

# THE HIGHLAND COUNCIL

## PLANNING, ENVIRONMENT & DEVELOPMENT COMMITTEE

18 SEPTEMBER 2013

Agenda Item	7
Report No	PED 56/13

### PLANNING AND DEVELOPMENT SERVICE - SERVICE PLAN 2013/17

#### Report by Director of Planning & Development

#### SUMMARY

This paper introduces the draft Planning and Development Service – Service Plan 2013/17. The draft Plan outlines the enabling actions and the key performance results which will deliver the Programme for the Highland Council and the statutory and core functions of the Planning and Development Service, including the Single Outcome Agreement. The draft Service Plan is circulated separately as Appendix 1. The Committee is invited to:

- (a) Consider the draft Planning and Development Service - Service Plan 2013/17; and
- (b) Approve the draft Plan subject to any alterations agreed by Committee.

#### 1. Introduction

- 1.1 The Planning and Development Service has drafted a new Service Plan, which describes the Service strategy for the period to May 2017. It is a source of information for the public, Council Members, Service management and staff. This is the strategic document for the Service, outlining the current position and our main improvement priorities, the impact of these, and how they will be evaluated. It is supported by corporate policies, business and operational plans designed to deliver the Programme for the Highland Council and other key Service objectives.
- 1.2 Progress against the Service Plan will be monitored via quarterly performance reviews conducted with the Chief Executive's Service and the Council's Performance and Risk Management System. Progress will also be regularly reported to the Planning, Environment and Development Committee.
- 1.3 The role of the Service is to generate employment, enhance and protect the environment, and to regulate the location, design and safety of development. In doing so, we exercise our various statutory responsibilities. Fuller details of Service functions are contained within Section 1b of the draft Service Plan. The Service vision is also included.
- 1.4 The draft Service Plan confirms the following vision and mission statement for the Service:

*To be the best Planning & Development Service in Scotland.*

*'To promote sustainable economic growth and to safeguard the built and natural environment of the Highlands'.*

In achieving this vision the service will be guided by the Values of the Highland Council and the following principles:

- *Open for business* – a “can do” approach
- *Team work* – support for our staff and partners to achieve excellence
- *Customer focus* – our customers and communities at the heart of everything
- *Innovation* – developing best practice
- *Continuous improvement* - in everything we do

## **2. Resource Implications**

- 2.1 There are no direct resource implications attached to this covering paper. Resource issues facing the Planning and Development Service are considered, with appropriate actions, within the draft Service Plan and will be subject to review as 1.2 above.

## **3. Strategic Environmental Assessment (SEA)**

- 3.1 The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Where environmental impact is likely, a prescribed process for assessing the impact, and taking steps to mitigate against any adverse environmental impact, and consulting with the public and statutory organisations must be followed. The draft Service Plan has been screened in relation to the Council's statutory duty for SEA and a copy of the assessment will be submitted to the Chief Executive for monitoring purposes. The result of the screening is that a full SEA is not required for the Service Plan because it aligns with the Council's Corporate Plan. However Service specific commitments, policy, strategy and plans not directly aligned to the Corporate Plan will be screened to assess whether they should be subject to individual SEA.

## **4. Equalities**

- 4.1 The draft Service Plan has been the subject of initial screening for Equality Impact Assessment (EQIA) which will be submitted to the Chief Executive as part of corporate monitoring systems for Equalities legislation. The result of the screening assesses that a full EQIA is not required for the Service Plan. However policy, strategy and plans linked to the delivery of Service Plan commitments will be screened to assess their impact.

## **5. Legal and risk implications**

- 5.1 There are no legal or risk implications allied to this covering paper.

## **6. Climate change and Carbon Clever implications**

- 6.1 There are no climate change or carbon clever implications arising directly from this report. The Planning and Development Service contributes corporately to the cross cutting theme and actions are measured against the Climate Change Declaration and the Adaptation Plan. The Service also leads on the Highland Environment Forum, which has as a work priority the delivery of the environmental SOA

commitments and the review of progress made via the Climate Change Declaration.

## **7. Corporate Plan**

- 7.1 The Corporate Plan has not yet been considered by Council. This will take place during the autumn of 2013. Any resulting amendments to the Council's Corporate Plan will require to be taken into account within Service Plans. The Planning and Development Service Plan may therefore be subject to change when any amendments to the Council Programme, '*Working together for the Highlands*', are approved by Council.

## **8. RECOMMENDATION**

8.1 The Committee is invited to:

- (a) Consider the draft Planning and Development Service - Service Plan 2013/17; and
- (b) Approve the draft Plan subject to alterations agreed by Committee.

Designation: Director of Planning & Development

Date: 6 September 2013

Author: George Hamilton  
Head of Environment and Development (Tel: 2252)



Planning and Development Service  
Seirbheis Dealbhaidh is Leasachaidh

Service Plan  
Plana Seirbheis

2013/17

Updated for 2013/14  
Air ùrachadh airson 2013/14

## Document Control

<b>Document Holder</b>	<b>Stuart Black</b>
<b>Location</b>	<b>Planning and Development Service Intranet</b>
<b>Author</b>	<b>G Hamilton et al</b>
<b>Review</b>	<b>Quarterly CEXO Meeting</b>

## Approvals

<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date of Issue</b>	<b>Version</b>
<b>PED Committee</b>		<b>Draft Service Plan 2013/17</b>	<b>3.09.13</b>	<b>V1</b>

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DRAFT

**EXECUTIVE SUMMARY**  
**GEÀRR-CHUNNTAS GNÌOMHACH**

**Vision**

*'To be recognised as the best Planning and Development service in Scotland'*

**Mission statement**

This Service Plan sets out the following vision for the Planning and Development Service:

*'To promote sustainable economic growth and to safeguard the built and natural environment of the Highlands'*

In achieving this vision the service will be guided by the following principles;

- *Open for business* – a “can do” approach
- *Team work* – support for our staff and partners to achieve excellence
- *Customer focus* – our customers and communities at the heart of everything
- *Innovation* – developing best practice
- *Continuous improvement* - in everything we do

This Service Plan covers the period to May 2017. It sets out the scope, goals and structure of the Service. It links directly with the Programme for the Highland Council, the Single Outcome Agreement (SOA) and the Council's Values.

There are 38 commitments within this Service Plan. Of these 3 are linked to cross cutting themes. The Service leads on or supports 29 commitments within the Programme for the Highland Council, across five themes, reflecting the diverse role of the Service. A further 6 support the delivery of other operational or statutory commitments of the Service.

Three sections are the focus of service delivery:

- Planning and Building Standards,
- Environment and Development and
- Service Support.

7 managers work with the Director and two Heads of Service. In all 202 staff work for the Service, 74 of them based at headquarters.

A gross revenue budget of £12.140M funds service delivery. Of this £4.032M is derived from fee income and staff costs account for £7.305M.

Efficiency is at the heart of service values. As a result the service directs resources to priority areas of work. It reviews charging regimes where possible to generate income and support the economy. Workforce management is an important part of tackling economic conditions.

Service priorities are established alongside review and reporting mechanisms.

Statutory and local performance indicators are set out at Appendix 2.

## **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 commitments of the Programme of the Highland Council for which the Service has either a lead or supporting role. In addition the plan also details key actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. The plan covers the period 2013-17 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 relevant Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Service Director and Senior Managers.

The Service Plan will be formally 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 people 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](#)**

#### **Business support**

Service Support is responsible for all service support functions including budget monitoring and financial management, the Corporate Address Gazetteer, performance management and business change processes. HR functions, ICT systems support and the management of all complaints and FOI requests are also based within Business Support

The Service is constantly striving for efficiency. During 2013/2014 the Service will deliver efficiencies of £0.582M. A further £0.394M will be delivered in 2014/2015. These will be realised through a range of measures including:

- Reduced discretionary spend
- Vacancy management
- Additional planning and other fee income

The Service uses the Public Sector Improvement Framework. Staff teams self assess performance and identify improvement actions for the following year.

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. Actions to provide training are currently in hand at a corporate level and the Service will take full advantage of the training available. It will also rationalise its office space to facilitate the implementation of the corporate Agile working policy.

#### **Planning & Building Standards**

Planning & Building Standards is responsible for the preparation of Local Development Plans and associated Supplementary Guidance, providing Information and Research expertise,

dealing with applications for planning permission and applications for building warrants. In addition it is responsible for ensuring the enforcement of planning and building controls.

The Modernising Planning agenda has led to increased scrutiny of the performance of planning authorities. The Council will submit a Planning Performance Framework to Scottish Government on an annual basis which sets out the key areas for improvement. Similarly Building Standards are required to implement a new key performance outcomes framework and do so via the Balanced Scorecard method of performance management.

Customer Service is being improved by changing the way we deal with first point of contact enquiries and by reviewing the outcomes of focus groups which have been held across the Highlands. Key improvements to service delivery to be implemented during the next year include a review of how we validate planning applications and improvements to the ICT systems we use which will support improved management of casework in planning and building standards.

### **Environment and Development**

Environment and Development functions are carried out via two HQ teams and area staff. Responsibilities include Highland Opportunity Ltd, Film Unit, Regeneration (VDLF and Capital Environmental Improvement Projects), Employability, Tourism, Business Gateway, Highland LEADER, European Fisheries Fund, Tain mussel fishery, local food, land reform, biodiversity, forestry, archaeology, conservation of the built environment, ranger services, Long-Distance Routes, Glen Nevis Visitor Centre, Core Path planning and access provision and Asset Management .

The Environment and Development section is responsible for Corporate priorities linked to the promotion of local food, land reform and the Crown Estate in Scotland. The section also leads on the development of Marine policy and planning, notably at present in the Pentland Firth, and aquaculture planning. This section also publishes and implements Heritage Policy including Archaeology and building conservation.

“Working together for the economy” is a key strand of the Council’s programme for the next five years. The Service partnered HIE in the preparation of an economic strategy for growth together with economic recovery & development plan. This will be underpinned by the work of the Employability Team, Business Gateway and Highland Opportunity Limited to support small business development, create quality jobs and provide training opportunities. The Service has led on the development and publication of a youth employment strategy. We will continue to work with VisitScotland through the Council’s funding support of its activities to maximise the potential of the tourism industry to the Highland economy.

Large scale employment opportunities in prime renewables industry sites, the Enterprise Areas and the UHI campus will be supported in partnership with key agencies and the Scottish Government. We will continue to lobby and support the development and roll-out of high speed broadband. Regeneration of the Caithness & North Sutherland economy is a key priority. Other regeneration activity will be delivered across the region through the Services’ Capital Programme of Environmental Improvements, the Vacant & Derelict Land Fund and Conservation Area Regeneration Schemes. Conservation Area Regeneration Schemes for Dingwall and for Inverness Academy Street will also feature during the life of the Council

The anticipated review of EU Agriculture and Fisheries Policy (CAP and CFP) will feature in the work of the section during the remainder of 2013/14 and during 2014/15. The forestry

section will review and publish an updated Forest and Woodland Strategy, implement the High Hedges Act in the Highlands and has a key role in providing planning advice and in the protection of forests and woodland in conservation areas via Tree Preservation Orders.

A diagram providing further details of the structure of the Planning and Development Service, alongside budget information can be found in at Appendix 1

### **1c. Resources**

#### **Stòrasan**

The Director is supported by the **Business Support Manager** and a team of **7 FTE** staff. The section has a gross revenue budget of **£0.932m**

The **Head of Planning & Building Standards** is supported by 2 **Area Planning Managers**, the **Building Standards Manager** and the **Development Plans Manager** in managing **89 FTE** staff across the area. The section has a gross revenue budget of **£4.207m**.

The **Head of Environment & Development** is supported by the **Economy & Regeneration Manager** and the **Countryside, Heritage & Natural Resources Manager** in managing **106 FTE** staff of whom 40 are based in HQ with the remaining 66 located across the entire Council Area. The Section has a gross revenue budget of **£7.000M** and is responsible for the delivery of the Service Capital Programme of gross value **£1.628M** during 2013/14.

### **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 2012 - 2017

Prògram do Chomhairle na Gàidhealtachd 2012 - 2017

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 are:

- Cross cutting themes – Gaelic, Climate Change and Equalities
- Working together for the economy
- Working together for children and young people
- Working together for better infrastructure
- Working together for better housing
- Working together to empower communities

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 recently agreed with the Scottish Government. The most relevant themes are:

- Economic Recovery and Employment
- A competitive, sustainable and adaptable Highland economy
- Implementation of the Council's Economic Recovery and Development Plan

A third Single Outcome Agreement with the Council will reflect the 16 national outcomes and was agreed on 3<sup>rd</sup> June 2013

#### 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, including continuing improvement of performance indicators
- Protecting and promoting Biodiversity
- Preparing and reviewing Core Path Plans and upholding access rights
- Promoting the Scottish Outdoor Access Code and the right to take responsible access
- Reducing the number of complaints and dissatisfaction with complaints handling
- Responsibility for Tain mussel fishery
- Marine planning policy and coastal zone management
- Aquaculture planning applications
- Promoting Tree Preservation Orders for trees of high amenity value
- Promoting and protecting Scheduled Monuments, the Historic Environment Record, Listed Buildings and Conservation Areas

Cross cutting corporate priorities include:

- Equalities – Implementing the Council's Fairer Highland Action Plan
- Efficiency and continuous improvement
- Implementing the Corporate Improvement Programme
- Acting on Employee Survey results
- Gaelic Language Plan 2012 - 2016
- Implementing the Public Sector Improvement Framework (PSIF)
- Highland Climate Change Declaration and Carbon Clever 2025 commitments

#### **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
- Employee Review and Development Plans
- Meetings with the Chair and Vice Chair of Planning, Environment and Development Committee – Strategic Business Meetings
- Administration Leadership Meetings
- Employee Survey and the Employee Forum
- Quarterly Performance Reviews (QPR) with Chief Executive's office
- Quarterly reporting to the Planning, Environment and Development Committee
- Quarterly reports to the Scottish Government
- Quarterly meetings with Highland Opportunity Limited
- 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
- Public Sector Improvement Framework (PSIF)
- Employee Surveys and the Employee Forum
- Information feedback forms and questionnaires
- Local Plan questionnaires
- Response time and complaints management data
- Absence management information
- Non-statutory performance measures
- External Scrutiny – Audit Scotland (Best Value and Community Planning)

Summarised below are the commitments from the Council Programme for 2012 -2017 which the Planning and Development Service leads on. Corporate performance is reported to Council each autumn and below is listed the Planning and Development inclusion in the September 2013 report. For ease of reference the following symbols have been used to provide an assessment of performance:

- ✓ Commitment progressing well or is on target.
- = Actions have some slippage or indicators are maintaining performance.
- M** Mixed performance - positive and negative movement in indicators/actions or where it is too early to say.
- x** Commitment not met.
- C** Completed

<b>Cross Cutting Themes</b>		
■	The Council commits to the principle of equal respect for the Gaelic and English languages, whilst also recognising the diversity of indigenous language and dialects within the Highland area.	✓
■	The Council will maintain its commitment to Scotland's Climate Change Declaration.	✓
■	The Council will implement the Fairer Highland Plan including the general and	✓

specific duties of the Equality Act (2010), ensuring that people are treated fairly and with respect.	
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<b>Themes 1. – The Economy</b>		
■	The Council will produce a comprehensive economic recovery & development plan, detailing a strategy for growth.	<b>C</b>
■	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.	✓
■	The Council will support small businesses and Highland entrepreneurs with advice and finance through Highland Opportunities Ltd and Business Gateway.	✓
■	The Council will work with partners to produce a social enterprise strategy for the Highlands.	✓
■	The Council will promote and support local food production and continue our support for Fairtrade	
■	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.	✓
■	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.	✓
■	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.	<b>M</b>
■	The Council will support and invest in appropriate opportunities presented by renewable energy, particularly wave and tidal power. We will continue to develop the Highlands as a centre for research & development, fabrication and engineering.	✓
■	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.	✓
■	The Council will continue to work with private and public sector partners to promote the Highlands' ports and harbours.	✓
■	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.	✓
■	The Council will prioritise the publication of a youth employment strategy.	<b>C</b>
■	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.	
■	The Council will work with the UK and Scottish Governments, Highlands & Islands Enterprise and telecommunications companies to seek to provide Highland homes and businesses with broadband, 3G, 4G and mobile telephony services fit for the 21st century. We will continue to support innovative and community-based schemes to drive delivery.	✓
■	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'.	✓
■	The Council wishes to see Crown Estate revenues directed to local coastal communities and management of the estate transferred from Crown Estate Commissioners to the Scottish Parliament and local communities, as appropriate. The Council will continue to make a case for the review of the management and income derived from the Crown Estate	=
■	The Council will maintain its commitment to land reform.	✓
■	The Council will work with partners to campaign for fair fuel prices across the Highlands.	✓

## Theme 2. – Children and Young People

■	The Council will promote energy efficiency in Highland schools, and build on the success of our 'eco schools'.	✓
■	The Council will support the UHI as it continues to develop relationships with secondary schools, and as we seek to retain skills in the Highlands. We will maximise the opportunities offered by the new UHI Inverness campus and other UHI colleges across the Highlands, and continue to work with Sabhal Mòr Ostaig to further develop its community partnership projects.	✓

## Theme 4. Better Infrastructure

■	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.	✓
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## Theme 5. Better Housing

■	The Council will work with the Scottish Government, Housing Associations and the private sector to help deliver 5000 new homes by 2017. This will include 600 Council houses and other affordable homes.	=
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## Theme 6. Empowering Communities

■	The Council will support community, business and infrastructure developments through a successor to the EU 'LEADER' programme and other EU funds.	✓
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### 1f. Risks and Risk Management

#### [Cunnartan is Stiùireadh Cunnairt](#)

The Council uses the Zurich Risk Methodology to identify and manage risks. The relative importance of risks is judged against the Council's risk appetite and those risks that are deemed to exist above the appetite are shown in Appendix 3 to this plan. The 'above the line' risks are both corporate and service risks. Where a risk is shown above the line there are corresponding objectives and actions that help the Service manage the risk.

## 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 38 commitments within this section. Of these, 3 are linked to cross cutting themes. The Service leads on or supports 29 commitments within the Programme for the Highland Council, across five themes. A further 6 support the delivery of other operational or statutory commitments of the Service.

### 2.1 Cross Cutting Themes

<b>Service Id</b>	1.0 - Gaelic	
<b>Programme Commitment</b>	The Council will continue to commit ourselves to the principle of equal respect for the Gaelic and English languages, whilst also recognising the diversity of indigenous language and dialects within the Highlands	
<b>Programme Ref</b>	<b>A</b>	
<b>Lead Officer</b>	Business Support Manager (Sheila Lunn)	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Measured against the Gaelic Language Plan 2012 – 2016 the influence and contribution of the Gaelic language and culture will continue to grow in the Highlands	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.0.1	The Service will support the implementation of the Gaelic Language Plan 2012 – 2016 and all relevant actions. This will be principally via our Tourism development, Film Commission and Theme 5 Economic Development activities.	31 <sup>st</sup> March 2107
1.0.2	The Service will implement Highland Council Guidance for Bi-Lingual Signage in all its Core Path and other signage installed for the guidance of the public.	31 <sup>st</sup> March 2107

<b>Service Id</b>	2.0 – Climate Change	
<b>Programme Commitment</b>	The Council will maintain our commitment to Scotland's Climate Change Declaration and carbon Clever commitments	
<b>Programme Ref</b>	<b>B</b>	
<b>Lead Officer</b>	Environment Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Measured against the Climate Change Declaration and Climate Change Adaptation Plan.	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
2.0.1	The Service will continue to play a significant role in the work of the Highland Environment Forum and the delivery of the Highland Climate Change Declaration and Highland Climate Change Adaptation Plan	31 <sup>st</sup> March 2017



2.0.2	The Service will continue to assess all papers and policies for their impacts on Climate Change and Carbon Clever commitments.	31 <sup>st</sup> March 2017
2.0.3	The Service will implement the Councils Agile Working Policy and continue to reduce carbon emissions arising from business mileage.	31 <sup>st</sup> March 2017

<b>Service Id</b>	3.0 - Equalities	
<b>Programme Commitment</b>	The Council will implement the Fairer Highland Plan 2012 - 2017 including the general and specific duties of the Equality Act (2010), ensuring that people are treated fairly and with respect	
<b>Programme Ref</b>	<b>C (P&amp;D Lead on corporate Employment outcomes)</b>	
<b>Lead Officer</b>	Business Support Manager, Environment Manager and economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Measured against the Fairer Highland Plan 2012 - 2016	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
3.0.1	Fairer Highland Action Plan (FHAP) – Outcome 2 Action 27 – Monitoring Frameworks	31 <sup>st</sup> March 2017
3.0.2	FHAP – Outcome 2 Action 28 – Consultation and use of plans	31 <sup>st</sup> March 2017
3.0.3	FHAP – Outcome 2 Action 29 – Protocols for working with local access and disability panels	31 <sup>st</sup> March 2017
3.0.4	FHAP – Outcome 2 Action 30 – Footpath consultation and accessibility	30 <sup>th</sup> April 2017
3.0.5	Widen participation in the labour market across all client groups and across Highland geographies.	31 <sup>st</sup> March 2017
3.0.6	Ensure that young people can enter the labour market with aspiration, skills and experience.	31 <sup>st</sup> March 2017

## 2.1 **Corporate Theme 1: The economy** **Cuspair Corporra 1: An Eaconamaidh**

The Planning and Development Service has lead responsibility for 19 Programme commitments:

<b>Service Id</b>	1.1	
<b>Programme Commitment</b>	The Council will produce a comprehensive economic recovery and development plan, detailing a strategy for growth	
<b>Programme Ref</b>	<b>1.01</b>	
<b>Lead Officer</b>	Director of P&D	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Strategy for economic recovery implemented and delivering for the Highlands (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.1.1	Produce draft strategy for economic recovery for the Highlands	Complete

<b>Service Id</b>	1.2	
<b>Programme Commitment</b>	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	
<b>Programme Ref</b>	<b>1.04 (1.01 refers)</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Strategy for economic recovery implemented and delivering for the Highlands (CP)</li> <li>• No of renewable sector clients assisted through</li> </ul>	

	Business Gateway – increasing indicator (CP)	
	<ul style="list-style-type: none"> <li>Number of life sciences sector clients assisted through Business Gateway – increasing indicator (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.2.1	Produce draft strategy for economic recovery for the Highlands	Complete
1.2.2	Deliver the Business Gateway Service	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.3	
<b>Programme Commitment</b>	The Council will support small business and Highland entrepreneurs with advice and finance through Highland Opportunities Ltd and Business Gateway Ltd	
<b>Programme Ref</b>	<b>1.06</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>No of existing businesses receiving advice, information or training from Business Gateway – increasing indicator (CP)</li> <li>No of start up businesses supported by Business gateway – increasing indicator (CP)</li> <li>No of growth businesses supported – increasing indicator (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.3.1	Deliver the Business Gateway Service	31 <sup>st</sup> March 2017
1.3.2	Provision of loan finance via Highland Opportunity Ltd	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.4	
<b>Programme Commitment</b>	The Council will work with partners to produce a social enterprise strategy for the Highlands	
<b>Programme Ref</b>	<b>1.08</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Highland Social Enterprise Strategy implemented and delivering for the Highlands (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.4.1	Publish a social enterprise strategy for the Highlands	31st Dec 2013

<b>Service Id</b>	1.5	
<b>Programme Commitment</b>	The Council will promote and support local food production and continue our support for Fairtrade (CP)	
<b>Programme Ref</b>	<b>1.09</b>	
<b>Lead Officer</b>	Head of Environment and Development	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Increased production and use of local food within the Highlands and growth in the use of Fairtrade products.	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.5.1	Review and update action plan supporting local food production	Complete
1.5.2	Publish and implement Highland Local Food Strategy	31 <sup>st</sup> March 2017
1.5.3	With partners, publish Highland food and drinks guide	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.6	
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<b>Programme Commitment</b>	Working with the Scottish government, HIE 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 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	
<b>Programme Ref</b>	<b>1.10</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Increase the value of tourism in the Highlands by more than the national growth rate per annum (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.6.1	Build on and develop the Council's agreement with VisitScotland in the promotion of the Highlands distinct culture including featuring Gaelic in marketing campaigns	31st March 2017
1.6.2	Review the Council's tourism spend	Complete
1.6.3	Continue to explore and develop destination and green tourism opportunities	31st March 2017

<b>Service Id</b>	1.7	
<b>Programme Commitment</b>	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	
<b>Programme Ref</b>	<b>1.11</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager and Environment Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Increase the value of tourism in the Cairngorms National Park in line with targets in the Cairngorms Sustainable Tourism Strategy (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.7.1	Joint action with CNPA and Cairngorms Business Partnership to deliver actions in the Cairngorm Sustainable Tourism Strategy (AM)	31 <sup>st</sup> March 2017
1.7.2	Assist delivery of the National Park Plan via Ranger and Access activities (GH)	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.8	
<b>Programme Commitment</b>	The Council will work with HIE, the Scottish council for Development & Industry, the Highland Economic Forum, Highland Forestry Forum and statutory infrastructure providers to promote and develop the Highland area as one of the most attractive environments to do business in Scotland	
<b>Programme Ref</b>	<b>1.12</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager, Head of P&BS and Environment Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Increase the % of planning applications dealt with within target timescales (CP)</li> <li>• Full investment of VDLF 2012/13 (CP)</li> <li>• Maximise area of VDLF 2012/13 (CP)</li> <li>• Number of environmental projects delivered in line with Capital Programme (CP)</li> <li>• Maximise annual potential for inward investment opportunities realised in partnership with HIE and</li> </ul>	

		Scottish Development International (CP)
Risk		
Enabling actions		Review Date
1.8.1	Implement the 2013/14 VDLF Delivery Plan	31 <sup>st</sup> March 2014
1.8.2	Deliver annual Capital Programme	31 <sup>st</sup> March 2017
1.8.3	Deliver 100% of Major Development pre-application advice service within 4 weeks	31 <sup>st</sup> March 2017
1.8.4	Deliver 80% of local pre-application advice packs within 6 weeks	31 <sup>st</sup> March 2017
1.8.5	Determine at least 68% of all planning applications within 2 months	31 <sup>st</sup> March 2017
1.8.6	Determine at least 60% of Non-Householder planning applications within 2 months	31 <sup>st</sup> March 2017
1.8.7	Determine at least 90% of Householder planning applications within 2 months	31 <sup>st</sup> March 2017
1.8.8	Implement a new Enforcement Charter by June 2013	Complete
1.8.9	Implement the Uniform Module for Enforcement and new processes for Enforcement by December 2013.	31 <sup>st</sup> December 2013
1.8.8	Prepare and implement a Validation Checklist for use by October 2013 and put in place processes and procedures to support that implementation	31 <sup>st</sup> March 2014
1.8.9	Ensure that 100% of Major Planning Applications are accompanied by Processing Agreements	31 <sup>st</sup> March 2014
1.8.10	Implement Development Management for Enterprise	31 <sup>st</sup> March 2014
1.8.11	Contribute to a national project on costs of delivering the planning service.	31 <sup>st</sup> March 2014
1.8.12	Achieve at least an average of 11 weeks for determination of local planning applications.	31 <sup>st</sup> March 2017
1.8.13	Achieve at least an average of 24 weeks for determination of major planning applications.	31 <sup>st</sup> March 2017
1.8.14	We will achieve at least an average of 9 weeks for determination of Other applications.	31 <sup>st</sup> March 2017
1.8.15	Respond to 80% of Building Warrants within 20 working days	31 <sup>st</sup> March 2017
1.8.16	Respond to 80% of Completion Certificate Submissions within 10 working days	31 <sup>st</sup> March 2017
1.8.17	Determine 80% of Building Warrants within 6 working days	31 <sup>st</sup> March 2017
1.8.18	Issue 90% of observation points within 3 working days of surveyors plan check	31 <sup>st</sup> March 2017
1.8.19	Issue 90% of Building Warrants within 3 working days	31 <sup>st</sup> March 2017
1.8.20	Issue 90% of Completion Certificates within 3 working days	31 <sup>st</sup> March 2017
1.8.21	Implement the Scottish Government Key Performance Outcomes and put in place processes and procedures to support implementation by April 2014	31 <sup>st</sup> March 2014
1.8.22	Implement the new Verification during Construction procedures by April 2014	31 <sup>st</sup> March 2014
1.8.23	Prepare and publicise a presentation of high quality developments supported by the Service.	31 <sup>st</sup> March 2014
1.8.24	Deliver at least 70% of Scoping Opinions within 5 Weeks.	31 <sup>st</sup> March 2014
1.8.25	Deliver Focus Groups for Planning across the Highland area during 2013/14.	31 <sup>st</sup> March 2014
1.8.26	Deliver at least 60% of Screening Opinions within 21 Days.	31 <sup>st</sup> March 2014
1.8.27	Provide Community Council planning training during 2013/14.	31 <sup>st</sup> March 2014
1.8.28	Prepare our Plan documents in line with the timescales set out in the Development Plans Scheme.	31 <sup>st</sup> March 2014
1.8.29	Implement the Protocols for Enterprise Areas and deliver development to stated timescales.	31 <sup>st</sup> March 2014
1.8.30	Provide evidence of efforts to engage with hard to reach groups during 2013/14.	31 <sup>st</sup> March 2014
1.8.31	Deliver the actions within Development Plan Action Programmes to stated timescales.	31 <sup>st</sup> March 2014
1.8.32	Put in place more effective Monitoring Systems for Development Plans (audits) during 2013/14.	31 <sup>st</sup> March 2014

1.8.33	Carry out a comprehensive customer survey during 2013/14 and prepare an action plan from the results.	31 <sup>st</sup> March 2014
1.8.34	Design and implement new systems for gathering, administering and analysing Development Plan responses by March 2014.	31 <sup>st</sup> March 2014
1.8.35	Carry out a benchmarking exercise with other rural planning authorities (Aberdeenshire/Dumfries and Galloway/Scottish Borders/Argyll & Bute) during 2013/14.	31 <sup>st</sup> March 2014
1.8.36	Put in place procedures to ensure that legal agreements are concluded within 4 months following a minded to grant decision.	31 <sup>st</sup> March 2014
1.8.37	Prepare our Planning Performance Framework for submission to Scottish Government by end September 2013.	31 <sup>st</sup> March 2014
1.8.38	Prepare a Development Plan Scheme	Completed
1.8.39	Determine 90% of aquaculture planning applications within agreed or statutory timescales	31 <sup>st</sup> March 2017
1.8.40	Publish aquaculture policies and locational guidance alongside local development plans	31 <sup>st</sup> March 2017
1.8.41	Contribute to the work of Highland Marine Planning Partnerships (3) during the term of the Council, leading to the adoption of Regional Marine Plans	31 <sup>st</sup> March 2017
1.8.42	Publish with the Forestry Commission and other appropriate partners revised Forest and Woodland Strategy to incorporate updated policy, including the recommendations of the Woodland Expansion Advisory Group	31 <sup>st</sup> March 2015
1.8.43	Publish Highland Council Tree Strategy	31 <sup>st</sup> March 2015
1.8.44	Publish a suite of forestry and tree guidance to include TPO and Conservation Areas, Planting, woodland removal, High Hedges, haulage, tree constraints, tree protection and woodland management	31 <sup>st</sup> March 2014
1.8.45	Update forestry and tree section of the Planning and Development webpages	31 <sup>st</sup> March 2014
1.8.46	With Area Advisory Group partners, review existing River Basin Management Plans for North and West Highland	31 <sup>st</sup> July 2016

<b>Service Id</b>	1.9	
<b>Programme Commitment</b>	The Council will support and invest in appropriate opportunities presented by renewable energy, particularly wave and tidal power. We will continue to develop the Highlands as a centre for research & development, fabrication and engineering.	
<b>Programme Ref</b>	1.15	
<b>Lead Officer</b>	Director of P&D, Head of P&BS and Environment Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Increase installed capacity of renewable energy to 2908 MW by 2017 (CP)</li> <li>Three demonstration wave and tidal projects to be implemented by March 2017 (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.9.1	Supporting development in the Pentland Firth and Orkney Waters Marine Energy Park (SB)	31 <sup>st</sup> July 2014
1.9.2	Enable the delivery of pilot and demonstration project within the Highland area (SB)	13 <sup>st</sup> March 2017
1.9.3	With Marine Scotland and Orkney Islands Council, Pentland Firth and Orkney Waters Marine Spatial Plan published and adopted by Council (GH)	31 <sup>st</sup> Oct 2014
1.9.4	Update the Large Scale Wind Energy Guidance (MM)	31 <sup>st</sup> August 2014

<b>Service Id</b>	1.10	
<b>Programme Commitment</b>	The Council will continue to support Highland wide large scale employment opportunities in the Cromarty Firth (Invergordon,	

	Highland Deephaven and Nigg Energy Park), Scrabster Enterprise Area, Ardersier and Kishorn and in the UHI Campus development	
<b>Programme Ref</b>	<b>1.17</b>	
<b>Lead Officer</b>	Head of P&BS	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Planning guidance for enterprise areas published and delivering benefits (CP)</li> <li>• Increased in employment (50%) in Cromarty Firth (Invergordon, Highland Deephaven and Nigg energy Park), Scrabster Enterprise Area, Ardersier and Kishorn by 2017 (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		
	<b>Review Date</b>	
1.10.1	Prepare and issue planning protocols for Enterprise Areas (Scrabster, Nigg and Inverness Campus)	Complete
1.10.2	Determine 100% of Local Planning Applications within Enterprise Areas within 2 months	31 <sup>st</sup> March 2017
1.10.3	Determine 100% of Major Developments within Enterprise Areas within 3 months or within agreed timescales set out within processing agreements	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.11	
<b>Programme Commitment</b>	The Council will continue to work with private and public sector partners to promote Highland ports and harbours	
<b>Programme Ref</b>	<b>1.18</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• % employment increase in major ports – Inverness, Invergordon, Wick and Scrabster – 50% by 2017 (CP)</li> <li>• Increasing cruise liner visits to Highland ports to 130 by 2015 (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		
	<b>Review Date</b>	
1.11.1	Joint working with Cruise Scotland to promote Highland ports	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.12	
<b>Programme Commitment</b>	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 HIE to ensure Caithness and North Sutherland reap the maximum social, community benefits from the decommissioning process	
<b>Programme Ref</b>	<b>1.19</b>	
<b>Lead Officer</b>	Director of P&D	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Levels of employment, income and public service provision are maintained in Caithness and Sutherland (to counter the job losses arising from nuclear decommissioning – annual target for 100 jobs) (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		
	<b>Review Date</b>	
1.12.1	C&N S Regeneration partnership	31 <sup>st</sup> March 2017
1.12.2	Pentland Firth and Orkney Waters Leadership Forum	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.13
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<b>Programme Commitment</b>	The Council will prioritise the publication of a youth employment strategy for the Highlands	
<b>Programme Ref</b>	<b>1.20, SOA</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Youth Employment Strategy published and delivering for the Highlands (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.13.1	Publish a Highland Youth Employment Strategy	Complete
1.13.2	Implement Youth Employment Strategy and action plan	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.14	
<b>Programme Commitment</b>	Working with private and public sector partners, the Scottish and UK Governments, the Council will aim to ensure every 16-19year old seeking employment has the opportunity to access a modern apprenticeship or further training	
<b>Programme Ref</b>	<b>1.21 (1.20 refers), SOA</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	16 – 19year olds in Highland have increased opportunities of employment or access to modern apprenticeships (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.14.1	Publish and implement a Highland Youth Employment Strategy	Complete
1.14.2	Implement Youth Employment Strategy and action plan	31 <sup>st</sup> March 2107

<b>Service Id</b>	1.15	
<b>Programme Commitment</b>	The Council will work with the UK and Scottish Governments, HIE and telecommunications companies to seek to provide Highland homes and businesses with broadband, 3G, 4G and mobile telephony services fit for the 21 <sup>st</sup> century. We will continue to support innovative and community based schemes to drive delivery	
<b>Programme Ref</b>	<b>1.23</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Highland homes and businesses benefit from 3G, 4G and advanced mobile telephony services (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.15.1	Work with HIE on the rollout of the superfast broadband	31 <sup>st</sup> March 2017
1.15.2	Work with HIE to increase the number of community broadband scheme implemented	13st March 2017
1.15.3	Lobby for Scottish Government and UK spend on next generation broadband	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.16	
<b>Programme Commitment</b>	The Council will seek to support the development of our urban centre, 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'	
<b>Programme Ref</b>	<b>1.25</b>	
<b>Lead Officer</b>	Development Plans Manager	
<b>Resource</b>	Currently within budget	

<b>Key Performance Results</b>	Urban centres developed and improved in Highland (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.16.1	Inner Moray Firth Development Plan adopted	31 <sup>st</sup> March 2015
1.16.2	West Highlands and Islands Local Development Plan adopted	30 <sup>th</sup> Sept 2017
1.16.3	Caithness and Sutherland local development plan adopted	31 <sup>st</sup> March 2016
1.16.4	Implementation of Scotland's Cities Strategy and implementation of 6 'Cities' projects during the term of the Council	31 <sup>st</sup> March 2017
1.16.5	Prepare the Torvean and Ness-side Development Brief for public consultation	Completed
1.16.6	Prepare the Raigmore and Inshes Development Brief for public consultation	31 <sup>st</sup> March 2014

<b>Service Id</b>	1.17	
<b>Programme Commitment</b>	The Council wishes to see Crown Estate revenues directed to local coastal communities and management of the estate transferred from Crown Estate Commissioners to the Scottish Parliament and local communities, as appropriate. The Council will continue to make a case for the review of the management and income derived from the Crown Estate.	
<b>Programme Ref</b>	<b>1.26</b>	
<b>Lead Officer</b>	Head of Environment and Development	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Crown Estate revenues and management devolved to Scottish Ministers and below. (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.17.1	Agree a joint action plan on the Crown Estate in Scotland with the Scottish Government and community partners	31 <sup>st</sup> March 2014
1.17.2	Contribute to the work of the Scottish Government's Land Reform Review Group in respect of the Crown Estate in Scotland	31 <sup>st</sup> Dec 2014
1.17.3	Continue to engage with the UK Scottish Affairs Committee on the implementation of their recommendations for the Crown Estate in Scotland	31 <sup>st</sup> March 2017
1.17.4	Work with the Scottish Government, Crown Estate Commissioners and the Big Lottery to ensure that the Coastal Communities Fund in the Highlands is increased in value and is targeted at the needs of Highlands communities	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.18	
<b>Programme Commitment</b>	The Council will maintain its commitment to land reform	
<b>Programme Ref</b>	<b>1.27 (1.26 refers)</b>	
<b>Lead Officer</b>	Head of Environment and Development	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Reviewed and expanded Land Reform legislation in Scotland and greater participation among Highland communities <ul style="list-style-type: none"> <li>• Increased area of land in community ownership in Highland (CP)</li> <li>• Increased no of assets in community ownership in Highland (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.18.1	Maintain Council membership of and close working relationship with Community Land Scotland	31 <sup>st</sup> March 2017
1.18.2	Agree joint objectives and actions with Community Land Scotland and HIE	Completed
1.18.3	Contribute evidence to the Scottish Government's Land Reform	31 <sup>st</sup> March 2014



	Review Group	
1.18.4	Work with community land partners to deliver a seminar and workshop programme during autumn 2013 and 2014	
1.18.5	Publish Highland Council Community Assets Transfer policy	31 <sup>st</sup> December 2014

<b>Service Id</b>	1.19	
<b>Programme Commitment</b>	The Council will work with partners to campaign for fairer fuel prices across the Highlands	
<b>Programme Ref</b>	<b>1.29</b>	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Fairer fuel prices in Highland (CP)</li> <li>Halt the loss of petrol stations in remote and fragile areas (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.19.1	Joint working with partners as opportunities (lobbying, research) arise	31 <sup>st</sup> March 2017

The Planning and Development Service has an important supporting role in the following Programme commitment:

<b>Service Id</b>	1.20	
<b>Programme Commitment</b>	The Council will work with the Highlands and Islands European Partnership and the Scottish and UK Governments to secure maximum benefit for the Highlands from the EU funding programmes for 2014 – 2020, including further transnational funding, and participate actively in key European organisations	
<b>Programme Ref</b>	<b>1.22 (6.10 refers) and SOA Employment Theme</b>	
<b>Lead Officer</b>	Head of Environment and Development and Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Maximum benefit is derived from successor EU funded programmes in the Highlands, which continue to support sustainable community and rural development (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
1.20.1	Lobby and respond to Scottish Government and EU consultations on future EMFF, LFASS, CAP reform and the future SRD Programme	31 <sup>st</sup> March 2017
1.20.2	Continue support for the Highlands and Islands Agriculture Support Group and other Government working groups linked to 1.20.1 above	31 <sup>st</sup> March 2014
1.20.3	Lead within Highland for Scottish Government on the successor to the European Fisheries Fund (EMFF) and future community fisheries funds post 2014	31 <sup>st</sup> Dec 2014
1.20.4	Develop and deliver a successor LEADER Programme	31 <sup>st</sup> Dec 2014

## 2.2 Corporate Theme 2: Children and younger people Cuspair Corporra 2: Cloinn agus ar n-oGRIDH

The Planning and Development Service supports the following Programme commitments:

<b>Service Id</b>	2.1	
<b>Programme Commitment</b>	The Council will promote energy efficiency in Highland Schools and build on the success of our 'eco-schools'	

<b>Programme Ref</b>	<b>2.11 (ECS Lead)</b>	
<b>Lead Officer</b>	Environment Manger	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	The number of schools in Highland gaining eco-school accreditation at all levels increase annually (CP)	
<b>Risk</b>	N/A	
<b>Enabling actions</b>		<b>Review Date</b>
2.1.1	With Countryside Rangers support, enhance Eco school accreditation at bronze, silver and green flag level increases annually	31 <sup>st</sup> March 2017

<b>Service Id</b>	2.2	
<b>Programme Commitment</b>	The Council will support the UHI as it continues to develop relationships with secondary schools, and as we seek to retain skills in the Highlands. We will maximise the opportunities offered by the new UHI Inverness campus and other UHI colleges across the Highlands, and continue to work with Sabhal Mor Ostaig to further develop its community partnership projects	
<b>Programme Ref</b>	<b>2.29 (1.17 refers) (ECS Lead)</b>	
<b>Lead Officer</b>	Head of P&BS	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Planning guidance published for enterprise area supporting development of UHI campus and facilities (CP)	
<b>Risk</b>	N/A	
<b>Enabling actions</b>		<b>Review Date</b>
2.2.1	Prepare and issue a planning protocol for the Inverness campus Enterprise Area.	Complete

### 2.3 **Corporate Theme 4: Better infrastructure** **Cuspair Corporra 4: Bun-structair nas fhearr**

The Planning and Development Service leads on the following Programme commitment:

<b>Service Id.</b>	4.1	
<b>Programme Commitment.</b>	The Council will work with Highlands and Islands Airports, HIE 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 Inverness to Heathrow link. We will also encourage the development of new international air links	
<b>Council Programme Ref.</b>	<b>4.14</b>	
<b>Lead Officer.</b>	Economy and Regeneration Manager	
<b>Resource.</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Wick John O'Groats airport development underway (CP)</li> <li>• Gatwick link maintained (CP)</li> <li>• Heathrow link reinstated (CP)</li> <li>• New international links established (CP)</li> </ul>	
<b>Risk.</b>		
<b>Enabling actions</b>		<b>Review Date</b>
4.1.1	Provide marketing support package for new international air routes	31 <sup>st</sup> March 2014
4.1.2	Joint working with partners as opportunities (lobbying, research) arise	31 <sup>st</sup> March 2017

### 2.4 **Corporate Theme 5: Better housing**

## Cuspair Corporra 5: Taigheadas nas fhearr

The Planning and Development Service leads on the following Programme commitment:

<b>Service Id.</b>	5.1	
<b>Programme Commitment.</b>	The Council will work with the Scottish Government, Housing Associations, and the private sector to help deliver 5000 new homes by 2017. This will include 600 Council houses and other affordable homes	
<b>Programme Ref.</b>	<b>5.01</b>	
<b>Lead Officer.</b>	Head of P&BS	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	Delivery of housing target in Highland: <ul style="list-style-type: none"> <li>• 5000 enabled by planning policy 12/17 (CP)</li> <li>• 1000 delivered during 13/14 (CP)</li> </ul>	
<b>Risk</b>	N/A	
<b>Enabling actions</b>		<b>Review Date</b>
5.1.1	Prepare an annual Housing Land audit	31 <sup>st</sup> March 2017
5.1.2	Maintain at least a 10 year effective land supply for new housing	31 <sup>st</sup> March 2017

## 2.5 Corporate Theme 6: Empower our communities Cuspair Corporra 6: Thoirt do ar coimhearsnachdan

The Planning and Development Service leads on the following Programme commitment:

<b>Service Id.</b>	6.1	
<b>Programme Commitment.</b>	The Council will support community business and infrastructure development through a successor to the LEADER programme and other EU funds	
<b>Programme Ref.</b>	<b>6.10</b>	
<b>Lead Officer.</b>	Economy and Regeneration Manager and Head of Environment and Development	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	EU Funding and successor Programmes is used to maximum benefit in the Highlands and support community development and infrastructure projects (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
6.1.1	Development of and deliver a successor LEADER Programme	31 <sup>st</sup> Dec 2014
6.1.2	Contribute to the development of and deliver a successor EFF Programme in fisheries communities	31 <sup>st</sup> Dec 2014
6.1.3	Contribute to the development and delivery of a successor SRDP	31 <sup>st</sup> Dec 2014

The Service supports the delivery of the following four Programme commitments

<b>Service Id.</b>	6.2	
<b>Programme Commitment.</b>	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	
<b>Programme Ref.</b>	<b>6.07 (1.08 refers) (CEX lead) (SOA Employment Theme)</b>	
<b>Lead Officer.</b>	Economy and Regeneration Manager	
<b>Resources</b>	Within Service budget	

<b>Key Performance Results</b>	Social Enterprise Strategy implemented and delivering for Highland (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
6.2.1	Publish Highland Social Enterprise Strategy	31st Dec 2013

<b>Service Id.</b>	6.3	
<b>Programme Commitment.</b>	The Council will work with public and private sector partners to maximise community benefits from new development, and to channel funds into new community developments, training and jobs. We will encourage communities to make full use of The Highland Council's Community Benefit Policy	
<b>Programme Ref.</b>	<b>6.09 (CEX Lead)</b>	
<b>Lead Officer.</b>	Economy and Regeneration Manager	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Growth in community benefit funding supporting community development in the Highlands (CP)</li> <li>• Increasing uptake of HC Community Benefits Policy by communities (CP)</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
6.3.1	Sustain the number and range of community groups actively involved in community based economic development	31 <sup>st</sup> March 2017

<b>Service Id.</b>	6.4	
<b>Programme Commitment.</b>	The Council will continue to develop an events, festivals and public arts strategy for the Highlands	
<b>Programme Ref.</b>	<b>6.13 (ECS Lead)</b>	
<b>Lead Officer.</b>	Head of P&BS	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	Events and festivals in the Highlands continue to grow as attractions and in terms of their attendance and contribution to the Highland economy (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
6.4.1	Publish supplementary guidance for developers on the application of the Public Arts Strategy	Complete

<b>Service Id.</b>	6.5	
<b>Programme Commitment.</b>	Electronic performance and risk management system used for P&D QPRs by November 2012	
<b>Programme Ref.</b>	<b>6.18 (CEX Lead)</b>	
<b>Lead Officer.</b>	Service Support Manager	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	Increased efficiency of P&D QPR format and aligned to corporate reporting framework (CP)	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
6.5.1	PRMS established for QPR quarter 3 in 12/13	Complete

## 2.6 Other Operational and Statutory Requirements

In addition to those activities supporting the delivery of the Programme for the Highland Council there are a number of other activities that the Service undertakes on behalf of the Council. These are set out below:

<b>Service Id.</b>	OSR.1	
<b>Action title and linked Programme Theme</b>	Operate and manage the Tain Mussel fishery on behalf of the Highland Council as Trustee of the Common Good of Tain - Empowering Communities	
<b>Programme Ref.</b>	N/A	
<b>Lead Officer.</b>	Head of Environment and Development	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Increase productivity and profitability</li> <li>• Increase returns to the Common Good Fund</li> </ul>	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
OS.1.1	Wind up Highland Fresh Mussels Ltd	Complete
OS.1.2	Publish revised stock assessment	31 <sup>st</sup> Dec 2014
OS.1.3	Review operation and implement agreed strategy – quarterly reports to Ward business meetings	Complete and ongoing

<b>Service Id.</b>	OSR.2	
<b>Action title and linked Programme Theme.</b>	Deliver effective and valued Ranger Services and maintain and promote Long Distance Routes within the Highlands – Contributing to all Themes.	
<b>Programme Ref.</b>	N/A	
<b>Lead Officer.</b>	Environment Manager	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	Increased participation in Highland Ranger events and long distance routes. Increasing satisfaction with both	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
OS.2.1	Review and implement Great Glen Way Development Management Plan	31 <sup>st</sup> Dec 2014 and annually
OS.2.2	Review (with partners) management of Long Distance Routes and implement review recommendations	31 <sup>st</sup> Dec 2015
OS.2.3	Brand Ranger events to support Year of Natural Scotland	Complete
OS.2.4	Brand Ranger events to support Year of Homecoming	31 <sup>st</sup> Dec 2014
OS.2.5	Continue to support enhanced Eco school accreditation in Highland (Action 2.1 refers)	31 <sup>st</sup> March 2017
OS.2.6	Review with partners the provision of ranger events and implement review action plan	31 <sup>st</sup> Dec 2014
OS.2.7	Implement review and deliver a range of events across the Highlands to support income generation and participation targets	31 <sup>st</sup> March 2017

<b>Service Id.</b>	OSR.3	
<b>Action title and linked Programme Themes.</b>	As Access Authority under the (LR(S) Act 2003, Implement a system of Core Paths in Highland – Contributing to all Themes.	
<b>Programme Ref.</b>	N/A	
<b>Lead Officer.</b>	Environment Manager	
<b>Resources</b>	Within Service budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Core Paths Network maintained and publicised</li> <li>• Local Access Fora in place</li> <li>• Scottish Outdoor Access Code publicised and understood</li> <li>• Access rights upheld in Highland</li> </ul>	
<b>Risk</b>		

Enabling actions		Review Date
OS.3.1	Local Access Fora reviewed, re-organised and operational	Complete
OS.3.2	Review and publication of Highland Access Strategy 2013 - 2107	31 <sup>st</sup> Dec 2014
OS.3.3	Review of Core Path Plans aligned to local development Plan review	31 <sup>st</sup> March 2017
OS.3.4	Implement LEADER Highland Core Path Implementation Programmes (1 and 2)	31 <sup>st</sup> Dec 2014
OS.3.5	Develop successor HCPIP project for LEADER 2014 - 2020	31 <sup>st</sup> Dec 2014
OS.3.6	With TECS, contribute to provision of sustainable transport networks – focus on cycling and safe routes to school	31 <sup>st</sup> March 2017

<b>Service Id.</b>	OSR.4
<b>Action title and linked Programme Themes</b>	Protection and promotion of Highland Biodiversity – Economy/Empowering Communities
<b>Programme Ref.</b>	<b>N/A</b>
<b>Lead Officer.</b>	Environment Manager
<b>Resources</b>	Within Service budget
<b>Key Performance Results</b>	Reduce Biodiversity loss in Highland
<b>Risk</b>	

Enabling actions		Review Date
OS.4.1	Implement the Highland Council Biodiversity Duty Delivery Plan	31 <sup>st</sup> Dec 2014
OS.4.2	Contribute to the Highland Biodiversity Partnership (linked via the Highland Environment Forum)	31 <sup>st</sup> Dec 2015
OS.4.3	Invasive Species projects – Giant Hogweed/Rhododendron/Himalayan Balsam/Mink	31 <sup>st</sup> Dec 2015
OS.4.4	Highland Seashore Biodiversity Project	30 <sup>st</sup> Dec 2015
OS.4.5	Planning guidance – appendix of case studies	30 <sup>th</sup> June 2014
OS.4.6	Support the establishment of 2 new nature reserves in Highland	31 <sup>st</sup> Dec 2017

<b>Service Id.</b>	OSR.5
<b>Action title and linked Programme Themes</b>	Protection, conserve, promote and interpret the Historic Environment in Highland – Economy/Empowering Communities
<b>Programme Ref.</b>	<b>N/A</b>
<b>Lead Officer.</b>	Environment Manager and Economy and Regeneration Manager
<b>Resources</b>	Within Service budget
<b>Key Performance Results</b>	Greater understanding, awareness and appreciation of the Historic Environment in Highland as a social, cultural and economic resource
<b>Risk</b>	

Enabling actions		Review Date
OS.5.1	Annual Doors Open Day event	31 <sup>st</sup> March 2017
OS.5.2	Highland Archaeology Festival	31 <sup>st</sup> March 2017
OS.5.3	Maintain and expand the Highland Historic Environment Record (HER) and increase public and professional awareness and use of the HER	31 <sup>st</sup> March 2017
OS.5.4	Conduct HER Audit implement strategy for the enhancement of the HER	31 <sup>st</sup> March 2017
OS.5.5	Wick Conservation Area Regeneration Scheme (CARS) – evaluation and appraisal	31 <sup>st</sup> Dec 2013
OS.5.6	Options appraisal - Culloden Battlefield	31 <sup>st</sup> Dec 2014
OS.5.7	Publish HC policy for windows in historic buildings	30 <sup>th</sup> June 2014
OS.5.8	Publish Conservation Area Guide for use in development management	30 <sup>th</sup> June 2014
OS.5.9	Publish Guide to Building Standards and Historic Buildings	31 <sup>st</sup> Dec 2015
OS.5.10	Review Conservation Area designation in Highland	31 <sup>st</sup> Dec 2017
OS.5.11	Designate Loch Ewe Archaeological Heritage Areas (military remains)	31 <sup>st</sup> Dec 2015

OS.5.12	Agree and implement (with Housing & Property) strategy for historic building stock owned by the Council	31 <sup>st</sup> Dec 2015
OS.5.13	Deliver the Dingwall CARS Programme	31 <sup>st</sup> March 2017

<b>Service Id.</b>	OSR.6
<b>Action title and linked Programme Themes</b>	Deliver a Film Service promoting Highland as a location to film and supply chain business opportunities – Economy
<b>Programme Ref.</b>	<b>N/A</b>
<b>Lead Officer.</b>	Economy and Regeneration Manager
<b>Resources</b>	Within Service budget
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Sustained number of film location enquiries</li> <li>• Sustained level of conversion from enquiry to filming activity</li> </ul>
<b>Risk</b>	

<b>Enabling actions</b>		<b>Review Date</b>
OS.6.1	Promote Highland as a location to film	31 <sup>st</sup> March 2017
OS.6.2	Provide an enquiry service for locational scouts looking for film locations in Highland	31 <sup>st</sup> March 2017
OS.6.3	Provide database of film production facilities and services available	31 <sup>st</sup> March 2017

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**Revenue Budget**  
**Buidseat Teachd-a-steach**

Financial Year	Gross Revenue Budget (£m)
2013/14	£12.140M

**Breakdown of 2013/14 Budget  
By Section**

2013/14	
Section	Gross Budget (£m)
<b>Planning and Building Standards</b>	
• Development Plans Team	£0.640
• Development Management and BS Team - HQ	£0.317
• Development Management and BS Teams - Areas	£3.200
• Public Local Inquiries	£0.050
<b>Environment and Development</b>	
• Economy and Regeneration	£4.730
• Countryside, Heritage and Natural Res	£2.271
<b>Service Support</b>	£0.932
<b>Total</b>	<b>£12.140</b>

**By Staff and Other Costs**

2013/14	
Section	Gross Budget (£m)
Staff costs (202 staff members)	£7.333
Other costs	£4.807
<b>Total costs</b>	<b>£12.140</b>
Income (Planning and building warrant fees)	£4.032
Other Income	£0.565
<b>Net budget</b>	<b>£7.543</b>



**Capital Budget 2011/12 – 2013/14**  
[Buidseat Calpa 2011/12 – 2013/14](#)

Year	Net Budget (£m)	Gross Budget (£m)
2011/12	£1.317M	£1.565M
2012/13	£0.915M	£1.134M
2013/14	£0.708M	£1.628M

**Planning and Development Service**

The Service is Responsible for:

- Planning and Building Standards;
- Environment and Development, and;
- Service Support.

The Service has a gross revenue budget of £12.140M and a gross Capital budget of £1.162M

**Planning & Building Standards:**

Development Plans, research and supplementary guidance

Determining planning applications and negotiating developer contributions

Building Standards, warrants, completion certificates and licences

Enforcement of planning and Building Controls

e-planning

The Section has a gross revenue budget of £4.207M and employs 89 staff.

**Environment & Development:**

Business Gateway, Highland Opportunity Ltd, Employability

Film and tourism development

Regeneration and Environmental Improvements

Advice on Natural Resources and strategies,

Aquaculture planning and Tain Mussel Fishery

Conservation advice and HER

Countryside and Access

Highland LEADER

The Section has a gross revenue budget of £7.000M and employs 106 staff

**Director and Service Support:**

Budget monitoring and financial support

Corporate Address Gazetteer

Performance management and business change

HR functions

ICT and systems support

Complaints and FOI requests

The Section has a gross revenue budget of £0.932M and employs 7 staff

**Structure of the P&D Service**

**Appendix 2**

## P&D Performance against Statutory Indicators 2008/2009 - 2012/2013

### Coileanadh mu choinneamh Taisbeanairean Reachdail 2008/2009 – 2012/2013

<b>Audit Scotland PIs</b>	<b><u>2008/09</u></b>	<b><u>2009/10</u></b>	<b><u>2010/11</u></b>	<b><u>2011/12</u></b>	<b><u>2012/13</u></b>	<b><u>Target</u></b>
Percentage of householder applications dealt with within two months	76.98%	76.26%	75.83%	81.4%	88.67%	90%
Percentage of non-householder applications dealt with within two months	42.50%	52.43%	47.32%	54.8%	59.86%	80%

## P&D Local Performance Indicators 2013/2014 – 2016/17

### Taisbeanairean Coileanaidh Ionadail 2013/2014 – 2016/17

#### Building Standards Irean Togail

- % Building Warrants responded to in 20 days
- % of Completion Certificates submissions responded to within 10 days
- % Building Warrants determined in 6 days
- % Completion Certificates issued within 3 days

#### 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 – full investment
- Area of VDL remediated
- Delivery of agreed Capital Programme – quarterly monitored

#### 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

## **Archaeology and Conservation measures**

### **Ceumannan Àrceòlais**

- % of archaeological consultations dealt with within timescales – target: 90%
- % of HER public and professional enquiries dealt with within 14 days – target: 90%
- Implement HER Improvement Plan and report outcomes quarterly

## **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 600)
- Responses to Annual Performance Survey (Target: improvement)

## **Tain Mussel Fishery**

### **Highland Fresh Mussels Earranta**

- Level of financial returns to the Common Good of Tain (30% target)
- Level (%) of sales made locally (Target 70%)

## **Forestry Targets**

### **Targaidean Coilltearachd**

- % of planning applications dealt with within 21 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)

## **Biodiversity Targets**

### **Targaidean Bith-iomadachd**

- No of operating Local Biodiversity Groups (Target 6)
- No of strategic and/or community biodiversity projects (Target 5 per annum)
- No of strategic issues addressed by Highland Biodiversity Partnership (Target 2 annually)
- Biodiversity Implementation Plan 2011/2013 agreed, implemented and monitored – annually reported to PED

## **Aquaculture Planning Targets**

**Targaidean Dealbhaidh Cultar-uisge**

- Number of aquaculture planning applications dealt with within statutory or agreed timescales (90% Target)
- Number of screening and scoping applications dealt with within timescales (90% target)
- Number of Scottish Government Review cases dealt with within timescales

**Core Path Target**

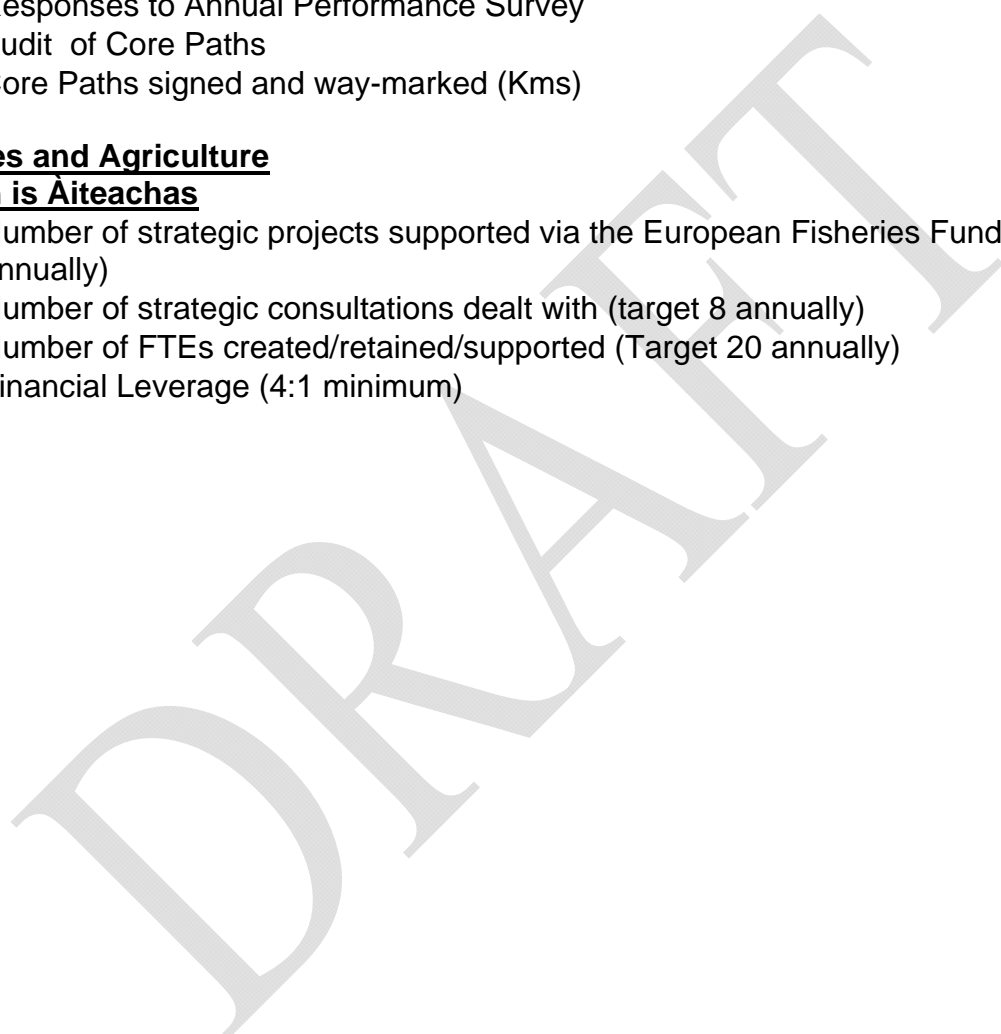
**Targaid Prìomh Shlighean**

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

**Fisheries and Agriculture**

**Iasgach is Àiteachas**

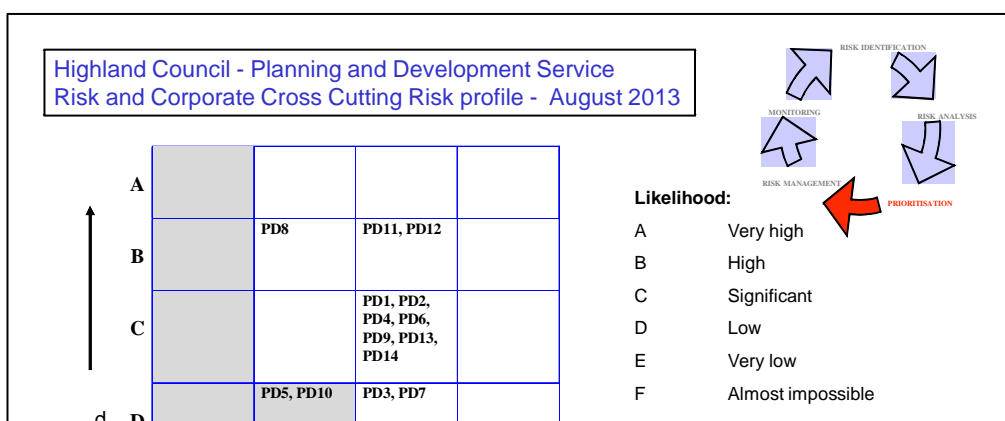
- Number of strategic projects supported via the European Fisheries Fund (target 10 annually)
- Number of strategic consultations dealt with (target 8 annually)
- Number of FTEs created/retained/supported (Target 20 annually)
- Financial Leverage (4:1 minimum)



**Appendix 3**

**Planning and Development Service Risks**

Risks Appetite – Planning and Development Service



<b>Risk Number</b>	<b>Risk Rating</b>	<b>Short Name</b>
PD1	C2	Management of e-planning processes and software to support overall service delivery
PD2	C2	Implementing Out of Office/Lone Worker
PD3	D2	Meeting Strategic Environmental Assessment and Habitats regulations
PD4	C2	Meeting EQIA regulations
PD5	D3	Sustaining systematic feedback from customers; required to improve service delivery
PD6	C2	Other services not properly engaged with Planning and Development
PD7	D2	Need to engage effectively with Community Councils
PD8	B3	Insufficient budget to cover legal costs and PLIs
PD9	C2	Impact of economic climate on planning applications and building warrant fee income
PD10	D3	Delivering PSIF and statutory Improvement Plan across Service
PD11	B2	Meeting necessary employability data management standards (IT)
PD12	B2	Impact of Welfare Reform changes on Employability
PD13	C2	Shared Business Support and potential impact on performance
PD14	C2	Meeting LEADER Programme audit and accreditation requirements

**To request this information in an alternative format e.g. large print, Braille, audio tape, or suitable language, please contact:**

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