for these costs in 2008/09.

Secondary legislation to implement the Act was put in place in August 2009. The cost of this should to be met from increased Government grant and/or from increased budget allocation from the Council.

Land Reform Act – Countryside and Access [Achd Ath-leasachaidh an Fhearainn – An Dùthaich agus Cothrom](#)

GAE for Access in 2008/09 was reworked and rose by £521k. The P&D Service secured £200k of this to cover under-funding and new responsibilities allied to

the programme for the 6 statutory Core Path Plans. There are approx 2,200km of 'candidate' core paths in Highland. LEADER funding for a £790k 3 year programme of Core Path Implementation programme of improvements has recently been secured

Economy and Regeneration
[Eaconamaidh is Ath-bhreith](#)

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

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

1d. Programme for the Highland Council, Statutory and Corporate Governance Priorities and the Single Outcome Agreement
[Prògram do Chomhairle na Gàidhealtachd, Prìomhachasan Riaghlaidh Reachdail is Corporra agus Aonta na Buile Singilte](#)

Programme for the Highland Council
[Prògram do Chomhairle na Gàidhealtachd](#)

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

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

Single Outcome Agreement
[Aonta na Buile Singilte](#)

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

- Safeguarding our environment, and;
- A competitive, sustainable and adaptable Highland economy
- Lead on implementation of the Council's agreed Recession Action Plan

Statutory and Corporate Governance Priorities
[Prìomhachasan Riaghlaidh Reachdail is Corporra](#)

Other statutory priorities also exist and these include:

- The delivery of an efficient Planning and Building Standards Service, which includes continuing improvement of performance indicators
- Protecting and promoting Biodiversity
- Preparing and reviewing Core Path Plans, approving access exemptions
- Promoting the Scottish Outdoor Access Code and the right to take responsible access
- Reducing the number of complaints and reducing dissatisfaction with complaints handling, improving response times and reducing the number of complaints which are escalated or not dealt with satisfactorily on first contact
- Responsibility for Tain Mussel Fishery
- Preparing Aquaculture Framework Plans and Coastal Zone Management
- Marine Aquaculture planning applications
- Promoting Tree Preservation Orders for trees of high amenity value
- Promoting and protecting Scheduled Monuments, Listed Buildings and Conservation Areas

Corporate governance priorities include:

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

1e. Review of Performance and Progress

[Ath-bhreithneachadh de Choileanadh is Adhartas](#)

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

Service Management
[Stiùireadh Seirbheis](#)

Service Management is based around:

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

Review mechanisms
[Uidheaman ath-bhreithneachaidh](#)

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

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

Building Standards:
[Irean Togail:](#)

The Building Standards team is responsible for reviewing and updating a number of documents specific to Building Standards operations and procedures as part of the drive to continually improve the service to the customer. In addition an annual Balanced Scorecard is submitted to the Scottish Government Building Standards Division (BSD) detailing actions and improvements programmed for action the financial year.

BS documents produced in support of the annual Balanced Scorecard submission, and directly linked to this Service Plan are listed below:

- BS Business Plan – Oct 2009 – March 2013
- BS Improvement Plan 2010/11
- BS Charter
- Customer Care Strategy 2008 – 2011
- Risk management protocols
- Key performance indicators
- Section 34 – BS Annual Return
- Annual Peer Review
- BS Trainee Competency Guide
- Customer Satisfaction Survey
- BS Audit – June 2010

All can be viewed at: www.highland.gov.uk/yourenvironment/planning/. BS actions previously contained within this Service Plan can be found there.

Key performance indicators are measured monthly and reported to area teams and management teams, and quarterly to the Chief Executive and PED Committee. Performance Indicators are included for information at Appendix 2 and 3 respectively.

1f. Risks and Risk Management **Cunnartan is Stiùireadh Cunnairt**

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

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

2.0 Service Objectives and Commitments **Mion-amasan is Dealasan Seirbheis**

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

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

with the Single Outcome Agreement, Best Value Improvement Plan and the Corporate Risk Register.

2.1 Corporate Theme 2: Communities and Older People
Cuspair Corporra 2: Coimhearsnachdan is Daoine nas Sine

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

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

2.2 Corporate Theme 3: The Economy
Cuspair Corporra 3: An Eaconamaidh

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

Service Id	2.2.1		
Programme Commitment	We will work with the Scottish Government, HIE and the private sector to promote national key sectors namely: energy, food and drink, life sciences, financial services, tourism and creative industries through engagement in strategy development and a range of initiatives.		
Programme Ref	3.02, CP 3.03, CP3.04, CP3.08, SOA3/7/8/10		
Lead Officer	CHNR Manager and E&R Manager		
Resource	Currently within budget		
Key Performance Results	Measured growth in key sectors		
Risk	N/A		
Date Equalities Screening conducted:	N/A	Equalities Impact: Assessment conducted:	N/A at present
By (Initials):	N/A	Date Published:	
Enabling actions			Review Date

2.2.1.1	Support Tourism sector (Action 2.2.11 refers)	Oct 10
2.2.1.2	Support creative industries (Action 2.5.13 refers)	Oct 10
2.2.1.3	Support energy sector (Action 2.3.2 refers)	Oct 10
2.2.1.4	Support Local Food Sector (Action 2.2.13 refers)	Oct 10

Id.	2.2.2		
Objective.	We will work with the Scottish Government, local partners and the private sector to enable 6,000 new houses, with appropriate amenities to be built in the Highlands between 2007-8 and 2010-11, with 2,000 of these affordable houses for rent and low cost home ownership of which 600 will be for older people and people with disabilities.		
Ref.	3.03, CP3.12a, CP3.14, CP3.15, CP4.30, SOA 3/9		
Lead Officer.	Head of Planning and Building Standards and DP Manager		
Resource	Currently within budget		
Key Performance Results	Planning policy enables the building of 6000 houses during the period with appropriate low cost/affordable ratios. Open space is provided in accordance with Council Policy. Other facilities and amenities are provided to meet stated deficiencies		
Risk	PD1, PD8		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact: Assessment conducted:	N/A
By (Initials):	RH/MM	Date Published:	
Enabling actions			Review Date
2.2.2.1	Prepare an annual Housing Land Audit to ensure that sufficient land identified for development remains available and free from constraints.	Aug 10	
2.2.2.2	Prepare supplementary guidance on waste management facilities in new developments.	May 10	
2.2.2.3	Improve the quality of layout and design of residential development by preparing and implementing new Supplementary Planning Guidance.	Nov 10	
2.2.2.4	Implement the A96 Growth Corridor Framework and associated developer contribution protocols.	Quarterly	
2.2.2.5	Reduce the time taken to determine applications for planning permission and building warrant.	Quarterly	
2.2.2.6	Implement local plans by preparing development briefs/master-plans where appropriate	Quarterly	

Service Id	2.2.3		
Programme Commitment	We will recognise and support the importance of the Cairngorm National Park to the Highland economy.		
Programme Ref	3.06, CP3.11, SOA 7/8/9/10		
Lead Officer	Director and Management Team		
Resource	Currently within budget		
Key Performance Results	Consistent engagement and partnership working with the CNPA		
Risk	N/A		
Date Equalities Screening conducted:	N/A	Equalities Impact: Assessment conducted:	N/A at present
By (Initials):	N/A	Date Published:	

Enabling actions		Review Date
2.2.3.1	Joint work ongoing with CNPA on Area Tourism Partnership Strategy and Action Plan	Aug 10
2.2.3.2	Joint project funding from Highland and CNPA LEADER Programme	Aug 10
2.2.3.3	Joint action and funding for Biodiversity	Aug 10
2.2.3.4	Service represented on CNPA Delivery Team and Rothermurchus Concordat	Aug 10

Service Id	2.2.4		
Programme Commitment	We will work with HIE, Scottish Development International and statutory infrastructure providers to make the Highlands one of the most attractive places to do business in Scotland.		
Programme Ref	3.07, CP3.03, CP3.04, CP3.08, SOA7/8,		
Lead Officer	Head of Planning and Building Standards/ DP Manager		
Resource	Currently within budget		
Key Performance Results	Measurable business growth in Highland		
Risk	CCC19		
Date Equalities Screening conducted:	May 09	Equalities Impact: Assessment conducted:	N/A at present
By (Initials):	RH/MM	Date Published:	
Enabling actions		Review Date	
2.2.4.1	Joint working with HIE/Private sector MIPIM property conference	Ongoing	
2.2.4.2	Joint working arrangements with HIE to provide co-ordinated response to inward investment opportunities	March 10	
2.2.4.3	Engage with HIE, Scottish Development International and statutory infrastructure providers in the preparation of the HWLDP	Nov 10	
2.2.4.4	Joint working to help diversify the economy of Caithness and North West Sutherland (Actions 2.4.7 and 2.2.10 also refer)	Nov 10	

Service Id	2.2.5		
Programme Commitment	We will work with the Scottish Govt, HIE and the private sector to support the provision and use of high speed broadband services for our businesses and communities.		
Programme Ref	3.08, CP3.28, SOA3/9,		
Lead Officer	Director of P and D		
Resource	Currently within budget		
Key Performance Results	Growth in availability of HS Broadband in Highland		
Risk	CCC19		
Date Equalities Screening conducted:	N/A	Equalities Impact: Assessment conducted:	N/A at present
By (Initials):	N/A	Date Published:	
Enabling actions		Review Date	
2.2.5.1	Raise profile of issues as opportunities to do so arise (e.g. external speakers)	Aug 10	

Service Id	2.2.6
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Programme Commitment	We will prepare a new Highland Development Plan and a Coastal Development Strategy by 2010, and will prepare 3 Aquaculture Framework Plans (AFPs) by 2011, which will enhance the conditions for balanced and sustainable economic growth for Highland communities.		
Programme Ref	3.09, CP3.29, CP 3.30, SOA2/5		
Lead Officer	DP Manager and CHNR Manager		
Resource	Currently within budget		
Key Performance Results	HWDP and CDS published during 2009 Aqua Framework Plans by 2011		
Risk	CCC20		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact: Assessment conducted:	N/A
By (Initials):	GH/MM	Date Published:	
Enabling actions			Review Date
2.2.6.1	Publish proposed plan incorporating CDS by August 10		Aug 10
2.2.6.2	Consultation draft Torridon AFP published by autumn 09		Aug 10
2.2.6.3	Consultation draft Enard Bay published by autumn 09		Aug 10
2.2.6.4	AFPs published by May 2011		Nov 10

Service Id	2.2.7		
Programme Commitment	We will prepare 3 new Local Development Plans which will provide detailed planning guidance and will ensure full community participation in their preparation.		
Programme Ref	3.10, CP3.31, SOA2/5		
Lead Officer	DP Manager		
Resource	Currently within budget		
Key Performance Results	Preparation of 3 Area Local Development Plans with full community participation by 2011. Preparation of necessary Supplementary Planning Guidance to support the 3 new Plans.		
Risk	CCC20		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact: Assessment conducted:	N/A
By (Initials):	MM	Date Published:	
Enabling actions			Review Date
2.2.7.1	Progress Inner Moray Firth LDP		Oct 10

Service Id	2.2.8		
Programme Commitment	We will work with the UHI and HIE to support the award of full University Title to include research degree awarding powers and ensure the development of its academic research capability as the basis of economic development. We will support the development of a new, high quality Inverness campus as an essential part of the UHI network.		
Programme Ref	3.17, CP3.49, SOA3/8		
Lead Officer	Director		
Resource	Currently within budget		
Key Performance Results	University title granted to UHI, new campus and recognised research programme in place.		
Risk	N/A		

Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	MM/AM	Date Published:	
Enabling actions			Review Date
2.2.8.1	Resolve infrastructure issues for campus development		Dec 10
2.2.8.2	Determine campus planning applications		May 10

Service Id.	2.2.9		
Programme Commitment.	We will continue to engage with Scottish Water and others to ensure that lack of infrastructure does not hold up housing and other developments		
Council Programme Ref.	WG3.05, CP3.63, SOA1/1		
Lead Officer.	DP Manager		
Resource.	Currently within budget		
Key Performance Results	No developments held up because of water or waste water infrastructure constraints		
Risk.	CCC19		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	
By (Initials):	MM	Date Published:	
Enabling actions			Review Date
2.2.9.1	Attend quarterly liaison meetings with Scottish Water and the Scottish Environment Protection Agency.		Quarterly
2.2.9.2	Housing Land Audit to detail constraints to development due to lack of water or waste water capacity.		Aug 10

Service Id.	2.2.10		
Programme Commitment.	We will continue to seek a strategic shift in the ownership of marine resources by working with the Scottish Government and pressing the UK Government to conduct a full review of the Crown Estates.		
Council Programme Ref.	WG3.08, CP3.65		
Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Scottish Crown Estate reviewed by Scottish and UK Government resulting in a strategic shift in management of the Estate to Scottish/LA level.		
Risk.	NA		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.2.10.1	Lobby with H&L partners via COHI and monitor		Aug 10
2.2.10.2	Service HC Cross Party WG on any future activity work		Ongoing
2.2.10.3	Conclude Memorandum of Understanding with the Crown Estate Commissioners and H&I Partners		Aug 10

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

Service Id.	2.2.11		
Programme Commitment.	We will work with the Scottish Government, the business community, HIE and the third sector to promote business growth including more local businesses and social enterprises through the establishment of Business Gateway by 2009 and other Council support.		
Council Programme Ref.	3.01, CP3.03, CP3.04, SOA3/7 and 10		
Lead Officer.	ER Manager (with CE)		
Resource.	Currently within budget		
Key Performance Results	Business Gateway established and resultant measurable business growth		
Risk.	PD14 (C3)		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	AM	Date Published:	
Enabling actions			Review Date
2.2.11.1	Monitor Delivery of Business Gateway contract against contract targets		Quarterly
2.2.11.2	Partnership Board meeting with Moray Council		Quarterly
2.2.11.3	Deliver Economic Forum Action Plan		6 monthly

Service Id.	2.2.12		
Programme Commitment.	We will develop Highland tourism – our most significant industry - in partnership with the business sector, VisitScotland, Event Scotland and HIE. We will focus on opportunities such as Gaelic, green tourism, events and activities. We will improve the Council's own services for visitors.		
Council Programme Ref.	3.05, CP 3.09. SAO 3/7		
Lead Officer.	ER Manager and CHNR Manager (with ECS)		
Resource.	Currently within budget		
Key Performance Results	<ul style="list-style-type: none"> • Increase the value of tourism by 4% per annum to £700M by 2010. • Increase the number of visitors to the region. 		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	AM	Date Published:	
Enabling actions			Review Date
2.2.12.1	Co-ordinate delivery of key actions assigned to the Council within Highland Tourism Strategy/Action Plan.		Oct 10
2.2.12.2	Annually review and revise Partnership Agreement with VisitScotland		Annual
2.2.12.3	Review Tourism Development Budget		Aug 10
2.2.12.4	Ensure co-ordination of Ranger Service work-plans with tourism, access and property management objectives		Aug 10

Service Id.	2.2.13 (2.3.1 Refers)		
Programme Commitment.	We will pursue initiatives to support the procurement of local products and services by the Council and others.		
Council Programme Ref.	3.12, CP3.37, SOA3/7 and 2/6		
Lead Officer.	CHNR Manager (with CE and FIN)		
Resource.	Currently within budget		
Key Performance Results			
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.2.13.1	Local food action plan – implement and monitor		Aug 10
2.2.13.2	Liaison with CE/ECS regarding the opting out of Scotland Excel in respect of food procurement		Aug 10
2.2.13.3	Contribute to review of Council estate for suitability for local food production and HC Allotments Strategy		Nov 10
2.2.13.4	Explore opportunities for joint action to free up suitable land for allotments/small holdings		Nov 10
2.2.13.5	Explore opportunities for provision of additional market space for local producers within existing Highland retail units		Aug 10

Service Id.	2.2.14		
Programme Commitment.	We will work with the Scottish and UK Governments and partners to prevent and reduce poverty by supporting more people into sustained employment.		
Council Programme Ref.	3.14, CP3.42, CP3.44, CP3.45, CP3.47, SOA 5/14		
Lead Officer.	ER Manager (with CE/ECS and SW)		
Resource.	Currently within budget		
Key Performance Results	Measurable reduction in poverty in the Highlands and increased employment.		
Risk.	PD14(C3), PD15(C2)		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A at present
By (Initials):	AM	Date Published:	
Enabling actions			Review Date
2.2.14.1	Establish Employability Team		July 10
2.2.14.2	Prepare and agree Highland Employability Partnership Strategy		Oct 10
2.2.14.3	Highland CPP bid for EU funding		Aug 10
2.2.14.4	New arrangements for Deprived Area funding		Oct 10
2.2.14.5	Procure Commissioned Employability Services		Oct 10

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

Id.	2.2.15 (S)
Objective.	Whole town strategies are seen as the means by which the range of plans and strategies already prepared by the public sector can be

	refined with local input and focused at the community level. A small town/community focus offers the way to re-invigorate community planning at the local level and release the capacity of individuals to help themselves. Effort in the first instance will be directed to Thurso, Wick, Dingwall, Portree and Fort William given their Development Plan sub-regional centre status and thereafter to Highland's other small towns (Tain, Invergordon, Alness, Nairn, Aviemore, Muir of Ord and Grantown).		
Ref.	CP3.07, SOA 1/3		
Lead Officer.	Economy and Regeneration Manager but delivery will require input from Corporate and Ward Managers linked to Community Planning.		
Resource Changes	Service budgets together with external funding linked to LEADER and Fairer Scotland Fund, and successful bids to SG Town Centre Regeneration Fund		
Key Performance Results	Whole town strategies/action plans to be prepared for all of our small towns (to address Council corporate, partnership, and community issues)		
Risk	PD 8; PD9		
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.2.15.1	Set baseline and define service and development issues for each town. 2008 – 2010 - Sub-regional centres - Other small towns		March 11 June 11
2.2.15.2	Define the vision/strategy and enabling actions for each town, including milestones (the local community plan) by 2010 - Sub-regional centres - Other small towns		March 11 Dec 11

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

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

Id.	2.2.17. (S)	
Objective.	Ensure delivery of supporting infrastructure for development through developer contributions	
Ref.	SOA 1/3 and 2/5	
Lead Officer.	Head of Planning and Building Standards.	
Resource Changes	Financed from Developer Contributions	
Key Performance Results	Supporting infrastructure for development delivered through developer contributions	
Risk	CCC19	
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date
2.2.17.1	Prepare interim Supplementary Planning Guidance on Developer Contributions	Aug 10
2.2.17.2	Implement recommendations on developer contributions negotiation and administration	Aug 10

Id.	2.2.18 (N/S)	
Objective.	To work with the Partnership of Councils and Highlands & Islands Enterprise in the Scottish Highland Film Commission to promote the area as a film friendly location, bringing forward investment and contributing towards building a sustainable local screen industry through the promotion of local cast, crew and facilities	
Ref.	CP 3.10	
Lead Officer.	Economy & Regeneration Manager	
Resource Changes	Currently within the Scottish Highlands & Islands Film Commission Business Plan	
Key Performance Results	<ul style="list-style-type: none"> To increase television and film commercials enquiries for the Highlands by 5% per annum To increase spend in the area by 5% per annum To increase the local creative industry related businesses and services promoted through the Production Guide by 10% by 2010 To develop a joint 'Creative Industries Strategy' with HIE 	
Risk	N/A	
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date

2.2.18.1	Prepare and implement Action Plan for 2010/11 following new direction agreed by PED in March 2010	Aug 10
2.2.18.2	Investigation and development if possible of joint Creative Industries Strategy with HIE	Oct 10

Id.	2.2.19 (S)		
Objective.	To deliver the Service's Capital Programme which supports the Administration's commitment to accelerating economic development and increasing the standard of living of the Highland community, maintaining and developing active interest in the heritage and history of the Highlands, and supporting the greater involvement of Highland residents in shaping the future of their communities		
Ref.	N/A, SOA 3/7 and 3/10		
Lead Officer.	Economy and Regeneration Manager		
Resource Changes	Currently within Service budget however additional resources required to support continuing delivery of Capital Programme		
Key Performance Results	Delivery of annual Capital Programme, on time, on budget whilst meeting agreed project outcomes and quality standards		
Risk	PD5 (C2)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC	Equalities Impact Assessment conducted: Date Published:	
Enabling actions		Review Date	
2.2.19.1	Delivery of annual Capital Programme	Quarterly	
2.2.19.2	Investigate and establish project evaluation procedure for capital and property maintenance works	Dec 10	
2.2.19.3	Ensure continued and improved attention to Accessibility (all-abilities) as a standard project outcome	Quarterly	
2.2.19.4	Adopt National Standards for Community Engagement	Quarterly	

2.3 **Corporate Theme 4: Our Environment** **Cuspair Corporra 4: Ar n-Àrainneachd**

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

Service Id.	2.3.1 (2.2.13 Refers)
Programme Commitment.	We will continue to work with the Scottish Government, UK and EU partners to promote and enhance forestry, farming, fishing and crofting in the Highlands. We will ensure their continued importance in supporting sustainable rural communities - and coastal communities who depend on the marine environment - and we will support projects which seek to enhance the value of primary products from the Highlands, notably the local food sector.
Council Programme Ref.	4.02, CP4.04, CP4.05, SOA 3/7

Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Increasingly diverse and profitable primary sector in the Highlands		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.3.1.1	Review project objectives and continue to support strategic development projects which assist the achievement of the Council's priorities - 15 projects annually		Aug 10
2.3.1.2	Influence spending under SRDP Tier 3 and the EFF to reflect Council and regional priorities		Ongoing
2.3.1.3	Review policy priorities and strategic project objectives annually during the life of the Council		Aug 10
2.3.1.4	Respond to strategic consultations relating to the future of the primary sectors including SRDP, LFASS, CAP and CFP reform		Ongoing
2.3.1.5	Maintain involvement in strategic Scottish/Highland Fora and working groups promoting development of the primary sectors		Aug 10

Service Id.	2.3.2		
Programme Commitment.	We wish to see by 2010, a total of 1280 megawatts installed capacity in suitable locations in Highland with improved capacity of grid connections and as part of the implementation of the Council's Renewable Energy Strategy, support the potential for marine energy in the Pentland Firth.		
Council Programme Ref.	4.03, CP4.06, SOA 2/6		
Lead Officer.	P&D Management Team		
Resource.	Currently within budget		
Key Performance Results	Capacity increased to 1280 by 2010 – improved grid connections and marine energy developments in Pentland Firth		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	SB	Date Published:	
Enabling actions			Review Date
2.3.2.1	Monitor expressions of interest, offers, approvals and installations		Quarterly
2.3.2.2	Facilitate grid upgrades		March 12
2.3.2.3	Review the Council's Renewable Energy strategy and Planning Policy in the light of Scottish Planning Policy 6: Renewable Energy		August 10
2.3.2.4	Contribute to Government Working Groups and projects supporting marine energy developments around Highland including the Pentland Firth		Quarterly
2.3.2.5	Enter into appropriate Joint Working Agreements and project partnerships with for example; Highland Birchwoods Ltd and Community Energy Scotland to support the implementation of the Council's Renewable Energy Strategy		Aug 10

Service Id.	2.3.3		
Programme Commitment.	We will use the Council's sustainable design guidance and publish measurable commitments on energy saving by promoting higher standards of thermal and solar efficiency for new buildings.		
Council Programme Ref.	4.05, CP4.09, CP4.10, SOA 2/6		
Lead Officer.	Head of Planning and Building Standards and DPM		
Resource.	Currently within budget		
Key Performance Results	Design guidance supports higher standards of energy efficiency in new builds. Includes reduced: <ul style="list-style-type: none"> • Carbon emissions • Energy consumption • Carbon emission 		
Risk.	CCC20		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	RH/MM	Date Published:	
Enabling actions			Review Date
2.3.3.1	Implementation of Highland Council's policy for Designing for Sustainability.		Oct 10
2.3.3.2	The provision of infrastructure for sustainability in large development		Quarterly
2.3.3.3	Jointly deliver the Highland Housing Fair in August 2010		Aug 10

Service Id.	2.3.4		
Programme Commitment.	We will work with our Local Access Forums to draw up and implement a system of Core Path Plans for the Highlands.		
Council Programme Ref.	4.17, CP4.27, CP4.28, SOA 4/1 and SOA 4/2		
Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Statutory Core Paths Network established and maintained <ul style="list-style-type: none"> • A sufficiency of access opportunities in and around communities in Highland. • Knowledge of where the public are entitled to take responsible access. • Improved health and wellbeing 		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.3.4.1	Scottish Government approves 6 core path plans during 2009		Aug 10
2.3.4.2	Number of resolved complaints received from public on access restrictions (100%)		Aug 10
2.3.4.3	Number and % of Access issues resolved with support of LAF (100%)		Quarterly
2.3.4.4	Review LAF membership and recruit new LAF Members		Nov 10
2.3.4.5	Implement Highland Core Path Improvement Programme (LEADER)		Quarterly

Service Id.	2.3.5		
Programme Commitment.	The Council will work with the Highland Biodiversity Partnership and Local Biodiversity Groups to promote and enhance biodiversity within the Highlands and to implement the Scottish Government's strategy for biodiversity.		
Council Programme Ref.	4.19, CP4.31, CP4.32, CP4.34, SOA 2/5		
Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Biodiversity features maintained of improved and promoted		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.3.5.1	Support Local Biodiversity Groups (7 + Cairngorms Group)		Ongoing
2.3.5.2	HLF Communities Project for Highland Biodiversity 2007/2008 – 2010/2011 - implementation		Ongoing
2.3.5.3	Landfill Communities Fund for Biodiversity projects 2007/2008 – 2010/2011 - implementation		Ongoing
2.3.5.4	Administer Highland Biodiversity Partnership		Ongoing
2.3.5.5	Implement Scottish Biodiversity Strategy – annual report to SG		Annually
2.3.5.6	Number of strategic and community biodiversity projects run in Highland – target 30 in all (2007/2008 – 2010/2011)		Ongoing to May 2011
2.3.5.7	Report activity via Highland Environment Forum		Annually

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

necessary.

Service Id.	2.3.7		
Programme Commitment.	We actively support a GM-free Highland.		
Council Programme Ref.	WG4.02. CP4.37, SOA 2/5		
Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Highland remains GM free		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.3.7.1	Continue to engage where appropriate EU and UK level with GM Free working/lobby groups.		Aug 10
2.3.7.2	Maintain appropriate level of lobbying activity with EU partner organisations		Aug 10

Service Id.	2.3.8		
Programme Commitment.	Highland Council will work for a review of the Land Reform (Scotland) Act 2003 with a view to improving the legislation.		
Council Programme Ref.	WG4.04, CP4.40, SOA 1/3		
Lead Officer.	CHNR Manager		
Resource.	Currently within budget		
Key Performance Results	Scottish Government engaged in land reform debate and consulting on potential improvements to LR legislation		
Risk.	N/A		
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	N/A
By (Initials):	GH	Date Published:	
Enabling actions			Review Date
2.3.8.1	Draft and implement action plan for progressing Land Reform with SG and H&I partners and via Land Ownership Organisation		June 10
2.3.8.2	Contribute to RAEC inquiry into Land Reform in Scotland		Aug 10
2.3.8.3	Pursue land reform agenda and action plan via COHI		Aug 10

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

Id.	2.3.9 (S)		
Objective.	We will implement the Planning etc (Scotland) Act 2006		
Ref.	N/A		
Lead Officer.	Head of Planning and Building Standards		
Resource Changes	Identification of budget pressures		
Key Performance Results	Implementation of the terms of secondary legislation		
Risk	PD1 (B2)		
Date Equalities Screening		Equalities Impact	

conducted: By (Initials):	Dec 2008 RH	Assessment conducted: Date Published:	
Enabling actions			Review Date
2.3.9.1	Implementation of Development Plan Regulations	Ongoing	
2.3.9.2	Implementation of Development Management Regulations	Ongoing	
2.3.9.3	Implementation of Enforcement Regulations	Ongoing	

Id.	2.3.11 (S)		
Objective.	Protection and promotion of the Archaeological heritage in the Highlands. Involves promotion of archaeological sites, contributing to the development management and planning policy process and establishing a sites and monuments record (Historic Environment Record – HER)		
Ref.	CP 2.45 and CP 2.48, SOA 2/5		
Lead Officer.	Countryside, Heritage and Natural Resources Manager		
Resource Changes	Currently within Service budget		
Key Performance Results	<ul style="list-style-type: none"> Protection/Promotion of Archaeology heritage in Highlands Development of Heritage Environment Record 		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	Dec 2008 GH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.3.11.1	Annual Archaeology Festival	Aug 10	
2.3.11.2	Archaeology consultations dealt with within timescale (target 90%)	Quarterly report	
2.3.11.3	HER established and public and professional enquiries dealt with within 14 days (target 90%)	Completed and Quarterly report	

Id.	2.3.12 (S)		
Objective.	Protection and promotion of trees, wooded environment and general amenity linked to woodlands and trees. Monitoring of Dutch Elm disease and appropriate action. Includes contributing to the development management and policy planning processes, raising and confirming Tree Preservation Orders and managing woodlands within preservation areas. Also includes the implementation, monitoring and review of the Highland Forest and Woodland Strategy. Responding to Forestry Commission consultation.		
Ref.	SOA 2/5		
Lead Officer.	Countryside, Heritage and Natural Resources Manager		
Resource Changes	Currently within Service budget		
Key Performance Results	Protection & promotion of Trees, environmental amenity		
Risk			
Date Equalities Screening conducted: By (Initials):	Dec 2008 GH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date

2.3.12.1	TPOs/conservation consultations dealt with on time (target 90%)	Quarterly report
2.3.12.2	Planning applications dealt with on time (target 90%)	Quarterly report
2.3.12.3	SRDP applications(consultations and advice) dealt with on time (target 90%)	Quarterly report
2.3.12.4	Dutch elm disease (monitoring programme, annual reporting and control advice)	Aug 10
2.3.12.5	Monitoring and Review of Highland Forest and Woodland Strategy - end 2010	Dec 10
2.3.12.6	Review Highland Forestry property portfolio with Community Woodlands Association and FCS – during 2010 (Land reform link)	Dec 10

Id.	2.3.13 (S/NS)		
Objective.	Deliver effective and valued Ranger Service and maintain and promote Long Distance Routes within Highland		
Ref.	CP4.33, SOA 4/11 and SOA 4/13		
Lead Officer.	Countryside Heritage and Natural Resources Manager		
Resource Changes	N/A		
Key Performance Results	Demand for Ranger service grows alongside usage/experience of LDR		
Risk			
Date Equalities Screening conducted: By (Initials):	Dec 2008 GH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions		Review Date	
2.3.13.1	Review Ranger/LDR service alongside Access responsibilities/ SNH Ranger Review and Council Corporate Structure – implement late 2010	Dec 10	
2.3.13.2	Annual Ranger work plans – implemented	Annually	
2.3.13.3	Three year Ranger Development Plans to be reviewed: linkage to Service Tourism and property management objectives	Dec 10	
2.3.13.4	Three year Development Management Plans for the Great Glen Way and contribute to same for the West Highland Way Long Distance Routes (prepared by LLTNP): linkage to Service Tourism and property management objectives	Dec10	

2.4 **Corporate Theme 5: More Effective and Efficient** **Cuspair Corporra 5: Nas Eifeachdaiche is nas Comasaiche**

The Service's main contribution to this theme is through the responsibilities, described within Section 1.0 and commitments described under Theme 2, 3 and 4 within this section of the Service Plan. The Service is not identified as the lead on any of the Programme for the Highland Council Objectives within Theme 5. However it contributes to achieving the following Corporate Governance priorities:

Equalities
Co-ionannachdan

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

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

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

Equality Impact Assessment
[Measadh Buaidh Co-ionannachd](#)

Id.	2.4.1		
Objective.	The Planning and Development Service will meet the requirements of UK Equal Opportunities legislation to ensure the prevention and elimination of discrimination between persons on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, religion or belief. This principle underpins all the work of the Scottish Government. The Service will also meet the specific and general duties covering Race, Disability and Gender and will promote and encourage equal opportunities and ensure that our policies and practices recognise equality of opportunity as an underpinning principle.		
Ref.	5.04		
Lead Officer.	Director of Planning and Development – all service managers		
Resource Changes	Currently within Service budget		
Key Performance Results	No racial incidents reported to/recorded by Service; No. of participants from equalities groups participating in activity programmes; No of staff attending Equal Opportunities and Diversity Training; No of Equality Impact Assessments undertaken.		
Risk	PD11: Risk Level C2		
Date Equalities Screening conducted: By (Initials):	N/A at present	Equalities Impact Assessment conducted: Date Published:	N/A at present
Enabling actions			Review Date
2.4.1.1	Prepare and implement a Service Equalities Action Plan		Dec 10

Efficiencies
Comasachdan

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

Id.	2.4.2		
Objective.	Review assets owned and managed by Planning and Development Service		
Ref.	5.01, BVIP 6		
Lead Officer.	Director of Planning and Development		
Resource Changes	Within Service Budget		
Key Performance Results	Assets owned and managed by Planning and Development Service reviewed for value/condition/benefit and Asset Management plan prepared.		
Risk			
Date Equalities Screening conducted:	Dec 2008	Equalities Impact Assessment conducted:	
By (Initials):	SB	Date Published:	
Enabling actions		Review Date	
2.4.2.1	Review assets owned and managed by Planning and Development Service	Oct 10	
2.4.2.2	Publish and implement Service Asset Management Plan	Dec 10	

Absenteeism also leads to inefficiency. The Service is reporting absence figures quarterly and is monitoring absenteeism for trends and potential signs that workloads and stress are impacting on staff. For 2009/2010, absenteeism was running at an average of 2.2 days absence per quarter, slightly down on the 2.3days recorded for 2008/09.

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

Customer Contact and Accessibility
Seòladh is Cothrom Luchd-ceannaich

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

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

Within Theme 5, the Service will lead on the following action:

Id.	2.4.3		
Objective.	Council decision making becomes more accessible via web-casting		
Ref.	5.5		
Lead Officer.	Director of Planning and Development		
Resource Changes	Within Service Budget		
Key Performance Results	Service pilots web-casting via its PED and PAC Committees during 2009		
Risk	PD9.D2; CCC8; SOA 15.2		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.3.1	Service undertakes 11 month pilot of web-casting via its PED and PAC Committees beginning August 2009		Underway
2.4.3.2	Contribute to monitoring of web-casting provision, usage etc		Aug10

Sustainability
Seasmhachd

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

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

Id.	2.4.4		
Objective.	Council effectively contributes to tackling Climate Change.		
Ref.	N/A, SOA 2/5 and SOA2/6, BVIP4		
Lead Officer.	Director of Planning and Development		
Resource Changes	Within Service Budget		
Key Performance Results	Service contributes to the development of the Council's Climate Change Strategy and leads on actions designated in the resulting Climate Change Action Plan		
Risk	4.01		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.4.1	Service implements P&D Climate Change Adaptation Plan		Ongoing

Energy Management Performance Plan

[Plana Coileanaidh Stiùireadh Lùtha](#)

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

Supporting the Development of Gaelic
[A' Toirt Taic do Leasachadh na Gàidhlig](#)

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

Id.	2.4.5		
Objective.	We will put in place a Gaelic Language Plan based on the principle of equal respect for Gaelic and English, and review the plan and progress in implementing it annually		
Ref.	2.17		
Lead Officer.	Director of Planning and Development		
Resource Changes	Within budget		
Key Performance Results	<ul style="list-style-type: none"> • Increase the % of clients accessing Council Services through the medium of Gaelic by 20% over the lifetime of the Plan; • Increase the Council's written and verbal communications to clients through Gaelic; • Increase by 10% the number of people in the Highlands describing themselves as well-disposed towards Gaelic (from 2008 baseline) 		
Risk			
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.5.1	Raise awareness of gaelic by implementing and participating in awareness strategies		Ongoing
2.4.5.2	Gaelic signage on all appropriate properties and promotional materials		Dec 10
2.4.5.3	Gaelic place names on all appropriate Core Path way-marking		Aug 10

Maximising the benefit of European Funding
[A' Meudachadh buannachd Maoinachadh Eòrpach](#)

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

Id.	2.4.6 (SRDP action refers)		
Objective.	To deliver the Highland LEADER and Convergence Programme (2007-2013). LEADER is part of the Scottish Rural Development Programme, aimed at promoting economic and community development within rural areas. It is a bottom-up method of delivering support for rural development through implementing a local rural development strategy. Support will be aimed primarily at small-scale, community driven projects that are pilot and innovative in nature.		
Ref.	3.25, CP 3.40 and CP 3.41, SOA 3/7		
Lead Officer.	Economy and Regeneration Manager but delivery will require input from Corporate and Ward Managers linked to Community Planning		
Resource	Funding from Scottish Government, EU budget £6.63m LEADER plus Convergence funding (award pending)		
Key Performance Results	Programme established and operational Delivery of Programme as per spend profile whilst meeting agreed project outcomes. Local area partnership created and for each a local development plan produced.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.6.1	Sustain and support local area partnerships		Quarterly
2.4.6.2	Fund allocation as per programme spend profile		Quarterly
2.4.6.3	Actual fund spend as per programme spend profile		Quarterly

Single Outcome Agreement
[Aonta na Buile Singilte](#)

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

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

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

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

Recession Action Plan
[Plana-gnìomha a' Chrìonaidh](#)

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

Id.	2.4.7		
Objective.	To assist Highland Communities and the economy deal with the economic downturn		
Ref.	3.14, CP3.01, SOA 3/7		
Lead Officer.	Director of Planning and Development		
Resource	Currently within budget		
Key Performance Results	Highland Communities and the economy cope with the economic downturn more effectively		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	May 2009 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.7.1	Pre-applications advice to developers prioritises the building of low cost housing		Ongoing
2.4.7.2	Capital Programme Delivered on time and to programme.		Quarterly
2.4.7.3	Council to support the PACE Initiative – involving HIE, Job Centre Plus and Skills Development Scotland to find alternative employment for those facing redundancy.		As appropriate
2.4.7.4	Road shows promote role of Business Gateway in tackling the economic downturn		Ongoing
2.4.7.5	Deliver Highland Growth Fund via Highland Opportunity and ERDF for small business finance		Aug 10
2.4.7.6	Maximise spend originating from the EU Convergence programme in the Highlands and the LEADER Programme		Aug 10
2.4.7.7	Establish and implement Employability Service		Nov 10

Best Value Improvement Plan
[Plana Leasachaidh Feabhas Luach](#)

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

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

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

Managing Service Risks

[A' Stiùireadh Chunnartan Seirbheis](#)

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

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

Service Id.	2.4.8		
Objective.	Difficult to manage Development Management, Building Standards and Development Plan resources to meet statutory requirements of Planning etc (Scotland) Act 2006		
Programme Ref.	5.03, BVIP 9 and 10		
Lead Officer.	Director of Planning and Development		
Resource Changes	Currently within Service budget		
Key Performance Results	Service delivered consistently within budget and SPIs		
Risk	PD1: Risk level B2, CCC20		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions		Review Date	
2.4.8.1	Revenue and Capital budget monitoring reports to PED Committee	With PED cycle	
2.4.8.2	Monthly budget monitoring internally	Monthly	
2.4.8.3	Determine the costs and staffing requirements for the development, location and implementation of e-planning function	May 10	

Service Id.	2.4.9		
Objective.	Not able to implement e-planning processes and software requirements in a timely manner to suit Planning Act		
Programme Ref.	5.03, BVIP 9 and 10		
Lead Officer.	Head of Planning and Building Standards		
Resource Changes	Currently within Service budget with assistance from Scottish Government through ePlanning Programme.		
Key Performance Results	Appropriate ICT Infrastructure supports Service delivery and e-		

	planning		
Risk	PD2(C2), CCC20		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SL	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.9.1	Update existing GIS/CAG infrastructure to support Corporate, e-Planning and Service needs		June 10
2.4.9.2	Implement other supporting ICT changes required for e-Planning		Sept 10
2.4.9.3	Assess other Service ICT requirements and ensure that they are represented in the ICT procurement project		June 10

Service Id.	2.4.10		
Objective.	Difficult to recruit Planning and Building Standards staff		
Programme Ref.	5.03		
Lead Officer.	Director/ Head of Planning and Building Standards		
Resource Changes	Within budget		
Key Performance Results	Planning and BS staff more easily recruited and retained		
Risk	PD3(C3), CCC20		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB/RH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.10.1	Review recruitment trends among Planning and BS staff and consider opportunities for training and development of existing staff and incentives for new staff and graduate incomers		Ongoing
2.4.10.2	Consider "sweeteners" for new staff and graduate incomers, including bursaries work with Universities/Colleges etc		Ongoing
2.4.10.3	Cross reference progress with leaving interviews		Quarterly
2.4.10.4	Consider possible head hunting approach		Annually

Service Id.	2.4.11		
Objective.	Implementing Out of Office/Lone Worker System which takes account of diversity in working patterns.		
Programme Ref.	5.09		
Lead Officer.	Business Support Manager		
Resource Changes	Within budget		
Key Performance Results	Lone workers always covered by the Buddy system		
Risk	PD4(C2), (Corporate Risk CCC16)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SL	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.11.1	Review Lone Worker System with a view to drafting Service		Dec 10

	guidance for staff working alone and flexible hours	
2.4.11.2	Publish Service guidance to staff working flexible hours in corporate areas	Dec 10
2.4.11.3	Establish monitoring of use and effectiveness of LWS	Feb 11

Service Id.	2.4.12	
Objective.	Service relies too much on good will and professionalism of staff	
Programme Ref.	5.09, BVIP 9	
Lead Officer.	Director of Planning and Development	
Resource Changes	Within budget	
Key Performance Results	Workload better managed and staff working less overtime	
Risk	PD5(C2), CCC20	
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date
2.4.12.1	Continue to roll out Operational Plans below Corporate/Service Plan	Dec 10
2.4.12.2	All staff to have up to date and regularly reviewed PDPs	Quarterly
2.4.12.3	Assess staff training needs in areas linked to time and workload management and stress	Aug 10

Service Id.	2.4.13	
Objective.	Insufficient resources/experience to apply SEA on all plans affecting the environment.	
Programme Ref.	4.06	
Lead Officer.	Director/Head of Planning and Building Standards	
Resource Changes	Within budget	
Key Performance Results	Staff within Service experienced in Strategic Environmental Assessment	
Risk	PD6(C3)	
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB/RH	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date
2.4.13.1	Ensure appropriate training and experience is provided for staff in the implementation of Strategic Environmental Assessment via PDP processes etc	Ongoing
2.4.13.2	Monitor SEA in Service and seek CPD opportunities for appropriate staff	Quarterly
2.4.13.3	Utilise expertise from Scottish Government SEA Unit	Ongoing

Service Id.	2.4.14	
Objective.	Systematic and regular feedback from customers	
Programme Ref.	5.03, BVIP 5	
Lead Officer.	Business Support Manager	
Resource Changes	Within budget	
Key Performance Results	Maintain and enhance level of feedback from customers	
Risk	PD7(C3)	

Date Equalities Screening conducted: By (Initials):	Dec 2008 SL	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.14.1	Ensure that feedback opportunities form part of all consultations carried out by the Service	6 Monthly	
2.4.14.2	Encourage feedback in all communications, electronic and written	6 Monthly	
2.4.14.3	Maintain and monitor a Service feedback and response record to complement CRM/customer/employee and other corporate surveys	Annually	
2.4.14.4	Continue to develop information provided at ward level	Ongoing	

Id.	2.4.15		
Objective.	Other Services not properly engaged with Planning and Development Service		
Ref.	5.03		
Lead Officer.	Director of Planning and Development		
Resource Changes	Within budget		
Key Performance Results	Improved communications and understanding between Planning and Development and other Council services		
Risk	PD8(C2)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.15.1	Establish Cross Service working groups for Strategic Projects where appropriate	Established and quarterly	
2.4.15.2	Ensure continued participation in appropriate corporate working groups	Quarterly	

Service Id.	2.4.16		
Objective.	Failure to engage effectively with Community Councils.		
Programme Ref.	5.03, BVIP 5		
Lead Officer.	Head of Planning and Building Standards		
Resource Changes	Within budget		
Key Performance Results	Facilitate an improved understanding of the planning service and improve community engagement in the determination of planning applications and the formulation of Development Plans.		
Risk	PD9(D2), (Corporate Risk CCC 8)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date

2.4.16.1	Deliver seminars with representatives of Highland Community Councils to brief them on the provisions of the Planning etc (Scotland) Act 2006	Complete
2.4.16.2	Deliver seminars on e-planning and changes to planning procedures	Complete

Service Id.	2.4.17	
Objective.	Insufficient budget to cover legal costs and PLIs	
Programme Ref.	5.03	
Lead Officer.	Head of Planning and Building Standards	
Resource Changes	Resource implications to be considered	
Key Performance Results	Funds available to fight large PLIs	
Risk	PD10(B2)	
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date
2.4.17.1	Prepare report on the legal costs of PLI for consideration by PED	May 10
2.4.17.2	Review Service budget for re-allocation of funds to PLIs	May 10
2.4.17.3	Prepare case for additional resources from Council	May 10

Service Id.	2.4.18	
Objective.	Service meets statutory duties regarding Equalities	
Programme Ref.	5.03	
Lead Officer.	Director and Service Managers	
Resource Changes	N/A	
Key Performance Results	Equalities embedded within Service functions	
Risk	PD11(C2)	
Date Equalities Screening conducted: By (Initials):	May 2010 SB	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date
2.4.18.1	Prepare and implement Service Equalities Action Plan	Dec10

Service Id.	2.4.19	
Objective.	Manage impacts of recession on planning application and building warrant fee income	
Programme Ref.	SOA 3/7	
Lead Officer.	Director and Management Team	
Resource Changes	Resource implications to be considered	
Key Performance Results	Balanced budget during recession period	
Risk	PD12(B2)	
Date Equalities Screening conducted: By (Initials):	Mar 2009 SB	Equalities Impact Assessment conducted: Date Published:
Enabling actions		Review Date

Enabling actions		
2.4.19.1	Implement Corporate Recession Management Plan against targets set	Quarterly
2.4.19.2	Jointly (with Fin) review merits of "funding from income" rather than centrally – report findings to PED with recommendations	Aug 10

Service Id.	2.4.20		
Objective.	Inability to deliver statutory Improvement Plan for service delivery and to attain Charter Mark		
Programme Ref.	5.03, BVIP 9 and 10		
Lead Officer.	Director and Head of Planning and Building Standards		
Resource Changes	Resource implications to be considered		
Key Performance Results	Improvement Plan implemented and Charter Mark awarded		
Risk	PD13(C3), CCC20		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SB/RH	Equalities Impact Assessment conducted: Date Published:	

Enabling actions		Review Date
2.4.20.1	Improvement Plan reviewed by May 2010 PED	Annual

Service Id.	2.4.21		
Objective.	Implement Business Gateway		
Programme Ref.	SOA 3/7, SOA 3/10		
Lead Officer.	Head of Environment and Development and E&R Manager		
Resource Changes	Resource implications to be considered		
Key Performance Results	Business Gateway operating successfully – business growth		
Risk	PD14(C3)		
Date Equalities Screening conducted: By (Initials):	Mar 2009 GR/AMcC	Equalities Impact Assessment conducted: Date Published:	

Enabling actions		Review Date
2.4.21.1	Manage contract with HOL	Quarterly
2.4.21.2	Ensure customer feedback on service provision and quality	Quarterly
2.4.21.3	Ensure additional services are delivered in support of the local Business Gateway Service	Quarterly
2.4.21.4	Manage shared service with Moray Council to SLA standards	Quarterly

Service Id.	2.4.22		
Objective.	Implement and deliver Employability Service		
Programme Ref.	SOA 3/7, SOA 3/10		
Lead Officer.	Head of Environment and Development and E&R Manager		
Resource Changes	Resource implications to be considered		
Key Performance Results	Employability Service operating successfully – growth in employment		
Risk	PD15(C2)		
Date Equalities Screening		Equalities Impact	

conducted: By (Initials):	May 2010 GR/AMcC	Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.22.1	Establish Employability Team		July 10
2.4.22.2	Agree Employability Partnership Strategy		Oct 10
2.4.22.3	Highland CPP bid for EU funding successful		Aug 10

Corporate Risks
Cunnartan Corporra

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

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

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

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

Id.	2.4.21 (S)		
Objective.	We will improve performance returns in respect of performance indicators for determining planning applications by 3% per annum.		
Ref.	CP3.05, CP3.23, BVIP 9 and 10		
Lead Officer.	Head of Planning and Building Standards		
Resource Changes	Currently within Service Budget		
Key Performance Results	3% improvement in Performance Indicators per annum		
Risk	Corporate Risk CCC10 and BV Imp Plan refer and PD10(B2)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.21.1	Review of Development Management Performance Indicators		Quarterly
2.4.21.2	Review of Building Standards Indicators and Performance		Quarterly
2.4.21.3	Review of Development Plans Performance Indicators		Quarterly

Id.	2.4.22 (S)		
Objective.	Operate and manage the Tain mussel fishery via Highland Fresh Mussels Ltd and maximise financial returns to the Common Good of Tain		
Ref.	4.02		
Lead Officer.	Countryside, Heritage and Natural Resources Manager		
Resource Changes	Currently within Service budget – fishery is self funding		

Key Performance Results	<ul style="list-style-type: none"> • Maximise financial returns to the Common Good of Tain annually • Maximise availability of mussels for consumption locally (PfA 4.10 refers) • Contribute to local food promotion and marketing 		
Risk			
Date Equalities Screening conducted: By (Initials):	Dec 2008 GH	Equalities Impact Assessment conducted: Date Published	
Enabling actions		Review Date	
2.4.22.1	Review management procedures and company structure	Aug 10	
2.4.22.2	Review HFMLtd Business Plan.	May 10	
2.4.22.3	HFM Board meetings reviewing progress (ongoing).	Quarterly + QPR	
2.4.22.4	Review of fishery rental arrangements and operation of Company	Annually in Dec	
2.4.22.5	Contribute to promotional activities around Tain and Highland area	Annually	

Id.	2.4.23 (S/NS)		
Objective.	The Information and Research team is responsible for the delivery of support both to the Planning & Development Service and to other Council Services or partner agencies. The team is responsible for the provision of information on key economic, social and environmental data; for the preparation of regular Briefing Notes on relevant issues; the preparation of annual school roll forecasts; the preparation of a Housing Land Audit and other monitoring information.		
Ref.	CP 3.02		
Lead Officer.	Development Plans Manager		
Resource Changes	Currently within Service budget		
Key Performance Results	Provision of an effective corporate evidence base		
Risk			
Date Equalities Screening conducted: By (Initials):	Dec 2008 SL	Equalities Impact Assessment conducted: Date Published:	
Enabling actions		Review Date	
2.4.23.1	Preparation of annual school roll forecasts within one month of receiving complete, accurate base data from ECS	Oct 10	
2.4.23.2	Regular preparation of P and I Briefing Notes on: <ul style="list-style-type: none"> • population estimates • population projections • household estimates • household projections • surveys • school roll forecasts • the economy • housing • topical socio-economic issues Within one month of the publication of relevant reports by the Scottish Government, requests from Chief Executive, or completion of substantial in-house pieces of work.	Mar 11	

Id.	2.4.24		
Objective.	Reducing the number of complaints and dissatisfaction with complaints handling, improving response times and reducing the number of complaints which are escalated or not dealt with satisfactorily on first contact.		
Ref.	5.03, BVIP 9 and 10		
Lead Officer.	Head of Planning and Building Standards.		
Resource Changes	Currently within Service Budget		
Key Performance Results	Reducing the number of complaints and repeat complaints		
Risk	PD13 (C3)		
Date Equalities Screening conducted: By (Initials):	Dec 2008 RH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.24.1	Delivery of training on customer care and complaint handling		Ongoing
2.4.24.2	Monitoring of number and type of complaints		Monthly
2.4.24.3	Monitoring of responses to complaints		Monthly

Id.	2.4.25 (S/NS)		
Objective.	Ensure the Corporate Address Gazetteer is maintained as a key corporate IT resource. Also ensure that the processes for supplying new addresses to members of the public meet the target timescales		
Ref.	N/A		
Lead Officer.	Business Support Manager		
Resource Changes	Currently within Service Budget		
Key Performance Results	Agreed targets for request turnaround consistently met		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	Dec 2008 SL	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.25.1	Rationalise IT infrastructure to ensure increased performance and reduce ongoing cost		Sept 10

Id.	2.4.26		
Objective.	To manage and maintain the Service's property portfolio, supporting the Administration's commitment to further developing tourism, promoting the diverse heritage of the Highlands, to give a high priority to community works and increasing the opportunities to take exercise. The bulk of the properties are countryside facilities such as woodlands, paths, interpretive trails etc.		
Ref.	5.08		
Lead Officer.	Economy and Regeneration Manager/Countryside Heritage and NR Manager		
Resource Changes	Currently within Service budget however additional resources required to support increasing maintenance requirements as a result of Core Path Planning, delivery of Capital Programme etc		

Key Performance Results	Maintain properties to a level where they are always open to the public and therefore comply with all statutory requirements.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC/GH	Equalities Impact Assessment conducted: Date Published:	
Enabling actions			Review Date
2.4.26.1	Ensuring all properties have an up to date risk assessment		Aug 10
2.4.26.2	Delivery of annual Property Maintenance and Refurbishment Programme		Quarterly
2.4.26.3	Continue programme of Management Plans for key properties		Aug 10

Employee Survey

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

Id.	2.4.27		
Objective.	To contribute significantly to the improvement of the experience of Planning and Development Service and Highland council staff		
Ref.	5.09		
Lead Officer.	Service Management Team		
Resource Changes	Currently within Service budget		
Key Performance Results	Improved result obtained via Employee Survey.		
Risk	PD5(C2) and PD4(C2)		
Date Equalities Screening conducted: By (Initials):	Dec 2008	Equalities Impact Assessment conducted: Date Published:	N/A at present
Enabling actions			Review Date
2.4.27.1	Implement Corporate briefing standards		Ongoing
2.4.27.2	Establish ES Working Group to tackle areas of concern prepare action plan and implement		Ongoing
2.4.27.3	Implement Work Positive survey results on stress level within Service - action plan via staff working group		Ongoing
2.4.27.4	Review P&D Health and Safety procedures and implement necessary changes		Dec 10

Community Planning Partnerships

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

Id.	2.4.28
Objective.	To establish Highland Environment Forum and Highland Economic

	Forum beneath Community Planning Partnership.		
Ref.	5.07, 4.01		
Lead Officer.	Countryside Heritage and NR Manager and Economy and Regeneration Manager		
Resource Changes	Currently within Service budget		
Key Performance Results	Enhanced engagement and joint action with Community Planning Partners on environmental and economic issues within the Highlands, and on climate change.		
Risk	N/A		
Date Equalities Screening conducted: By (Initials):	Dec 2008 AMcC/GH	Equalities Impact Assessment conducted: Date Published:	N/A at present
Enabling actions			Review Date
2.4.28.1	Draft joint Economic Action Plan for recommendation to Community Planning Partnership and oversee implementation		Complete - monthly thereafter
2.4.28.2	Link work of Environment Forum with that of Climate Change working Group where appropriate		Complete - monthly thereafter
2.4.28.3	Report via PED and LESSG to HC		Quarterly

Revenue Budget
Buidseat Teachd-a-steach

Financial Year	Gross Revenue Budget (£m)
2010/11	£12.313M (Excl £2M Employability)

**Breakdown of 2010/11 Budget
By Section**

2010/11	
Section	Gross Budget (£m)
Planning and Building Standards	
• Development Plans Team	£0.639
• Development Management and BS Team - HQ	£0.185
• Development Management and BS Teams - Areas	£3.737
• Public Local Inquiries	£0.050
Environment and Development	
• Economy and Regeneration	£3.664
• Countryside, Heritage and Natural Res	£2.430
Business Support	£1.608
Total	£12.313

By Staff and Other Costs

2010/11	
Section	Gross Budget (£m)
Staff costs (230 staff members)	£7.894
Other costs	£4.419
Total costs	£12.313
Income (Planning and building warrant fees)	£4.001
Other Income	£0.533
Net budget	£7.779

Capital Budget 2009/10 – 2011/12
Buidseat Calpa 2009/10 – 2011/12

Year	Net Budget (£m)	Gross Budget (£m)
2009/10	£1.33M	£1.84M
2010/11	£1.38M	£2.29M
2011/12	£0.68M	£0.80M
Further information on the capital programme is appended, including the Capital Programme.		

Appendix 2

P&D Performance against Statutory Indicators /
Coileanadh mu choinneamh Taisbeanairean Reachdail
2006/2006 - 2009/2010

Audit Scotland PIs	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>Target</u>
Percentage of householder applications dealt with within two months	76.8%	76.9%	75.10%	76.98%	76.26%	90%
Percentage of non-householder applications dealt with within two months	45.3%	47.4%	37.03%	42.50%	52.43%	80%
Percentage of population covered by Local Plans adopted within the last five years	50%	72%	59%	59%	59%	100%
Percentage of population covered by Local Plans at deposit stage and beyond	71%	72%	82%	82%	82%	100%

The Highland Council receives more planning applications than any other local planning authority. Between 2005 and 2010 the number of planning applications received was:

- 2005/2006 - 5273
- 2006/2007 - 5350
- 2007/2008 - 5276
- 2008/2009 - 4246 (Economic Downturn)
- 2009/2010 - 4537 (Economic Downturn)

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

- 2005/2006 - 4536
- 2006/2007 - 4500
- 2007/2008 - 3911
- 2008/2009 - 3235 (Economic Downturn)
- 2009/2010 - 3078 (Economic Downturn)

Pàipear-taice 3

2010/2011: Planning & Development Local Performance Indicators

2010/2011:Taisbeanairean Coileanaidh Ionadail Dealbhaidh & Leasachaidh

There are no statutory measurements of Building Standards performance. The Service has therefore created a number of internal Key Performance Indicators (KPIs) in areas where risk to the customer has been identified. KPIs are updated monthly and published on the BS webpages.

Building Standards

Irean Togail

Year	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	Target
KPI 1: % Warrants responded to in 20 days	49.3	57.7	35.3	35.0	74.3	73
KPI 2: % of Completion Certificate submissions responded to within 10 days	81.2	87.5	82.3	78.7	80	80
KPI 3: % Warrants determined in 6 days	84.4	87.6	78.9	81	78.2	80

Economic Development Targets

Targaidean Leasachaidh Eaconamach

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

Capital Programme/VDLF

Prògram Calpa/VDLF

- Delivery of Programme/VDLF against spend profiles

Tourism

Turasachd

- Increased value of tourism spend by 4% per annum

LEADER

LEADER

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

Film Commission

Coimisean nam Fiolmaichean

- Number of inquiries and conversion rates into business

Research and Information

Rannsachadh is Fiosrachadh

Reported annually –

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

Archaeology and Conservation measures

Ceumannan Àrceòlais

- % of archaeological consultations dealt with within timescales – target: 90%
- % of SMR public and professional enquiries dealt with within 14 days – target: 90%

Facilities Management:

Stiùireadh Ghoireasan:

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

Countryside Rangers and Long Distance Routes

Maoir-dùthcha agus Slighean Fad-astair

- Number of guided walks/events undertaken (Target 700)
- Number of school visits (Target 550)
- Responses to Annual Performance Survey (Target: improvement)

Highland Fresh Mussels Ltd

Highland Fresh Mussels Earranta

- Level of financial returns to the Common Good of Tain (35% target)
- Level (%) of sales made locally (Target 70%)

Forestry Targets

Targaidean Coilltearachd

- % of planning applications dealt with within 14 days (90% target)

- % of TPO and CA work applications dealt with within 6 weeks (90% target)
- % of forestry consultations dealt with within 28days (90% target)
- Annual report produced on Dutch Elm Disease

Biodiversity Targets

Targaidean Bith-iomadachd

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

Aquaculture Planning Targets

Targaidean Dealbhaidh Cultar-uisge

- Number of aquaculture planning applications dealt with within timescales (95% Target)

Core Path Target

Targaid Prìomh Shlighean

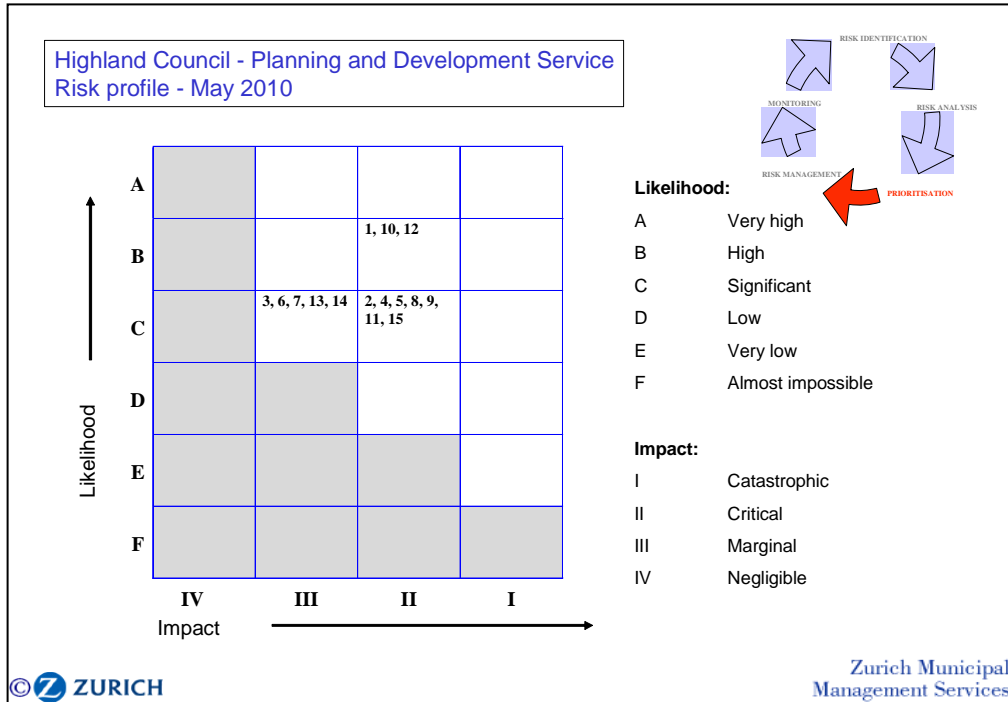
- Number of up to date Core Path Plans (Target 6)
- Number of complaints and access enforcement actions taken by LAF
- Responses to Annual Performance Survey
- Audit of Core Paths
- Core Paths signed and way-marked (kms)

Fisheries and Agriculture

Iasgach is Àiteachas

- Number of strategic projects supported (target 10 annually)
- Number of strategic consultations dealt with (target 20 annually)
- Number of FTEs created/retained (Target 20 annually)
- Financial Leverage (4:1 minimum)

Planning and Development Service
Risk Profile
Cunntas Cunnairt
na Seirbheis Dealbhaidh is Leasachaidh



Risk Number	Risk Rating	Short Name
PD1	B2	Difficult to manage Development Management, Building Standards and Development Plan resources to meet statutory requirements e.g. Planning Etc (Scotland) Act 2006
PD2	C2	Managing implementation of “e”-Planning processes and software requirements in a timely manner to suit Planning Act.
PD3	C3	Difficult to recruit Planning/Building Standards staff
PD4	C2	Implementing Out of Office/Lone Working is difficult given diversity of Service and working patterns. (Corporate Risk ccc16)
PD5	C2	Service relies too much on good will/professionalism of staff
PD6	C3	Insufficient resources/experience to apply Strategic Environmental Assessment on all plans affecting the environment
PD7	C3	Systematic feedback from customers
PD8	C2	Other Services not properly engaged with Planning and Development
PD9	D2	Failure to engage effectively with Community Councils (Corporate Risk CCC8 Refers)
PD10	B2	Insufficient budget to cover legal costs and PLI’s
PD11	C2	Failure to meet statutory requirements on Equalities (EQIA)
PD 12	B2	Impact of recession on planning applications and building warrant fee income
PD 13	C3	Inability to deliver statutory Improvement Plan for Service Delivery and to attain Charter Mark status
PD14	C3	Consolidation of Business Gateway Service
PD15	C2	Failure to establish Employability Service

**To request this information in an alternative format e.g.
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