

The Highland Council

27 June 2013

Agenda Item	
Report No	

Review of Area Committees – Terms of Reference

Report by Chief Executive

Summary

This report details the findings from the Review of Area Committees, proposed changes resulting from the review (including to the Scheme of Delegation) and recommendations on the future operation of Area Committees.

The report also highlights the importance of corporate governance.

1. Background

Highland Council agreed on 31 May 2012 to establish two new Area Committees (Inverness and Caithness & Sutherland) and that they should pilot specific responsibilities from the outset.

Council further agreed a new Scheme of Delegation to City/Area Committees on 28 June 2012 and since then the two pilots have been operational.

A paper went to Council on 7 March 2013 outlining the Terms of Reference for a review of Area Committees.

The Terms of Reference agreed by Council on 7 March are listed in the boxes below and the findings from the review are discussed in the following paragraphs

2. Terms of Reference

2.1 Survey of Members and Directors

Survey monkey by e-mail will be used to capture views of Members and Directors on the outcomes and arrangements for the two pilot area committees.

There were two separate surveys sent to Members (to those that already had an Area Committee - Caithness & Sutherland and Inverness; and to those that did not currently have an Area Committee – all other Members. Whilst the number of Members responding to the surveys was positive (as detailed below), not all Members answered all questions:

Table 1: Response Rates from Members

Caithness & Sutherland and Inverness Members	33 out of 42 (79%)
All other Members	27 out of 38 (71%)

Members' views are incorporated into the detail of this report.

A workshop took place with Directors and each Director in turn held discussions with their Management Teams. These views are also incorporated into the detail of this report

2.2 Decision-Making

An analysis will be made of the percentage of agenda items which asked Members to take a decision against those items which were simply for noting.

Table 2: Breakdown of Decision-Making at Area Committees

	No. of Recommendations	% for Approval/ Agreement	% for Scrutiny	% for Noting
Caithness & Sutherland	85	44%	11%	45%
City of Inverness	161	65%	4%	31%
FHR	182	69%		31%
TECS	106	71%		29%

It is worth noting comparison with the past three FHR and TECS strategic committees. The slightly higher percentage for 'noting' in Caithness & Sutherland reflects the newness of this committee and the fact that many of the reports thus far have concentrated on the presentation of detailed information, as requested by Members.

Area Committees have discussed significant business relative to the economy, planning and development, tourism, schools, capital projects, Common Good Funds, housing performance and several TECS-related matters. The power of Member scrutiny has been very evident in all of these.

Recommendation

1. That Elected Members apply due scrutiny and monitoring to deliver appropriate actions/ improvements in their areas.

2.3 Scheme of Delegation

The Scheme of Delegation will be reviewed and proposals for any amendments to the current Scheme (including deletions and additions) will be considered

Caithness & Sutherland and Inverness Members were asked if they were satisfied with the range of items that their Area/ City Committee had considered, based on the Scheme of Delegation.

Table 3: Satisfaction with Range of Items Considered at City/ Area Committee

Satisfied with Range of Items	Yes	No
Caithness & Sutherland and Inverness	19	9

Of the 9 that expressed dissatisfaction, 7 went on to give reasons. Of these 7, 3 cited a lack of decision-making as their main reason. Other individual reasons included length of agenda; presentations too long; lack of a significant budget to work with; more detail needed on Common Good Fund spend.

Members were also asked in the survey if they would like to see any changes to the current Scheme of Delegation. The results are summarised below, for those Members that answered this question:

Table 4: Changes to Scheme of Delegation

Wish to see Changes to Scheme	Yes	No
Caithness & Sutherland and Inverness	12	14
All other Members	12	7

Suggested changes include returning planning to Area Committees (7); licensing to Area Committees (3); scrutinise Police and Fire Services (1); budgets devolved to support decision-making (3); more decision-making powers (2); more scrutiny of service delivery (2)

Moving the determination of planning applications to Area Committees would affect the performance figures against which the Council has shown significant improvement over the past two years. Building in time for referral to Area Committees, particularly if these were held on a quarterly basis, would extend the time taken for determination and reduce the customer service which is currently offered by having monthly Planning Application Committees.

Area Committees currently do consider planning matters in the context of Local Development Plans and Supplementary Guidance (Development Briefs). These are the key documents against which individual planning applications are assessed and should be the continued focus of Area Committee work.

The Planning & Development Service has been restructured over the last few

years to fit with the two Planning Application Committee arrangements and changing these structures could have a knock-on effect on resources to Service Committees.

The current arrangements allow a consistent approach to be applied based on the adopted Development Plan. The current arrangements also allow for major planning applications, which have impacts on a regional scale, to be considered by a wider group of Members.

The move to a single Committee and Board for licensing has been successful and enabled the Council to standardise policies and conditions across Highland and to ensure efficient, consistent and sound decision-making. The access to web casting in the Council Chamber has also made the business more accessible, open and transparent to applicants across the Highlands.

If Licensing responsibilities were returned to each Area Committee then they would have to meet more frequently (between 7 and 9 times a year) in order to meet statutory time periods for considering and/or determining applications. This increase in meetings would result in additional cost for the Council and the requirement for additional staff to support the increase in meetings. The resources do not currently exist in Legal and Democratic Services to do this, particularly as the Council has, over the last 6 years, reduced significantly the numbers of legal officers with specialism in planning and licensing.

In addition to this, to deal with liquor licensing, a separate Divisional Licensing Board would be required for each Area (not fewer than 5 and not more than 10 Members) and all Members would be required to undertake and pass the statutory training requirement for Licensing Boards, which is delivered externally.

There will also be a risk to the quality of decision-making. The level of business would be such that, if split between 5 Area Committees, each Committee would be determining very few applications and there is a consequent risk that the quality, soundness and consistency of decision-making would be adversely affected (both Planning and Licensing).

Police and Fire Services have already indicated their desire to report to the 5 Area Committees and this proposal has been added to the Scheme of Delegation.

It is important that financial and management responsibility are aligned. Allocating significant budget to Areas would require a review of Service management structures so that the people making the decisions at a local level also have control over budgets. Any review of service delivery models at an Area level would incur additional costs as Services are currently structured differently (and not on a 5 Area basis).

If significant budget is devolved, then the Council would need to review the Accountancy structure to support this. At present the structure supports

budgets at a Highland-wide level. This will of course need to continue but the addition of financial monitoring at an Area level would require additional resources (estimated in the region of £375k).

Further significant devolvement of budgets to Areas would of course also transfer decision-making and control over how funding is spent and may well lead to different levels of Service in each Area. Many policies are set at a national level e.g. Education; or based on need e.g. Social Care; therefore the scope to devolve decision-making is restricted anyhow. There could also be employment issues as it is not possible to vary levels of service from existing levels without impacting on this. Given the geography of the Highlands, some element of redundancy is a strong likelihood.

However, the Scheme of Delegation already directly supports devolved budget decision-making e.g. Deprived Area Funds; Community Landfill Fund; and Common Good Funds. In addition, Area Committees already have significant power over local decision-making (within approved resources and strategy) e.g. local delivery of all services; maintenance programmes for roads and bridges; winter maintenance plan; grounds maintenance, street cleaning and public conveniences; waste minimisation, litter reduction, recycling; and Safer Routes to Schools.

In line with the performance reports already happening with Housing and Property and Education, Culture and Sport, it is proposed that HMIE reports be taken to Area Committees and this has been added to the Scheme of Delegation.

Recommendation

1. A revised Scheme of Delegation is attached at appendix 1

2.4 Venues

Public access will be considered as will the pros and cons of using a fixed venue and rotating the venue. This will include consideration of the facilities within the venues and the attendance of members of the public at meetings.

Members were asked to score the importance of a range of factors in relation to the venue for an Area Committee.

Table 5: Importance of the Venue for an Area Committee

Options	Very Important	Quite Important	Not Important
Public access/ disabled access	35	10	1
Technology available to support the Area Committee	36	9	1
Comfortable space for Members, officers, public and press	20	23	3
Pre-meeting space for Members and	16	24	6

officers			
Good acoustics	31	15	0
Available, connected work space for officers to work	23	19	4

It is conclusive from this that the venues need to be carefully selected to ensure the delivery of all of these requirements to enable a successful committee to take place.

It is important going forward that we make best use of Council premises that already have these facilities in place. This will keep costs to a minimum; have technology in place that supports all aspects of delivering a successful committee; have space for the public to comfortably attend, if they so wish; and available work space for officers to get on with their work whilst waiting for their item to be called (this is especially important given the fact that some officers will have travelled from distance and all will want to make good use of their time).

The number of members of the public that have come along to Area Committees has not been recorded but is relatively low - certainly less than ten at each committee. This perhaps reflects the availability of webcasting where people can choose to view the committee on-line and tune in for the particular item that interests them.

Recommendation

1. That all Area Committees should normally take place in Council-owned premises that already have all of the above facilities in place.

2.5 Technology

Mobile webcasting technology has been purchased and is being used at each of the pilot committees. The effectiveness of these arrangements will be considered including the usage by members of the public.

The number of people accessing the committee on-line is shown in the table below:

Table 6: Numbers Accessing the Committee On-Line

Area Committee	Live hits	Archive Hits	Total Hits
City of Inverness	809	1,545	2,354
Caithness and Sutherland	321	847	1,168

(Live hits are the number of different individuals viewing and archive hits are those after the webcast has been archived and put on the web. In each case this number is different individuals – i.e. if you dip in and out of the webcast you are only counted once)

There have been one or two teething problems with the mobile webcasting kit, but on the whole it has worked successfully. The main difficulties have arisen through the deployment of the kit in venues that are unsuitable. This has been mostly to do with the issues already discussed at section 2.4 and listed at table 5 – connectivity; space; acoustics and so on.

Assuming it is agreed to predominantly use Council-owned facilities in future that satisfy all Area Committee requirements, then we can also be much smarter about how we deploy the technology. For example, better use could be made of Video Conferencing for both Members and officers – Members to attend and officers to present their reports through VC. This would remove the need for lengthy journeys and ensure best value in the use (and cost) of Members' and officers' time.

A review of video conferencing facilities is underway and is now being considered in conjunction with the refresh of the Council's telephony and the potential implementation of Unified Communications which will integrate telephone, desktop and video conferencing facilities to provide officers and members with greater flexibility. It is proposed, as part of this project, to also review the mobile web casting equipment and specifically to explore the provision of integrated microphones to improve sound quality.

The contract for Web-Cast Services has been extended to May 2016 and this has sufficient capacity to provide a service to cover the additional Area Committees being proposed. However, effective deployment of the web casting equipment will depend on the use of appropriate venues with suitable access to high speed broadband.

Further support will be required from Business Support and Committee Services to ensure the smooth rollout and running of Area Committees and this will be factored in by the Director of Finance and Assistant Chief Executive respectively.

As we roll out all 5 Area Committees across Highland, we will work to ensure that the technology is fully functional across the Council.

Recommendation

1. That the use of technology is maximised to support Area Committees, especially through the use of Video and Tele-Conferencing

2.6 Costs

<p>The two pilots have been managed by existing staff on a cost neutral basis. Consideration will be given to resource requirements for the further operation of Area Committees and how this will be managed on a cost neutral basis going forward. Any other costs associated with the pilots will also be considered.</p>
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The two pilots have been managed within existing resources.

This does not mean they have not cost anything in terms of officer time to prepare, write, attend committee and deliver actions from committee. Also the time taken to set up the mobile webcasting and do all committee preparation and associated work. However, this is a priority for the Council and therefore this is considered routine business for officers and Members. Directors will therefore ensure that staff time is prioritised to deliver Area Committees.

Themes should continue to evolve for Area Committees, for example, the economy has been a significant and recurring theme at both committees. Standardised reports have also helped officers manage the report writing cycles where there is now a standard style of report for, for example, Associated School Groups; employability; and certain TECS reports. This should also continue whilst recognising that one size will not fit all.

Over and beyond this, there have been no additional costs associated with the City of Inverness Area Committee and relatively modest additional costs associated with Caithness & Sutherland Area Committee (£1,378 in total for catering and room hire).

All five Area Leader positions are fully funded from within the previously agreed budget and previously agreed numbers of remunerated promoted Member positions.

Recommendation

1. That all future Area Committees be managed within existing resources. (There will be a challenge to this but Directors will ensure that staff time is re-prioritised to deliver this).

2.7 Support from Staff

Consideration will be given as to how staff resources can be deployed to support the further operation of area committees.
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Whilst the Area Committees will be rolled out within existing resources, Directors will need to carefully prioritise the work of all relevant staff to ensure this key Council priority is delivered effectively and efficiently. Better use of technology; careful choice of venues; the theming and standardisation of reports are all examples of activity that will help reduce the amount of time required to deliver Area Committees but are not a substitute for clear prioritisation of staff deployment from senior management.

The Corporate Manager will support all Area Committees as the key link with the Senior Management Team, as at present with the pilots, but will make more use of Senior Ward Managers and Inverness City Manager to support the chairs and pre-meeting cycles that are required. Ward Managers will also be utilised to work closely with report writers, acting as a key link between strategic and Ward affairs.

Recommendations

1. That Directors and the Corporate Manager re-prioritise the use of their

- staff to ensure that Area Committees operate within existing resources
2. That a member of the Senior Management Team is in attendance at each Area Committee

2.8 Media

Public Relations currently keep cuttings of all news stories that reflect on Highland Council. Consideration will be given to the total number of news stories generated from the pilot Area Committees.

The Public Relations Team works closely with the Area Leaders to identify good news stories and these are posted on the Council's web site and Facebook and tweeted to 5,300 followers both in advance and following the committees. The news releases provide a starting point for the media outlets to report on the work of the committees. Webcasting allows the media to follow meetings from their desks.

Both the City of Inverness and Caithness & Sutherland Area Committees have received extensive coverage in local newspapers, with strong interest also shown by the Press and Journal, BBC, Moray Firth Radio, STV, Caithness.org and Caithness FM and community papers.

Recommendation

1. That written guidance be prepared for Members and officers detailing the support that can be expected from the PR team for Area Committees

2.9 Use of Ward Business Meetings and Ward Forums

Consideration will be given to use and frequency of Ward Business Meetings and Ward Forums in conjunction with the operation of Area Committees.

At Council on 7 March there was considerable discussion regarding seeking the views, in particular, of Community Councils and other key stakeholders. To date Ward Forums have been one of the pivotal engagement tools through which to involve communities but there is a need to consider how best these could be used and structured going forward. As outlined in the report on Community Council Evaluation elsewhere on the Council agenda, it is proposed to canvass Community Councils and other key stakeholders on their future engagement and involvement. This is likely to take place in the Autumn with a report coming to Council after that.

The report to Council will combine the views of Community Councils and key stakeholders with the views of Members already captured as part of this report to enable decisions to be taken on the way forward with Ward Forums and Ward Business Meetings and how these fit with and support Area Committees and new Community Planning arrangements.

Ward Business Meetings continue to play an integral part in support of local service delivery and should continue as usual. The report planned for the end of this year will take account of Members' views in this matter.

Recommendation

1. That a report comes back to Council towards the end of this year proposing a way forward for Ward Business Meetings and Ward Forums in support of Area Committees and new Community Planning arrangements, following a wider consultation with Community Councils and key stakeholders this Autumn.

2.10 Recommendations will be made for the future operation of the Area Committees.

The Council's currently stated position is that the following three Area Committees will each meet four times per year:

- Lochaber and Skye (Wards 11, 12 & 22)
- Nairn and Badenoch & Strathspey (Wards 19 & 21)
- Ross and Cromarty (Wards 6, 7, 8, 9 & 10)

Recommendations

1. That the geographical makeup of the following three Area Committees is tested on a pilot basis over the next year; they each meet four times per year; and are all rolled out within the current calendar year as follows:

- Lochaber and Skye – first committee on 26 August
- Nairn and Badenoch & Strathspey – first committee on 10 September
- Ross and Cromarty – first committee on 28 October

(A timetable detailing where Area Committees fit within the existing Council Committee structure for 2013 is attached at appendix 2)

2. During the pilot phase, the City/ Area Leaders have met on a fortnightly basis. This should continue and involve all five Area Chairs in business planning with better use of technology (either VC or TC) to help with efficiency and effectiveness.

3. Implications

3.1 Resource Implications

Area Committees will be rolled out within existing resources.

Legal Implications

Area Committees could not be set up by law as Licensing Boards.

Climate Change Implications

There are no known climate change implications as a result of this report.

Risk Implications

There are no known risk implications as a result of this report.

Recommendations

Members are invited to **agree**:

- (i) that Elected Members apply due scrutiny and monitoring to deliver appropriate actions/ improvements in their areas;
- (ii) the revised Scheme of Delegation (attached at appendix 1);
- (iii) that all Area Committees should normally take place in Council-owned premises that already have all facilities in place, as detailed in the report;
- (iv) that the use of technology is maximised to support Area Committees, especially the use of Video and Tele-Conferencing;
- (v) that Directors and the Corporate Manager re-prioritise the use of their staff to ensure that Area Committees operate within existing resources;
- (vi) that a member of the Council's Senior Management Team is in attendance at each Area Committee;
- (vii) that written guidance be prepared for Members and officers detailing the support that can be expected from the PR team for Area Committees;
- (viii) that a report comes back to Council towards the end of this year proposing a way forward for Ward Business Meetings and Ward Forums in support of Area Committees and new Community Planning arrangements, following a wider consultation with Community Councils and key stakeholders this Autumn;
- (ix) that the geographical makeup of the following three Area Committees is tested on a pilot basis over the next year; they each meet four times per year; and are all rolled out within the current calendar year as follows:
 - Lochaber and Skye (first committee on 26 August in Tigh na Sgire, Portree)
 - Nairn and Badenoch & Strathspey (first committee on 10 September in Court House, Nairn)
 - Ross and Cromarty (first committee on 28 October in Council Offices, Dingwall)
- (x) that all five City/ Area Chairs meet on a regular basis for business planning purposes

Designation: Chief Executive

Date: 11 June 2013

Author: William Gilfillan, Corporate Manager

Background Papers:

- Highland Council, 31 May 2012, Report: '*Committee Structure and Establishment of Senior Member Posts/ Remuneration*'.

- Highland Council, 28 June 2012, Report: '*Scheme of Delegation to City/ Area Committees*'.
- Highland Council, 7 March 2013, Report: '*Review of Area Committees – Terms of Reference*'

Appendix 1

Pilot City and Area Committee Scheme of Delegation

Functions Delegated to City and Area Committees

General

1. To appoint the Leader of the City/ Area, responsible for the running of the Committee and the management of its functions.
2. To work with partners to achieve the effective promotion and future prosperity of the area, including tourism and the delivery of efficient and effective services to its citizens.
3. To develop and work in partnership with Community Planning partners, including Community Councils, as appropriate, to achieve a co-ordinated approach to the provision of services and to deliver the objectives of the Highland Public Services Partnership.
4. To scrutinise and monitor the local delivery of services, within approved resources and strategy.
5. To monitor the delivery of Capital Projects within the local area, as agreed within the Council's Capital Programme.
6. To approve delegated local functions e.g. Road Traffic Orders; Road Construction Consents; and Upholding Access Rights.
7. To champion local initiatives which promote and support the traditional languages, heritage and culture of the Highlands.
8. To ensure that all decisions taken are within the terms of the legislation governing the work of the Council and the approved Scheme of Delegation to Committees and Officers.

Specific

1. To consider any proposals made by Council Services to review service delivery, other than annual revenue budget proposals, which would have a materially significant impact on the City/ Area.
2. To work in partnership to facilitate opportunities for inward investment, regeneration and economic development of the Area.
3. To allocate and monitor expenditure from agreed funds e.g. Community Challenge Fund; Deprived Area Fund; and Community Landfill Fund.
4. To monitor the status of building projects and environmental works in the agreed Capital and maintenance programmes.
5. To recommend to Council any proposals for Business Improvement Districts.
6. To monitor the local delivery of the transport strategy and the performance of Quality Bus Partnerships.
7. To approve maintenance programmes for roads and bridges within the City/ Area and the budget and strategy agreed by Council.
8. To approve the winter maintenance plan within the strategy and budget allocated by TECS Committee.

9. To approve local levels of service for grounds maintenance, street cleaning and public conveniences within the budget and strategy agreed by the TECS Committee.
10. To approve local initiatives to encourage waste minimisation, reduce litter and increase recycling within the strategy and budget agreed by TECS Committee.
11. To agree Development Briefs and Master Plans relating to sites and areas within the City/ Area.
12. To monitor progress of Local Development Plans and submit representations to the PED Committee.
13. To deal with requests for and make nominations/ appointments to local outside bodies not covered by the Council or Strategic Committees e.g. Local Access Forums.
14. To invite groups/ bodies funded by Highland Council or with an Elected Member on their Board, to submit an update report to the relevant Area Committee should the Committee consider it necessary.
15. To administer Common Good Funds and the property assets owned by the Common Good Funds and local trusts (as required and within agreed Council policy).
16. To agree the naming of buildings and streets within the Council's control.
17. To co-ordinate the work of the Ward Forums in relation to City/ Area-wide issues.
18. To facilitate and, where appropriate, make arrangements in relation to Town Twinning and ceremonial matters.
19. To undertake reviews of local community transport schemes, as approved by TECS Committee.
20. To approve local Safer Routes to Schools projects within the strategy and budget agreed by TECS Committee.
21. To agree any Bye-Laws and Management Rules etc and their amendment or review.
22. To promote Road Traffic Orders, where there are statutory objections.
23. To approve the deletion of roads from the list of public roads and the adoption of roads (that are not constructed under the Road Construction Consent procedure) onto the list of public roads.
24. To review Core Path Plans and make recommendations to the PED Committee.
25. To identify property which is non-operational or which may be declared surplus to requirements for referral to Asset Management Project Board.
26. To monitor the local delivery of the Highland Play Strategy as agreed by the Adult and Children's Services Committee.
27. To support local youth forums and to promote the engagement of young people in local democracy.
28. To scrutinise and monitor the performance of the Police Service and Fire Service against their local Ward Plans
29. To monitor the local delivery and outcomes from Curriculum for Excellence, including performance of schools.
30. To scrutinise and monitor HMIE school inspection reports.
31. To monitor local housing performance in relation to voids, arrears, maintenance and prevention of homelessness.

City of Inverness Area Committee Only

- 1. To appoint the Provost and Depute Provosts of Inverness.**
- 2. To receive annual reports on the following companies, including financial reports and accounts – Inverness Business Improvement District Ltd, Inverness City Heritage Trust and Destination Loch Ness.**
- 3. To work with partners to realise the “Inverness City Vision” including identification of opportunities for development within the City (including assets within the ownership of the Common Good Fund) and, where appropriate, implementation of action plans.**

The Highland Council



Headquarters Year Planner 2013

	T	W	TH	F	SA	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA	SU	M	T	W	TH	F	SA	SU	M	T	W							
Jan	1 HOL	2 HOL	3	4	5	6	7	8	9	10 VJB	11	12	13	14	15 NPAC	16 PED	17 TEC	18	19	20	21	22 SPAC	23 ACS	24 PRB	25	26	27	28	29	30 FHR	31						
Feb				1 POL FIRE	2	3	4	5 HLC HB	6	7 HC	8	9	10	11 CIA	12 NPAC	13	14 GIG	15	16	17	18 CS	19 SPAC	20	21 PEN	22	23	24	25	26	27 PRB	28 POL						
Mar				1 FIRE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19 NPAC	20 ACS	21 CPE	22	23	24	25	26 SPAC	27	28 A&S	29 HOL	30	31			
Apr							1 • HOL	2 HLC HB	3 •	4 VJB	5 •	6	7	8 •	9 •	10 FHR	11 •	12 •	13	14	15 CIA	16 NPAC	17	18	19	20	21	22	23 SPAC	24	25 PRB	26	27	28	29	30	
May	1	2	3	4	5	6 • HOL	7	8	9 HC	10	11	12	13	14 HLC HB	15 PED	16 TEC	17	18	19	20 CS	21 NPAC	22 ACS	23 PEN GIG	24	25	26	27	28 SPAC	29	30	31						
Jun				1	2	3 CIA	4	5 FHR	6	7	8	9	10	11 HLC HB	12	13 CPE	14	15	16	17	18 NPAC	19	20 A&S	21	22	23	24	25 SPAC	26 PRB	27 HC	28	29	30				
Jul							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Aug		1	2	3	4	5	6 HLC HB	7	8	9	10	11	12 CIA	13 NPAC	14 PED	15 TEC	16	17	18	19 CS	20 SPAC	21 ACS	22 PEN GIG	23	24	25	26 L&S	27	28 FHR	29 VJB PRB	30	31					
Sep						1	2	3	4	5 HC	6	7	8	9	10 NBS	11	12 CPE	13	14	15	16	17 NPAC	18 PED	19 TEC	20	21	22	23	24 SPAC	25 ACS	26 A&S	27	28	29	30		
Oct	1 HLC HB	2	3	4	5	6	7 •	8	9 FHR	10 •	11 •	12	13	14	15 •	16 •	17 •	18 •	19	20	21 CIA	22 NPAC	23	24 HC	25	26	27	28 R&C	29 SPAC	30	31 PRB						
Nov				1	2	3	4	5 HLC HB	6 PED	7 TEC	8	9	10	11	12	13	14	15	16	17	18 CS	19 NPAC	20 A&S	21 VJB	22	23	24	25 L&S	26 SPAC	27 FHR	28 PRB	29	30				
Dec						1	2	3	4	5 CPE	6	7	8	9 CIA	10 NBS	11	12	13	14	15	16	17 HLC HB	18	19 HC	20	21	22	23	24	25 HOL	26 HOL	27 HOL	28	29	30 HOL	31 HOL	

HC - Highland Council
FHR - Finance, Housing & Resources
A&S - Audit & Scrutiny
GIG - Gaelic Implementation Group
ACS - Adult and Children's Services Committee
NPAC - North Planning App Committee
L&S - Lochaber & Skye Area Committee

TECS - Transport, Environmental and Community Services
PED - Planning, Environment and Development
PRB - Planning Review Body
CPE - Community Safety, Public Engagement and Equalities
SPAC - South Planning App Committee
HLC - Highland Licensing Committee

R&C - Ross & Cromarty Area Committee

NBS - Nairn, Badenoch & Strathspey Area Committee

PEN - Pensions
VAL - Valuation Joint Board
CIA - City of Inverness Area Committee
CS - Caithness & Sutherland Area Committee
HLB - Highland Licensing Board

● School Holidays