

The Highland Council
Community Services Committee

21 August 2014

Agenda Item	9
Report No	COM/17/14

Community Services Service Plan 2014-2017

Report by the Director of Community Services

Summary

This report introduces the 2014-17 Service Plan for Community Services. It details how the Service will contribute to the delivery of the Council's Programme, "Working Together for the Highlands".

1. Background

- 1.1 The Service Plan relates to Community Services, its functions and resources. It reviews performance and provides updated actions and objectives. This includes how the Service is contributing to the achievement of the Council's Corporate Priorities and objectives as set out in the Corporate Plan.
- 1.2 The Service Plan will be subject to change when any amendments to the Council Programme, "Working together for the Highlands", are approved by Council.
- 1.3 The Plan provides the following information:
- Structure and function of the Service
 - Resources
 - Service Priorities in relation to the Council's Programme, statutory Performance and Corporate Governance priorities including the Single Outcome Agreement
 - Review of performance and progress against targets
 - Service risks
 - Service actions and objectives
- 1.4 The Plan will be monitored on a quarterly basis and reviewed annually.
- 1.5 Strategic Environmental Assessment**
- 1.5.1 The Service Plan has been screened in relation to the Council's statutory duty for Strategic Environmental Assessment (SEA) and a copy of the assessment has been submitted to the Chief Executive's office for monitoring purposes. No further action is required as the plan is aligned to the Corporate Plan which has been assessed.

2. Implications arising from this report

- 2.1 **Resources:** Budget pressures and efficiency savings have been identified and will be reported on throughout the duration of the Plan.
- 2.2 **Legal:** There are no legal implications arising as a direct result of this report
- 2.3 **Equalities:** Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). For those commitments which have already been screened the results have been passed to the Chief Executive's office as part of the corporate monitoring systems for Equalities Legislation. Commitments which have not yet been screened, along with policy, strategy and plans linked to the delivery of these commitments will be screened to assess their impact during the early part of the plan timescale.
- 2.4 **Climate Change/Carbon Clever:** A positive impact will be achieved through various initiatives detailed in the plan, such as mobile working and energy efficiency objectives.
- 2.5 **Risk:** Risks identified in the Service Plan are recorded in the Risk Register and will be monitored quarterly and changes reported.
- 2.6 **Gaelic & Rural:** There are no gaelic or rural implications arising as a direct result of this report.

Recommendation

Members are invited to comment on the draft service plan for 2014-17, agree any amendments required and approve the plan.

Designation: Director of Community Services

Date: 4 August 2014

Author: Neil Downie, Performance Officer



COMMUNITY SERVICES (CS)
SEIRBHEISEAN COIMHEARSNACHD (SC)

SERVICE PLAN
PLANA SEIRBHEIS

2014-2017

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1. Background/Context

Cùl-eachdraidh/Co-theacsa

A. Purpose, Timeframe & Monitoring

Adhbhar, Frèam-ama is Sgrùdadh

This Service Plan is a strategic document which describes how Community Services (CS) will contribute to the delivery of the commitments of the Programme for the Highland Council for which CS has either a lead or supporting role. In addition the plan links to the key actions required to deliver the Single Outcome Agreement, the improvement of the statutory and core functions of the Service, and corporate governance priorities. The plan covers the period 2014-2017, and is supported by a series of specific operational and project plans.

The plan is an active document and will be subject to review on an annual basis, with revisions reported to the CS Committee for approval. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review.

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

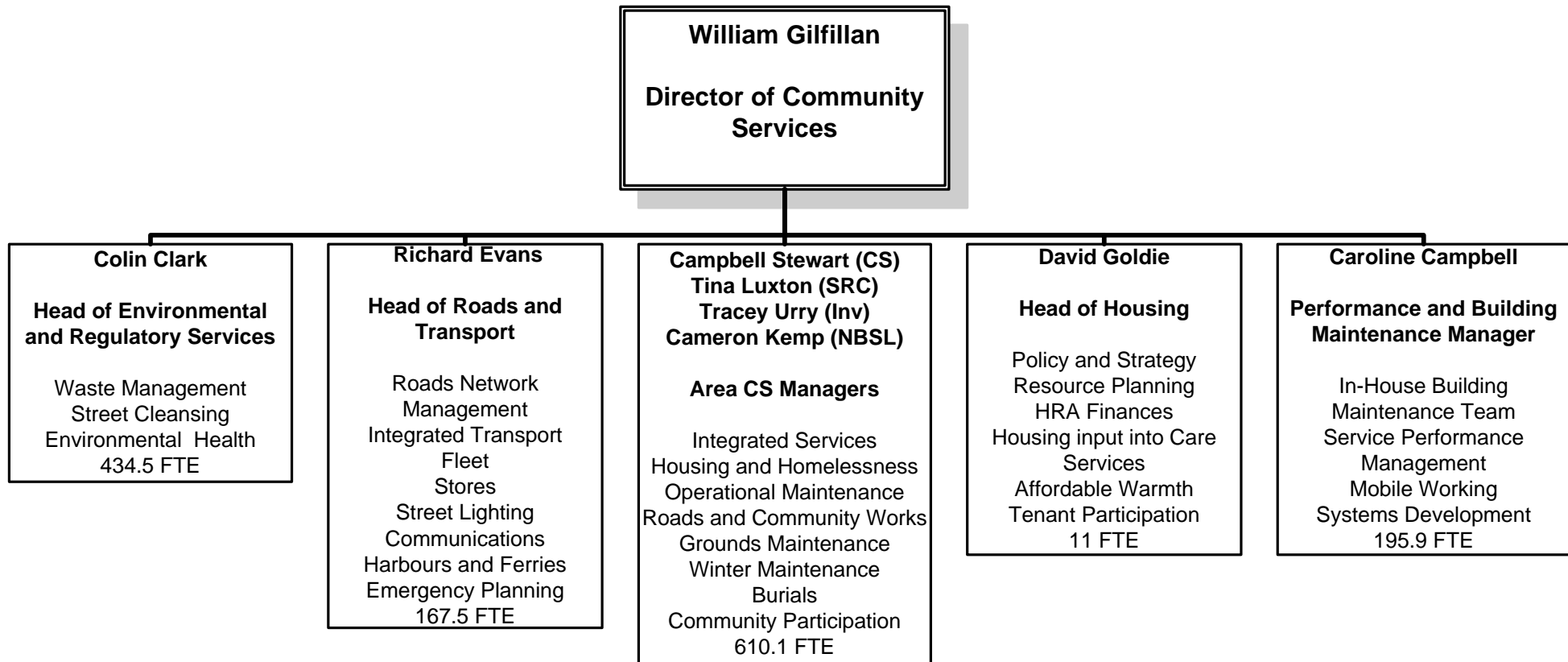
This plan is for anyone who wants an overview of the Service's aims, objectives and resources, and how the Service intends to contribute to the Programme of the Highland Council and the Single Outcome Agreement.

The plan will be useful to a range of stakeholders including:

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

B. Structure, Main Functions and Overview of Resources

Structair, Prìomh Dhreuchdan agus Thar-sealladh de Stòrasan



Main Functions:

Roads and Transport

The Roads and Transport Team is tasked with providing strategic and policy advice and direction to the Community Services Areas as well as providing some operational front line, contingency and support services for the Council.

The Council is a statutory consultee for roads, transport, flooding, and coast protection aspects of planning applications. The Council devolves elements of these responses to Development & Infrastructure Services and to Community Services

The main Roads and Transport functions are:

- **Roads and Community Works (R&CW)** strategy, policy, procurement and performance for the following operational activity delivered by the Area teams and contractors:
 - Road and bridge maintenance;
 - Winter maintenance;
 - Grounds maintenance;
 - Burials and cremations;
 - War Memorial safety and amenity;
 - Play areas;
 - Public convenience cleaning;
 - Car parking and car parks;
 - Ferries;
 - Watercourse maintenance;
 - Emergency Response including to flooding; and
 - Coast Protection
- **Asset Management for the R&CW** activities delivered in our 4 Areas and by the Street Lighting function.
- **Transport Coordination** for Public, School and Community Transport, Quality Bus Partnerships, Concessionary Fares and Ferries.
- **Road Safety** policy, strategy, advice, education and schemes – the Council has a statutory responsibility to provide a safe roads network and appropriate road safety education. The Roads Safety team works with key partners, including Police Scotland, to achieve the challenging targets for reducing road traffic accidents. There is a particular focus on reducing accidents involving young drivers, and this work involves education and raising awareness within our schools.
- **Safer Routes to School** support delivering projects from a modest budget funded by the Scottish Government.

-
- **Harbours:** Managing the operation and promotion of the Council's 115 harbours from a decentralised base in Lochinver with Harbourmasters at 9 of the main locations. Collecting harbour dues, managing shipping (in the harbours), selling fuel to boats and maintaining the marine and shore based infrastructure.

The harbours include two major fishing ports at Lochinver and Kinlochbervie and the major ferry terminal at Uig providing life line ferry links to the Western Isles.

- **Street Lighting:** Policy, strategy and maintenance of street lighting, traffic signals, Christmas lights and some navigation lights at sea associated with our harbours.
- The **Communications Section** manages the Council's 17 radio masts and the Airwave radio system which provides a dedicated communications system to front line staff. Also radio links to smart signs, road weather sensors and management and maintenance for CCTV systems.
- **Support for the whole Council:**
 - **Fleet Management and Vehicle Maintenance** for around 1000 vehicles;
 - **Stores and Logistics** operations for 13 stores; and
 - **Emergency and Business Continuity Planning**

Asset Stewardship:

- items already mentioned;
- the largest road network in Scotland;
- 6,752 km of roads and associated assets;
- 2,190 bridges and culverts; plus retaining walls; footways and cycleways
- 52,000 lighting columns and units;
- Traffic signals
- 115 harbours;
- 257 cemeteries;
- 1 crematorium;
- 10 million sqm of public open space;
- 356 play areas;
- 99 public conveniences;
- Flood and coast defences; and
- 170 War memorials

Drivers for Change and Key Issues:

- Service level aspiration by communities;
- Community engagement;
- Scottish Government aspirations for a better road network;
- Road Condition that is deteriorating and below the Scottish average (around £150M maintenance backlog);
- Affordability of the Winter Maintenance Service;
- Sustainable Grounds Maintenance service levels;
- Budget pressures generally and specifically;
 - Public, School and Community Transport;
 - Ferries contracts;
 - Increasing income targets every year for:
 - Harbours
 - Car Parks
- Increasing costs: Vehicles and Plant; Fuel; Electricity; materials
- Difficulties recruiting skilled workforce, especially technical and craft.

Priorities

The highest priorities for seeking service delivery efficiencies and savings or increased income are:

a) Winter Maintenance:

Winter Maintenance policy will be under continued review. Operational plans are used to ensure the Council's Winter Maintenance Policy is delivered effectively.

Dry road salt is a very important factor in enabling accurate spreading rates as is the calibration of the spinner on the gritters. Options for procuring covered storage of salt at a small number of strategic locations will be investigated.

Procedures are in place to ensure that adequate quantities of road salt are in stock before the start of each winter.

b) Road Maintenance:

The in-house resources available to the Council for road maintenance are largely determined by those used for winter maintenance. Efficiencies in winter operations will provide some budget headroom for all other roads maintenance activities.

There is also a need to investigate ways to reduce unit costs and enable more delivery per £ and in 2014-15 the £1.25m Roads Innovation Fund is being used to research some options for permanent patching, drainage, fuel efficiencies, the use of materials from our quarry at Sconser and sharing of services with Transport Scotland, BEAR Scotland Ltd, neighbouring Authorities and other stakeholders such as Scotland's Fire & Rescue Service.

c) Grounds Maintenance:

The current mixed economy model for grounds maintenance involves contracts for grass cutting in 9 lots, 6 of which are awarded to contractors and 3 by the in-house workforce who also undertake all other grounds maintenance; i.e. shrubbery, hedges, trees, hard landscape maintenance and highest amenity grass cutting. The model involves summer seasonal working for the contractor and for the future needs to enable a more comprehensive workload that incorporates a full years' work. Much work is needed in specifying and measuring the work to be included and this, when added to the tender programme, should be deliverable by the 2016 grass cutting season.

d) Public and School Transport Contracts and Integrated Transport projects:

Efficiencies/savings will need to be found in transport expenditure during the period of the service plan and beyond. In addition to the financial pressure there are other factors and influences which may have a bearing on future transport services provision:

- The Council's aspiration and intention to facilitate community capacity building.
- The development of plans and initiatives to encourage Carbon Clever transport.
- The calls from various parts of Highland for appropriate local transport solutions (for instance NW Sutherland; South Loch Ness area; Skye, Lochalsh and Wester Ross; and Badenoch and Strathspey; the latter two areas to plan transport provision in readiness for new healthcare facilities).
- The development of a strategic commissioning plan for adult care by NHS Highland.
- Scheduled Care Programme developments within Scottish Ambulance Service (SAS) which may impact on the current pattern of patient transport delivered by SAS.
- Encouraging and supporting the continued involvement of stakeholders to explore the issues and develop sustainable solutions.

A **Transport Programme** has begun and will seek to create and deliver a set of defined, related projects seeking to produce a desired state of passenger transport provision and organisation in Highland. A key aspect of the transport programme will be engaging with the transport and community sectors to explain the transport budget reality, to commence the process of determining future provision and doing so within the budget limit.

Projects involved are:

1. Local bus services – a fundamental review of local bus services' provision.
2. Taxi contracts – exploring alternatives for routes with a high unit cost.
3. Home-to-school transport efficiencies – exploring alternatives for routes with a high unit cost.

4. Community transport funding – determine the balance of advantage from providing 3-5 year funding deals to the community transport sector.
5. Delivering more community transport solutions.
6. Continuation of the integrated transport provision project, an action-learning project currently underway in Lochaber.

e) Street Lighting energy consumption – installation of LED units:

Installation and replacement of lighting should be with LED units which can save as much as 80% of the energy currently used. A capital project will be promoted to achieve this in 3 or 4 years.

f) Burial and Cremation:

The capacity of burial grounds has been assessed and a programme for burial ground extensions, replacements and improvements is included in the Council's Capital Programme. Extensions are costly so we will also consider making a differential between cremation and burial charges to encourage a preference for cremation amongst the population.

The Council's Burial and Cremation Charges will also be benchmarked against those of other Scottish Local Authorities. The review should conclude in 2014/15.

ENVIRONMENTAL & REGULATORY SERVICES

Environmental Health and Waste Management came together under a single Head of Service on 1st April 2014. Both provide public health services to the highland community and contribute to the Council's responsibilities in the promotion and protection of public health and wellbeing. Environmental Health is the custodian of population level public health and enforces a large portfolio of legislation. Waste Management is a largely service delivery vehicle to the public and commerce throughout Highland. The main functions of the Service are shown in the table below.

Environmental Health	Waste Management
<ul style="list-style-type: none"> • Public Health Protection • Port Health • Investigating Com disease • Food Safety enforcement/advice • Food export certification • Health & Safety enforcement/advice; • Private Sector Housing enforcement & improvement • Regulation of Houses in Multiple Occupation • Pollution Control: Noise 	<ul style="list-style-type: none"> • Policy and Strategy • Compliance and Regulation & Enforcement • Waste Collection and Disposal • Operation of Waste Facilities & Contract Monitoring • Education and Awareness • Street Cleansing • Pest and Dog Control

Control, Air Quality, Contaminated Land	
<ul style="list-style-type: none">• Animal Health & Welfare• Licensing & Enforcement duties: Civic Government Act, caravan sites, venison dealers, animal boarding establishments, pet shops, zoos, cinemas, theatres, sports grounds and dangerous wild animals.	

Aims

1. Provide the Council with a strategy and implement it to meet the terms of the landfill ban on the 1st January 2021;
2. Implement initiatives which increase re-use and recycling;
3. Promote long term behaviour change through education & enforcement with the objective of improving health, reducing inequality and improving sustainability;
4. Improve the efficiency and effectiveness of enforcement activities;
5. Protect public health through delivery of the statutory Joint Health Protection Plan with our partners in NHS Highland; and
6. Minimise risks of serious food and water borne disease outbreak by proportional, targeted, consistent enforcement of food safety and water quality legislation.

HOUSING

Community Services is responsible for the delivery of the Council's statutory housing functions.

Local Housing Strategy

The Council is required to develop and implement a Local Housing Strategy. The current strategy (2010-15) sets out key objectives in relation to:

- Affordable Housing Supply – ie new build
- Housing conditions – ie improving existing housing
- Fuel Poverty
- Community Care
- Homelessness
- Strengthening communities

This year we will be updating our housing need and demand assessment with a view to developing our next strategy in 2015.

Council's Landlord Role

The Council landlord functions are funded within the Housing Revenue Account. This is a "ring fenced" account within which income from rents and other charges are used to fund expenditure on housing management, repairs and maintenance and loan charges.

The main activities involved in the Council's landlord role, and funded within the Housing Revenue Account are:

- Housing / estates management
- Allocating houses
- Rent collection
- Rent arrears
- Repairs and maintenance
- Sheltered Housing wardens
- Tenant Participation

There are a number of housing activities that do not relate to the Council's landlord role and which are funded through the General Fund rather than the Housing Revenue Account:

- Homelessness
- Assessment
- Prevention
- Accommodation
- Antisocial behaviour
- Gypsy/Traveller Sites / encampments
- Housing Support

Property in management

Housing Revenue Account:

- 13,500 Council Houses
- 1,817 Garages
- 927 Garage sites
- 70 temporary accommodation units and 2 hostels

Non-HRA:

- 251 privately leased properties
- 196 temporary accommodation units
- 47 "pitches" on 4 Gypsy / Traveller sites

Key issues

Tenant Participation and Engagement Strategy

We are reviewing our existing Tenant and Customer Engagement Strategy in line with the Scottish Social Housing Charter and aim to widen tenant engagement in setting and monitoring service standards. This will be reported to the Community Services Committee in November 2014

Welfare Reform

Welfare Reform continues to have an adverse impact on many housing tenants. The impact of the under-occupancy rules have been mitigated by the use of Discretionary Housing Payment; however this has placed an additional burden on the Service, and there are risks to future Housing Revenue income

associated with ongoing changes to the welfare system. The Council employed an additional 2 Housing Management Officers in 2013/14 in order to help with the expected increase in rent arrears prevention work. We also increased our bad debt provision in view of an expected increase in rent arrears, and introduced changes to our rent arrears and housing allocations policies aimed at mitigating the impact of Welfare Reform. This will continue to be a priority area of work in 2014/15.

Housing Support Services

The Council has a budget of £1.9m which is spent mainly on commissioning local Third Sector organisations to provide housing support services aimed at preventing homelessness and increasing tenancy sustainment. Members will be asked to consider changes to the way housing support services are commissioned and funded during 2014/15.

Housing Need and Demand Assessment

The Scottish Government has introduced a new national model for assessing housing need and demand. During 2014/15 we will be using this model to update our local housing needs assessment. This will result in updated targets for affordable housing provision that will inform our next Local Housing Strategy.

Housing Allocations

Building on previous work on housing allocations policy and housing options, we will be reviewing our current policy and developing proposals that focus the policy on those in greatest housing need, and develop advice / information and active signposting to other housing options for those with low housing need.

Homelessness Prevention

The Scottish Housing Regulator carried out a Performance Inquiry on the Council's Homeless Service in 2013, and advised us of the outcome in May 2014. At the same time the Regulator published a national "thematic inspection" of Homelessness Services. Both reports highlight the need to review current service delivery on homelessness to ensure a "solutions based, person centred approach". This work will be carried out during 2014/15.

Antisocial Behaviour

We will be reviewing our policy on Antisocial Behaviour jointly with Community Planning Partners.

Review of Garages

The Council has a number of garages and garage sites that are hard to let, and rent loss is high in some locations. We have undertaken a review of the viability and options for future use of garages and garage sites. During 2014/15 we are aiming to introduce a streamlined approach to advertising and marketing of vacant garages aimed at increasing demand and occupancy. For garages where this is not likely to result in increased occupancy we are examining options for disposal / reuse of sites.

HRA Business Plan / financial projections

The Council has been extremely successful at reducing HRA costs and minimising Council house rent increases. This year the Council has the 11th

highest average weekly rent nationally, compared to 3rd highest in 2011/12, and applied the second lowest average weekly rent increase for 2014/15. However we have a significant council house building and housing investment programme and therefore high borrowing costs. The Scottish Government published new national guidance on the operation of Housing Revenue Accounts in February 2014, and this will help review current practice in relation to charges to the Housing Revenue Account. The Service Management Team will continue to identify possible savings and efficiencies across the Housing Revenue Account, and Members will be asked to approve Housing Revenue Account estimates and set Council house rents for 2015/16 early in 2015.

Scottish Housing Quality Standard

Work is continuing to bring all council houses up to standard by 2015. At present we expect all work to be complete during 2015. Looking beyond next year we need to develop a new approach to resource planning, programming and management of Housing Revenue Account capital investment.

Homelessness Initiatives

We are continuing to make good progress with an innovative project to reduce our use of high cost bed and breakfast type accommodation and reuse the revenue savings to fund additional council house building. Regular updates will continue to be provided to the Community Services Committee.

Service Improvement Projects

Work is underway to review service delivery and achieve improvements on re-letting empty homes and in arrangements for carrying out day to day repairs. These will be subject to reports to the Community Services Committee during 2014/15.

Community Care Planning

There is an important housing dimension to the Health and Social Care agenda. This relates to delivering services that allow people to stay at home and avoid hospital / care home admissions. We are continuing to work with colleagues in Care and Learning to ensure housing services are as fully integrated as possible, and that joint planning arrangements take account of the housing contribution to community care services. Over the next year it is intended to consider the role of sheltered housing and handyperson services within integrated services for older people.

PERFORMANCE AND BUILDING MAINTENANCE

Building Maintenance

During the last year Building Maintenance went through considerable change: Restructuring from 4 to 2 areas; job evaluation; and harmonisation of standby and overtime schemes. A greater focus has been placed on Team Leader supervision and quality of work; all to ensure greater customer service.

The Service hosts a successful building trade apprenticeship scheme with 24 apprentices currently learning a trade. As part of our succession planning we

will continue to offer permanent trades positions to as many apprentices as possible on completion of their training. This will enhance the current Building Maintenance team and contributes to the continuing drive to support apprentices in the Highland construction sector.

Building Maintenance managers work with local schools and participate in accommodating work placements for pupils who are interested in a career in the building trade.

The housing repairs service introduced mobile working technology in 2011. The system enables work to be sent to operatives electronically and has enhanced the repairs service for tenants through the introduction of repairs by appointments. An evaluation of the IT systems is underway to determine how the technology could benefit other functions within Community Services.

Performance Management

Following restructuring, the performance section has prioritised resources to deal with customer contacts and ensure responses are provided in a prompt and effective manner.

Performance monitoring against regulator and Service indicators and the production of reports for strategic and area committees is also a focus for this team.

Continuous improvement assessments are part of the team's activities, and an Assessment Plan will be developed during July/August to identify the key areas for attention. The Service has two EFQM accredited assessors.

AREA MANAGEMENT

The Community Services Management Team includes 4 Area Community Services Managers covering:

Caithness & Sutherland;
Skye, Ross & Cromarty;
Inverness; and
Nairn, Badenoch, Strathspey & Lochaber

The Area Structure is designed to deliver an effective and efficient integrated service covering the range of functions previously undertaken by the Housing & Property Service and Roads and Community Works across the Highlands. These functions include: Integrated Services, Housing and Homelessness, Operational Management, Roads & Community Works, Grounds Maintenance, Burials and Community Participation.

C. Resources
Stòrasan

Revenue Budget

The CS Revenue Budget for 2014/15 is shown below:

Financial Year	Net Revenue Budget (£m)
2014/15	110.546

Breakdown of 2014/15 Revenue Budget by Section

Section	Net Budget (£m)
Roads and Transport	31.477
Environmental and Regulatory Services	31.902
Housing Revenue Account (HRA)	48.183
Non-Housing Revenue Account	3.143
Administration	0.821
Trading Operations (surplus)	(4.980)
Total	110.546

Breakdown of 2014/15 Revenue Budget by Staff and Other Costs

Section	Gross Budget (£m)
Staff costs	77.752
Other costs	152.891
Total Costs	230.643
Income from Grants	(0.226)
Other Income	(119.871)
Total Income	(120.097)
Net Budget	110.546

Revenue Budget Pressures

The following have been identified as potential budget pressures for future years:

- The annual increase in Landfill Tax of £8/tonne is set to continue to 2015, and this represents a significant year on year pressure on the waste disposal budget. Landfill Tax will be devolved to the Scottish Government from 1 April 2015, although its intentions will be announced in the Autumn Budget Statement.
- Given the nature of the Service, fuel represents a major cost, and any future increases in fuel costs will place a pressure on all transport-related services including: Waste collection, road maintenance, winter maintenance, grounds maintenance and public bus service contracts.
- The cost of bitumen-based materials, such as road surfacing materials, are directly linked to oil prices, and any future increases in oil prices will place a financial pressure on both the road maintenance budget and the Capital budget for road improvements. Road materials have averaged an increase of 11% per year over the last 3 years.

The Service is working to manage these pressures, and has put measures in place to minimise the impacts of future increases in fuel and energy prices.

In relation to street lighting it has been agreed, that for new developments and the replacement of existing equipment a combination of “white light” and “dimming” is adopted. This will achieve a significant reduction in electricity consumption (up to 40%) in the areas where white light and dimming is introduced.

Capital Budget

The major investments areas in the CS capital programme support the Programme for the Highland Council and the Single Outcome Agreement. The main areas of investment are listed below:

Roads

- Road Structural Capital Works
- Bridge Replacements Structural Lighting Works
- Structural Road Works
- Area Minor Capital Works
- Structural Lighting Works
- Active Travel

General

- Ferries and Harbours
- Burial Ground Extensions
- Play Areas
- Contaminated Land

-
- Plant & Vehicle Purchases
 - Depot Facilities
 - Travelling People sites

The overall gross Capital Budget for CS is summarised below:

Year	Gross Budget (£m)
2014/15	9.940
2015/16	9.702
2016/17	10.925
2017/18	10.925

D. Programme, Statutory and Corporate Governance Priorities
Prìomhachasan Riaghlaidh Prògram, Reachdail agus Corporra

The Programme for the Highland Council

CS has a leading role in the Council Programme themes:

- Working together for better infrastructure
- Housing

CS has a supporting role in:

- Working together for our children and young people
- Working together for strong and safe communities

Single Outcome Agreement

CS has a significant contribution to make to the Highland Single Outcome Agreement. A third Highland Single Outcome Agreement (SOA3) has been submitted:

<http://www.highland.gov.uk/NR/rdonlyres/9B923133-9CF5-4C6F-B11C-6427F95D79EB/0/SOA3.pdf>

and provides a framework to structure the continuous improvement of all services provided to the public in Highland. It aims to enable all organisations involved in the delivery of public services to work in partnership to reduce bureaucracy and improved effectiveness. SOA3 has received positive feedback and work is progressing on producing an Improvement Plan.

Corporate Governance Priorities

- **The Equalities Agenda:** The Equality Act 2010 replaces previous equality legislation and provides protection from discrimination on the grounds of disability, race, gender reassignment, age, marriage and civil partnership, pregnancy and maternity, religion or belief, sex, and sexual orientation. In addition, it places a legal duty on public bodies to place due regard to the need to eliminate discrimination, advance equality and promote good relations between groups.
- One means of demonstrating that this duty is met is to carry out Equality Impact Assessments (EQIAs) on our policies and practices. Relevant Community Service managers are responsible for ensuring EQIAs are carried out. An initial assessment (screening) will be undertaken by the lead officer responsible for the development or implementation of the policy and a full

assessment carried out where identified as appropriate. EQIAs will also be carried out as the Service Plan is reviewed, and policy and strategy updated.

- CS has a leading role in delivering Equality Outcomes 9 & 10 of the Equality Action Plan:
“Improvements in the life chances and experiences of Gypsy/Travellers living in Highland”,
and;
“Disabled people, older/younger people and women experience improved access to public transport (through the provision of more accessible information on transport and better information about accessible services).”
- **Customer Contact:** Community Services puts the customer at the heart of everything we do. We respond to over 100 customer complaints and queries each month and our priority is to improve customer services and reduce the number of complaints we receive.
- **Civil Contingencies:** The Civil Contingencies Act 2004 requires Category 1 responders (which includes Local Authorities) to prepare to carry out statutory duties, discretionary powers and common law powers to continue essential services and to respond to emergencies. Included is the requirement to prepare a Community Risk Register informing communities of a range of potential emergency incidents and providing the basis for emergency planning, response and recovery. The Highland Council is required to sustain essential services and activities whenever there are disruptive influences such as shortage of staff, loss of power supplies, breakdown of supply chains, and so forth. The basis for response to such disruptions is through Business Continuity Planning.
- **Health & Safety:** The Service is committed to providing a safe working environment for staff and service users. Health and Safety structures and forums are developed in line with Highland Council policies and encourage best practice. Performance monitoring of staff absence and accidents/incidents is included in the Chief Executive’s Quarterly Performance Review. Regular training courses are carried out including updates and refreshers. A structure of regular meetings with management, staff and Unions is in place both at HQ and in the operational Areas. Recent improvements to the Occupational Health Service have allowed a more proactive approach to dealing with health-related issues, especially for the manual workforce, including access to physiotherapy services and ongoing health screening programmes.
- **Sustainable Development:** Sustainable Development requires environmental as well as social and economic aspects of development and service delivery to be considered. The Local Government in Scotland Act 2003 established sustainable development as one of three cross-cutting themes, sitting alongside equal opportunities and joint working, with Audit Scotland auditing performance against this duty.

- **The Best Value Improvement Plan:** Best Value reviews have been completed and another is expected before 2017.
- **Employee Survey:** The latest employee survey was completed in September 2012, and an Action Plan is in place to deal with the significant issues arising from the survey.
- **Gaelic Language Plan:** The Service is committed to the principle of equal respect for Gaelic and English languages whilst also recognising the diversity of indigenous languages and dialects within the Highland area. Brochures, booklets and leaflets designed to promote, publicise or explain services include Gaelic headings and subheadings. Where the Service is responsible for signage, bilingual signs will be erected in line with Council guidance.
- **Climate Change Actions:** As part of the Council's Carbon Management Strategy and Implementation Plan, CS takes a lead role in 3 of the 5 targets to reduce carbon emissions. These are fleet transport, waste management and street lighting. These are linked to the four targets in the Council's Energy Management Performance Plan, reduce energy use, achieve savings in energy costs, reduce CO₂, and increase the use of renewable energy.
- **Strategic Environmental Assessment:** The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following the Strategic Environmental Assessment of the Corporate Plan the Environmental Impacts of the Service Plan have been considered through pre-screening and no further significant likely environmental impacts were identified'.
- **Highland Economic Forum Strategy and Action Plan**

The Service contributes to actions supporting the local economy through the development of new Council houses and HRA repairs and improvements, and other non-housing capital and revenue spend. The Council has agreed to work with the Scottish Government, Housing Associations, and the private sector to help to deliver 5,000 new homes by 2017 which will include at least 688 Council houses and other affordable homes.

The Service is involved in schemes aimed at youth employment, for example, looking at the procurement arrangements for major construction projects for recruitment of young unemployed people by tendering contractors.
- **Work Positive Surveys**

The Service is committed to identifying sources of pressure for team members, particularly during time of change. Work Positive is an HSE approved questionnaire which we will use to survey staff to identify areas of concern. We can then prioritise issues and take action accordingly. During 2014/15 a survey will be carried out in the Environmental Health section with other functions being surveyed during 2015/16.

E. Review of Performance and Progress
Sgrùdadh air Coileanadh agus Adhartas

CS Performance is reviewed regularly through a number of mechanisms including:

Internal Scrutiny

- Reports to Committee on Statutory Performance Indicators (SPIs) and Internal Performance Indicators (IPIs)
- Progress Reports on Programme for The Highland Council actions
- Quarterly Performance Reviews with the Chief Executive and Senior Officers
- Continuous Improvement Audits
- The Council has adopted the Public Sector Improvement Framework as the model for assessing performance and identifying actions for improvement. A programme will be developed to assess all functions of the new Service with the main programme commencing in 2015/16. The waste management function will be assessed during 2014/15.

External Scrutiny

CS performance is subject to review by a number of external agencies including:

- Scottish Government
- Audit Scotland
- Food Standards Agency
- SEPA
- HM Customs and Revenue
- Scottish Road Works Commissioner
- National Road Maintenance Survey
- LEAMS
- British Standards Institute (BSI)
- Materials Laboratory audit by UKAS,
- Environmental audit – SNH, SEPA and TS.,
- Design & Construction\CDM Regulations – Health & Safety Executive
- Office of the Surveillance Commissioners
- Interception of Communications Commissioners
- National Metrological Office
- Scottish Housing Regulator who inspect and report on our Housing section
- Audit Scotland who report on our statutory performance
- Care Inspectorate who report on our support services

Additionally regular Service Management Team meetings are held, at which Risks and Performance Indicators are reviewed, and progress against the Programme for the Highland Council and the SOA3 are monitored.

Statutory Performance Indicators

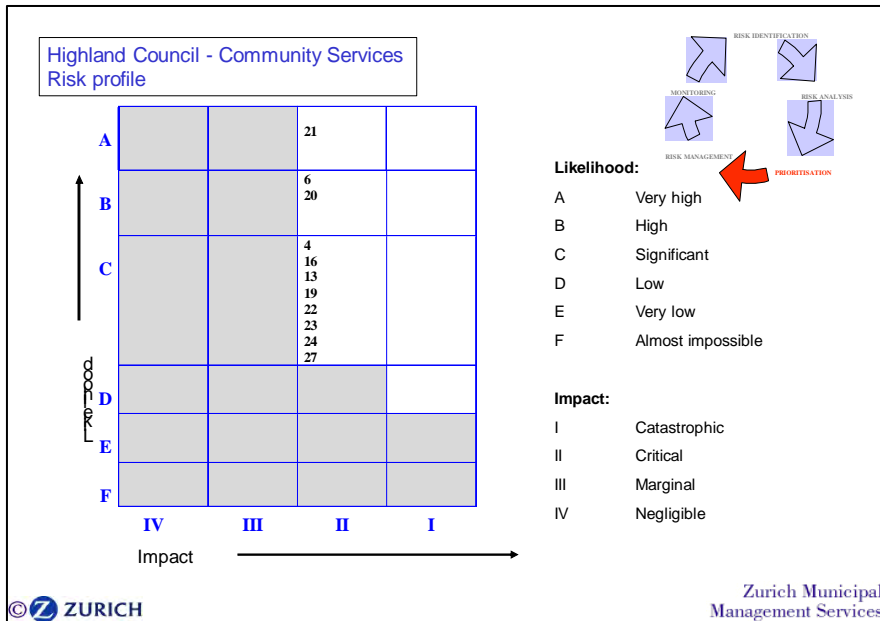
Environmental & Regulatory Services

The recycling and composting figures have showed steady improvement with the percentage of Household waste recycled and composted increasing to 45.5% in 2013/14.

Roads & Transport

The SPI for road condition, known as the “Road Condition Indicator” or RCI has moved to a 2 year rolling average for A, B, & C class roads, and a 4 year average for U class roads. The RCI for the classified road network has shown a deteriorating road condition over the last 4 years. The condition of the U class roads has varied over the same period but this is due to different samples being taken each year which are not directly comparable.

F. Risk Management
Stiùireadh Cunnairt



RISKS REGISTER

Risk No.	Risk Rating	Service Risks Above the line	Risk Owner
<u>CMS 4</u>	<u>C2</u>	Consequences of serious food and water borne disease outbreak	Head of Environmental and Regulatory Services
<u>CMS 6</u>	<u>B2</u>	Potential for sudden failure of key elements of infrastructure including bridges, lighting columns and marine structures.	Head of Roads and Transport
<u>CMS 13</u>	<u>C2</u>	Consequences of events which invoke our obligations relating to Business Continuity Planning (e.g. Pandemic 'Flu)	Director of CS/All Heads of Service
<u>CMS 16</u>	<u>C2</u>	Consequences of climate change, e.g. extreme weather events.	Head of Roads and Transport
<u>CMS 19</u>	<u>C2</u>	Consequences of achieving savings measures agreed for future years.	Director of CS/All Heads of Service
<u>CMS 20</u>	<u>B2</u>	Effective planning for future savings	Director of CS/All Heads of Service
<u>CMS 21</u>	<u>A2</u>	Energy Costs for Street Lighting	Head of Roads and Transport
<u>CMS 22</u>	<u>C2</u>	Pressure on Staff (Stress Management)	Director of CS/All Heads of Service
<u>CMS 23</u>	<u>C2</u>	Failure to provide alternative waste treatment facilities to replace landfill	Head of Environmental and Regulatory Services
<u>CMS 24</u>	<u>C2</u>	Recruitment difficulties in key areas	Director of CS/All Heads of Service
<u>CMS 27</u>	<u>C2</u>	IT Systems to support new Service structures	Performance and Building Maintenance Manager

2: Objectives and Actions

Amasan agus Gnìomhan

Corporate Theme 1: Working together for the economy
Ag obair comhla airson an eaconamaidh

Programme Commitment	The Council will work with partners to promote the Highlands' ports and harbours.	
Council Programme Ref.	1.18	
Lead Officer	Head of Roads & Transport	
Resource	Revenue & Capital budgets	
Key Performance Results (Actions and Indicators)	Annual Report to the Harbours' Management Board	
Risk	CMS 6	
Enabling actions		Review Date
1.18.1	Seek grants to improve the built infrastructure at our harbours from Marine Scotland and other agencies.	1 April 2015
1.18.2	Promote use of our harbours to fishing industry and tourism stakeholders including the leisure and cruise ship industries.	1 April 2015

Programme Commitment	The Council will work to tackle fuel poverty in the Highlands.	
Council Programme Ref.	1.28	
Lead Officer	Head of Housing	
Resource	HRA and General Fund (Capital and Revenue budgets)	
Key Performance Results (Actions and Indicators)	Continue to monitor progress through the Affordable Warmth Action Plan (cp) 100% of Council housing stock will meet energy efficiency targets by 2015 (SHQS target) (cp)	
Risk		
Enabling actions		Review Date
1.28.1	Work with partners to deliver Highland Council's Affordable Warmth Action Plan	March 2015
1.28.2	Maximise external funding to improve energy efficiency	March 2015

Corporate Theme 2: Working together for our children and young people
Ag obair comhla airson ar cloinn agus ar n-oigrìdh

Programme Commitment	Promote energy efficiency in Highland Schools, build on 'eco schools'	
Council Programme Ref.	2.11	
Lead Officer.	Head of Environmental & Regulatory Services	
Resource		
Key Performance Results	% schools engaged with waste element of SGF Project (CP)	
Risk		
Enabling actions		Review Date
2.11.1	Work with Education by promotion of waste reduction & recycling in schools	March 2015

Programme Commitment	Implement Highland Play Strategy	
Council Programme Ref.	2.12	
Lead Officer.	Head of Roads & Transport	
Resource		
Key Performance Results	Programme Commitment 2.12 (above)	
Risk		
Enabling actions		Review Date
2.12.1	Explore options to increase annual investment in children's play facilities (CP)	March 2015
2.12.2	Play infrastructure meets the requirements of the Highland Play Strategy (CP)	March 2015

Programme Commitment	The Council will provide more safe cycle tracks and "walk to school" pathways where appropriate, and will encourage healthier and greener methods of transport	
Council Programme Ref.	2.24	
Lead Officer.	Head of Roads & Transport	
Resource	Capital Budget	
Key Performance Results	Increase the % of children walking and cycling to school (CP) Increase the number of schools with agreed travel plans (CP)	
Risk		
Enabling actions		Review Date
2.24.1.	Improve infrastructure for cycling / walking through implementation of "Safer Routes to School" projects.	1 April 2015
2.24.2	Provision of education and training to encourage safe cycling & walking	1 April 2015

Corporate Theme 3: Working together for caring communities
Ag obair comhla airson coimhearsnachdan curamach

Community Services have no corporate responsibilities in this theme.

Corporate Theme 4: Working together for a better infrastructure
Ag obair comhla airson bun-structair nas fhearr

Programme Commitment.	The Council will improve the roads maintenance allocation system. We will spend preventatively on our roads according to need.	
Council Programme Ref	4.03	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue and Capital budgets	
Key Performance Results	Report to Committee on the review of the roads maintenance allocation system.(CP) SPI - The percentage of the road network that should be considered for maintenance treatment.(CP)	
Risk		
Enabling actions		Review Date
4.3.1.	Develop version 4 of the Road Asset Management Plan.	1 November 2015
4.3.2.	Continue to use Scottish Road Maintenance Condition Survey data to prioritise need for maintenance and review the allocation methodology.	1 April 2015

Programme Commitment	The Council will instigate a coordinated, thorough, Highland-wide programme of inspecting watercourses and cleaning gullies & ditches to avoid further water damage and support future repairs, and we will make this programme available to the public.	
Council Programme Ref	4.04	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue Budget	
Key Performance Results	Survey and assess sample of roadside ditches & develop a prioritised cleaning programme (CP)	
Risk		
Enabling actions		Review Date
4.4.1	Review the outcome of the ROADDEX Drainage pilot survey in Lochaber and the Black Isle and prioritisation methodology	1 April 2015

	and report to CS Committee.	
4.4.2	Develop and implement Area-based programme for ditch cleaning.	1 April 2015
4.4.3	Publish ditch cleaning programmes on the Council's web-site.	1 April 2015

Programme Commitment.	The Council will introduce a plan for sustainable, integrated transport through the Highlands, including consideration of a statutory Quality Bus Partnership and support for schemes, such as the introduction of a 'Cool Rider' for young people.	
Council Programme Ref	4.08	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue budget	
Key Performance Results	Provide at least an annual update on approaches to develop a plan for sustainable integrated transport through the Highlands	
Risk		
Enabling actions		Review Date
4.8.1.	Begin a project to review and develop a plan for sustainable integrated transport involving resources from the Council, transport service providers, NHS, SAS and communities in consultation with key stakeholders.	1 April 2015
4.8.2.	Explore the options for transport travel schemes with providers and operators.	1 April 2015

Programme Commitment.	The Council will engage with the private and third sector to carry out a review of community transport across the Highlands.	
Council Programme Ref	4.09	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue budget	
Key Performance Results	Review of Community Transport across the Highlands (CP)	
Risk		
Enabling actions		Review Date
4.9.1.	Carry out a review of Community Transport Groups	1 April 2015
4.9.2.	Report on the outcome of the review to Committee	June 2015

Programme Commitment.	The Council will work with the Scottish Government and other partners, to improve cycle safety across the Highlands, and expand cycle routes. (Shared commitment with Development & Infrastructure)	
Council Programme Ref	4.10	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue & Capital Budget	
Key Performance Results	Monitor and report the numbers and trends in relation to the Road Safety Casualty Reduction Targets to 2020 which have been set by the Scottish Government to the CPE Committee. (CP)	
Risk		
Enabling actions		Review Date
4.10.1.	Provision of cycle training with partners.	1 April 2015

Programme Commitment.	The Council will work with the Scottish Government and other partners to improve motor cycle safety and the safety of young drivers.	
Council Programme Ref	4.11	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue budget	
Key Performance Results	Monitor and report the numbers and trends in relation to Motorcycle casualties to the CPE Committee (CP)	
Risk		
Enabling actions		Review Date
4.11.1	Education and awareness raising events for school children and young drivers.	1 April 2015
4.11.2	Working with the Police and other key partners in relation to campaigns targeted at improving motorcycle safety.	1 April 2015

Programme Commitment	The Council will increase opportunities for recycling and achieve a 57% rate of recycling household waste by 2017.	
Council Programme Ref	4.15	
Lead Officer.	Head of Environmental & Regulatory Services	
Resource	Revenue Budget	
Key Performance Results	The percentage of Municipal waste collected during the year that was recycled and composted (CP)	
Risk		
Enabling actions		Review Date

4.15.1	Implement Waste Awareness and Education Plan	March 2015
4.15.2	Add materials when market conditions allow to the recycling collections	March 2015
4.15.3	Make interventions at recycling centres to drive down residual waste and increase recycling	March 2015

Programme Commitment	The Council will introduce a 'zero tolerance' approach to litter, including a review into the Council's bulky uplift charges, and extend the powers of community wardens to issue fines.	
Council Programme Ref	4.16	
Lead Officer.	Head of Environmental & Regulatory Services	
Resource	Revenue Budget	
Key Performance Results	Plan & implement a zero tolerance approach to littering and dog fouling (CP) Increase the number of Promotional Events re litter picking (CP) SPI: The cleanliness score achieved following inspections of a sample of streets and other relevant land (CP)	
Risk		
Enabling actions		Review Date
4.16.1	Continue education and awareness projects on litter and fly-tipping	March 2015
4.16.2	Carry out focused enforcement days	March 2015

Programme Commitment	The Council will ensure the provision of allotments and the maintenance of green spaces and public parks across the Highlands and encourage various schemes such as community growing.	
Council Programme Ref	4.18	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue Budget	
Key Performance Results	Maintain the number of parks & green spaces in Highland (CP)	
Risk		
Enabling actions		Review Date
4.18.1.	Procure grounds maintenance services to begin on 1 March 2016.	1 April 2016
4.18.2.	Monitor standards of delivery of current arrangements	1 April 2015
4.18.3.	Develop meaningful performance indicators to be fully implemented for the 2016 growing season.	1 April 2015

Programme Commitment	The Council will review its winter maintenance services, to investigate new areas for innovation and improvement.	
Council Programme Ref	4.19	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue Budget	
Key Performance Results	Complete the review of winter maintenance and report to Committee.(CP)	
Risk		
Enabling actions		Review Date
4.19.1	Review current level of service and policy	November 2015
4.19.2	Review current best practice and state of the art	1 April 2015

Programme Commitment	Reduce energy costs in the Highlands	
Council Programme Ref	4.21	
Lead Officer.	Head of Housing	
Resource	Revenue Budget	
Key Performance Results	Monitor & report progress on Affordable Warmth Action Plan SHQS – energy efficient % HSN5 (SPI)	
Risk		
Enabling actions		Review Date
4.21.1	Quarterly meetings of Affordable Warmth Partnership Group	31 March 2015

Programme Commitment	Work with partners to expand concessionary fares to routes S & E of Inverness	
Council Programme Ref	4.23	
Lead Officer.	Head of Roads & Transport	
Resource		
Key Performance Results	Work with partners to expand concessionary fares to routes S & E of Inverness (CP)	
Risk		
Enabling actions		Review Date
4.23.1	Work with partners to expand concessionary fares to routes S & E of Inverness	November 2014

Corporate Theme 5: Working together for better housing

Ag obair comhla airson taigheadas nas fhearr.

Programme Commitment	The Council will maximise the supply of new affordable housing by continuing to build Council houses and considering other innovative methods of funding new affordable housing to meet housing need.	
Council Programme Ref.	5.03	
Lead Officer	Head of Housing	
Resource	HRA Capital, General Fund Capital	
Key Performance Results (Actions and Indicators)	Prepare an options paper on alternative funding for new Council Housing for Committee by May 2014 (cp)	
Risk		
Enabling actions		Review Date
5.3.1	Use of Council's prudential borrowing and land bank resources to enable delivery of new funding mechanisms for affordable housing	March 2015

Programme Commitment	The Council will work with partners to reduce and prevent homelessness in the Highlands	
Council Programme Ref.	5.5	
Lead Officer	Head of Housing	
Resource	Non HRA Revenue	
Key Performance Results (Actions and Indicators)	<ul style="list-style-type: none"> Reduce number of homeless presentations to below 1000 by 2017 (cp) Reduce number of households in temporary accommodation to below 500 by March 2017 (cp) (SPI) Maintain number of prevention cases at 1000 each year (cp) (SPI) Number of successful prevention cases (i.e. where formal homeless case avoided) 500 each year (based on number of prevention cases) (cp) (SPI) 	
Risk		
Enabling actions		Review Date
5.5.1	We will engage with the private sector to increase capacity	31/03/15 & annually
5.5.2	We will work with Housing Support Providers to review commissioning and delivery of housing support services	31/03/15 & annually
5.5.3	Continue to lead Highland Homelessness Partnership Group	31/03/15
5.5.4	Consider changes required to current service delivery as a result of the SHR report on Housing options services	31/03/15

Programme Commitment	The Council will work with and empower tenants to become more directly involved in the management of their local environment and the Council housing estates.	
Council Programme Ref.	5.6	
Lead Officer	Head of Housing	
Resource	HRA Revenue	
Key Performance Results (Actions and Indicators)	Develop a Tenant and Customer Engagement Strategy in consultation with tenants by December 2014 (cp)	
Risk		
Enabling actions		Review Date
5.6.1	Work with Highland Tenants Together forum to develop Charter and Strategy	31/12/14 & annually
5.6.2	Continuing capacity building and tenant engagement at local level supported by tenant participation officers	31/12/14 & annually
5.6.3	Develop local projects to demonstrate the benefits of greater local involvement	31/12/14 & annually

Programme Commitment	The Council will work with other housing providers to develop a “housing options approach” to ensure that everyone looking for housing in the Highlands gets consistent information that helps them make informed choices and decisions about housing options that meet their needs.	
Council Programme Ref.	5.7	
Lead Officer	Head of Housing	
Resource	HRA Revenue	
Key Performance Results (Actions and Indicators)	Develop an operating model & implementation plan for Housing options by March 13 (CP) No. of Homeless Prevention Team referrals (CP)	
Risk		
Enabling actions		Review Date
5.7.1	Develop capacity for online housing applications	August 2015
5.7.2	Review and develop joint working arrangements with HHR partners	August 2015

Programme Commitment	The Council will work with tenants to develop a “Highland Housing Charter” setting out our service standard and how we will involve tenants and other customers in measuring and reporting against these standards.	
Council Programme Ref.	5.8	
Lead Officer	Head of Housing	

Resource	HRA Revenue	
Key Performance Results (Actions and Indicators)	Work with tenants and other customers develop a Highland Housing Charter (cp)	
Risk		
Enabling actions		Review Date
5.8.1	Provide and annual report for tenants on the Council's performance against the SSHC	November 2014
5.8.2	Develop approaches to involving tenants in service reviews and monitoring Charter outcomes	December 2014

Programme Commitment	The Council will continue to press for the UK Government to write-off the Council's housing debt and seek to work with the Scottish Government and support its efforts to make the case for a debt write-off.	
Council Programme Ref.	5.9	
Lead Officer	Head of Housing	
Resource	HRA Revenue	
Key Performance Results (Actions and Indicators)	Actively lobby both Scottish and UK Governments to assist with the housing debt in the Highlands (cp)	
Risk		
Enabling actions		Review Date

Corporate Theme 6: Working together to empower our communities
Ag obair comhla gus comas a thoirt do ar coimhearsnachdan

Community Services have no corporate responsibilities in this theme.

Corporate Theme 7: Working together for strong and safe communities
Ag obair comhla airson coimhearsnachdan laidir agus sabhailte

Programme Commitment	The Council will work with the Scottish Ambulance Service, the NHS and the Scottish Government, to achieve better coverage across the Highlands. We will investigate sustainable solutions to improve patient transport in rural and urban areas.
Council Programme Ref	7.06
Lead Officer.	Director of CS
Resource	Revenue Budget

Key Performance Results		Examine options for integrated transport for health, social care & community wellbeing (CP)
Risk		
Enabling actions		Review Date
7.6.1.	Examine options for integrated transport for health, social care & community wellbeing (CP)	31 December 2014
7.6.2	Hold event to explore more effective use of NHS Highland transport assets in Lochaber	13 August 2014

8. Service Commitments

Environmental & Regulatory Services

Service I.D.	8.01	
Additional Service Commitment	Pest Control	
Lead Officer.	Head of Environmental & Regulatory Services	
Resource	Revenue budget	
Key Performance Results	No. of Pest complaints Pest service requests completed	
Risk		
Enabling actions		Review Date
8.1.1.	Comply with the Duty under the Prevention of Damage by Pests Act 1949;	March 2015
8.1.2	Provide pest control services to the Council;	March 2015
8.1.3	Provide advice on pest control to the public	March 2015

Service I.D.	8.02	
Additional Service Commitment	Comply with the duties under various Acts and Regulations relating to the control of dogs.	
Lead Officer.	Head of Environmental and Regulatory Services	
Resource	Revenue budget	
Key Performance Results	Number of dog control complaints; Number of dogs caught; Number of formal enforcement actions	
Risk		
Enabling actions		Review Date
8.2.1	Provide a dog control service to the public that meets the Council's statutory responsibilities	March 2015

Id.	8.03	
Additional Service Commitment	Respond timeously to consultants' Contaminated Land submissions associated with Planning Applications	
Lead Officer.	Head of Environmental and Regulatory Services	
Resource	Revenue Budget	

Key Performance Results	% of consultant's submissions within development control responded to within 28 days. (IPI)	
Risk		
Enabling actions		Review Date
8.3.1	Prioritise submissions associated with planning applications	March 2015 March

Id.	8.04	
Additional Service Commitment	Ensure Environmental Health Operational plan is prepared detailing key objectives and outcomes to cover statutory responsibilities and other commitments.	
Lead Officer.	Head of Environmental and Regulatory Services	
Resource	Revenue budget	
Key Performance Results	Plan and review approved annually by Committee	
Risk	CMS 4	
Enabling actions		Review Date
8.4.1	Timetable and review drafting to ensure that it meets the objectives and is approved by Members annually	March 2015

Id.	8.05	
Additional Service Commitment	Ensure high risk food premises are inspected for food hygiene purposes.	
Lead Officer.	Head of Environmental and Regulatory Services	
Resource	Revenue budget	
Key Performance Results	% of high risk food businesses inspected for Food Hygiene purposes (IPI)	
Risk	CMS 4	
Enabling actions		Review Date
8.5.1	Prioritise programme of inspections to ensure all high risk premises are visited	March 2015

Id.	8.06	
Additional Service Commitment	Ensure Risk Assessment and sampling of all relevant Private Water Supplies to reduce risk of water borne disease.	
Lead Officer.	Head of Environmental and Regulatory Services	
Resource	Revenue budget	

Key Performance Results	% of high risk Private Water Supplies inspected and sampled (IPI)	
Risk	CMS 4	
Enabling actions		Review Date
8.6.1	Prioritise work and review programme to ensure that supplies are inspected and sampled	March 2015

Roads & Transport

Id.	8.07	
Additional Service Commitment	We will provide and maintain a network of public conveniences to a high standard of cleanliness	
Lead Officer.	Head of Roads and Transport	
Resource	Revenue budget	
Key Performance Results	Overall results from inspections of cleanliness	
Risk		
Enabling actions		Review Date
8.7.1.	Annual performance report to CS Committee	May 2016

Id.	8.08	
Additional Service Commitment	We will fulfil our statutory duty to provide a burials and cremation service	
Lead Officer.	Head of Roads and Transport	
Resource Changes	Revenue and Capital budget	
Key Performance Results	All burials and cremations completed on date booked	
Risk		
Enabling actions		Review Date
8.8.1	Manage the staff delivering the service through regular meetings and the ERD process	April 2015

Id.	8.09	
Additional Service Commitment	We will operate a ferry service at Corran on Loch Linnhe	
Lead Officer.	Head of Roads and Transport	
Resource	Revenue budget	
Key Performance Results	Ferry runs to timetable	
Risk		

Enabling actions		Review Date
8.9.1	Manage the staff delivering the service through regular meetings and the ERD process	April 2015
8.9.2	Manage the Ferry regular and annual maintenance programme	April 2015

Id.	8.10	
Additional Service Commitment	We will provide a response to oil pollution incidents on our coastline	
Lead Officer.	Head of Roads and Transport	
Resource	Revenue budget (Recover costs from polluter)	
Key Performance Results	Minimise the effect of any pollution incidents and recover costs from perpetrators where possible	
Risk		

Enabling actions		Review Date
8.10.1	Review training requirements for staff using the ERD process and seek appropriate courses.	April 2015
8.10.2	Keep appropriate records during an incident and follow up with those responsible.	April 2015

Id.	8.11	
Additional Service Commitment	Provide effective responsive Emergency Planning and Business Continuity	
Lead Officer.	Head of Roads & Transport	
Resource	Revenue budget	
Key Performance Results	Ability to respond effectively in event of emergency	
Risk	CMS 13	

Enabling actions		Review Date
8.11.1	Review training requirements for staff using the ERD process and seek appropriate courses.	April 2015
8.11.2	Undertake occasional emergency exercises aiming to test Emergency and Business Continuity Plans and operational readiness.	April 2015

To request this information
in an alternative format
e.g., large print, Braille, computer disk,
audio tape, or suitable language,
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