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| Agenda Item | 15 |
| Report No | HC/4/14 |

**Review of the Performance Framework for the Council Programme
'Working Together for the Highlands' 2012-17**
Report by Chief Executive

Summary

This report proposes amendments to the high level actions and indicators for measuring progress with delivering the Council's Programme 'Working Together for the Highlands' 2012-17. This work follows amendments to the programme agreed by Council on 19th December 2013.

1. Introduction

1.1 The Council agreed its Programme for 2012-17 'Working Together for the Highlands' at the Council meeting in June 2012. To be clear about how the Programme will be delivered and performance monitored and reported a suite of high level actions and indicators were approved by members and these provide the performance framework for the Programme.

1.2 Following the annual report to Council on the Programme in September 2013 a review of the commitments was completed with amendments and new commitment approved by Council on 19th December 2013. This report submits an updated performance framework to reflect the changes made and ensure monitoring arrangements are in place.

1.2 One of the commitments in the Council's Programme is that:
'The Council will continue to measure its progress openly, report on it publicly and listen to its communities, to ensure we are delivering services that provide best value for Council Taxpayers.'

The performance framework shows how we will measure and report on progress with 'Working Together for the Highlands'.

2. Proposed amendments to the performance framework

2.1 Following the review of the Programme an updated performance framework is submitted as appendix 1 of the report. Changes may be required because of:

- New or amended commitments that require new policy work and performance measures agreed in order to monitor progress;
- The operating context for the council has changed e.g. new demands or pressures on services, new models of service delivery are designed;
- The financial context in terms of changing costs or funding levels;
- Agreed actions have been completed and reported to Council and can be recommended for removal from the framework;
- Some indicators may need to be replaced because data is not available or some may need to be improved.

2.2 It is worth noting that many of the indicators for health and social care are derived from the partnership agreement with NHS Highland for integrated services and these are kept under review through the Education, Children & Adult Services Committee. Governance arrangements are therefore through Council's approval of committee minutes. Changes made through this route are updated into the Corporate Performance Framework for reporting against the Council's Programme.

- 2.3 All Service Plans will be aligned to the performance framework, providing more information on service level activity to support each commitment made in the Programme. Service Plans will be brought to spring and summer cycles of Strategic Committees for members to consider and will also include the operational requirements of each Service including any statutory duties and functions.
- 2.4 In year performance monitoring by members is through committees, including any reports following inspections and audits. The Council's electronic system for performance and risk management is fully populated with the actions and indicators for the Programme, including those from Service Plans.
- 2.5 In addition to the changes recommended to the performance framework, one commitment needs amendment to reflect a change in name of a partner organisation in 'Working together for the economy', Commitment 1.19:
'The Council recognises the world-class skills of the workforce of Dounreay. We will work with the Nuclear Decommissioning Authority, the Dounreay Babcock Partnership, the Scottish and UK Governments and Highlands and Islands Enterprise to ensure Caithness and North Sutherland reap maximum social, community benefits from the decommissioning process.'
Note that a change is required from the Dounreay Babcock Partnership to the Cavendish Dounreay Partnership Ltd.

3. Implications

- 3.1 **Resource, legal and risk:** The performance framework is aligned to the Council's resources. The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve and this is set out in the Council Programme and performance framework. The performance framework enables monitoring and management of progress and this minimises any risk of failing to deliver the Council's commitments.
- 3.2 **Equality and climate change/Carbon Clever:** The Council's Programme contains explicit commitments under each theme of the Programme to contributing to Scotland's climate change declaration and to implement the Fairer Highland Plan and the general and specific duties of the Equality Act (2010).
- 3.3 **Gaelic:** The Council's Programme contains a cross-cutting commitment to the 'principle of equal respect for the Gaelic and English languages' and the performance framework includes a number of relevant key actions and measures which are monitored through the annual performance report including delivery of the Gaelic Language Plan.

4. Recommendation

- 4.1 Members are asked to consider and agree the amended performance framework for the Programme 'Working for the Highlands' 2012-17. And amended partner name for commitment 1.19.
- 4.2 Members are asked to note that:
- The performance framework will be used to update service plans and these will be brought to strategic committees for Members' consideration in Spring/Summer 2014.
 - Progress with delivering the Council's Programme will be reported in year through Strategic Committees and annually to the Council.

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Appendix 1: Summary of amendments to the Corporate Performance Framework

Date: 18.04.14

WORKING TOGETHER FOR THE HIGHLANDS – CORPORATE PERFORMANCE FRAMEWORK

PROPOSED AMENDMENTS

1. Working together for the economy

Commitments with proposed changes to actions or indicators:

- 1.1 The Council will produce a comprehensive economic recovery & development plan, detailing a strategy for growth.
- 1.2 The Council will introduce a living wage of at least £7.20 per hour for all council staff no later than April 1st, 2013, helping the lowest paid.
- 1.4 The Council will prioritise and support the creation of quality jobs in the Highlands. We will encourage local enterprise initiatives, invest locally, and support key industries.
- 1.8 The Council will work with partners to produce a social enterprise strategy for the Highlands.
- 1.9 The Council will promote and support local food production and continue our support for Fairtrade.
- 1.10 Working with the Scottish Government, Highlands & Islands Enterprise and private sector partners, the Council will maximise the tourism potential of the Highland area. The Council will review how the Council's cash support for tourism is allocated, working with partners to ensure appropriate and effective support is offered to promote our unique Highland identities, traditional sports and culture (including shinty, curling and our Highland games), and varied communities. Opportunities in destination-tourism, green tourism, and the Gaelic language will continue to be explored.
- 1.11 The Council will work with the Cairngorms National Park Authority to support them to develop the valuable role they play in the wider Highland environment and economy.
- 1.12 The Council will work with Highlands & Islands Enterprise, the Scottish Council for Development & Industry and statutory infrastructure providers to promote and develop the Highland area as one of the most attractive environments to do business in Scotland.
- 1.14 Working with the Scottish and UK Governments, the Council will investigate means whereby resources currently held by pension funds can be invested for the overall benefit of the people of the Highlands.
- 1.17 The Council will continue to support Highland-wide, large-scale employment growth opportunities in the Cromarty Firth (Invergordon, Highland Deephaven and Nigg Energy Park), Scrabster Enterprise Area, Ardersier and Kishorn and in the UHI Campus development.
- 1.18 The Council will continue to work with private and public sector partners to promote the Highlands' ports and harbours.
- 1.20 The Council will monitor implementation of its youth employment strategy.
- 1.21 Working with private and public sector partners, the Scottish and UK Governments, the Council will aim to ensure every 16-19 year old seeking employment has the opportunity to access a modern apprenticeship or further training.
- 1.24 Working with Scottish Government and other agencies the Council will undertake a review of service delivery to remote and rural communities and identify a sustainable level of support necessary for the provision of services. We will develop new approaches to service delivery and community resilience in our most remote and rural communities, and pilot these in North and West Sutherland.
- 1.25 The Council will seek to support the development of our urban centres, and put local communities at the forefront of these processes. Working with the Scottish Government, we will ensure that Inverness and the wider region realise the benefits of the 'Seven Cities Strategy'.
- 1.31 We will investigate new opportunities for non-domestic rate incentives for town centres/specified streets or localities where support is needed to help to reverse localised economic decline.
- 1.32 We will explore all opportunities to promote wider application of the living wage across Highland.

Working together for the economy – proposed changes to actions and indicators:

- Produce a strategy for economic recovery for the Highlands (1.1) – **REMOVE** achieved in 2012/13
- Bi-annual progress reports to Highland Community Planning Partnership and the Highland Economic Forum on SOA delivery on the Economic Recovery and Development Strategy (1.1) **NEW**
- Implement a living wage for council staff by 1st April 2013 (1.2) – **REMOVE** achieved in 2012/13
- Produce a strategy for economic recovery for the Highlands (1.4) – **REMOVE** achieved in 2012/13
- Bi-annual progress reports to Highland Community Planning Partnership and the Highland Economic Forum on SOA delivery on the Economic Recovery and Development Strategy (1.4) **NEW**, also used in 1.1 above.
- Produce Social Enterprise strategy for the Highlands by June 2013 (1.8) – **AMEND** target from June 2013 to September 2014.
- Review action plan on supporting local food by December 2012 (1.9) – **REMOVE** achieved in 2012/13.
- Complete consultation on a local food network and implement recommendations by December 2014 (1.9) – **NEW**
- Submit an application for Fairtrade Zone Status for the Highlands of Scotland (1.9) – **AMEND** target to October 2015 to reflect next renewal date
- Increase the value of tourism by 4% per annum. (1.10) – **REMOVE** indicator and **REPLACE** with benchmarking with national figures below.
- Highland growth exceeds national growth in tourism annually (1.10) – **NEW**
- Increased number of participants and visitors attending the Royal National Mod and its associated activities, when the events take place in the Highlands (1.10) – **AMEND** wording to reflect varying local circumstances to:
‘Maximise the number of participants and visitors attending the Royal National Mod and its associated activities, when the events take place in the Highlands’.
- Negotiate the hosting of the Traditional Music Awards in the Highlands during the lifespan of the Plan (1.10) – **REMOVE** achieved in 2012/13
- Review the Council's tourism spend by January 2013 (1.10) – **REMOVE** achieved in 2012/13
- 15% increase in visitor numbers to the Cairngorm national park (1.11) – **REMOVE** as focus now on spend and indicator in place for this (Increase the value of tourism in the Cairngorms National Park in line with the targets in Cairngorms Sustainable Tourism strategy)
- Hectares of vacant and derelict land remediated including sites accessed for future use in 2012/13 (1.12) – **AMEND** by removing reference to 2012/13, now an annual indicator.
- Work with the Scottish and UK Governments, the Council will investigate means whereby resources currently held by pension funds can be invested for the overall benefit of the people of the Highlands by March 2013 (1.14) – **REMOVE** achieved in 2012/13, new measure proposed below
- Continue to monitor national developments in use of pension funds for local development (1.14) – **NEW** with annual reporting to 2017.
- Preparation of planning guidance of enterprise areas - Scrabster, Nigg & UHI Campus ; (1.17) – **REMOVE** achieved in 2012/13
- % increase in employment in Cromarty Firth (Invergordon, Highland Deephaven and Nigg Energy Park), Scrabster Enterprise Area, Ardersier and Kishorn, 50% by 2017 (1.17) – **REMOVE** and **REPLACE** with unemployment measures for travel to work areas below.
- Unemployment rate in Thurso Travel to Work Areas (TTWA) is lower than the Highland and Scottish averages. (1.17) – **NEW**, baseline 2012/13 with lower comparative % annually.
- Unemployment rate in Invergordon Travel to Work Areas (TTWA) is lower than the Highland and Scottish averages. (1.17) – **NEW**, baseline 2012/13 with lower comparative % annually.
- Unemployment rate in Inverness and Dingwall Travel to Work Areas (TTWA) is lower than the Highland and Scottish averages. (1.17) – **NEW**, baseline 2012/13 with lower comparative % annually.
- Unemployment rate in Skye & Lochalsh, Ullapool & Gairloch TTWAs is lower than the Highland and Scottish averages. (1.17) – **NEW**, baseline 2012/13 with lower comparative % annually.
- % employment increase in major ports -Inverness, Invergordon, Wick, Scrabster by 50% by 2017 (1.18) –**REMOVE** and **REPLACE** with unemployment measures for travel to work areas, **NEW** indicators as outlined in 1.17 above.
- Develop & implement a Youth Employment Strategy by December 2012 (1.20) – **REMOVE** achieved in

2012/13, new measure to monitor below.

- Monitor implementation of the Youth Employment Strategy through bi-annual reports to the Highland Community Planning Partnership and Highland Work. (1.20) – **NEW**
- Develop a 16+ Strategy which will support the Youth Employment Strategy (1.20 & 1.21) – **REMOVE** achieved in 2012/13.
- Develop a plan to undertake review Service delivery to remote and rural communities and identify a sustainable level of support necessary for the provision of service (1.24) – **REMOVE** and **REPLACE** with below.
- Develop and test rural proofing approach including North & West Sutherland, building on research into minimum income standards in rural areas. (1.24) – **NEW**, target by June 2015.
- Inner Moray Firth development plan adopted by March 2014 (1.25) – **AMEND** target to June 2015.
- West Highlands & Islands local development plan adopted by December 2016 (1.25) – **AMEND** to December 2017.
- Caithness & Sutherland local development plan adopted by June 2015 (1.25) – **AMEND** target to June 2016.
- Investigate new opportunities for non-domestic rate incentives and report to Resources Committee by August 2014. (1.31) – **NEW**
- Explore opportunities to promote the living wage in procurement processes. (1.32) – **NEW**, report annually to March 2017.

2. Working together for children & young people

Commitments with proposed changes to actions or indicators:

- 2.3 The Council will implement the Scottish Government's Early Years Framework, and continue support for wraparound childcare across the Highlands.
- 2.7 Opportunities for those with a learning or physical disability, or those who are at a social disadvantage, will be provided so that every child is offered an educational experience best suited to their needs.
- 2.16 The Council will enhance services for children who need extra support, including implementation of the role of 'Pupil Support Assistant', investing further in social care, and ensuring a more personalised approach.
- 2.20 The Council will work with NHS Highland to achieve public health targets for breast feeding, immunisations and healthy weight, and to address smoking and substance misuse.
- 2.24 The Council will provide more safe cycle tracks and 'walk to school' pathways where appropriate, and will encourage healthier and greener methods of travel.
- 2.28 The Council will introduce a single Children's Champion, to uphold the values of the United Nation's Convention on the Rights of the Child. (commitment achieved in 2012/13)

Working together for children & young people – proposed changes to actions and indicators:

- Improved BMI at P1 and P7 (2.3) – **REMOVE** not viewed as effective measure
- Further develop individualised support to maximise number of children with Additional Support Needs (ASN) who are able to sustain full-time school attendance (2.7) – **REMOVE** and replace with below.
- No. of children with Additional Support Needs (ASN) who are able to sustain full-time school attendance. (2.7) - **NEW**
- Increase the percentage of young people reporting their learning environment as positive from the Education Scotland inspections (2.7) – **REMOVE** and **REPLACE** with indicator below.
- Increase % of young people reporting positive learning environment. (2.7) – **NEW**, local indicator for Highland school lifestyle survey.
- £250K additional investment to improve social care services for children with disabilities 2012/13 (2.16) – **REMOVE** achieved in 2012/13.
- Increase the percentage of young people reporting their learning environment as positive from the Education Scotland inspections (2.16) – **REMOVE** and **REPLACE** with Highland school lifestyle survey as 2.7 above.

- Improved BMI at P1 and P7 (2.20) – **REMOVE** as 2.3 above.
- Increase the number of children walking and cycling to school (2.24) – **AMEND** indicator to % of children walking and cycling to school to reflect the effectiveness of the policy.
- Children’s Champion in place by June 2012 (2.28) – **REMOVE** commitment achieved in 2012/13.

3. Working together for caring communities

Commitments with proposed changes to actions or indicators:

- 3.3 The Council will commit at least £3million of the Council’s budget each year to spend preventatively to improve the quality of life for young people, older adults and those struggling with deprivation.
- 3.5 The Council will establish nine district partnerships for health and social care. (commitment achieved in 2012/13)
- 3.7 The Council will appoint a Carers’ Champion, responsible for representing the interests of carers at a council level and with other appropriate public bodies, and engaging with carers across the Highlands. (commitment achieved in 2012/13)
- 3.8 The Council will appoint an Older People & Adults’ Champion, responsible for representing the interests of elderly people in receipt of council services. The post-holder will also engage with appropriate bodies representing older people. (commitment achieved in 2012/13)
- 3.11 Working with the NHS and other partners, the Council will support people, particularly older people, people with disabilities and Council tenants, to get the most out of technology for personal use, including tele-health, tele-care and on-line access to services.
- 3.14 We will continue to lobby for measures that will mitigate the negative effects of Welfare Reform measures on individuals, providers of social housing and the Highland. As the first Council in Scotland to work directly with the Department for Work and Pensions on Universal Credit mitigation for local claimants, the Council will also seek to improve communications, data sharing and local joint working with the Department.

Working together for caring communities – proposed changes to actions and indicators:

- £3m allocated to preventative spend with outcomes agreed by March 2013 (3.3) – **AMEND** to remove reference to 2013 and move to annual reporting.
- Nine District partnerships operational by March 2013 (3.5) – **REMOVE** commitment achieved in 2012/13.
- Appoint a Carers’ Champion (3.7) – **REMOVE** commitment achieved in 2012/13.
- Appoint an Older People & Adults’ Champion (3.8) – **REMOVE** commitment achieved in 2012/13.
- Increase the number of times Access Point terminals are used per 1000 population - SPI: Learning Centre and Learning Access Point Users: the number of times the terminals are used per 1,000 population. (3.11) – **REMOVE** old SPI no longer effective measure with levels of home access.
- Continue to lobby for measure to mitigate the negative effects of Welfare Reform. (3.14) – **NEW**, with annual reporting.

4. Working together for the better infrastructure

Commitments with proposed changes to actions or indicators:

- 4.2L The Council will work with the Scottish Government, Transport Scotland and Network Rail to secure improvements, reduced journey times and fairer pricing on the Highland rail network, to protect and modernise the sleeper service and to develop new commuter rail opportunities around our urban centres.
- 4.3 The Council will improve the roads maintenance allocation system. We will spend preventatively on our roads according to need.
- 4.4 The Council will instigate a co-ordinated, thorough, Highland-wide programme of inspecting watercourses and cleaning gullies & ditches to avoid further water damage and support future repairs, and we will make this programme available to the public.

- 4.5 The Council will develop options for a long-term solution which provides a secure and effective transport link between Lochcarron and the Lochalsh area in consultation with partners and the local community, and pursue the options for securing external funding.
- 4.13 The Council will continue to reduce carbon emissions from its operations and work to meet the new target in the Carbon Management Plan (CMP) of a 21% reduction between 2011/12 and 2020. We will realign the CMP to Carbon Clever Initiative.
- 4.14L The Council will work with Highlands & Islands Airports, Highlands & Islands Enterprise and partners to attract new and enhanced air services. We will support the development of Wick and Skye airports, and campaign to protect the Inverness to Gatwick link and reinstate the Inverness to Heathrow link. We will also encourage the development of new international air-links.
- 4.18 The Council will ensure the provision of allotments and the maintenance of green spaces and public parks across the Highlands and encourage various schemes such as community growing.
- 4.19 The Council will review its winter maintenance services, to investigate new areas for innovation and improvement.
- 4.21 We will devise a comprehensive strategy to bring about a reduction in energy costs in the Highlands, including particular support for fuel poor households and co-operative fuel buying
- 4.22 We will adopt the principles of 'shared space' in order to find innovative solutions for reconciling traffic movement with quality public spaces in our cities, towns and villages.
- 4.23 We will work with HITRANS and rail operators to seek expansion of concessionary commuter fares to routes south and east of Inverness.
- 4.24 We will campaign for incentives from Scottish and UK Governments to reduce the negative impact that poorly maintained buildings have in our communities.
- 4.25 We will promote seaborne tourism by developing the network of harbours around our coastline through a partnership of Council harbours, trust ports, community owned or operated harbours, and privately owned facilities, in order to generate income and employment for our coastal communities.

Working together for the better infrastructure – proposed changes to actions and indicators:

- Work with Partners to re-open the Conon Bridge Railway Station (4.2L) – **REMOVE** achieved in 2012/13.
- Provide improved parking and cycling facilities at the Conon Bridge Railway Station to encourage the modal shift from road to rail (4.2L) – **REMOVE** achieved in 2012/13.
- Report to the TECS Committee on review of the roads maintenance allocation system by March 2013 (4.3) – **AMEND** target to May 2014.
- Develop highland wide programme on inspecting watercourses and cleaning gullies & ditches by March 2013 (4.4) – **REMOVE**, partially complete and **REPLACE** with new focused action below.
- Survey and assess a sample of roadside ditches in the Black Isle and Lochaber areas and develop a prioritised programme of ditch cleaning for these localities. (4.4) **NEW**
- Identify funding to carry out the Options Appraisal (Stage 1 & 2) in relation to the A890 Strome Ferry Bypass (4.5) – **REMOVE** achieved in 2012/13.
- Reduce carbon emissions from the Council's operations by 3% in 2012/13 (4.13) – **AMEND** wording to remove reference to 2012/13, 3% now on-going annual target.
- Carry out a joint study with HITRANS and HIE to examine the potential of introducing a scheduled air service from the Island of Skye (4.14L) – **REMOVE**, achieved in 2012/13
- SPI: The cleanliness index achieved following inspection of a sample of streets and other relevant land (4.16) – **AMEND** to reflect new national benchmark indicator; 'SPI: Street Cleanliness Score - % of streets meeting the standard'.
- Allotment targets to be reviewed in 2014 for the period to 2017 and to include community growing (4.18) – **AMEND** target from March 2014 to May 2014 to fit with committee cycle.
- Develop a comprehensive strategy to bring about a reduction in energy costs in the Highlands, including particular support for fuel poor households and co-operative fuel buying. (4.21) - **NEW**
- Number of shared residential space schemes approved. (4.22) - **NEW**
- Work with partners to seek expansion of concessionary commuter fares to routes south and east of Inverness and report annually on progress. (4.23) – **NEW**

- Monitor the issue of defective building notices served in Highland and use to lobby for incentives from the Scottish and UK Governments to reduce the negative impact that poorly maintained buildings have on our communities. (4.24) – **NEW**
- Number of enhancements to sailing infrastructure. (4.25) - **NEW**

5. Working together for better housing

Commitments with proposed changes to actions or indicators:

- 5.4 The Council will adopt innovative approaches, utilising the powers available to the Council, to bring empty properties, both in public and private ownership, back into use for the good of the community. This will include use of the powers offered by the Unoccupied Properties Bill – currently before Parliament – to increase Council Tax on empty properties.

Working together for better housing – proposed changes to actions and indicators:

- Develop a strategy for the Unoccupied Properties Bill once Bill approved (5.4) – **AMEND** target to from December 2012 to December 2014.

6. Working together for empowering communities

Commitments with proposed changes to actions or indicators:

- 6.3 The Council will work in partnership with organisations in the Highlands to improve our use of video conferencing, teleconferencing and web-casting technology – efficiently and effectively reaching every part of the Highlands.
- 6.5 The Council will improve public access, including out-of-office-hours access, to the Council and its services, offering members of the public a range of access points including by phone, online and in person.
- 6.6 The Council will increase the number of issues resolved at first contact.
- 6.7 The Council will engage meaningfully with the third sector across a range of policy areas and in service provision. We will also agree with partners a joint approach to supporting volunteering and community development in the Highlands.
- 6.8 The Council will work with community councils and other community organisations to encourage community empowerment, and will introduce a community challenge fund of £1million of recurring expenditure to support community projects which explore new ways of delivering services at a local level.
- 6.9 The Council will work with public and private sector partners to maximise community benefits from new development, and to channel those funds into new community developments, training and jobs. We will encourage communities to make full use of the Highland Council's community benefit system.
- 6.11 With partners the Council will implement the changes to community planning and develop the Single Outcome Agreement in line with the Scottish Government review so that community planning is effective in the Highlands.
- 6.13 The Council will continue to develop an events, festivals and public art strategy for the Highlands.
- 6.14 The Council is proud to serve a region of many cultures and will actively promote multi-culturalism.
- 6.15 Working with Highlife Highland and other partners, the Council will widen access to English language tuition, support Adult Basic Education and deliver progressive and innovative library services.
- 6.16 The Council will implement the Fairer Highland Plan, including the duties of the Equalities Act 2010, ensuring that staff and services users are treated fairly and with respect.
- 6.18 The Council will continue to measure its progress openly, report on it publicly and listen to its communities, to ensure we are delivering services that provide best value for Council Taxpayers.
- 6.19 The Council will improve public engagement, consultation and our handling of complaints
- 6.20 Working with the UK and Scottish Government and Electoral bodies we will encourage voter turnout, especially among younger people.

- 6.21 We will reduce the volume of printed material produced by the Council building on a current initiative for paperless Council meeting options and developing further options for members, customers and employees to conduct Council business on-line.

Working together for empowering communities – proposed changes to actions and indicators:

- Complete implementation of unified communications project including video conferencing. (6.3) – **NEW**
- Increase the number of services to be dealt with through the customer services network - achieve 80% of identified services by March 2017 (6.5) – **REMOVE**, national indicator no longer use amended existing local indicator below.
- Increase number of services available on website - take from front page of web - achieve 60% by March 2017 (6.5) – **AMEND** to broaden scope to: 'Increase the % of services accessible through customer services including the website to 60% by March 2017.'
- Complete the review of face to face customer contact by April 2013. (6.5) – **AMEND** target to June 2015, further work required following committee decision.
- Year on year, the number of Council complaints diminishes - Monitor complaints: increase percentage of stage 2 complaint responses completed within timescale (6.6) – **REMOVE**, new complaints indicator are monitored under 6.19 below.
- Produce Social Enterprise strategy for the Highlands (6.7) – **AMEND** target to September 2014 as 1.8 above.
- Ensure public and 3rd sector involvement in every District Partnership by March 2013 (6.8) – **REMOVE** achieved in 2012/13, new monitoring action below.
- Develop District Partnerships for local community planning. (6.8 & 6.19) – **NEW**, annual reporting.
- Agree community challenge fund scheme by March 2013 (6.8) – **REMOVE**, achieved in 2012/13.
- Develop the community challenge fund. (6.8) – **NEW**, annual reporting.
- On-going development and delivery of Single Outcome Agreement (6.11) – **NEW**, annual reporting.
- Develop the existing Arts Strategy to encompass public art by June 2013 (6.13) – **REMOVE**, achieved in 2012/13.
- Supplementary Guidance on the Public Art Strategy to be produced for developers by Planning and Development service (6.13) – **REMOVE**, achieved in 2012/13.
- Ensure that 10% of Adult Literacies Learners move to positive destinations. (6.14 & 6.15) – **REMOVE**, not an effective measure due to variance in learner numbers.
- In 2012/13 the level and type of hate incidents and crimes, domestic violence incidents and crimes and hate incidents in schools will be monitored for performance indicators to be set for future years. (6.16) – **AMEND**; remove reference to 2012/13 now annual reporting.
- Electronic performance and risk system used for Planning & Development Service QPRs by November 2012 (6.18) – **REMOVE**, achieve in 2012/13.
- Electronic performance and risk system used for Finance Service QPRs by November 2012 (6.18) – **REMOVE**, achieve in 2012/13.
- Improve the complaints handling process, including increasing satisfaction with complaints handling (6.19) – **REMOVE** and **REPLACE** with two new complaints measures below.
- Resolve 80% of stage 1 complaints within timescale (5 working days). (6.19) - **NEW**
- Resolve 80% of stage 2 complaints within timescale (20 working days). (6.19) - **NEW**
- Ensure the public are consulted on major developments (6.19) – **REMOVE**, processes in place in Services.
- Budget Consultation undertaken in 2014. (6.19) – **NEW**, report by February 2015.
- Complete further review of Service Points to deliver agreed efficiency savings. (6.19) – **NEW**, target June 2015.
- Work with partners to encourage voter turnout including young people and report annually on progress. (6.20) – **NEW**, annual reporting to March 2017.

- Introduce a self-service human resource system for staff and managers (6.21) – **NEW**.
- Reduce paper use by introduction of Carbon Clever Committees (6.21) - **NEW**, baseline and targets to be set in 2014/15.
- Increase the % of services accessible through customer services including the website to 60% by March 2017. (6.21) – **NEW**, see 6.5 above.

7. Working together for strong and safe communities

Commitments with proposed changes to actions or indicators:

- 7.2 The Council will ensure that elected members will play a full part in agreeing the priorities and local plans for police and fire and rescue services in the Highlands. Elected members will also monitor performance against these plans.
- 7.3 The Council will effectively engage with and scrutinise the national services for police, fire and rescue and Scottish Ambulance Service. It will do this through its community planning arrangements, its scrutiny committee and a programme of self-evaluation.
- 7.7 The Council will work with the Scottish Ambulance Service, the NHS and the Scottish Government, to achieve better coverage across the Highlands. We will investigate sustainable solutions to improve patient transport in rural and urban areas.

Working together for strong and safe communities – proposed changes to actions and indicators:

- Agree local police plan for Highland by March 2014 (7.2) – **AMEND** target to June 2014 for allow for scrutiny at ECAS Committee.
- By end March 2013, learn from the local and national pathfinders to agree the format for engaging with the police, fire and ambulance services for Scotland from April 2013 onwards (7.3) – **REMOVE** achieved in 2012/13 and new actions proposed below.
- Safe Highlander structure established by September 2014. (7.3) – **NEW**
- Area Committees receive performance reports for Police and Fire Services at least once per annum. (7.3) – **NEW**, target March 2015 and annually.
- Positive inspection of Council's scrutiny and engagement arrangements by HMICS. (7.3) – **NEW**, target March 2015 and annually.
- Select and implement a local pilot area to examine the options for developing an integrated transport solution in relation to health and social care and community wellbeing. (7.6) – **AMEND** target to June 2014 to complete pilot setup in Lochaber.