

Agenda Item	13
Report No	HC/18/15

**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 commitments and the high level actions and indicators for measuring progress with delivering the Council's Programme 'Working Together for the Highlands' 2012-17.

**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 2014 a review of the performance framework was carried out to ensure monitoring arrangements are in place and to take account of work reported to Council as complete.
- 1.3 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 Proposed changes are detailed at Appendix 1 and may be required because:
- 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 has changed 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 the current cycle 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 there are two commitment recommended to be marked as 'achieved in 2013/14' as they have been met. Further information is contained in Appendix 1.
- 'The Council will allow public petitions to be considered by the Council and relevant strategic committees'(6.4)
  - 'The Council will make full use of the Cashback for Communities fund, and will encourage partners to provide incentives for people to channel their energies in a more constructive way'(7.5)

### **3. Implications**

- 3.1 **Resources, 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, climate change/Carbon Clever and rurality:** 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). There are also a number of commitments which support rural communities including benefitting from renewable energy, service delivery to remote and rural communities, fuel poverty, fairly fuel prices and community transport.
- 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. Recommendations**

Members are asked to:

- 4.1 Agree the commitments identified in paragraph 2.5 are marked as 'achieved in 2013/14.
- 4.2 Consider and agree the amendments to the corporate performance framework for the Council Programme 'Working for the Highlands' 2012-17 as outlined in Appendix 1.

Members are asked to note that:

- 4.3 The performance framework will be used to update service plans and these will be brought to the current cycle of strategic committees for Members' consideration.
- 4.4 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: 07.04.15

## Proposed Amendments to the Corporate Performance Framework

Note: Reference numbers in brackets e.g. (1.10) in paragraph 1.1 below refers to the relevant theme and commitment number within the Council Programme, 'Working Together for the Highlands'. The Programme can be accessed at the following web address for reference:

[http://www.highland.gov.uk/download/downloads/id/4611/programme\\_of\\_the\\_highland\\_council\\_2012\\_-\\_2017](http://www.highland.gov.uk/download/downloads/id/4611/programme_of_the_highland_council_2012_-_2017)

### 1. Working together for the economy

#### 1.1 Actions and Indicators recommended for removal as completed or being replaced:

- Build and develop on the Council's agreement with VisitScotland in the promotion of the Highlands' distinct culture; including featuring Gaelic in marketing campaigns. The agreement was reviewed and agreed by committee in February 2013 (1.10).
- Review procurement procedures by March 2013 (1.13). The review is complete and this was reported to Council in September 2014.
- Amount of money accruing to the three levels of community fund - Levels A, B & C (1.16). It is proposed to replace these indicators with 2 new ones noted below in paragraph 1.3.
- Positive annual report on EU funding for the region from 2007-13 programmes (1.22). This programme has now closed.
- Review indicator set for use in Citizens Advice Bureau contracts from April 2013-2016. The review was completed in 2013/14.

#### 1.2 Amendments to existing actions and indicators

- Produce Social Enterprise strategy for the Highlands by September 2014 (1.8). An amended target to September 2015 is sought as other emerging work priorities in particular new European programmes, has reduced team capacity to progress and conclude Strategy with other Council Services and partners.

#### 1.3 New actions and Indicators

- Amount (£) of grants paid by Highland-wide Community Benefit funds (1.16);
- No. of initial contacts made by Highland Council to developers (1.16).

### 2. Working together for children and families

#### 2.1 Actions and Indicators recommended for removal as completed or being replaced

- Seek funding for two new Gaelic Medium primary schools (2.26). Funding was secured in 2013/14.
- Development and Infrastructure Service will examine procurement arrangements for major construction projects to maximise the potential for recruitment of young unemployed people by tendering contractors and make recommendations on options by the end of 2012 (2.27). Recommend remove and replace with new action below.
- Preparation of planning guidance of enterprise area for UHI Campus (2.29). Guidance was completed in 2013/14.

#### 2.2 Amendments to existing actions and indicators

- At least maintain 95% of schools inspected and receiving satisfactory or better HMIE inspection reports (2.6). An amended target to 90% is sought as Education Scotland has changed the national standard.

## 2.3 New actions and Indicators

- Progress a shared apprenticeship scheme in partnership with the Construction Industry Training Board (CITB) (Scotland) which will be incorporated into all substantial building contracts and operating by August 2015 (2.27).

## 3. Working together for caring communities

### 3.1 Actions and Indicators recommended for removal as completed:

- Review indicator set for use in Citizens Advice Bureau contracts from April 2013-2016 (3.2). The review was completed in 2013/14.

## 4. Working together for better infrastructure

### 4.1 Actions and Indicators recommended for removal as completed or being replaced:

- Identify funding to carry out the Options Appraisal (Stage 1 & 2) in relation to the A890 Strome Ferry Bypass (4.5). The part of the project is complete and a new on-going action is proposed below.
- Review of carbon emission targets from 2013 onwards (4.13). The review was completed in 2013/14.
- Produce revised carbon management plan for 2013 to 2020 by end March 2013 (4.13). The revised plan is in place.
- Review the impact of applying charges for bulky uplifts by December 2012 (4.16). The review is complete.

### 4.2 Amendments to existing actions and indicators

- Develop a plan for sustainable integrated transport through the Highlands (4.8). An amended date to report annual through to March 2017 is sought to ensure that there is a more effective tie-in between the Local Transport Strategy, the Green Strategy and the revision of the Highland-wide Local Development Plan.
- Work with transport providers to explore the options for Quality Bus Partnerships and transport travel schemes (4.8). An amended date to report annually through to March 2017 is sought to reflect the timescales currently being worked through with the Highlands and Islands Transport Partnership (HITRANS) and Stagecoach to ensure that the Partnership meets the terms of statute. A transport consultancy, AECOM, has been appointed to project manage this work.
- Review of community transport across the Highlands by June 2013 (4.9). An amended target to August 2016 is sought because of delays due to restructuring associated with the forming of Community Services plus the added work required of the staff in pushing forward the Transport Project to save £2.4m. Consultations taking place as part of the Transport Project are informing the review.
- 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). An amended target from December 2014 to March 2017 is sought as the energy policy needs to reflect the complex arrangements for energy supply arrangements in the Highlands and with the range of changes that have been made in the last few months on regulation, operation and choice. The recent Government announcements and regulator updates need to form part of the policy and this is being included.

### 4.3 New actions and Indicators

- Continue to progress options for the A890 bypass, agree preferred route and progress funding options by March 2017 (4.5).

## **5. Working together for better housing**

### 5.1 Actions and Indicators recommended for removal as completed or replaced:

- Prepare an options paper on alternative funding for new Council Housing for committee (5.3). This work was completed in 2013/14.
- Managing Tenancy Changes – relet times (days) (5.4), this indicator refers to council housing rather than private sector which is the focus of the commitment.
- Number of homeless prevention team referrals, target: 1,000 referrals a year (5.5 & 5.7). We are changing the way we deliver homelessness services in response to the recommendations of a national thematic inspection by the Scottish Housing Regulator. Measures will be put forward once this is complete.
- Number of successful prevention outcomes, target: 500 cases per year (5.5). See above on changes to delivery.

### 5.2 Amendments to existing actions and indicators

- Deliver 600 new Council Houses by March 2017 and 120 in 2012/13 (5.3). It is proposed to amend this indicator to: 'Deliver 688 new Council Houses by March 2017'.
- Develop a strategy for the Unoccupied Properties Act (5.4). An amended target from December 2014 to March 2017 is sought as further feedback and analysis is required through the Highland's Council's empty homes initiative.
- A new Tenant and Customer Engagement Strategy is being developed in consultation with tenants, setting out the ways in which tenants can become more involved. This will also set out the support that will be available to tenants to help them increase their involvement. In order to clarify the target and simplify the action it is proposed to amend to: 'A new Tenant and Customer Engagement Strategy will be presented to the Community Services Committee in June 2015'.

## **6. Working together to empower our communities**

### 6.1 Actions and Indicators recommended for removal as completed

- Complete a review of pilot Area Committees and report to Council (6.1). The pilots are complete and new actions are proposed in paragraph at 6.3 below.
- Complete review of video conferencing & web casting by June 2013 (6.3). This work has been completed and there are further measures against the Unified Communications project which will be reported.
- Review performance indicators for video conferencing - e.g. Hours Usage; miles saved (6.3). Work completed in 2013/14.
- Extend webcasting to existing area committees by December 2012 (6.3). Work completed in 2013/14.
- By August 2013 partnership agreement to a joint approach to building community capacity and supporting volunteering (6.7). This work is complete and we continue to report on levels of volunteering through our annual survey to the Citizen's Panel.
- Single Outcome Agreement produced April 2013 (6.11). The SOA was produced and agreed by Council on target.
- Report on how the Council listened to the 2013 forward budget consultation responses and the difference it made (6.19). Work completed and reported to committee and the Citizen's Panel.

### 6.2 Amendments to existing actions and indicators

- Develop and implement a replacement LEADER programme (6.10). Amend to reflect new programme to 'Implement the LEADER programme (2014-

2020)'.

- Issue of annual Council Tax leaflets & Council Tax invoices by end of February each year (6.18). As Council Tax Leaflets are no longer produced an amendment is proposed to: 'Issue of Council Tax invoices by end of February each year'. Information previously issued in the Council Tax leaflet is now provided on the Council website in a series of Council Tax FAQ sheets.
- Introduce a self-service human resources system for staff and managers by October 2014 (6.21). An amended target to June 2015 is sought due to a mix of ICT technical delays and delays from the service providers.

### 6.3 New actions and Indicators

- Review of area committee and local community planning arrangements with several new arrangements in place by March 2017 (6.1).
- Implement participatory budgeting in several locations by March 2017 (6.1).
- Implement the requirements of the Community Empowerment Legislation for community involvement in service delivery and asset transfer (6.8)
- Implement the requirements of the Community Empowerment Legislation for Community Planning (6.11).
- Continue to develop the Citizens Panel, Communities Panel and other methods to engage with the public on service reviews and consultations (6.19).

### 6.4 Commitments

- Implement a scheme for public petitions by June 2013 (6.4). Work was completed in 2013/14 and therefore the commitment has been met. It is recommended in paragraph 2.5 of the covering report that the commitment is mark as 'achieved in 2013/14'.

## 7. Working together for strong and safe communities

### 7.1 Actions and Indicators recommended for removal as completed or being replaced:

- Agree shared outcomes for community safety by April 2013 (7.2). This work was completed on target.
- Ensure participation of Scottish Ambulance Service in CPE Committee by March 2013 (7.6). This work was completed on target and a new action to continue monitoring is recommended at paragraph 7.3 below.
- Submit the annual report to Scottish Government showing the Council's progress in meeting Scotland's Climate Change Declaration (7.7). Progress with adaptation is included in reports showing the Council's progress in meeting Scotland's Climate Change Declaration.

### 7.2 Amendments to existing actions and indicators

- Agree local fire and rescue service plan for Highland by March 2014 (7.2). Amend to: 'Agree local fire and rescue service plan for Highland annually'
- Agree local police plan for Highland by June 2014 (7.2). Amend to: 'Agree local police plan for Highland annually'.

### 7.3 New actions and Indicators

- Ensure ongoing engagement of the Scottish Ambulance Service in Community Safety, Public Engagement and Equalities Committee (7.6).
- The Emergency Planning Unit will encourage the development of local community resilience plans that maximises the use of local resources, people, skills and communications to help communities to prepare for, respond to, and recover from major weather incidents affecting their localities (7.7).
- Carry out watercourse assessments and undertake maintenance works that

- substantially reduce flood risk and report annually on progress (7.7).
- Prepare and implement a Local Flood Risk Management Plan and report annually (7.7).
- Prepare and implement Local Surface Water Management Plan and report annually on progress (7.7).

#### 7.4 Commitments

- Encourage the use of the Cashback for Communities fund for local initiatives/incentives (7.5). As reported to Council in September 2014 full use of the scheme is being made. It is recommended in paragraph 2.5 of the covering report that the commitment is mark as 'achieved in 2013/14'.

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