

**The Highland Council**  
**Planning, Development and Infrastructure Committee**  
**17 August 2016**

Agenda Item	14
Report No	PDI 48/16

**Draft Service Plan 2016-17 – Development and Infrastructure Service**

**Report by the Director of Development and Infrastructure**

**Summary**

The draft Service Plan for the Development and Infrastructure Service outlines how the Service will lead and support commitments which will deliver 'Highland First', the Programme of the Highland Council. The Plan also details how the Service will operate, its approach and priorities. This report seeks approval of the draft plan.

**1. Background**

- 1.1 The Service Plan (available at **Appendix 1**) relates to Development and Infrastructure Service, 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 if any amendments to the Council Programme, Highland First, 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;
  - service risks; and
  - service actions and objectives.
- 1.4 The Plan will be monitored on a quarterly basis and reviewed annually.

**2. Equalities and Strategic Environmental Assessment**

- 2.1 The Service Plan has been screened in relation to the Council's statutory duty for Strategic Environmental Assessment (SEA). No further action is required as the plan is aligned to the Corporate Plan which has been assessed.
- 2.2 The plan has been the subject of an initial screening for Equality Impact Assessment (EQIA). The result of the screening assesses that a full EQIA is not required for the Service Plan. However policies, strategies, and plans linked to the delivery of service plan commitments will be screened to assess their impact.

### **3. Implications**

#### **3.1 Resource and Risk**

Budget pressures and efficiency savings have been identified and will be reported on throughout the duration of the Plan. Risks identified in the Service Plan are recorded in the Risk Register and will be monitored quarterly and changes reported.

#### **3.2 Legal**

The draft Service Plan includes the need to meet statutory requirements for public performance reporting. Service plans set out the planned objectives and measures which together form the framework for annual public performance reporting. The Council has a legal duty to demonstrate how it will achieve Best Value for public resources. This includes what the Council will prioritise and what it expects to achieve and this is set out in the draft Service Plan which also reflects the Council Programme and performance framework.

#### **3.3 Equality and Climate Change/Carbon Clever**

The draft Service Plan sets out specific actions and responsibilities the Service leads on in supporting delivery of the Fairer Highland Plan, and the general and specific duties of the Equality Act (2010) in relation to human resource management. The Service also contributes to corporate climate change and carbon clever targets.

#### **3.4 Gaelic**

The Service contributes to corporate work in relation to the delivery of the Gaelic Language Plan, and meeting of corporate standards in the use of Gaelic in key documents and publications.

#### **3.5 Rural**

The Development and Infrastructure Service Plan will have a positive impact on the rural economy and environment. This is as a direct result of the actions identified for the Service and the vision and mission supporting their delivery.

### **Recommendation**

Committee is invited to:

- consider the draft Development and Infrastructure Service - Service Plan 2016/17; and
- approve the draft Plan subject to any alterations agreed by Committee.

Designation: Director of Development and Infrastructure

Author: Ailsa Mackay, Business Manager

Telephone: Ext 2294

Date: 20 July 2016



**Development and Infrastructure Service**  
**Seirbheis Dealbhadh is Leasachaidh**

**Service Plan**  
*Plana Seirbheis*

**2012/17**

**The Highland Council**  
*Comhairle na Gaidhealtachd*

**Updated for 2016/17**  
*Air ùrachadh airson 2016/17*

## Document Control

<b>Document Holder</b>	<b>Stuart Black</b>
<b>Location</b>	<b>Development and Infrastructure Service Intranet</b>
<b>Author</b>	<b>Ailsa Mackay</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>PDI Committee</b>		<b>Draft Service Plan 2015/17</b>		<b>V2</b>
<b>PDI Committee</b>		<b>Draft Service Plan 2016/17</b>		<b>V3</b>

**CONTENTS**  
**CLÀR-INNSE**

**PAGE**  
**DUILLEAG**

1	Purpose, Timeframe and monitoring Adhbhar, Clàr-ama is Sgrùdadh	<u>4</u>
2	Structure of the Service, Functions and Overview of Financial Resources Structar na Seirbheis, Dreuchdan is Stòrasan Ionmhasail	<u>5</u>
3	Resources Stòrasan	<u>9</u>
4	Programme for the Highland Council, Statutory and Corporate Governance Priorities and the Single Outcome Agreement Prògram Comhairle na Gàidhealtachd, Prìomhachasan Riaghlaidh Reachdail is Corporra agus Aonta na Buile Singilte	<u>10</u>
5	Review of Performance & Progress Srudadh air Coileanadh agus Adhartas	<u>12</u>
6	Risks Cunnartan	<u>13</u>
7	Service Objectives and Commitments Amasan is Gealltanasan Seirbheis	<u>14</u>

Appendix 1 – Service Structure and Responsibilities

Pàipear-taice 2 – Structair na Seirbheis agus Dleastanasan

Appendix 2 – Performance Indicators

Pàipear-taice 2 – Comharran Coileanaidh

**1. Purpose, Timeframe and Monitoring**  
**Adhbhar, Clàr-ama is Sgrùdadh**

- 1.1 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 2012-17 and is supported by a series of specific operational and project plans.
- 1.2 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.
- 1.3 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(QPR) of the Service with the Service Director and Senior Managers.
- 1.4 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.
- 1.5 The plan will be useful to many people including:
- staff;
  - customers;
  - elected members;
  - other Council Services; and
  - all partners or potential partners

## 2. **Structure of the Service, Functions and Financial Resources** **Structar na Seirbheis, Dreuchdan is Stòrasan Ionmhasail**

### 2.1 Approach

The Service's Vision, Mission and Priorities set out how the Service will fulfil its purpose of creating a thriving and sustainable future for the Highlands whilst ensuring the proper delivery of the commitments in the Council Programme.

### 2.2 Vision

*'To create a Thriving and Sustainable Future for the Highlands'*

### 2.3 Mission

*'To deliver sustainable economic growth, empower communities, and enhance the built and natural environment'*.

#### 2.3.1 In achieving this mission the service will be guided by the following principles:

- *Listening* – putting communities first and enhancing communications
- *Open* – confidence to engage, creating a 'can do' culture, transparent decision making
- *Improving* – innovation, acting positively on feedback and continuous improvement
- *Partnering* – a 'can do' approach, creating solutions through collaboration, sharing resources and recognising opportunities
- *Supporting* – breaking down barriers and a culture of trust, collaboration and empowerment
- *Valuing* – respectful, consultative, integrated with partners, recognising achievement

### 2.4 Structure

#### 2.4.1 Five sections are the focus of service delivery;

- Directorate
- Planning & Environment
- Infrastructure
- Development & Regeneration
- Property

#### 2.4.2 The restructuring of areas of the Service to realise savings has been approved. During 2015/16 the Service delivered savings of £1.680m. A further £1.652m will be delivered in 2016/2017. These will be realised through a range of measures including:

- reduced discretionary spend;
- additional fee income;
- transformational change;
- review of functions and activity across service; and
- Voluntary Redundancy.

#### 2.4.3 The Director and four Heads of Service manage the Service and a total of 336 FTE staff work for the Service.

2.5 The Development & Infrastructure Service comprises of the following Services and Functions:

2.5.1 Business Team

The Business Team is responsible for Corporate and Service functions:

- financial resources;
- budget monitoring & management;
- Specialist IT system support;
- performance management and business change processes;
- property support; and
- management of all complaints and FOI requests

2.5.2 Planning

Planning 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 building warrants and planning ahead for transport requirements through our transport planning team. In addition it is responsible for ensuring the enforcement of planning and building standards.

The Modernising Planning agenda has led to increased scrutiny of the performance of planning authorities. The Council submits 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 the implementation of e-Building Standards and the delivery of improved project management of Development Plans.

The transport planning team ensure that transport infrastructure requirements are identified as early as possible and that these form part of the Council's strategy documents and planning decisions.

2.5.3 Environment

Environment functions are carried out via a HQ team and area staff. Responsibilities include LEADER, European Maritime and Fisheries Fund, Climate Change, forestry, archaeology, conservation of the built environment, ranger services, Long-Distance Routes, core path planning, access provision, countryside facilities management and delivery of the Council's capital programme of town and countryside regeneration projects.

The section is also responsible for corporate priorities linked to the promotion of local



food, land reform and the Crown Estate in Scotland. The Environment Team plays a key role delivering actions under the Single Outcome Agreement (SOA) environment chapter and is lead partner supporting the Highland Environment Forum.

#### 2.5.4 Infrastructure

Infrastructure delivers civil engineering projects contained in the capital programme through the Project Design Unit, provides technical advice to other Departments and Services and also fulfils the statutory duties contained in the Flood Risk management (Scotland) Act 2009. Functions include:

- Delivery of capital funded infrastructure schemes from feasibility to construction including:- roads, bridges, flood alleviation schemes, landfill sites, safer routes to school, cycling, burial grounds. Current major projects include the Inverness West Link and Muir of Ord Railway Bridge
- Technical approval function and bridge assessments for road structures
- Flood Act duties including water course assessments and maintenance, and delivery of flood strategies and community resilience
- Quality assurance
- Materials testing laboratory

#### 2.5.5 Property

Property is responsible for design, quantity surveying, mechanical and electrical engineering services, energy and property management, property maintenance and delivery of the capital programme for the built environment such as property refurbishment, new schools, school extensions, office accommodation, and Housing Revenue Account funded improvement works across the Highlands.

The current maintenance budget for non-housing properties means it is challenging to maintain properties in a satisfactory condition and there is a growing maintenance backlog. In addition, budget pressures have been previously identified in relation to asbestos management, electrical installations, water management, asset management and carbon allowance. Radon gas is now also a focus of attention. Additional resources have been approved for asbestos and legionella.

The Council's Property Asset Management Team has been instrumental in challenging and changing the Council's approach to the use of its operational property and in the delivery of improved property asset management across the Highlands. This includes engagement with local Area Service Managers, local Members and public sector partners which facilitates improved local service delivery through better use of public sector property assets. The team supports Community empowerment through transfer of assets.

Under the umbrella of the strategic office reviews, the Council continues to achieve beneficial changes to its present office portfolio. Current projects include new offices in Kingussie and Fort William.

The Property section puts environmental measures at the forefront of project delivery bringing reduction in waste and energy from construction through adopting responsible

standards and increasing energy efficiency in existing buildings.

Development of sustainability skills, assisting sustainable performance measures, delivery of Environmental Management Systems and achieving Carbon Standards also feature strongly.

#### 2.5.6 Development

The team plays a lead role in major projects where the Council is working with organisations, in both the public and private sector, involving complex acquisitions and disposals to meet the overall objectives and priorities of the Council.

Housing Development undertakes the identification and acquisition of housing development sites for the Council and partner organisations to meet affordable housing targets (social rent, intermediate rent and low cost home ownership), including the delivery of the council house programme.

Private Sector Housing Grants involve the management of grants, including the empty homes initiative, and the Care & Repair scheme, to ensure compliance with Scottish Government legislation. Individual cases are managed by grant officers.

The Estates Section manages the Highland Council and Common Good industrial and investment portfolio, to maximise income from the non-operational portfolio to meet Council and Common Good Fund targets.

#### 2.5.7 Regeneration

The focus of the section is working with external partners and internal services to deliver priority projects for the Highland Council, either directly or indirectly and to build and maintain excellent working relationships with both the private sector and other public sector bodies to maximise use of resources available for the benefit of the Highlands. Regeneration functions are carried out via a HQ team and area staff. Responsibilities include Regeneration, Employability, Tourism and Film and Business Gateway.

The Service partnered HIE in the preparation of an economic strategy for growth together with an economic recovery & development plan. This is underpinned by the work of the Employability Team and Business Gateway 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 and also leads on the employment strand of the Single Outcome Agreement (SOA). Continued work with Visit Scotland through the Council's funding support of its activities will 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 Highlands and Islands Enterprise 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 townscape heritage projects. This section also leads on work with the Scottish Cities Alliance, inward investment and on

the Inverness and Highland City - Region deal.

Maximising the value of the new European Programmes 2014/2020 features in the work of this section as well as dealing with the implications of Brexit.

#### 2.5.8 Service Structure

A diagram summarising the responsibilities of the Development & Infrastructure Service can be found at **Appendix 1**.

### 3 **Resources** [Stòrasan](#)

#### 3.1 Revenue Budget [Buidseat Teachd-a-steach](#)

<b>Financial Year</b>	<b>Net Revenue Budget (£m)</b>
2016/17	£7.754

#### 3.2 Breakdown of 2016/17 Budget: By Section

<b>2016/17</b>	
<b>Section</b>	<b>Net Budget (£m)</b>
Director & Business Team	£1.158
Planning & Environment	£6.284
Infrastructure	(£0.901)
Development & Regeneration	£2.955
Property	£2.737
Income	(£4.479)
<b>Total</b>	<b>£7.754</b>

### 3.3 By Staff and Other Costs

<b>2016/17</b>	
<b>Section</b>	<b>Budget (£m)</b>
Staff costs (336 staff members)	£18.693
Other costs	£15.295
<b>Total costs</b>	<b>£33.988</b>
Planning and Building Standards Income	(£4.479)
Other Income <ul style="list-style-type: none"> <li>• Housing Development and Private Sector Housing Grant</li> <li>• Consultancy</li> <li>• Investment Property</li> </ul>	(£21.755)
Total Income	(£26.234)
<b>Net budget</b>	<b>£7.754</b>

#### **Capital Budget 2013/14 – 2016/17** **[Buidseat Calpa 2013/14 – 2016/17](#)**

<b>Year</b>	<b>Net Budget (£m)</b>
2013/14 (P&D)	£0.708
2014/15 (D&I)	£41.118
2015/16 (D&I)	£45.566
2016/17 (D&I)	£44.267

#### 4. **Programme for the Highland Council, Statutory and Corporate Governance Priorities and the Single Outcome Agreement** **[Prògram Comhairle na Gàidhealtachd, Prìomhachasan Riaghlaidh](#)** **[Reachdail is Corporra agus Aonta na Buile Singilte](#)**

##### 4.1 Programme for the Highland Council 2015 - 2017 **[Prògram do Chomhairle na Gàidhealtachd 2015 - 2017](#)**

4.1.1 The Development and Infrastructure Service has an important role to play in delivering the Programme for the Highland Council “Highland First “. Priority themes, where the Service leads or is a major contributor are:

- Community Led Highland
- Well - Served Highland
- A Fairer Highland
- Inverness City

4.1.2 There are also three cross-cutting commitments:

- The Council will commit 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 in relation to the economy;

- The Council will maintain its commitment to Scotland's Climate Change Declaration in relation to the economy; and
- 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 in relation to the economy.

4.1.3 In addition there are commitments from the previous programme which will continue to be monitored until work has been completed.

## 4.2 Single Outcome Agreement

### [Aonta na Buile Singilte](#)

4.2.1 Development and Infrastructure also has an important role to play in delivering local outcomes contained within the Single Outcome Agreement agreed with the Scottish Government. The most relevant themes are:

- Economic Recovery and Employment
- A competitive, sustainable and adaptable Highland economy
- Safe and strong communities – resilience on extreme weather events
- Environmental chapter of the SOA – delivering environmental outcomes

4.2.2 The third Single Outcome Agreement with the Council reflects national outcomes and was agreed on 27th June 2013.

## 4.3 Statutory and Corporate Governance Priorities

### [Prìomhachasan Riaghlaidh Reachdail is Corporra](#)

4.3.1 Other statutory priorities and duties exist and these include:

- the delivery of an efficient Development and Infrastructure Service, including continuous improvement of performance indicators;
- preparing and reviewing Core Path Plans and upholding access rights;
- promoting the Scottish Outdoor Access Code and the right to take responsible access;
- HC Biodiversity Duty Delivery Plan and the Highland Biodiversity Action Plan;
- reducing the number of complaints and dissatisfaction with complaints handling;
- promoting Tree Preservation Orders for trees of high amenity value;
- promoting and protecting scheduled monuments, the Historic Environment Record, listed buildings and conservation areas;
- risk management;
- asset management;
- procurement policy;
- preparing maps of bodies of water; and
- assessing bodies of water which could give rise to flood risk.

4.3.2 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;
- health, safety and wellbeing;
- Gaelic Language Plan 2012 – 2016;
- implementing the Public Sector Improvement Framework (PSIF);
- Highland Climate Change Declaration and Carbon Clever 2025 commitments; and
- Highland Economic Forum strategy and action plan.

## 5. **Review of Performance and Progress** **Lèirmheas air Coileanadh is Adhartas**

5.1 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:

### 5.2 Service Management **Rianachd Seirbheis**

Service Management is based around:

- weekly HQ Management Team meetings;
- four weekly Senior Management Team meetings;
- quarterly 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, Development and Infrastructure Committee – Strategic Business Meetings
- Weekly Strategic Meetings;
- Quarterly Performance Reviews (QPR) with the Chief Executive;
- quarterly reports to the Scottish Government; and
- staff newsletter.

### 5.3 Review mechanisms **Uidheaman lèirmheis**

5.3.1 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; and
- non-statutory performance measures.

5.3.2 External Scrutiny:

- Audit Scotland (Best Value and Community Planning)
- Scottish Government
- SEPA
- British Standards Institute (BSI)
- Materials Laboratory audit by UKAS
- Environmental audit - SNH, SEPA and TS
- Coastal concerns – Marine Scotland
- Design and Construction/CDM Regulations – Health and Safety Executive

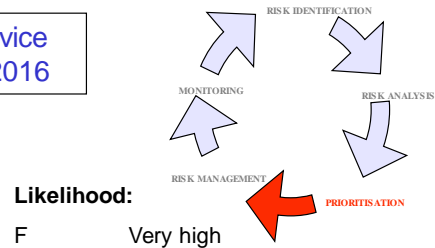
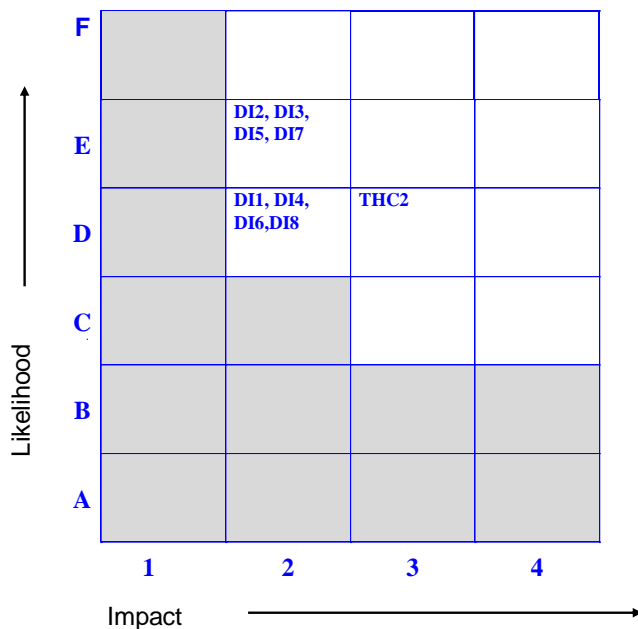
6. **Risks**

**Cunnartan**

6.1 The Council uses Zurich Risk methodology to assess Service and Corporate risks. The Performance and Risk Management System (PRMS) is used to capture, monitor and review risks. The relative importance of risks is judged against the Council’s ‘risk appetite’ and those risks that are deemed significant are shown in below.

6.2 Risk Appetite

Highland Council – Development and Infrastructure Service  
Risk and Corporate Cross Cutting Risk profile - June 2016



- Likelihood:**
- F Very high
  - E High
  - D Significant
  - C Low
  - B Very low
  - A Almost impossible

- Impact:**
- 4 Catastrophic
  - 3 Critical
  - 2 Marginal
  - 1 Negligible

6.3

Risk Number	Risk Rating	Short Name
DI1	D2	Inflationary risks to construction sector (D&I target C2)
DI2	E2	Lack of resources available to deliver programmes in recovered economic climate. competition for staff and agency resources for design and delivery (e.g. A9 dualling) (D&I target C2)
DI3	E2	Inability to maintain Service performance whilst delivering budget savings.(D&I target C2)
DI4	D2	Shortage of economically deliverable sites for housing development and infrastructure projects – (due in part to increased cost of land acquisition) (D&I target C2)
DI5	E2	Failure to recruit and retain staff – succession planning (D&I target C2)
DI6	D2	Potential failure of key infrastructure – bridges, flood (D&I target C2)
DI7	E2	Insufficient budget to cover legal costs and PLIs and statutory obligations (CPO, High Hedges, Dangerous Buildings) (D&I target C2)
DI8	D2	Meeting EU audit and accreditation requirements (D&I target C2)
THC2	D3	Failure to rationalise property assets and to realise capital receipts leading to expensive running costs of poor condition out of date property and excessive carbon emissions. (Target rating B3)

## 7 **Service Objectives and Commitments** **[Amasan is Gealltanasan Seirbheis](#)**

### 7.1 Highland First

Service Id	7
Programme Commitment	The Council, with partners, will support communities to reduce their energy use and associated carbon emissions and costs
Programme Ref	7
Lead Officer	Director of Development & Infrastructure & Environment Manager
Resource	
Key Performance Results	Measured against the Climate Change Declaration



<b>Risk</b>	DI7	
<b>Enabling actions</b>		<b>Review Date</b>
7.0.1	Submit the annual report to Scottish Government showing the Council's progress in meeting Scotland's Climate Change Declaration	31 <sup>st</sup> March 2017
7.0.2	Review the targets in the Council's carbon management plan to align with resources available by September 2016	30 <sup>st</sup> September 2016
7.0.3	Submit the first annual mandatory report on the Council's progress to tackle climate change to the Scottish Government by 30th November 2016 Submit annual mandatory report on HC progress on climate change to SG by Nov-16	30 <sup>st</sup> November 2016

<b>Service Id</b>	10
<b>Programme Commitment</b>	The Council will engage with the Scottish Government over the provisions of the Land Reform (Scotland) Bill to promote community land ownership and ensure crofting and farming communities are strengthened
<b>Programme Ref</b>	<b>10 (1.27 OP)</b>
<b>Lead Officer</b>	Head of Planning & Environment & Head of Development & Regeneration
<b>Resource</b>	
<b>Key Performance Results</b>	Work with Community Land Scotland, HIE and the Scottish Government to increase land in community ownership (CP)
<b>Risk</b>	DI2

<b>Enabling actions</b>		<b>Review Date</b>
10.0.1	We will work with Community Land Scotland, HIE and the Scottish Government to increase land in community ownership March-17	31 <sup>st</sup> March 2017
10.0.2	Member workshop to examine details of the Land Reform (Scotland) Bill and to establish Council Lobbying priorities by October 2015	31 <sup>st</sup> March 2017
10.0.3	Maintain Council membership of and close working relationship with Community Land Scotland	31 <sup>st</sup> March 2017
10.0.4	We will work with Community Land Scotland, HIE and the Scottish Government to increase the No of assets (including land) in community ownership in the Highlands – annual increase to March 2017. (2014 baseline)	31 <sup>st</sup> March 2017

<b>Service Id</b>	11
<b>Programme Commitment</b>	The Council will work with the Scottish Government to develop proposals for the further devolution of the Crown Estate to ensure local communities control and benefit from the assets of the Crown Estate once it has been devolved from the UK Government
<b>Programme Ref</b>	11 (1.26 OP)

<b>Lead Officer</b>	Head of Planning & Environment & Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Work with the UK and Scottish Governments to deliver devolution to Crown Estate powers (CP)	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
11.0.1	We will work with Community Land Scotland, HIE and the Scottish Government to increase land in Work with UK & Scottish Governments to delivery devolution of Crown Estate powers to March-2017	31 <sup>st</sup> March 2017
11.0.2	We will work with partners in the Highlands and Islands to develop a model for the devolution of the Crown Estate to local authorities – Annual to March 2018	31 <sup>st</sup> March 2017

<b>Service Id</b>	12	
<b>Programme Commitment</b>	The Council will work with the Scottish Government on the full devolution of the Forestry Commission to Scotland to maximise the benefits to local communities. The Council will also seek to work with the Forestry Commission to review land management and partnership arrangements on forestry land	
<b>Programme Ref</b>	12	
<b>Lead Officer</b>	Environment Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Expansion of community owned and managed forestry	
<b>Risk</b>	D12	
<b>Enabling actions</b>		<b>Review Date</b>
12.0.1	We will work with interested communities to expand community ownership and/or management of Highland Council woodland assets – annual to March 2017	31 <sup>st</sup> March 2017
12.0.2	We will lobby the Scottish Government for the expansion of community owned and managed forestry in the Highlands, to include a review of the valuation of forestry which is the subject to community ownership proposals – annual to March 2017.	31 <sup>st</sup> March 2017
12.0.3	Explore new partnership and management approaches to Forestry Commission owned land by March 2017.	31 <sup>st</sup> March 2017

<b>Service Id</b>	13	
<b>Programme Commitment</b>	The Council will work with Scottish and Southern Energy and other utility companies to deliver improved resilience planning for our communities including planning for extreme weather events	

<b>Programme Ref</b>	13	
<b>Lead Officer</b>	Head of Infrastructure	
<b>Resource</b>		
<b>Key Performance Results</b>	Watercourse inspections	
<b>Risk</b>	D17	
<b>Enabling actions</b>		<b>Review Date</b>
13.0.1	Carry out watercourse assessments and undertake maintenance works that substantially reduce flood risk and report annually	31 <sup>st</sup> March 2017
13.0.2	Prepare and implement a Local Flood Risk Management Plan and report annually.	31 <sup>st</sup> March 2017
13.0.3	Prepare & implement a Local Surface Water Management Plan & report annually	30 <sup>th</sup> June 2017

<b>Service Id</b>	14	
<b>Programme Commitment</b>	The Council will work with the Scottish and UK Governments to improve Public Access Wi- Fi across Highland communities	
<b>Programme Ref</b>	14	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Roll out of Inverness City centre Wi-Fi	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
14.0.1	Deliver Inverness City centre Wi-Fi by end March 2017 as first stage of proposed wider roll out across Highland communities	31 <sup>st</sup> March 2017

<b>Service Id</b>	18	
<b>Programme Commitment</b>	We will seek additional opportunities to help address localised economic decline in town centres, specified streets or localities, including business rates incentives	
<b>Programme Ref</b>	18	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Business Rates Incentive Scheme Funding	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>

18.0.1	Investigate proposals for the use of Business Rates Incentive Scheme funding- ongoing to March 2018	31 <sup>st</sup> March 2017
--------	---	-----------------------------

<b>Service Id</b>	20	
<b>Programme Commitment</b>	We will evaluate our activities and opportunities for influencing European policy, targeting our contribution where it is most effective and ensuring we make the very best of all financial opportunities for the Highlands	
<b>Programme Ref</b>	20 (1.22 OP)	
<b>Lead Officer</b>	Economy and Regeneration Manager & Environment Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Level of EU funding benefiting the Highlands Level of EU funding accruing to the Council	
<b>Risk</b>	DI2 and DI8	
<b>Enabling actions</b>		<b>Review Date</b>
20.0.1	Implement the LEADER programme 2014-20 14/15 - Develop and implement a replacement leader programme	31 <sup>st</sup> March 2017
20.0.2	Identify key priority areas for funding post 2020 to plan interim lobbying	31 <sup>st</sup> March 2017
20.0.3	Draw-down £9.06m of ESIF monies to 2019 against the ring fenced allocation baseline figures	30 <sup>th</sup> June 2017
20.0.4	Build the Council's political position in the EU networks that it is a member of	31 <sup>st</sup> March 2017

<b>Service Id</b>	24	
<b>Programme Commitment</b>	The Council will bring forward a Local Flood Risk Management Plan by June 2016 and we will raise awareness within our communities and individual householders on how they can protect themselves from flood incidents We will further prioritise smaller flood relief schemes and will increase the funding available for this work	
<b>Programme Ref</b>	24	
<b>Lead Officer</b>	Head of Infrastructure	
<b>Resource</b>		
<b>Key Performance Results</b>	Publish local flood risk management plan	
<b>Risk</b>	DI7	
<b>Enabling actions</b>		<b>Review Date</b>
24.0.1	Promote flood consents for Caol, Smithton & Culloden, and River	31 <sup>st</sup> March 2017

	Enrick by September 2017	
24 .0.2	Publish local flood risk management plan by June 2016	31 <sup>st</sup> March 2017
24.0.3	Lobby for Government funding for flood alleviation schemes identified in the Council's Capital Programme	30 <sup>th</sup> June 2017
24.0.4	Deliver more small local flood alleviation works based on need with flood schemes	31 <sup>st</sup> March 2017
24.0.5	Promote and assist Community Resilience (Flood Action Groups) in 'at risk' communities	31 <sup>st</sup> March 2017
24.0.6	Raise Awareness within communities of flood risk and watercourse maintenance	31 <sup>st</sup> March 2017

<b>Service Id</b>	28	
<b>Programme Commitment</b>	We will improve our internal practices and policies to promote the positive impact they have on the significant tourism industry in the Highlands	
<b>Programme Ref</b>	28	
<b>Lead Officer</b>	Principal Tourism & Film Officer	
<b>Resource</b>		
<b>Key Performance Results</b>		
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
28.0.1	Undertake a cross-Service review of the impact and contribution of the Council to tourism by March 2017	31 <sup>st</sup> March 2017

<b>Service Id</b>	29	
<b>Programme Commitment</b>	We will work with our communities to promote pedestrian and cycle safety such as expanding the use of 20 mph zones and safer routes to schools	
<b>Programme Ref</b>	29 (2.24 OP)	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>		
<b>Key Performance Results</b>	Increase % of children walking and cycling to school	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
29.0.1	Monitor and report the nos and trends in relation to Motorcycle casualties to the CPE Committee	31 <sup>st</sup> March 2017
29.0.2	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 CSPEE Committee.	31 <sup>st</sup> March 2017

29.0.3	Put in place an update to the Roads Development Guidance by end March 2016.	31 <sup>st</sup> March 2017
29.0.4	Increase % of children walking and cycling to school (this figure is reported in September) (these figures are collected in September and June during the school year)	31 <sup>st</sup> March 2017
29.0.5	Increase the number of schools with agreed travel plans	31 <sup>st</sup> March 2017

<b>Service Id</b>	31
<b>Programme Commitment</b>	Where we can, we will create cohesive Highland and local workforce plans with other partner organisations We will work with partners to develop training and apprenticeships with a particular focus on areas of skills shortages. With our partners, we will also seek to attract young people and families to the Highlands, to broaden the economic potential of the Highlands and enrich our communities
<b>Programme Ref</b>	31 (1.20 & 1.21 OP)
<b>Lead Officer</b>	Economy and Regeneration Manager
<b>Resource</b>	
<b>Key Performance Results</b>	Monitor implementation of the Youth Employment Strategy
<b>Risk</b>	DI2

<b>Enabling actions</b>		<b>Review Date</b>
31.0.1	Monitor implementation of the Highland Workforce Planning (which incorporates the Developing Young Workforce (DYW) Strategy and the Highlands and Islands Skills Investment Plan) through annual reports to the Highland Community Planning Partnership.	31 <sup>st</sup> March 2017
31.0.2	Maintain and develop the Enterprising Highland website as a portal to inward investment and talent attraction.	31 <sup>st</sup> March 2017

<b>Service Id</b>	32
<b>Programme Commitment</b>	We will enable Highland's young people to develop their skills for work, and support them to achieve ambitious and positive destinations after school. We will work specifically with young people who are unemployed to support them into work There is a growing business demand for young people with an interest and ability in the areas of science, technology, engineering and mathematics as well as language skills. The Council will encourage and promote a greater uptake in these subjects, so that Highland young people can successfully compete in a global market We aim to provide our pupils with a technology-rich environment, to address their learner needs and curriculum goals, and transform their learning experience
<b>Programme Ref</b>	32
<b>Lead Officer</b>	Economy and Regeneration Manager
<b>Resource</b>	
<b>Key Performance</b>	

<b>Results</b>		
<b>Risk</b>		
<b>Enabling actions</b>	<b>Review Date</b>	
32.0.1	No of young people being supported to progress into work	31 <sup>st</sup> March 2017
32.0.2	Work with partners to ensure the completion of the Highland Science Skills Academy project.	31 <sup>st</sup> March 2017

<b>Service Id</b>	33
<b>Programme Commitment</b>	The Council will strive to grow tourism by working with partners to retain and develop world class events and promote destination management
<b>Programme Ref</b>	33 (I.10 OP)
<b>Lead Officer</b>	Principal Tourism & Film Officer
<b>Resource</b>	
<b>Key Performance Results</b>	Highland growth exceeds national growth in tourism annually (CP)
<b>Risk</b>	DI2

<b>Enabling actions</b>	<b>Review Date</b>	
33.0.1	Highland growth exceeds national growth in tourism	31 <sup>st</sup> March 2017
33.0.2	Complete the Service Level Agreements with Visit Scotland and Destination Organisations (June annually)	31 <sup>st</sup> March 2017
33.0.3	Facilitate the delivery of the Mountain Bike World Cup in June 2016	31 <sup>st</sup> March 2017
33.0.4	Facilitate the delivery of the Scottish Open Golf Championship at Castle Stuart in July, 2016	31 <sup>st</sup> March 2017

<b>Service Id</b>	35
<b>Programme Commitment</b>	We will work towards achieving Highland's ambition to provide effective broadband and mobile (3G & 4G) coverage for all. We will work with our partners to develop a joint action plan in order to define and deliver solutions of broadband and mobile technology to the most difficult to reach areas of the Highlands. Alongside improved connectivity, we will strive to achieve a digital dividend for the Highlands by working with partners to ensure digital inclusion for all. We will also promote and encourage innovative exploitation of the technology by the businesses and communities
<b>Programme Ref</b>	35 (1.23 OP)
<b>Lead Officer</b>	Principal Economy Officer
<b>Resource</b>	
<b>Key Performance Results</b>	Roll out of superfast broadband 3G/4G mobile telephony services with HIE
<b>Risk</b>	DI2

Enabling actions		Review Date
35.0.1	Lobby for Scottish Government & UK spend on next generation broadband	31 <sup>st</sup> March 2017
35.0.2	Continue to work with HIE to ensure the roll-out of Superfast Broadband (phase 1) is achieved on time and budget and reaches at least 84% of premises as planned	31 <sup>st</sup> March 2017
35.0.3	Work with UK and Scottish Governments, HIE and H&I local authorities to prioritise the additional £25million allocated to the region to extend Superfast Roll-out (phase 2) ensuring that the Councils' and communities' priorities are taken into account when making investment decisions to reach at least 90% of premises.	31 <sup>st</sup> March 2017
35.0.4	Engage with mobile operators to maximise opportunities to upgrade existing services and increase reach into unserved communities	31 <sup>st</sup> March 2017
35.0.5	Work with partners to target the remaining premises that will not be reached by the Superfast Broadband Programme and to develop innovative approaches including exploring with Scottish Government the potential for using the SWAN Network to provide community access in remote and rural communities	31 <sup>st</sup> March 2017

<b>Service Id</b>	36	
<b>Programme Commitment</b>	Transport Scotland, Network Rail, HI-TRANS and HIAL, we will lobby to increase investment in infrastructure in the Highlands with a view to improving the road, rail and air links from the area. This will include: The upgrade of the A9 north of Inverness, including the Berriedale Braes and the Tomich Junction. Seek a long term solution for the Strome ferry bypass. Reducing rail journey times and costs north and south of Inverness Plan for communities to benefit from additional rail stops A long term solution for the Corran Ferry. Seek improved air-links to and from the Highlands, including direct access to Heathrow A831 twin tracking at Torgoyle Bridge. A830 extension Seek additional funding for road and bridge maintenance	
<b>Programme Ref</b>	36 (4.01 & 4.02 OP)	
<b>Lead Officer</b>	Head of Infrastructure & Transport Planning Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Report at least annually on partnership working to support the upgrade of Berriedale Braes, the whole length of the A9 within Highland and the A96 between Inverness and Aberdeen. (CP)	
<b>Risk</b>	DI15 & DI16	
Enabling actions		Review Date
36.0.1	Work with partners to seek expansion of concessionary commuter fares to rail routes south and east of Inverness and report annually on progress	31 <sup>st</sup> March 2017
36.0.2	Lobby Scottish & UK Governments for improved air connectivity to Gatwick and Heathrow	31 <sup>st</sup> March 2017



36.0.3	Work with the Scottish Government to ensure progress on the upgrade of Berriedale Braes, the whole length of the A9 north of Perth, the whole length of the A82 and the A96 between Inverness and Aberdeen	31 <sup>st</sup> March 2017
36.0.4	Work with partners to reduce journey times, secure fairer pricing on the Highland rail network, protect and modernise the sleeper service and to develop new commuter rail opportunities around our urban centres	31 <sup>st</sup> March 2017
36.0.5	Continue to progress options for the A890 Stromeferry bypass, agree preferred route and progress funding options by March 2017	31 <sup>st</sup> March 2017
36.0.6	Work with partners to progress the delivery of the Inverness Airport Rail Link by MAR-17	31 <sup>st</sup> March 2017
36.0.7	Work with partners to protect and attract new & enhanced air services to the Highlands	31 <sup>st</sup> March 2017
36.0.8	Contribute to marketing support package for new international air routes	31 <sup>st</sup> March 2017

<b>Service Id</b>	37	
<b>Programme Commitment</b>	We will support efforts to reduce fatalities on our roads, such as a graduated driver licensing scheme and measures to reduce speeding	
<b>Programme Ref</b>	37	
<b>Lead Officer</b>	Director of Development & Infrastructure	
<b>Resource</b>		
<b>Key Performance Results</b>	Reduction in fatalities on roads	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
37.0.1	measures as commitment 29	31 <sup>st</sup> March 2017

<b>Service Id</b>	38	
<b>Programme Commitment</b>	We will work with Sustrans and Hi-Trans to focus Scottish Government cycle track investment on some of our key commuting and tourist routes	
<b>Programme Ref</b>	38	
<b>Lead Officer</b>	Transport Planning Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Updated active travel audits approved annually	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
38.0.1	Updated Active Travel Audits approved by the relevant Area	31 <sup>st</sup> March 2017

	Committees by end March 2016.	
38.0.2	Funding bids submitted to SUSTRANS on an annual basis and encourage and support community bids	31 <sup>st</sup> March 2017

<b>Service Id</b>	49	
<b>Programme Commitment</b>	We will promote and support more community led housing initiatives in rural areas to deliver housing to meet local need. Working from the initial modular housing pilot project developed in Alness and Invergordon, we will encourage development of locally produced energy efficient modular housing units to deliver part of the Council housing programme quicker and more efficiently than traditional built housing We will develop new methods of meeting the needs of disabled householders who have a need for ground floor facilities irrespective of tenure	
<b>Programme Ref</b>	49	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Increase in community - led housing initiatives in rural areas	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
49.0.1	Annual monitoring of No of communities receiving support from Housing Trusts	31 <sup>st</sup> March 2017
49.0.2	Monitoring and Assessment report prepared on Alness Modular Housing Pilot by Jan 2017 with recommendation on possible roll out throughout Highlands	30 <sup>th</sup> January 2017
49.0.3	Set up pilot project for modular disabled adaptation unit	31 <sup>st</sup> March 2017

<b>Service Id</b>	52	
<b>Programme Commitment</b>	The Council will work with the Scottish Government, Housing Associations, and the private sector to help to deliver 5000 new homes between 2012 and 2017. This will include at least the completion of, or starting on site of 1700 new affordable homes including Council and housing association houses, low cost home ownership and mid-market rent homes. We will also work with the NHS to deliver housing for the elderly via clusters of self-contained houses with care support.	
<b>Programme Ref</b>	52 (5.01 OP)	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Delivery of housing target in Highland: <ul style="list-style-type: none"> <li>5000 houses enabled by planning policy 12/17 (CP)</li> <li>688 new Council houses by March 2017 (CP)</li> </ul>	

<b>Risk</b>	DI1, DI2 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
52.0.1	Deliver 688 new Council Houses by March 2017 and 120 in 2012/13 07-12 600 new houses built suitable for older people or people with disabilities 2007/08 to 2010/11	31 <sup>st</sup> March 2017
52.0.2	The delivery of 5000 houses enabled by planning policy (2012/13 to 2016/17) and 1000 houses in 2012/13 CP07-12 The delivery of 6000 houses enabled by planning policy (2007-08 to 2010-11)	31 <sup>st</sup> March 2017
52.0.3	Quarterly review of all affordable housing units approved by Scottish Government.	31 <sup>st</sup> March 2017
52.0.4	We commit to fast-track referrals from services/agencies supporting welfare/rehabilitation of injured Armed Forces personnel.	31 <sup>st</sup> March 2017
52.0.5	We will offer a one-stop service via the Scheme of Assistance to co-ordinate available funds and resources to make the necessary adaptations to bring injured servicemen home offer one-stop service to co-ordinate available resources to enable adaptations to bring injured servicemen home	31 <sup>st</sup> March 2017

<b>Service Id</b>	56	
<b>Programme Commitment</b>	We will work with partners to use the Scheme of Assistance and Empty Property legislation to tackle property disrepair in the private sector, including empty flats and properties above shops, improving housing stock, promoting affordable warmth, and returning empty and substandard property to housing use	
<b>Programme Ref</b>	56 (5.04 OP)	
<b>Lead Officer</b>	Housing Development Manager & Building Standards Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Reduce the number of poorly maintained buildings in our communities	
<b>Risk</b>	DI2 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
56.0.1	Monitor the issue of defective building notices served in Highland and use to lobby for incentives from the Scottish and UK Governments to reduce the negative impact that poorly maintained buildings have on our communities.	31 <sup>st</sup> March 2017
56.0.2	Continue to develop a strategy for the Unoccupied Properties Bill Act 13/14 - removed -once Bill approved Original Dec-14	30 <sup>th</sup> January 2017

<b>Service Id</b>	60	
<b>Programme Commitment</b>	We will lobby for an infrastructure grant fund mechanism from the Scottish Government to open up strategic sites throughout the Highlands to enable	

	the delivery of new affordable housing We will continue to lobby the Scottish Government for additional resources to enable us to deliver more affordable homes in the Highlands	
<b>Programme Ref</b>	60 (5.03 OP)	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Continue to participate in National Housing Trust funding model	
<b>Risk</b>	DI6	
Enabling actions		Review Date
60.0.1	Engage fully and actively with COSLA and the Scottish Government to explore the options for the sustainable funding of Council house building and other affordable housing in the future	31 <sup>st</sup> March 2017
60.0.2	Devise approach and lobby for an infrastructure grant fund mechanism.	31 <sup>st</sup> March 2017
60.0.3	Continued participation in National Housing Trust funding model	31 <sup>st</sup> March 2017

<b>Service Id</b>	61	
<b>Programme Commitment</b>	We will work with UK and Scottish Governments and energy suppliers to promote fair domestic fuel pricing for the Highlands and a fairer system for targeting energy efficiency funding based on levels of fuel poverty	
<b>Programme Ref</b>	61 (1.29 & 4.21 OP)	
<b>Lead Officer</b>	Principal Engineer Energy & Principal Economy Officer	
<b>Resource</b>		
<b>Key Performance Results</b>	Work with UK and Scottish Government to campaign for fairer fuel prices across the Highlands (CP)	
<b>Risk</b>	DI2	
Enabling actions		Review Date
61.0.1	Monitor and report progress made on Affordable Warmth Action Plan actions (on-going to March 2017?)	31 <sup>st</sup> March 2017
61.0.2	No. of home insulation measures committed through the Home Energy Programme for Scotland – Area Based Scheme	31 <sup>st</sup> March 2017
61.0.3	Work with UK & Scottish Government to campaign for fairer fuel prices across the Highlands	31 <sup>st</sup> March 2017
61.0.4	Work with partners to support retention of petrol stations in fragile areas	31 <sup>st</sup> March 2017
61.0.5	Roll out of smart metering in all Highland areas to 25% in 2014/15 and 50% in 2015/2016. - Council Buildings and Schools	31 <sup>st</sup> March 2017
61.0.6	Develop a comprehensive strategy to bring about a reduction in energy costs in the Highlands, including particular support for fuel	31 <sup>st</sup> March 2017

	poor households and co-operative fuel buying	
61.0.7	Aim to include homes in fuel poverty in the Scottish Government Energy Efficiency schemes where these meet the scheme requirements	31 <sup>st</sup> March 2017
61.0.8	Work with the Scottish Government to develop an energy efficiency improvements scheme, managed by the Council, that will be relevant to homes in the Highlands	31 <sup>st</sup> March 2017

<b>Service Id</b>	62	
<b>Programme Commitment</b>	We will work with the Scottish Government to lobby the UK Government to reduce grid access charges which impact negatively on renewable energy production in the Highlands	
<b>Programme Ref</b>	62	
<b>Lead Officer</b>	Principal Economy Officer	
<b>Resource</b>		
<b>Key Performance Results</b>	Reduction in grid access charges	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
62.0.1	We will engage with Scottish Government to lobby for reduced transmission charges to the Highlands	31 <sup>st</sup> March 2017
62.0.2	We will work with transmission and distributors to increase access and capacity for renewable energy developments	31 <sup>st</sup> March 2017

<b>Service Id</b>	64	
<b>Programme Commitment</b>	City/Region Deal - Progress the City/Region deal to lever in additional infrastructure investment, improve connectivity and enhance the skills of our young people across the Highlands	
<b>Programme Ref</b>	64	
<b>Lead Officer</b>	Director of Development & Infrastructure & Development Plans Manager	
<b>Resource</b>		
<b>Key Performance Results</b>	Delivery of city/region deal	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
64.0.1	Ensure delivery of appropriate project through Scotland's cities strategy - 6 project by 2017	31 <sup>st</sup> March 2017
64.0.2	West Highlands & Islands local development plan adopted by Dec-17 12/13 30-Sep-17	31 <sup>st</sup> March 2017

64.0.3	Caithness & Sutherland local development plan adopted Jun-16 12/13 Jun-15	31 <sup>st</sup> March 2017
--------	--	-----------------------------

<b>Service Id</b>	65
<b>Programme Commitment</b>	Infrastructure for Growth – to continue to grow, Inverness needs to address infrastructure constraints to enable the delivery of new housing, business and recreational facilities.
<b>Programme Ref</b>	65 (4.06 OP)
<b>Lead Officer</b>	Head of Infrastructure
<b>Resource</b>	Capital budget/External Funding
<b>Key Performance Results</b>	Progress the delivery of the Inverness West-Link road and the associated amenity and leisure. (CP)
<b>Risk</b>	DI5 & DI6

Enabling actions		Review Date
65.0.1	Inverness West Link - Completion of enabling works by March 2016	31 <sup>st</sup> March 2017
65.0.2	Inverness West Link - Commencement of stage 1 and canal parks enhancement by June 2016.	31 <sup>st</sup> March 2017
65.0.3	Inverness West Link - Commencement of Torvean golf course, June 2016	31 <sup>st</sup> March 2017
65.0.4	Completion of West Link by Q3 2020/21	31 <sup>st</sup> March 2017
65.0.5	Existing Inshes Roundabout traffic capacity enhancements - Completion by December 2015	31 <sup>st</sup> March 2017
65.0.6	Inshes Roundabout Scheme - Promote construction consents December 2016	31 <sup>st</sup> March 2017
65.0.7	Inshes Roundabout Scheme - Commence construction December 2017	31 <sup>st</sup> March 2017

<b>Service Id</b>	66	
<b>Programme Commitment</b>	City Promotion – We will progress the move of the Scottish Courts Service from Inverness Castle and turn the castle and surrounding area into a major visitor attraction for the city and region. We will also work with partners to enhance visitor experience by seeking to deliver further attractions for the city centre including the riverside arts trail	
<b>Programme Ref</b>	66	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Completion of major visitor attraction for city and region	
<b>Risk</b>		
Enabling actions		Review Date

66.0.1	Public consultation to be undertaken and option agreed for castle by end March 2016	31 <sup>st</sup> March 2017
66.0.2	Opening of new Castle Viewing Platform by end October 2016	31 <sup>st</sup> March 2017
66.0.3	Delivery of environmental enhancements around castle by October 2016	31 <sup>st</sup> March 2017
66.0.4	Riverside Arts trail to be completed by December 2016	31 <sup>st</sup> March 2017
66.0.5	Work with the Tourism BID to promote the riverside by March 2017	31 <sup>st</sup> March 2017
66.0.6	Service Level Agreement with the Tourism BID to include riverside promotion	31 <sup>st</sup> March 2017

<b>Service Id</b>	67
<b>Programme Commitment</b>	City Centre – We will work with our partners to deliver city centre Wi-Fi and other projects to deliver SMART Cities; as well as playing a full part in the Scottish Cities Alliance
<b>Programme Ref</b>	67
<b>Lead Officer</b>	Head of Development & Regeneration
<b>Resource</b>	
<b>Key Performance Results</b>	Deliver Inverness City centre Wi-Fi part of the City-Region Deal
<b>Risk</b>	

Enabling actions		Review Date
67.0.1	Deliver Inverness City centre Wi-Fi by end March 2017	31 <sup>st</sup> March 2017
67.0.2	Develop and delivery SMART Cities projects for Inverness City Region in collaboration with Scottish Cities Alliance (SCA) partners	31 <sup>st</sup> March 2017
67.0.3	Maintain strong commitment to work of Scottish Cities Alliance	31 <sup>st</sup> March 2017

<b>Service Id</b>	68
<b>Programme Commitment</b>	Business Vibrancy - We will encourage new businesses to locate in the city centre, notably in creative industries and information technology. We will also progress the development of the Victorian Market as a major attraction
<b>Programme Ref</b>	68
<b>Lead Officer</b>	Principal Regeneration Officer
<b>Resource</b>	
<b>Key Performance Results</b>	Increase in number of new businesses located in city centre
<b>Risk</b>	

Enabling actions		Review Date
68.0.1	Work with HIE and private sector property owners to promote city centre office locations as IT incubators by end December 2016,	31 <sup>st</sup> March 2017

	including assisting with the refurbishment and development of Al Welders Building, Academy Street as incubator units	
--	--	--

<b>Service Id</b>	69	
<b>Programme Commitment</b>	Health and Wellbeing – Working with our partners we will progress the delivery of a regional sports facility for the Highlands in Inverness, incorporating indoor cycling, tennis and athletics as part of our aim of promoting the Highlands as a great place to live, work and visit. We will also explore options for transport schemes so that all of Highland can benefit from this facility.	
<b>Programme Ref</b>	69	
<b>Lead Officer</b>	Head of Property Services	
<b>Resource</b>		
<b>Key Performance Results</b>	Delivery of regional sports facility for the Highlands	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
69.0.1	Completion of outline design for a regional sports facility for the Highlands in Inverness by end August 2017	31 <sup>st</sup> March 2017

<b>Service Id</b>	70	
<b>Programme Commitment</b>	Transport - Working with our partners we will develop public transport provision in the city and we will work with Abellio Scotrail to prepare and implement a masterplan for Inverness Railway Station. We also will aim to make Inverness one of the most family and visitor friendly cities in the UK through expanding 20mph zones throughout the residential areas of the city	
<b>Programme Ref</b>	70 (4.02 OP)	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>		
<b>Key Performance Results</b>	Reduced journey times and fairer prices on the Highland rail network	
<b>Risk</b>	DI6	
<b>Enabling actions</b>		<b>Review Date</b>
70.0.1	Completion of Masterplan for Inverness Railway Station by end March 2016	31 <sup>st</sup> March 2017
70.0.2	Increase in No of formal 20mph zones in Inverness	31 <sup>st</sup> March 2017
70.0.3	Amendment to Roads Development Guidance approved by Committee to ensure delivery of formalised 20mph schemes by end March 2016	31 <sup>st</sup> March 2017

<b>Service Id</b>	71	
-------------------	----	--



<b>Programme Commitment</b>	Social Equality - Working with our partners we will seek public sector infrastructure investment and training opportunities in our deprived communities to create jobs and improve quality of life	
<b>Programme Ref</b>	71	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>		
<b>Key Performance Results</b>	Increased training opportunities in deprived areas	
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
71.0.1	Annual monitoring of No of shared apprentices employed in from most deprived SIMD areas.	31 <sup>st</sup> March 2017

<b>Service Id</b>	72	
<b>Programme Commitment</b>	Education - We will work to develop the presence of the University of the Highlands and Islands within the city, to enhance options for the retention of young people within the City and Region and encourage sector growth in industries	
<b>Programme Ref</b>	72	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>		
<b>Key Performance Results</b>		
<b>Risk</b>		
<b>Enabling actions</b>		<b>Review Date</b>
72.0.1	Complete the new Highland Science Skills Academy premises at the Campus by end of December 2016. Appointment of Project Director to work with partners to drive this initiative forward	31 <sup>st</sup> March 2017

## 7.2 Commitments

### [Gealltanasan Seirbheis agus Feumalachdan Reachdail Eile](#)

#### 7.2.1 Old Programme Commitments

<b>Service Id</b>	1.1	
<b>Programme Commitment</b>	Working with partners and through the Single outcome agreement we will produce a comprehensive economic recovery and development plan, detailing a strategy for growth	
<b>Programme Ref</b>	1.01	
<b>Lead Officer</b>	Director of Development & Infrastructure	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Strategy in place and implemented by CP Partners.	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.1.1	Bi-annual progress reports to the Highland Community Planning Partnership and the Economic Recovery and Development Strategy	31 <sup>st</sup> March 2017

<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>	1.04 (1.01 refers)	
<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 renewable sector clients assisted through Business Gateway – jobs created/safeguarded (CP)</li> <li>No. of life sciences sector clients assisted through Business Gateway – jobs created/safeguarded (CP)</li> </ul>	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.2.1	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 Business Gateway	
<b>Programme Ref</b>	1.06	
<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 and information from Business Gateway</li> <li>No of start-up businesses supported by Business gateway</li> <li>No of growth businesses supported</li> </ul>	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.3.1	Deliver the Business Gateway Service (ref1.2.2)	31 <sup>st</sup> March 2017
1.3.2	Provide business development loan advice	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>	1.08	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Social Enterprise Strategy agreed and being implemented and monitored by partners.	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.4.1	Produce a Social Enterprise Strategy for the Highlands	31 <sup>th</sup> March 2017

<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>	1.09	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>A Highland local food network established and supported by the sector</li> <li>Sustained Fairtrade Zone status for the Highlands</li> </ul>	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.5.1	Establish and support a Highland local food network via social media	complete
1.5.2	Highland Fairtrade Zone status reconfirmed during 2015	31 <sup>st</sup> December 2016

<b>Service Id</b>	1.6	
-------------------	-----	--

<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>	1.10	
<b>Lead Officer</b>	Economy and Regeneration Manager & Environment Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Highland growth exceeds national growth in tourism annually (CP)	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.6.1	Continue to explore and develop destination and green tourism opportunities	31st March 2017
1.6.2	Deliver the Major Events and Events Challenge Fund	31 <sup>st</sup> March 2017
1.6.3	Environment Team, Ranger events, LDR, countryside facilities and access activities will continue to support the Highland economy	31 <sup>st</sup> March 2017
1.6.4	<u>Delivery of Town and Countryside Capital Programme</u>	<u>31<sup>st</sup> March 2017</u>

<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>	1.11	
<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>	DI2	
<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, LDR and Access activities	31 <sup>st</sup> March 2017
1.7.3	With partners develop and implement the Cairngorm and Glenmore Masterplan	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.8	
-------------------	-----	--

<b>Programme Commitment</b>	The Council will work with HIE, Scottish Development International & 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>Programme Ref</b>	1.12
<b>Lead Officer</b>	Head of Planning & Environment 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 2015/16 (CP)</li> <li>• Maximise area of VDLF 2015/16 (CP)</li> <li>• Promote and pursue inward investment opportunities with HIE and Scottish Development International (CP)</li> </ul>
<b>Risk</b>	DI2

<b>Enabling actions</b>		<b>Review Date</b>
1.8.1	Implement the 2015/16 VDLF Delivery Plan	31 <sup>st</sup> March 2017
1.8.2	Deliver the Planning Service against key planning performance targets	31 <sup>st</sup> March 2017
1.8.3	Deliver Planning Service Improvement Plan projects	31 <sup>st</sup> March 2017
1.8.4	Deliver the Building Standards Service against performance targets	31 <sup>st</sup> March 2017
1.8.5	Deliver Building Standards Improvement Plan projects	31 <sup>st</sup> March 2017
1.8.6	Deliver Transport Planning against performance targets	31 <sup>st</sup> March 2017
1.8.7	Deliver Transport Planning Improvement Plan projects	31 <sup>st</sup> March 2017
1.8.8	Review Highland Council Tree Strategy	31 <sup>st</sup> March 2017
1.8.9	Publish a suite of forestry and tree guidance to include TPO and Conservation Areas, Planting, woodland removal, , haulage, tree constraints, tree protection and woodland management	31 <sup>st</sup> March 2017
1.8.10	With FCS and other partners publish a revised Forest and Woodland Strategy. Initiate work 2015 – complete 2017	31 <sup>st</sup> March 2017
1.8.11	With Area Advisory Group partners, review existing River Basin Management Plans for North and West Highland	31 <sup>st</sup> July 2017

<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 Development & Infrastructure and Head of Planning & Environment
<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>	DI2	
<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> March 2017
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> Dec 2017
1.9.4	Update and publish Large Scale Wind Energy Guidance (MM)	31 <sup>st</sup> Sept 2017

<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,nd Nigg Energy Park), Scrabster Enterprise Area, Ardersier and Kishorn and in the UHI Campus development	
<b>Programme Ref</b>	1.17	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Unemployment rate in Thurso TTWA is lower than the Highland &amp; Scottish avg</li> <li>• Unemployment rate in Invergordon TTWA is lower than the Highland &amp; Scottish averages</li> <li>• Unemployment rate in Inverness &amp; Dingwall TTWA is lower than the Highland &amp; Scottish avg</li> <li>• Unemployment rate in Skye &amp; Lochalsh, Ullapool &amp; Gairloch TTWAs is lower than Highland &amp; Scottish</li> </ul>	
<b>Risk</b>	DI2	
<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>	1.18	
<b>Lead Officer</b>	Economy and Regeneration Manager and Harbours Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>		
<b>Risk</b>	DI2	
<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 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>	1.19	
<b>Lead Officer</b>	Director of Development & Infrastructure	
<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>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.12.1	C&N S Regeneration partnership	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.13	
<b>Programme Commitment</b>	The Council will monitor the implementation of its Youth Employment Strategy.	
<b>Programme Ref</b>	1.20, SOA (1.14 below refers)	
<b>Lead Officer</b>	Economy and Regeneration Manager with C&L partners	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Monitor implementation of the Youth Employment Strategy through bi-annual reports to the Highland Community Planning Partnership and Highland Works. (CP)	
<b>Risk</b>	DI2	

Enabling actions		Review Date
1.13.1	Joint working with C&L and CPP deliver Developing Scotland's Young Workforce 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>	1.21 (1.20 refers), SOA
<b>Lead Officer</b>	Economy and Regeneration Manager
<b>Resource</b>	Currently within budget
<b>Key Performance Results</b>	Work with partners to increase opportunities for 16 – 19 year seeking employment to access modern apprenticeships (CP)
<b>Risk</b>	DI2

Enabling actions		Review Date
1.14.1	Publish and implement a Highland Youth Employment Strategy	Complete
1.14.2	Joint working with C&L and CPP deliver Developing Scotland's Young Workforce Strategy and Action Plan	31 <sup>st</sup> March 2017

<b>Service Id</b>	1.15
<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>	1.22 (6.10 refers) and SOA Employment Theme
<b>Lead Officer</b>	Economy and Regeneration Manager
<b>Resource</b>	Currently within budget
<b>Key Performance Results</b>	<p>Maximum benefit is derived from successor EU funded programmes in the Highlands, which continue to support sustainable community and rural development (CP)</p> <ul style="list-style-type: none"> <li>• Level of EU funding benefiting the Highlands</li> <li>• Level of EU funding accruing to the Council</li> </ul>
<b>Risk</b>	DI2 and DI8

Enabling actions		Review Date
1.15.1	Develop and deliver successful Strategic Interventions to be funded via the EU Structural Investment Funds in the fields of Business Competitiveness (Business Gateway), Employability, Green	31 March 2017



<b>Service Id</b>	1.17	
<b>Programme Commitment</b>	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'	
<b>Programme Ref</b>	1.25	
<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>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
1.17.1	Deliver Development Plans in line with the timescales set out in the agreed Development Plan Scheme	June 2015
1.17.2	Prepare the Raigmore and Inshes Development Brief for public consultation	Complete

<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>	2.11 (C&L Lead)	
<b>Lead Officer</b>	Environment Manager and Property Manager	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	% of schools engaged with the energy element of the Schools Global Footprint Project. (CP)	
<b>Risk</b>	DI6	
<b>Enabling actions</b>		<b>Review Date</b>
2.1.1	With Countryside Rangers support and enhance Eco school accreditation at bronze, silver and green flag level increases annually	31 <sup>st</sup> March 2017

<b>Service Id</b>	2.3	
<b>Programme Commitment</b>	The Council will ensure that all bidders for significant Council contracts must provide targeted plans to recruit young unemployed people in the Highlands.	
<b>Programme Ref</b>	2.27	
<b>Lead Officer</b>	Head of Development & Regeneration and Head of Planning & Environment	
<b>Resource</b>	Within Service budget	

<b>Key Performance Results</b>	Council contracts increasingly deliver employment and training opportunities for young unemployed people in the Highlands.	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
2.3.1	Progress a shared apprenticeship scheme in partnership with the Construction Industry Training Board (CITB) (Scotland) which will be incorporated into all substantial building contracts and operated by August 2015	31 <sup>st</sup> August 2015

<b>Service Id</b>	2.4	
<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 Mòr Ostaig to further develop its community partnership projects	
<b>Programme Ref</b>	2.29 (C&L Lead)	
<b>Lead Officer</b>	Head of Planning & Environment & Head of Infrastructure	
<b>Resource</b>	Currently within budget	
<b>Key Performance Results</b>	Improved relations between secondary schools and the UHI	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
2.4.1	Preparation of planning guidance of enterprise area for UHI Campus (CP)	Complete

<b>Service Id</b>	4.3	
<b>Programme Commitment</b>	The Council will instigate a co-ordinated, thorough, Highland wide programme of inspecting watercourses and cleaning gullies & ditches to avoid further water damage and support future repairs, and we will make this programme available to the public.	
<b>Programme Ref</b>	4.04	
<b>Lead Officer</b>	Head of Infrastructure and Head of Roads	
<b>Resource</b>	Service Revenue budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Adhere to programme of inspecting watercourses</li> </ul>	
<b>Risk</b>	DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.3.1	Publish a schedule of works derived from watercourse inspections	1 <sup>st</sup> August 2016
4.3.2	Undertake scheduled work of watercourse clearance and repair	31 <sup>st</sup> December 2016

4.3.3	Undertake gully cleaning and ditch clearance	31 <sup>st</sup> December 2016
4.2.4	Progression of actions in the local flood risk management plan	31 March 2017

<b>Service Id</b>	4.4	
<b>Programme Commitment</b>	The Council will develop options for a long-term solution which provides a secure and effective transport link between Lochcarron and the Lochalsh area in consultation with partners and the local community, and pursue the options for securing external funding.	
<b>Programme Ref</b>	4.05	
<b>Lead Officer</b>	Head of Infrastructure	
<b>Resource</b>	Capital Budget	
<b>Key Performance Results</b>	Submit report on progress on selection of a preferred option and update on external funding opportunities by June 2015	
<b>Risk</b>	DI5 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.4.1	Continue to progress options for the A890 bypass; agree preferred route and progress funding options.	31 <sup>st</sup> March 2017
4.4.2	Report outcome of options appraisal (Stage 2) to committee	1 <sup>st</sup> August 2016
4.4.3	Explore options for securing external funding	1 <sup>st</sup> August 2016
4.4.4	Progress of construction consents for implementation of the selected route	1 <sup>st</sup> August 2016

<b>Service Id</b>	4.6	
<b>Programme Commitment</b>	Work with partners, the Council will support the delivery of the Inverness Airport Rail Link	
<b>Programme Ref</b>	4.07	
<b>Lead Officer</b>	Head of Infrastructure & Transport Planning Manager	
<b>Resource</b>	Service budget	
<b>Key Performance Results</b>	Provide an annual update on the delivery of the Inverness Airport Rail link by March 2017	
<b>Risk</b>	DI5 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.6.1	Continue to support partners with design development of the project	1 <sup>st</sup> August 2016

<b>Service Id</b>	4.7	
<b>Programme Commitment</b>	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.	
<b>Programme Ref</b>	4.08	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Service budget	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Transport travel scheme in place by March 2017</li> <li>• Sustainable Integrated Transport Plan delivering sustainable transport solutions by March 2017</li> </ul>	
<b>Risk</b>	DI5 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.7.1	Work with transport providers to explore the options for Quality Bus Partnerships and transport travel scheme (CP)	31 <sup>st</sup> March 2017
4.7.2	Develop a plan for sustainable integrated transport through the Highlands	31 <sup>st</sup> March 2017

<b>Service Id</b>	4.8	
<b>Programme Commitment</b>	The Council will work with the Scottish Government and other partners, to improve cycle safety across the Highlands and expand cycle routes	
<b>Programme Ref</b>	4.10	
<b>Lead Officer</b>	Head of Planning & Environment and Head of Roads	
<b>Resource</b>	Service Revenue and Capital budget	
<b>Key Performance Results</b>	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 CSPEE Committee	
<b>Risk</b>	DI5 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.8.1	Provision of cycle training with partners	1 <sup>st</sup> April 2017
4.8.2	Expand Active Travel Networks in partnership with Sustrans and other key partners	1 <sup>st</sup> April 2017

<b>Service Id</b>	4.9	
<b>Programme Commitment</b>	Working with partner organisations, the Council will draft a Green Transport Strategy	
<b>Programme Ref</b>	4.12	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Revenue budget	
<b>Key Performance Results</b>	Prepare Green Transport Strategy	
<b>Risk</b>	DI5 and DI6	

Enabling actions		Review Date
4.9.1	Develop Strategy for Green Infrastructure	Complete
4.9.2	Secure Green Infrastructure funding from SG	31 <sup>st</sup> Sept 2017
4.9.3	Implement Green Infrastructure Programme	31 <sup>st</sup> March 2017

<b>Service Id</b>	4.10
<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>Programme Ref</b>	4.14
<b>Lead Officer</b>	Economy and Regeneration Manager
<b>Resource</b>	Currently within budget
<b>Key Performance Results</b>	Work with partners to protect, attract new & enhanced air services in the Highlands. (CP)
<b>Risk</b>	DI2, DI5 and DI6

Enabling actions		Review Date
4.10.1	Provide marketing support package for new international air routes (CP)	31 <sup>st</sup> March 2017
4.10.2	Joint working with partners as opportunities (lobbying, research) arise as part of the City-Region Deal	31 <sup>st</sup> March 2017

<b>Service Id</b>	4.11
<b>Programme Commitment</b>	Working with the Scottish Government and partners, the Council will continue to develop flood alleviation schemes across the Highlands
<b>Programme Ref</b>	4.17
<b>Lead Officer</b>	Head of Infrastructure
<b>Resource</b>	Capital Budget – Scottish Government Grant
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>• Implement the River Ness (Tidal Section) flood alleviation scheme by March 2015 (CP)</li> <li>• Prepare flood alleviation schemes for implementation as identified in capital plan to March 2017 (CP)</li> <li>• Lobby for Government funding for flood alleviation schemes identified on the Council's capital programme (CP)</li> <li>• Report on progress with the implementation of river ness (tidal Section) flood scheme.</li> <li>• Report on other flood alleviation projects as identified in the capital programme</li> </ul>

<b>Risk</b>	DI5 and DI6 (community Services – CS6)	
<b>Enabling actions</b>		<b>Review Date</b>
4.11.1	River Ness - Phase 1 (contract award Aug 2013)	Complete
4.11.2	River Ness – Phase 2 ( Due to start Dec 2014)	Complete
4.11.3	Review of Capital programme and scheme prioritisation	1 <sup>st</sup> August 2016
4.11.4	Scottish Government Grant for flood schemes	1 <sup>st</sup> August 2016
4.11.5	River Ness Phase 1 completed June 2015	1 <sup>st</sup> August 2016
4.11.6	River Ness Phase 2 completed July 2015	1 <sup>st</sup> August 2016
4.11.6	Completion of Smithton/Cullochen Phase 3	Complete
4.11.7	Promotion of flood Protection Schemes for Smithton and Cullochen Phase 4, Caol and River Enrick	1 <sup>st</sup> August 2016

<b>Service Id</b>	4.12	
<b>Programme Commitment</b>	The Council will work with the Scottish Government to press the UK Government for the same level of protection as previously provided by two emergency towing vessels covering the Minch and Northern Isles	
<b>Programme Ref</b>	4.20	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Service budget	
<b>Key Performance Results</b>	Council secures the equivalent level of protection as previously provided by two emergency towing vessels (ETVs) in the Minch and Northern Isles	
<b>Risk</b>	DI6	
<b>Enabling actions</b>		<b>Review Date</b>
4.12.1	Continue to work with Island authority partners and the Scottish Government to secure UK Government commitment to service provision	31 <sup>st</sup> March 2017

<b>Service Id</b>	4.14	
<b>Programme Commitment</b>	We will adopt the principles of ‘shared space’ in order to find innovative solutions for reconciling traffic movement with quality public spaces in our cities, towns and villages.	
<b>Programme Ref</b>	4.22	
<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</b>	Service budget	
<b>Key Performance Results</b>	The Council is recognised for its quality public spaces and for successfully integrating traffic movement with other forms of transport in its towns and cities.	
<b>Risk</b>	DI5 and DI6	

Enabling actions		Review Date
4.14.1	Delivery of 4 shared space schemes per annum (CP)	31 <sup>st</sup> March 2017

<b>Service Id</b>	4.15
<b>Programme Commitment</b>	We will work with HITRANS and rail operators to seek expansion of concessionary commuter fares to routes south and east of Inverness.
<b>Programme Ref</b>	4.23
<b>Lead Officer</b>	Integrated Transport Manager
<b>Resource</b>	Service budget
<b>Key Performance Results</b>	Concessionary commuter fares become available on trains to the south and east of Inverness by 31 <sup>st</sup> March 2017
<b>Risk</b>	DI6

Enabling actions		Review Date
4.15.1	Lobby for extension of concessionary fares to routes south and east of Inverness	Annually to 31 <sup>st</sup> March 2017
4.15.2	Work with partners to seek expansion of concessionary commuter fares to routes south and east of Inverness and report annually on progress. (CP)	Annually to 31 <sup>st</sup> March 2017

<b>Service Id</b>	4.16
<b>Programme Commitment</b>	We will campaign for incentives from Scottish and UK Governments to reduce the negative impact that poorly maintained buildings have in our communities.
<b>Programme Ref</b>	4.24
<b>Lead Officer</b>	Head of Property Services
<b>Resource</b>	Service budget
<b>Key Performance Results</b>	The negative impact of poorly maintained buildings in Highland communities is reduced.
<b>Risk</b>	DI6

Enabling actions		Review Date
4.16.1	Monitor issue of defective building notices issued in Highland. (CP)	31 <sup>st</sup> March 2017
4.16.2	Lobby Scottish and UK Government for incentives to reduce impact of poorly maintained buildings on communities. (CP)	Annually to 31 <sup>st</sup> March 2017

<b>Service Id</b>	4.17
<b>Programme Commitment</b>	We will promote seaborne tourism by developing the network of harbours around our coastline through a partnership of Council harbours, trust ports, community owned or operated harbours, and privately owned facilities, in

	order to generate income and employment for our coastal communities.	
<b>Programme Ref</b>	4.25	
<b>Lead Officer</b>	Head of Planning & Environment and CS harbour operators	
<b>Resource</b>	Service budget	
<b>Key Performance Results</b>	The economic impact of seaborne tourism in the Highlands increases year on year.	
<b>Risk</b>	DI2	
Enabling actions		Review Date
4.17.1	Delivery of partnership based enhancement projects on sailing infrastructure in Highland (3 per annum) (CP)	Annually to 31 <sup>st</sup> March 2017

<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>	5.01	
<b>Lead Officer</b>	Head of Planning & Environment and Head of Development & Regeneration	
<b>Resource</b>	HRA, Capital Programme, Land Bank, SG Grant	
<b>Key Performance Results</b>	Delivery of housing target in Highland: <ul style="list-style-type: none"> <li>• 5000 houses enabled by planning policy 12/17 (CP)</li> <li>• 688 new Council houses by March 2017 (CP)</li> </ul>	
<b>Risk</b>	DI1, DI2 and DI6	
Enabling actions		Review Date
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
5.1.3	Identify suitable sites	31 <sup>st</sup> March 2017
5.1.4	Obtain planning permission for housing development	31 <sup>st</sup> March 2017
5.1.5	Let construction contracts	31 <sup>st</sup> March 2017

<b>Service Id</b>	5.2	
<b>Programme Commitment</b>	The Council will maximise the supply of new affordable housing by continuing to build Council houses and consider other innovative methods of funding new affordable housing to meet housing need.	
<b>Programme Ref</b>	5.03	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>	HRA, General Fund Capital	
<b>Key Performance</b>	Delivery:	



<b>Results</b>	<ul style="list-style-type: none"> <li>Continue to participate in National Housing Trust funding model</li> <li>Deliver 688 new Council Houses by March 2017</li> </ul>	
<b>Risk</b>	DI6	
<b>Enabling actions</b>		
	<b>Review Date</b>	
5.2.1	Use of council's prudential borrowing and land bank resources to enable delivery of new funding mechanisms for affordable housing	31 <sup>st</sup> March 2017
5.2.2	Engage fully and actively with COSLA and the Scottish government to explore options for the sustainable funding of council house building and other affordable housing.	31 <sup>st</sup> March 2017

<b>Service Id</b>	5.3	
<b>Programme Commitment</b>	The Council will adopt innovative approaches, utilising the powers available to it to bring empty properties both in public and private ownership back into use for the good of the community. This will include use of the powers offered by the Unoccupied Properties Act to increase Council tax on empty properties.	
<b>Programme Ref</b>	5.04	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>	HRA Capital and Revenue, General Fund	
<b>Key Performance Results</b>	<ul style="list-style-type: none"> <li>Housing Development Assistant appointed (complete)</li> <li>£800K funding secured</li> </ul>	
<b>Risk</b>	DI2 and DI6	
<b>Enabling actions</b>		<b>Review Date</b>
5.3.1	Develop strategy for implementing the Unoccupied Properties Act	31 <sup>st</sup> March 2017
5.3.2	Develop processes for identifying empty properties including promotion and public reporting	31 <sup>st</sup> March 2017
5.3.3	Funding sources identified to bring properties back into use.	31 <sup>st</sup> March 2017
5.3.4	Promote scheme to and partner with landlords	31 <sup>st</sup> March 2017

<b>Service Id</b>	6.1	
<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>	6.07 (1.08 refers) (CEX lead) (SOA Employment Theme)	
<b>Lead Officer</b>	Economy and Regeneration Manager	
<b>Resource</b>	Within Service budget	
<b>Key Performance Results</b>	Social Enterprise Strategy implemented and delivering for Highland (CP)	

<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
6.1.1	Produce Highland Social Enterprise Strategy for the Highlands	31 <sup>st</sup> March 2017

<b>Service Id</b>	6.2	
<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 system.	
<b>Programme Ref</b>	6.09 (CEX Lead) (1.16 refers)	
<b>Lead Officer</b>	Head of Development & Regeneration	
<b>Resource</b>	Within Service budget	
<b>Key Performance Results</b>	Community benefits policy is adopted and delivering projects within Highland communities. Community benefit funds established and delivering projects in Highland.	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
6.2.1	Negotiate on behalf of communities wishing to adopt the Council's Community Benefits Policy. (Linked to transformational agenda)	31 <sup>st</sup> March 2017

<b>Service Id</b>	6.3	
<b>Programme Commitment</b>	The Council will support community business and infrastructure development through the LEADER programme 2014-2020 and other EU funds	
<b>Programme Ref</b>	6.10	
<b>Lead Officer</b>	Environment Manager and Head of Development & Regeneration	
<b>Resource</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>	DI2 and DI8	
<b>Enabling actions</b>		<b>Review Date</b>
6.3.1	Implement the LEADER Programme( 2014 – 2020)	31 <sup>st</sup> March 2017
6.3.2	Deliver the 2014/2020 EMFF Programme in fisheries communities	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>	6.13 (C&L Lead)	

<b>Lead Officer</b>	Head of Planning & Environment	
<b>Resource</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>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
6.4.1	Work with partners to include Public Art in the Streetscape Works associated with the River Ness Flood (Tidal Section) prevention works. (CP)	31 <sup>st</sup> December 2016 target under review

<b>Service Id</b>	6.5	
<b>Programme Commitment</b>	The Council will implement the Fairer Highland Plan, including the duties of the Equalities Act 2010, ensuring that staff and service users are treated fairly and with respect.	
<b>Programme Ref</b>	6.16 (CEX Lead)	
<b>Lead Officer</b>	Head of Property Services & Head of Development & Regeneration	
<b>Resource</b>	Within Service budget	
<b>Key Performance Results</b>	% of Council buildings in which all public areas are suitable for and accessible to people with disabilities. (CP)	
<b>Risk</b>	DI2	
<b>Enabling actions</b>		<b>Review Date</b>
6.5.1	Ensure that all new build and altered properties conform with the Fairer Highland Plan and Equalities Act 2010	31 <sup>st</sup> March 2017

### 7.2.2 Other Service Commitments & Statutory Requirements

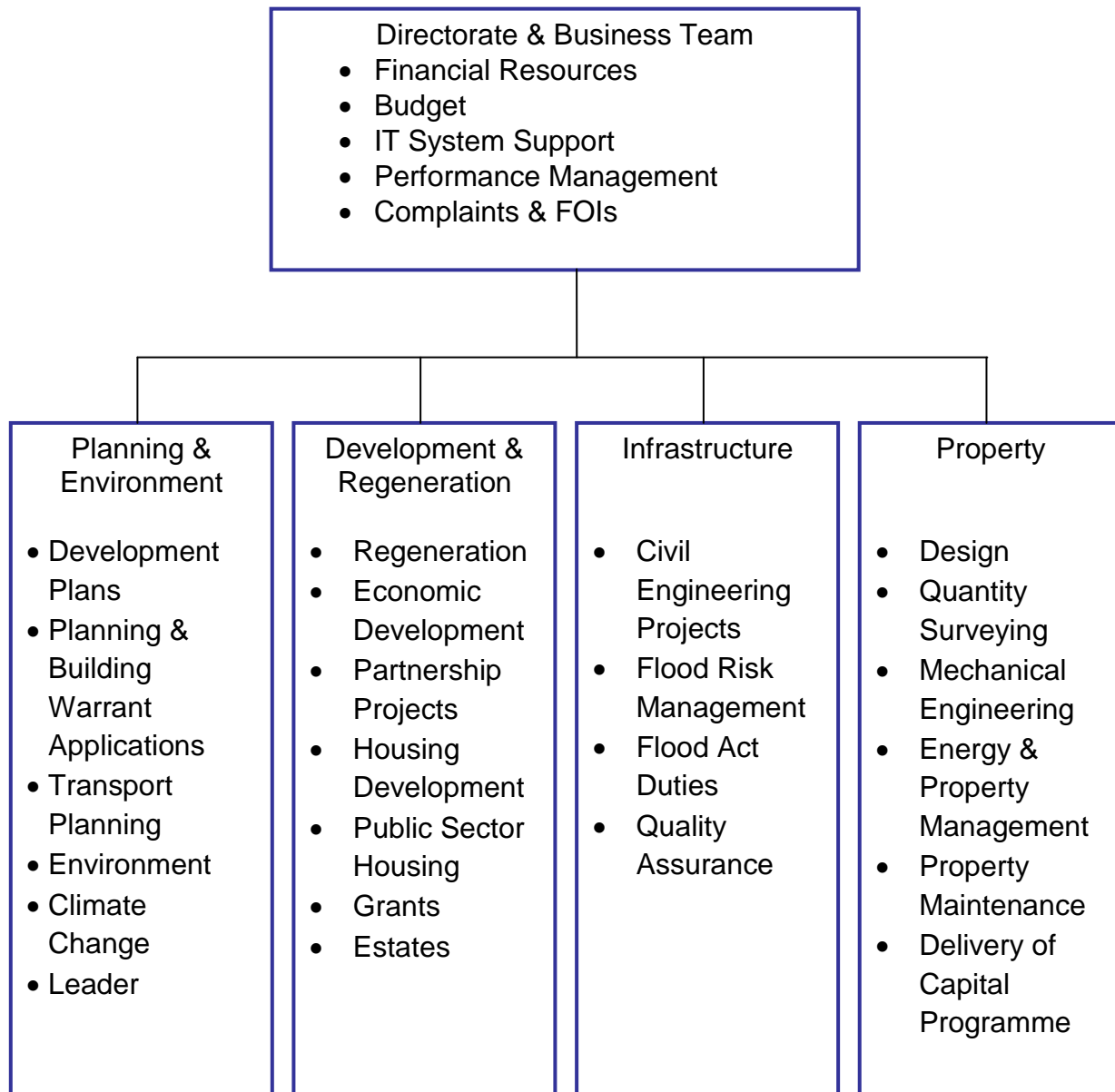
Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline & target
<b>Council has a statutory duty to plan for health, safety and wellbeing.</b>			
OS.1.1	Health Safety and Wellbeing Action Plan agreed and monitored via Central Safety Committee and Service Health Safety and Wellbeing Forum	HOPS	<u>Quarterly to 31<sup>st</sup> March 2017</u>
<b>Lease Tain Mussel fishery to third party on behalf of Tain Common Good</b>			
OS.2.1	Publish stock assessment	HODR	30th August 2016
OS.2.2	Review operation and implement agreed strategy – quarterly reports to Ward business meetings	HODR	31 <sup>st</sup> March 2017
<b>Deliver effective and valued Ranger Services and maintain and promote Long Distance Routes within the Highlands</b>			

Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline & target
OS.3.1	Review (with partners) management of Long Distance Routes and implement review recommendations	EM	March 2017 and annually
OS.3.2	Continue to support Eco schools/outdoor learning in Highland (Action 2.1 refers)	EM	March 2017
OS 3.4	Maintain Countryside facilities - Risk assessments and site monitoring	EM	Annually
OS 3.5	Support local Tourism Initiatives - NC500	EM	Annually
<b>Review countryside assets/facilities with a view to improving the benefits they deliver within communities.</b>			
OS.4.1	Complete review of current facilities ownership	EM	31 <sup>st</sup> March 2017
OS.4.2	Implement facilities management system	EM	31 <sup>st</sup> March 2017 2016
OS 4.4	Rationalise assets identify sites for disposal or transfer to interested communities	EM	31 <sup>st</sup> March 2017
OS 4.5	Programme of investment in retained facilities	EM	31 <sup>st</sup> March 2017
<b>As Access Authority under the (LR(S) Act 2003, Implement a system of Core Paths in Highland</b>			
OS.5.1	Local Access Fora reviewed	EM	31 <sup>st</sup> March 2017
OS.5.2	Review of Highland Access Strategy 2015 - 2018	EM	31 <sup>st</sup> March 2017
OS.5.3	Review of Core Path Plans aligned to local development Plan review	EM	31 <sup>st</sup> March 2017
OS.5.4	Develop successor HCPIP project	EM	31 <sup>st</sup> March 2017
OS.5.5	With Community Services, contribute to provision of sustainable transport networks – focus on active travel including cycling and safe routes to school	EM	31 <sup>st</sup> March 2017
<b>Protection and promotion of Highland Biodiversity</b>			
OS.6.1	With Service partners report progress to members/SG on delivery of the Biodiversity Duty Plan –	EM	31 <sup>st</sup> March 2017
OS.6.2	Review delivery of HC actions within Highland Biodiversity Action Plan – report progress to Members, Highland Environment Forum and HCPP.	EM	31 <sup>st</sup> March 2017
<b>Protection, conserve, promote and interpret the Historic Environment in Highland</b>			
OS.7.1	Highland Archaeology Festival	EM	31 <sup>st</sup> March 2017
OS.7.2	Maintain and expand the Highland Historic Environment Record (HER) and increase public and professional awareness and use of the HER	EM	31 <sup>st</sup> March 2017
OS.7.3	Formulate and review topic and area-based planning policy and guidance for the protection of the Historic Environment	EM	31 <sup>st</sup> March 2017

Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline & target
OS.7.4	Review and maximise funding opportunities for project in the Historic Environment	EM	31 <sup>st</sup> March 2017
OS.7.5	Provide training/secondment opportunities for staff within the Service and University Students	EM	31 <sup>st</sup> March 2017
OS.7.6	Undertake audit of Council owned historic assets and publish a strategy for historic building stock and archaeological assets owned by the Council	EM	31 <sup>st</sup> December 2017
<b>Deliver a Film Service promoting Highland as a location to film and supply chain business opportunities</b>			
OS.8.1	Promote Highland as a location to film	ERM	31 <sup>st</sup> March 2017
OS.8.2	Provide an enquiry service for locational scouts looking for film locations in Highland	ERM	31 <sup>st</sup> March 2017
OS.8.3	Provide database of film production facilities and services available	ERM	31 <sup>st</sup> March 2017
<b>Ensuring the Highlands and Highland Communities maximise the benefits resulting from planning gain</b>			
OS.10.1	Regular Planning Gain strategy meetings	HODR/ HOPE	31 <sup>st</sup> March 2017
<b>Continue to maximise income from the Highland Council's Industrial and Investment Property portfolio and achieve the current budgetary targets for general fund (property account) properties: Inverness Common good Fund properties and Housing account shops totalling £4.550M</b>			
OS.11.1	Continuous review and reporting of property performance, rent profiling, reviews and voids.	HODR	31 <sup>st</sup> March 2017
<b>The Council will support the small business and Highland entrepreneurs with advice and finance</b>			
OS.12.1	Deliver Business Gateway on behalf of Highland Council	ERM	31 <sup>st</sup> March 2017
OS.12.2	Deliver the Princes Youth Business Scotland service	ERM	31 <sup>st</sup> March 2017
OS.12.3	Provide loan finance	ERM	31 <sup>st</sup> March 2017
OS.12.4	Deliver the HC/ERDF Growth Accelerator Programme	ERM	31 <sup>st</sup> March 2017
<b>Corporate Risk Register – Risk THC2 If the Council does not rationalise property assets there will be too much money tied up in fixed assets, their poor condition will mean they are not fit for purpose and running costs, including carbon emissions, will be excessive</b>			
OS.13.1	Delivery of new Council offices in Wick.	DDI	Complete
OS.13.2	Refurbish Council buildings in Dingwall.	DDI	Complete
OS.13.3	Delivery of Fort William Office project	DDI	31 <sup>st</sup> March 2017
OS.13.4	Delivery of Kingussie office project	DDI	August 2016

Ref	Description – Key Performance Result/ Enabling Action	Lead Officer	Timescale or baseline & target
OS.13.5	Options appraisal to be prepared for Inverness office project	DDI	30 July 2017
<b>Develop the Asset Management Plan to ensure that the Council owns or occupies only the appropriate number of buildings and that these are fit for purpose</b>			
OS.14.1	Corporate and Service agreement to the implementation of the Asset Management – Target Model Action Plan.	CPAM	Annually to 31 <sup>st</sup> March 2017
OS.14.2	Implementation of necessary IT	CPAM	30 <sup>th</sup> Sept 2016
<b>Ensure that all our building projects, for both new and refurbished facilities, will comply with the best practice in sustainability such that the Council is seen as an exemplar organisation in the field of sustainable design and facilities management.</b>			
OS.15.1	Provide annual reports on sustainability in design	HOPS	31 <sup>st</sup> March 2017
OS.15.2	Publish case studies on sustainability practice	HOPS	31 <sup>st</sup> March 2017
OS.15.3	Share best practice with other public bodies	HOPS	31 <sup>st</sup> March 2017
<b>Increase the use of renewable micro-generation technology sources to provide energy in the Council Estate with appropriate integration of wind turbines, biomass fuel boilers, combined heat and power (CHP) and solar energy, increasing the overall output to 17000Kw by 2014. This is to be combined with a drive to reduce energy consumption through energy efficiency measures and behavioural change.</b>			
OS.16.1	Deliver the Energy Capital Plan	HOPS	31 <sup>st</sup> March 2017
OS.16.2	Deliver the Energy Investment Programme (CEEF)	HOPS	31 <sup>st</sup> March 2017
OS.16.3	Provide annual report on the performance of renewables	HOPS	31 <sup>st</sup> March 2017
OS.16.4	Working with Inverness College UHI to increase practical expertise in renewables in the Highlands	HOPS	31 <sup>st</sup> March 2017
<b>We aim to reduce water consumption in all Council buildings</b>			
OS.17.1	Monitor and report on water consumption	HOPS	31 <sup>st</sup> March 2017
<b>We will continue to lobby for improved and additional ferry services, including more flexibility in timetabling to facilitate employment and tourism opportunities</b>			
OS.18.1	Working with Ferry operators and Island communities lobby the Scottish Government for improved and additional ferry services	HOPE	ONGOING

**Service Structure and Responsibilities**  
**Structair na Seirbheis agus Dleastanasan**



**P&D Performance against Statutory Indicators 2012/2013 2015/2016**  
**Coileanadh nan Comharran Reachdail P&D 2012/2013– 2015/2016**

<b>Audit Scotland Pls</b>	<b><u>2011/12</u></b>	<b><u>2012/13</u></b>	<b><u>2013/14</u></b>	<b><u>2014/15</u></b>	<b><u>2015/16</u></b>	<b><u>Target</u></b>
Average time (weeks) to deal with major and local planning applications determined during the year (Local Developments)	N/A	12.8	10.6	10.3	10.6	N/A
Average time(weeks) to deal with major and local planning applications determined during the year (Major Developments)	N/A	29.4	31.6	35.5	20.6	N/A

**D&I Local Performance Indicators 2015/2016 – 2016/17**  
**Comharran Coileanaidh Ionadail D&I 2015/2016 – 2016/17**

**Building Standards**  
**Inbhean 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

**Infrastructure**  
**Leasachaidh**

- No of overdue watercourse inspections
- Priority 1 watercourse inspections - Monthly (Target 100%)
- Priority 2 - 6 watercourse inspections - (Target 75%)
- Contract outturn costs against tender assessment value (Target 100%)
- Average blacktop testing report time (Target 4 days)
- Average aggregate testing response time (Target 3 days)
- Average soils testing response time (Target 3 days)
- Concrete cubes tested in accordance with codes (Target 100%)



## **Economic Development Targets**

### **Tarqaidhean Leasachaidh Eaconamach**

- Number of volume start-up businesses who have begun trading (Target: 272/pa )
- Number of businesses assisted with growth action plans (Target: 50/pa)
- Number of existing businesses accessing advisory services (Target: 500/pa)
- Number of loans approved (Target: 30/pa)
- Value of loans approved (Target: £500K/pa)
- Volume starts survival after 3 years (Target: 60%)
- Cost per business supported (Target: tbc for QPR )

## **VDLF**

- Value of VDLF grant allocated (Target: full allocation)

## **Tourism and Film**

### **Turasachd is Film**

- Increased the value of tourism in the Highlands by more than national growth rate per annum (variable).
- % film enquiries converted into business (Target: 20%)

## **Town and Countryside Capital Programme**

### **Baile is Dùthcha Phrògram Calpa**

- Delivery of Programme against spend profiles (Target: on profile)
- No of environmental/tourism projects

## **LEADER/EMFF**

### **CEANNAIRE**

- Value of grants committed against spend profile.LEADER/EMFF (Target: new programme tbc )
- Number of community groups supported. LEADER/EMFF(Target:as above)

## **Employability**

### **Cosnaidh**

- Number of unemployed people participating in Council funded Employability programmes (Target: new programme tbc for QPR )
- Number of unemployed people assisted into further education and training via Council operated/funded employability programmes (Target: new programme tbc for QPR )
- % Disabled people employed in Highland (Target: % annual figure tbc for QPR)

## **European funding**

### **Maoineachadh Eòrpach**

- Value of EU funds benefiting the Highlands (Target: tbc for QPR)
- Value of EU funds accessed by Council (Target: tbc for QPR)

## **Archaeology and Conservation measures**

### **Ceumannan Arc-eòlais is Glèidhteachais**

- 80 % of historic environment consultations addressed within 21 days
- 90 % of HER public and professional enquiries dealt with within 14 days
- 75 % of listed building and conservation area consultations dealt with within 21 days
- 80% of planning related reports entered into HER within 28 days
- 1 Conservation Appraisal and Management Plan per annum
- 2 HE policy documents published per year

## **Facilities Management:**

### **Làimhseachadh Ghoireasan:**

- Number of facilities with H&S audits undertaken (Target 100%)
- No of facilities upgraded ( target 5 per annum)

## **Countryside Rangers and Long Distance Routes**

### **Maair-dhùthcha agus Slighean Fada**

- % Customer Satisfaction Ranger events (Target 80% annual)
- % Customer satisfaction LDR( target 80% annual)
- Rangers – No. of tourism initiatives supported

## **Forestry**

### **Coilltearachd**

- % of planning consultation dealt with within internal timescales (Target 80%)
- % of TPO and CA work applications dealt with within 6 weeks (Target 90%)
- Average time taken to respond to TPO enquiries - SPI

## **Core Path Target**

### **Targaid Prìomh Shlighean**

- Number of up to date Core Path Plans (Target 3) (1/4ly)
- No of paths improved ( target?)

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

**Development and Infrastructure Service  
Council Headquarters  
Glenurquhart Road  
INVERNESS  
IV3 5NX**

**Telephone: 01463 702294  
E-mail: [planning@highland.gov.uk](mailto:planning@highland.gov.uk)**