

Agenda Item	7
Report No	EDI/19/18

HIGHLAND COUNCIL

Committee: Environment, Development and Infrastructure

Date: 17 May 2018

Report Title: Development and Infrastructure Service Plan 2017-22

Report By: Director of Development and Infrastructure

1. Purpose/Executive Summary

1.1 This report introduces the 2017-22 Development and Infrastructure Service Plan. It sets out our Service priorities and how we are contributing to the delivery of the Council's Programme, 'Local Voices, Highland Choices'.

2. Recommendations

2.1 The Committee is invited to comment on the draft Service Plan for 2017-22, agree any amendments required and approve the plan.

3 Background

- 3.1 This Service Plan (**Appendix1**) relates to Development and Infrastructure, its functions and resources. The Plan is structured around five key sections:
1. Service Background – covering the purpose of the plan; Service structure and main functions; and Resources (revenue, capital, staffing)
 2. Performance – analysis of performance information with a focus on areas for improvement; Service Transformation (e.g. Redesign, LEAN Reviews); Inspections and Audits; and Workforce Planning.
 3. Service Risks (including Corporate Risks where the Service is the Risk Owner).
 4. Priorities – outlines the strategic priorities of the Service and is the focus of the Service Plan. This section also outlines how the service is contributing to the delivery of the Council's Programme "Local Choices, Highland Voices", and how the Service is working in partnership with other organisations to provide Best Value.
 5. Links to Strategies and Plans – highlighting the key strategies and plans the Service is working to deliver.

The focus of the Plan is on improving performance.

- 3.2. The Service Plan will be reviewed annually and is also subject to change when any amendments to the Council Programme, 'Local Voices, Highland Choices', are approved by Council.

- 3.3 The Plan will be monitored on a quarterly basis and reviewed annually.

4. Equality and Community Impact Assessment, and Strategic Environmental Assessment

4.1 Equality and Community Impact Assessment

- 4.1.1 The Service Plan has been assessed for potential impacts on communities and an Equalities Impact Assessment has also been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts.

- 4.1.2 The Development and Infrastructure Service Plan contains several key priorities and actions which will specifically support and have a positive impact upon protected groups and those at risk of socio-economic disadvantage:

- Development of affordable housing, with a particular focus on accessible housing for older and disabled people and low cost homes in order to retain young people within the area;
- Support to young people and those furthest from the labour market and at socio-economic disadvantage from the Employability team;
- The development of new schools and refurbishment of existing schools which will include consideration of accessibility;
- Delivery of support and loans through Business Gateway to encourage business start-up from those who would otherwise be unable to do so;
- Addressing fuel poverty through the delivery of the Scottish Energy Efficiency Programme; and
- Working with HITRANS and other partners to improve transport links and infrastructure.

4.1.3 A number of service priorities also have a specific rural focus:

- Sustaining rural communities through the development of affordable housing and local schools;
- Supporting the development of rural broadband and public access Wi-Fi in order to improve accessibility and access;
- Supporting tourism within rural communities;
- Development of flood alleviation schemes; and
- Working with HITRANS and other partners to improve transport links and infrastructure.

4.1.4 The strategic priorities, as set out within the Service Plan, should not have a negative impact upon any of the individual protected groups, on individuals experiencing socio-economic disadvantage or on rural areas, and are indeed intended to positively impact on communities. However, this is a high level assessment and a number of the priorities contained within the Development and Infrastructure Service Plan are for significant and detailed developments and projects; these will require individual community impact assessments to be undertaken for each area. These include the City Region Deal and its individual elements, Streetscape improvements, Local Development Plans and Transport appraisals.

4.1.5 In addition to the strategic priorities set out in this plan, the service plays an important role to ensure that local plans and developments address access for disabled people in terms of housing, public buildings and spaces, and the wider built environment.

4.2 Strategic Environmental Assessment

4.2.1 The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following pre-screening of the Service Plan no significant environmental impacts were identified.

4.2.2 Each of our Local Development Plans is the subject of environmental assessments as part of their preparation; this includes Strategic Environmental Assessment and Habitats Regulations Appraisal. For Supplementary Guidance documents we consider whether there is a need for such environmental assessments in consultation with the relevant authorities, undertaking SEA Screening if necessary, and if such assessments are required then they are carried out as an integral part of the preparation of the Supplementary Guidance.

5. Implications

5.1 Resources: The Service Plan outlines the revenue and capital budgets associated with the service, along with our workforce. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings.

5.2 Legal: The 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 Service Plan which also reflects the Council Programme and performance framework.

5.3 Community (Equality, Poverty and Rural): As outlined at section 4.1 a high level assessment has been carried out on the strategic priorities contained within the plan for

equality, rural and socio-economic impacts. However, this is a high level assessment and a number of the priorities contained within the Development and Infrastructure Service Plan are for significant and detailed developments and projects; these will require individual community impact assessments to be undertaken for each area as these are developed.

- 5.4 Climate Change/Carbon Clever: The Service also contributes to corporate climate change and carbon clever targets.
- 5.5 Risk: Risks identified in the Service Plan are recorded in the Risk Register and will be monitored quarterly and changes reported.
- 5.6 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.

Designation: Director of Development and Infrastructure

Date: 4 May 2018

Author: Ailsa Mackay, Business Manager

Background Papers: Appendix 1



Development and Infrastructure Service
Seirbheis Leasachaidh agus Bun-structair

Service Plan
Plana Seirbheis
2017-2022

The Highland Council
Comhairle na Gàidhealtachd

Updated for 2018-2019
Air Ùrachadh airson 2018-2019



Caol Joint Campus



*Highland Rugby Club
and Inverness West Link*

Holm Mills Bridge



*Renovation project in Skye for
new council housing*

Document Control

Document Holder	Stuart Black
Location	Development and Infrastructure Service Intranet
Author	Ailsa Mackay
Review	Quarterly CEXO Meeting

Approvals

Name	Signature	Title	Date of Issue	Version
PDI Committee		Draft Service Plan 2015/17		V2
PDI Committee		Draft Service Plan 2016/17		V3
EDI Committee		Draft Service Plan 2018/19		V4

CONTENTS CLÀR-INNSE	PAGE DUILLEAG
FOREWARD FACAL-TOISICH	
1. SERVICE BACKGROUND CÙL-FHIOSRACHADH SEIRBHEIS	
a Purpose of the Plan Adhbhar a' Phlana	7
b Service Structure and Main Functions Structar Seirbheis agus Prìomh Dhreuchdan	8
c Resources Goireasan	8
2. PERFORMANCE COILEANADH	
a Performance Analysis Mion-sgrùdadh Coileanaidh	10
b Service Transformation Cruth-atharrachadh Seirbheis	11
c Inspections/ Audits Sgrùdaidhean	12
d Workforce Planning Dealbhadh Luchd-obrach	12
3. SERVICE RISKS CUNNARTAN SEIRBHEIS	
a Service Risks Cunnartan Seirbheis	15
4. PRIORITIES PRÌOMHACHASAN	
a Corporate Priorities Prìomhachasan Corporra	16

b	Service Priorities Prìomhachasan Seirbheis	17
c	Partnership Com-pàirteachas	34
5.	LINKS TO STRATEGIES AND PLANS CEANGLAICHEAN GU RO-INNLEACHDAN AGUS PLANAICHEAN	36

FOREWARD

FACAL-TOISICH

The Development and Infrastructure Service is the part of the Council which plans for the future of the Highlands, delivers new buildings, roads, bridges and flood schemes and manages the Council's land and property holdings. It is responsible for facilities management in our schools and the delivery of catering and cleaning. It is responsible for supporting economic growth, small business, tourism and the film industry. It runs the Council's European programmes such as Leader, and the Maritime and Fisheries Fund. It supports unemployed people to get into work.

The Service also delivers new affordable housing for the Council, and funds adaptations for older and disabled people enabling them to remain in their own homes for longer than would otherwise be the case. It delivers the Inverness and Highland City-Region Deal and works with partners to attract inward investment to the region.

During 17/18 the Service:

- Successfully integrated 1,674 colleagues from Catering, Cleaning, Janitorial/ Facilities Management and the Estates Strategy Team who all transferred from Care and Learning.
- Took over responsibility for the management of the Councils Public - Private Partnership (PPP) /Scottish Futures Trust (SFT) school portfolio.
- Phase 1 of the Inverness West Link and associated sports facilities at Canal Park were opened in late 2017, as was the Muir of Ord Railway Bridge.
- New council offices were completed for Wick and Kingussie.
- The new £48.5m Wick Campus, swimming pool and community complex was opened to pupils in April 2017.
- The new £10.0m Caol Joint Campus comprising Caol Primary School, St. Columba's Primary School and Caol Community Centre was completed and handed over in June 2017.
- The City-Region Deal began to deliver projects on the ground notably the of the North Tower Viewpoint at Inverness Castle and the public WiFi project for Inverness city centre which will be extended to 14 other Highland towns and villages.
- Working with partners in HIE the Council supported the attraction of the GFG Alliance to Fort William and the delivery of planning permission for the £120m, 400 job alloy wheels factory for Liberty British Aluminium.
- The completion of Phase 1 of the Inverness Town House refurbishment project was a further highlight which was met with public acclaim.

Priorities for 18/19 include the delivery of the Council's new capital programme, working towards the completion of Phase 2 of the Inverness West Link and delivery of the ambitious affordable housing programme. The Service will continue to drive value for money in new schools projects, new affordable housing developments and delivery of new flood schemes for Culloden, Smithton and Caol.

Ongoing support for the Liberty project in Fort William will involve master-planning and delivery of housing projects. Completion of the Fort William office project and further office and depot rationalisations are priorities, along with support for community asset transfer. Delivery of the agreed savings and income targets is a further priority for the service along with workforce planning and a 'grow our own' talent strategy.

1 SERVICE BACKGROUND

CÙL-FHIOSRACHADH SEIRBHEIS

a Purpose and Plan

Adhbhar a' Phlana

This Service Plan is a strategic document which details the actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. This includes the work of the Service to support the delivery of Council priorities contained within a 5 year programme [Local Voices, Highland Choices](#).

It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, partnership working. It outlines current Service issues and priorities, and the main risk factors identified in relation to these matters.

The plan is an active document and will be subject to review on an annual basis with reports being submitted to the relevant Committee for consideration. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review(QPR) of the Service with the Service Director and Senior Managers.

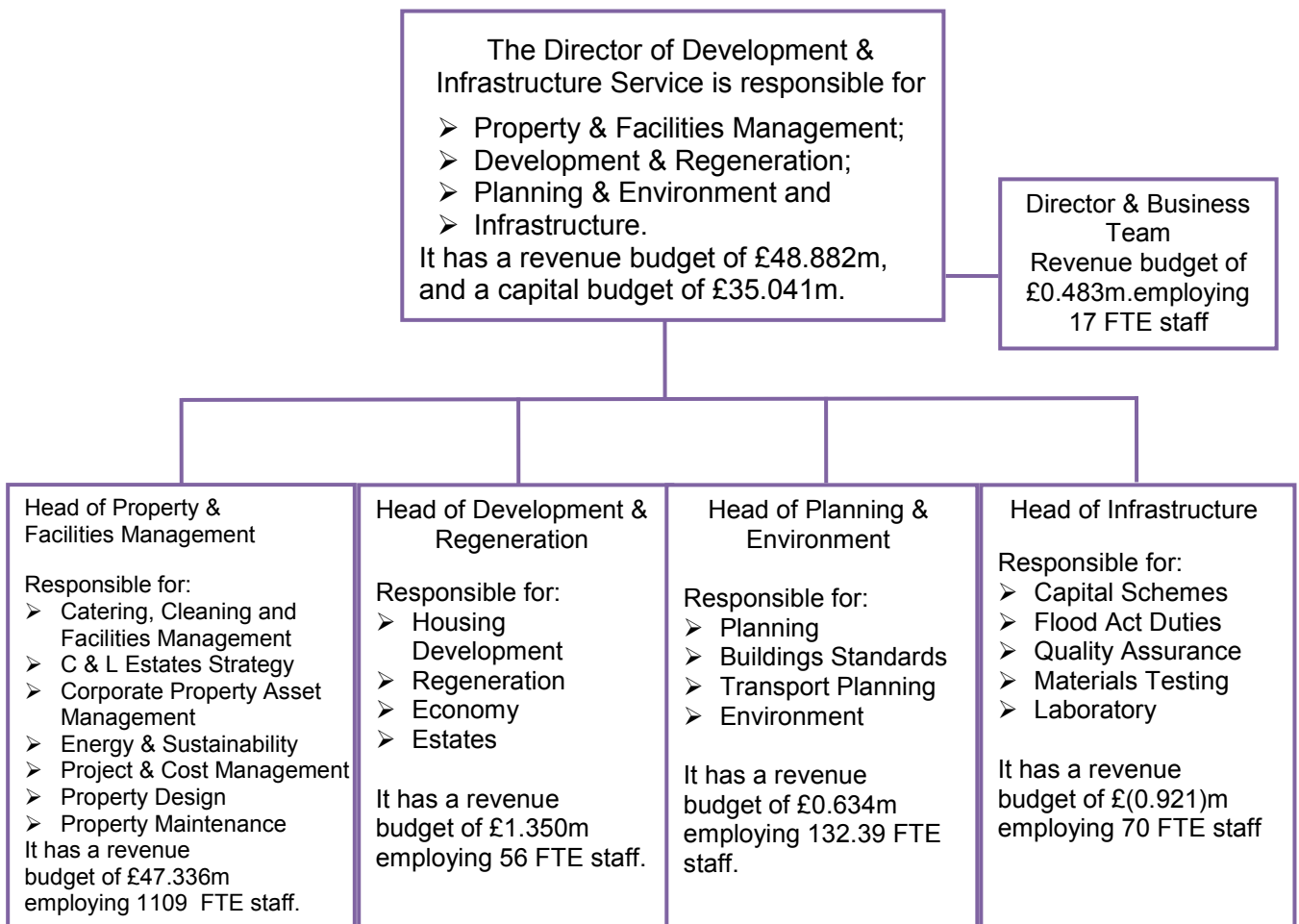
The Service Plan will be updated annually taking into account internal and external influences and actions arising from monitoring activity throughout the year including the development of the Scottish Government's requirements surrounding the Single Outcome Agreement.

During 17/18 the service:

- won Scottish Quality Awards in Planning for the E-Development project and the National Nuclear Archive in Wick;
- won the Convener's award for the Environmental Consultancy team at the Council's Quality Awards and the Serving our Communities Award for the Ness WiFi project;
- was commended at the Annual EMA Energy Awards in London in November;

This plan will assist anyone who wants an overview of the Service's aims, objectives and resources, and how the Service contributes to the Programme of the Highland Council and partnership working. The plan will be useful to a range of stakeholders including: customers; partners; other Council Services; Elected Members; and staff."

b Service Structure and Main Functions
 Structar Seirbheis agus Prìomh Dhreuchdan



c Resources
 Goireasan

Revenue Budget
 Buidseat Teachd-a-steach

Financial Year	Net Revenue Budget (£m)
2018/19	£48.882

Breakdown of 2018/19 Budget:
 By Section

2018/19	
Section	Net Budget (£m)
Director & Business Team	0.483
Planning & Environment	0.634

Infrastructure	(0.921)
Development & Regeneration	1.350
Property Services	3.239
Catering, Cleaning & Facilities Management (CCFM)	15.477
Public-Private Partnership (PPP) & Scottish Future Trust (SFT)	27.269
Care & Learning Estates	1.351
Total	48.882

By Staff and Other Costs

2018/19	
Section	Budget (£m)
Staff costs	36.393
Other costs	54.128
Total costs	90.521
Total Income	(41.639)
Net budget	48.882

Capital Budget Buidseat Calpa

Year	Net Budget (£m)
2018/19	35.041m
2019/20	57.176m
2020/21	32.361m
The capital budget is a corporate resource and may be adjusted subject to corporate priorities. https://www.highland.gov.uk/meetings/meeting/3943/highland_council	

2 **PERFORMANCE** **COILEANADH**

a Performance Analysis Mion-sgrùdadh Coileanaidh

Planning

The Planning team is required to complete an annual Planning Performance Framework to Scottish Government. As part of the submission evidence is required against 15 markers of good performance. The performance against these key markers is assessed and feedback provided to the Council. One of the key markers relates to decision making timescales, which are reported to Scottish Government on a quarterly basis. In 17/18 the Council received three reds, 4 ambers and 8 greens against the 15 markers. The Planning Performance Framework also provides the opportunity for the Council to set out key service improvements it hopes to deliver over the period.

For the 17/18 period these improvements included delivering improvements towards our approach to developer contributions, delivering an enhanced role and function of the LDP Action Programme, setting up a small applications team dedicated to performance improvements and setting up a Housing Delivery Team.

Building Standards

Local authorities throughout Scotland have to adhere to a Performance Framework for Verifiers if they want to continue providing a verification role within their geographical areas. Within this framework there are seven KPO's that are reported to Scottish Government on a quarterly basis. These cover three areas – Professional expertise and technical Processes, Quality Customer Experience and Operational and Financial Efficiency.

Infrastructure

For Infrastructure contracts a tender assessment value is determined during the tender and award process. On completion of each contract a comparison between the final account amount and the tendered value can be used to establish the effectiveness of the design and administration of the contract – i.e. minimising cost exceedance. The target should be 100% - the outturn cost is the same as the tender assessment value – but this is recognised as a very onerous target. In 2015/16 the value was 119.96%, 2016/17 was 102.72%, one major scheme in 15/16 influenced the figure.

The improvement actions are: - to reduce extent of post award change by improving works information, ensure document review prior to tender invite and review and incorporate lesson learned outcomes.

Corporate Property Asset Management

The Council reports on two Corporate Property Asset Management Performance Indicators each year:

CORP-ASSET1: Proportion of operational buildings that are suitable for their current use
 CORP-ASSET2: Proportion of internal floor area of operational buildings in satisfactory condition

The table below highlights the annual reduction in our operational properties as well as our performance in regards to both property suitability and condition:

Financial Year	Operational Gross Internal Area (m ²)	Number of Operational Buildings	CAST 1: The Highland Council <i>Proportion of operational buildings that are suitable for their current use</i>	CAST 1: Scotland <i>Proportion of operational buildings that are suitable for their current use</i>	CAST 2: The Highland Council <i>Proportion of internal floor area of operational buildings in satisfactory condition</i>	CAST 2: Scotland <i>Proportion of internal floor area of operational buildings in satisfactory condition</i>
2012-13	646,431	1357	59.2%	75.9%	60.4%	82.6%
2013-14	621,661	1321	58.1%	78.2%	58.0%	80.9%
2014-15	614,425	1189	64.3%	79.0%	79.3%	82.9%
2015-16	616,992	1169	64.2%	79.6%	80.3%	81.5%
2016-17	584,487	1122	66.0%	79.8%	82.7%	84.5%
2017-18	573,211	1090	66.1%	Not yet Published	82.1%	Not yet Published

Economic Development

Local authorities need to adhere to a national Business Gateway specification when delivering business advisory and growth services. A range of performance indicators is used including start-up, business accessing local services, and reported nationally to Scottish Government.

In addition, performance is collected and reported nationally on a 'basket' of measures developed by [SLAED \(Scottish Local Authorities Economic Development Group\)](#) with input from the Improvement Service and the Scottish Government. The Framework is used by all Scottish local authority economic development services to provide a consistent basis for:

- Measuring the economic performance of councils and highlighting the central role of economic outcomes in the SOA and the prevention agenda;
- Benchmarking comparative performance and identifying areas for potential improvement, where appropriate;
- Assisting and informing ongoing design and delivery of interventions, monitoring effectiveness and delivery towards the overall strategy;

b Service Transformation [Cruth-atharrachadh Seirbheis](#)

Community Engagement & Participation

The Council's current asset transfer process was developed by the Development

and Infrastructure's Corporate Property Asset Manager with colleagues in the Chief Executive's Office and has led, over the last few years, to the successful conclusion of a number of asset transfers to communities.

However, the Community Empowerment (Scotland) Act 2015 introduced new and fundamental changes to the purpose, scope, and requirements for community asset transfer, moving the balance from a Local Authority led process to one which is responsive to the needs and requirements of communities.

The Council's Community and Partnerships Committee, on 8th December 2016 agreed the Council's approach to The Community Empowerment (Scotland) Act 2015, that seeks to strengthen and empower communities, provides for community bodies to request, via Asset Transfer Requests, ownership, lease, management or use of publicly owned land or buildings (whether or not they are available for sale or deemed surplus to requirements by the owning body).

The Council is currently undertaking a thorough review of its Community Asset Transfer approach (during the early part of 2018) to ensure that it is aligned with requirement of The Community Empowerment (Scotland) Act 2015, which includes external parties who are involved in supporting communities to develop and take their ideas forward.

Although there are many contributors and stakeholders involved in any community asset transfer proposal, officers from the Council's Development and Infrastructure Property Service – i.e. Asset Management, Estates Management – play a key role in identifying opportunities for asset transfer and in facilitating the development of asset transfer proposals by communities

Workforce planning

- Delivery of the Service Action Plan
- The Service is utilising the Council's Modern Apprenticeships and Graduate Level Apprenticeships scheme to upskill existing staff and attract new staff, as determined by workforce planning requirements.

c Inspections/ Audits [Sgrùdaidhean](#)

External Scrutiny:

- British Standards Institute (BSI) Infrastructure Design Teams & Quality Assurance
- OFGEM – Renewable Heating Incentive
- European/EU audit LEADER audit
- Materials Laboratory audit by UKAS
- ERDF Grant audits

d Workforce Planning [Dealbhadh Luchd-obrach](#)

The Service currently has some 2046 staff.1674 catering and cleaning staff transferred into Development &Infrastructure from Care and Learning in 2017, as well as an additional 12 staff from Care and Learning Estates and Strategy team in early 2018.

In developing the Service's Workforce Plan cognisance was taken of the need to make better use of the current workforce ensuring we fully utilised our staffing establishment to build a more sustainable workforce. As such identification of synergies both within the Service as well as across Highland Council services took place.

It was also agreed that there was a further need to empower and enable the workforce to become more agile and responsive to the needs of the Service and Highland Council rather than continue working to rigid job specifications and teams.

A key element was the recognition that we needed to understand and address areas of skills shortages/hard to recruit to posts alongside the need to succession plan while building a better gender balance within management roles.

Modern Apprenticeships have been identified as a route to helping develop current staff in developing and attaining new skills to meet skill shortages of the service, as well as providing opportunities for young people to stay, train and gain sustainable employment in the Highlands. At present the service has 10 identified opportunities for Modern Apprenticeships with 6 currently filled both internally and by using external methods of recruitment.

Training and development opportunities of current staff have been encouraged through the ERD process and in 17/18 Development & Infrastructure supported 170 staff through training opportunities.

There is a statutory duty to plan for health, safety and wellbeing. Health, safety and wellbeing implications are considered, and recorded, in the introduction of new processes or new working practices, or any review of these. The Health, Safety and Wellbeing Action Plan is agreed and monitored via the Service Health, Safety and Wellbeing Forum which is held quarterly and chaired by the Director.

A brief description of the most significant work force planning actions for the current financial year are detailed in the table below and a link to the Service workforce plan is provided here <H:\Workforce Planning\Workforce Plan2017-18.docx>

Service ID		
Service Commitment/ Priority	Workforce Plan Actions	
Lead Officer	Heads of Service	
Key Performance Results	<ul style="list-style-type: none"> ▪ Agile more responsive workforce By 2018 ▪ Transition and succession planning By 2018 ▪ Consistent approach to Project Management ▪ Review process for performance management 	
Lead Officer	Enabling actions	Completion Date
HOPE	Develop a strategy to create a more flexible workforce Identify current work processes that would benefit	30/09/18

	from responsive service delivery.	
HODR	Review process for performance management within the service utilising HC policies and process.	30/09/18
HOPFM	Review current 'project management' roles within three different sections across D&I utilising Lean process as necessary.	30/09/18
HOI	Initiate a skills audit within service. Identify key posts that require focused succession planning. Identify hard to recruit to posts and develop strategy using planned transition/MA.	30/09/18

3 SERVICE RISKS CUNNARTAN SEIRBHEIS

a Risk Matrix Cunnartan

Our methodology for identifying and managing risks is detailed in our [Risk Management Strategy](#). An appetite for risk is set at both a Corporate and Service level, and risks are evaluated against this. Risks which are above this appetite line for the Service are shown in the table below. This includes Corporate risks where our Service is the risk owner. All the risks detailed below have a corresponding definition and a set of mitigating actions that help us manage the risk.

All risks are monitored on our electronic Performance and Risk Management System (PRMS), and managed as part of Service Quarterly Performance Review (QPR) meetings.

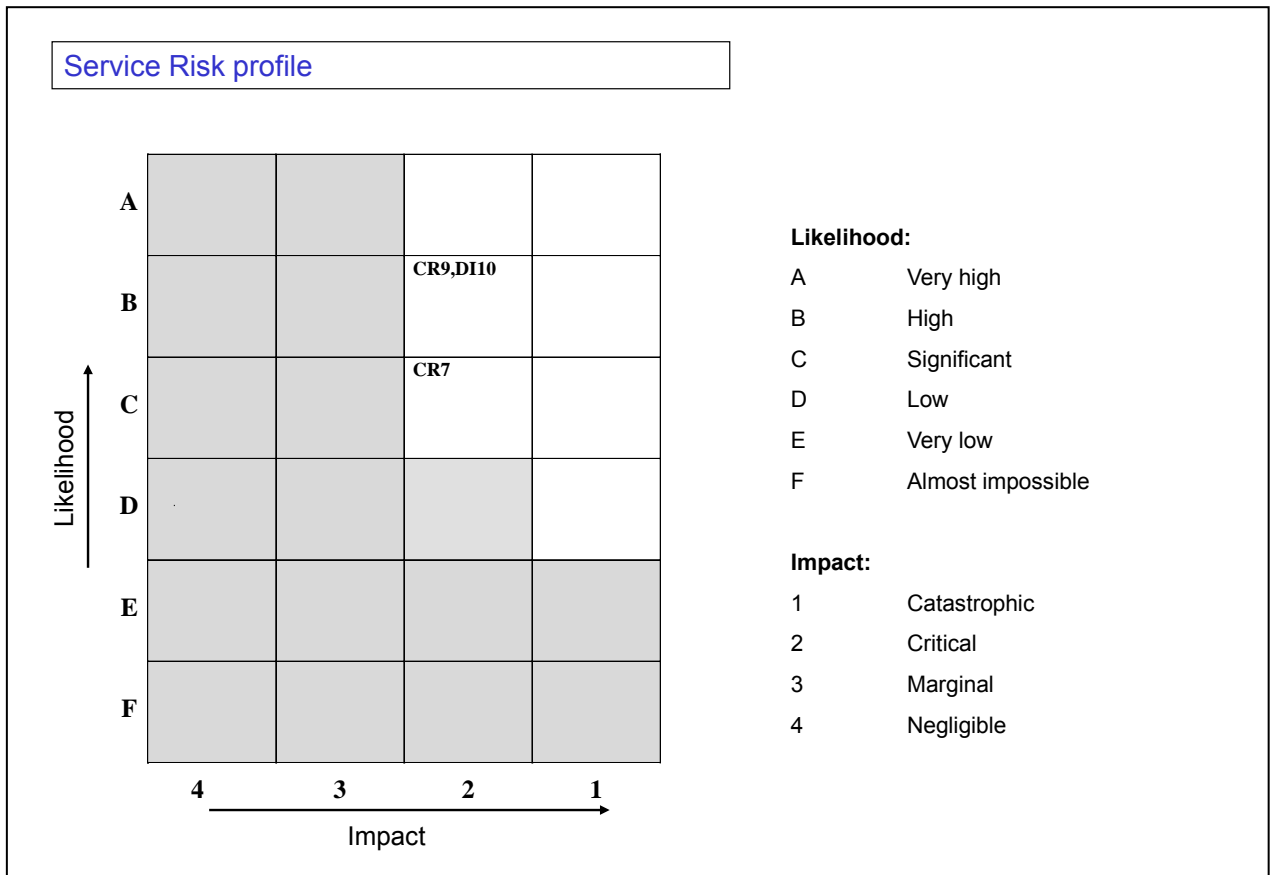


Table: Above the line risks – Development & Infrastructure Service

Risk ID	Risk Rating	Short Name
CR7	C2	Climate Change
CR9	B2	Safe and Effective Property
DI10	B2	Potential loss of EU funds without suitable replacement

4 PRIORITIES PRÌOMHACHASAN

a Corporate Priorities Prìomhachasan Corporra

The Service is contributing to the following strategic commitments in the Council's 2017-22 Programme, "[Local Voices, Highland Choices](#)", these are:

"A Place to Live

- The Council and its partners will aim to build 500 new affordable homes every year for the next 5 years;
- Improve the quality and condition of the housing stock and minimise fuel poverty.
- Encourage growth in all our urban centres across the Highlands, whilst balancing and responding to the demands this will have on local infrastructure services.
- Work with communities and partnerships to mitigate against and adapt to climate change whilst raising awareness around sustaining and improving our natural, built and cultural environment.

A Place to Learn

- Develop new provision for early years, continue the refurbishment of Primary Schools and complete upgrading of Secondary Schools, while addressing the need for additional capacity.

A Place to Thrive

- Seek new, faster, and better ways to ensure superfast broadband and digital services are provided to all communities across Highland.
- Build on the work of the City Region Deal to help businesses to fully cultivate commercial opportunities including the development of international markets.
- Promote and support all Highland business from traditional sectors like agriculture, forestry and fisheries to newer technology-driven businesses.
- Continue to attract and provide investment in our transport infrastructure.
- Work with Government, HITRANS and others to deliver improvements to our key transport links and make the case for additional resources to deliver a much needed infrastructure investment programme throughout the Highlands.
- All people should live a life free from poverty and discrimination and benefit from good mental health and wellbeing. We will work with partners to achieve this.

A welcoming place

- Work with businesses and partners to actively promote the Highlands as a desirable and welcoming place to invest and create businesses.
- Develop strategies to attract and retain young people to live and work in the Highlands and to encourage young people to return after studying away.
- Tourism continues to be of massive importance to our economy and we will work with business and partners to promote and develop the Highlands as a world class tourist destination.
- Continue to seek additional resources from the Scottish and UK Governments to support our infrastructure to the benefit of tourists and locals alike. This will allow us to work with local communities to reap the benefits of the continued increase in visitor numbers and reduce pressure on local resources.
- Work with partners to ensure people in Highland benefit from stronger, safer and

more resilient communities.”

b Service Priorities
Prìomhachasan Seirbheis

Planning & Environment

The Development Management and Building Standards teams deal with planning applications and building warrants across the Highland area through a network of area offices. The eDevelopment team support the operation of our case management system and deliver change management improvement projects meaning that we can work seamlessly between offices. These functions are supported by the Development Plans team which is based in HQ but delivers forward planning support across the area through the preparation of Local Development Plans and Supplementary Guidance.

A number of important changes to the planning system will come forward during the period covered by this Service Plan. A new Planning Bill is currently being considered by the Scottish Parliament and this will have implications for how we prepare Local Development Plans and assess planning applications.

The Transport Planning team also supports the planning application process and determines Road Construction Consents associated with new developments. We have successfully implemented a new Road Construction Consent process that is going a long way to helping align the different consents necessary to ensure that appropriate development is delivered in the right place at the right time. We will focus on ensuring that processes are made even more efficient by investing in new ways of working across the Service so that joint teams can better deliver Council priorities such as housing and schools.

The Environment team provides essential input to the development process through the provision of specialist advice relating to the historic environment, trees and woodland, access and natural heritage advice. The team is also helps delivers the Council's climate change responsibilities by working across Services and Areas on different initiatives.

The LEADER team supports the development and implementation of many rural development projects across the area.

We also need to align plans and strategies ensuring that land use, transport, housing, environmental and other strategies are fully integrated and aligned. This will ensure that we focus on making better places and link in with Community Planning and new approaches such as will come forward through the Local Place Plans being proposed within the Planning Bill.

City Region Deal

The investment within the City-Region Deal will:-

- help to rebalance the population retaining and attracting 1,500 young people;
- create 1,125 direct jobs and 2,200 additional jobs in the construction sector;
- help to up-skill the labour market;
- bring an additional £800m of private sector investment to the regional economy;
- create 6,000 new houses over 20 years of which 1,600 will be affordable;
- create health benefits from the life sciences initiatives.

The Deal is made up 12 projects run as a partnership with Highlands and Islands Enterprise, The University of the Highlands and Islands and Albyn Housing Society Limited.

Development & Regeneration

The Council formed the Highland Housing Hub which works across Scottish Government and Housing Associations to deliver affordable housing.

The Council's Affordable housing programme will see the delivery of 2500 affordable homes by 2022 by the :

- Identification of site for delivery of Supported Housing in Partnership(SHIP)
- Obtaining planning permission for projects
- Start on site approvals for 500 new homes

Economy and Regeneration

The team works to identify and secure funding to support the regeneration of buildings, streets and sites over the period 2017-22.

Represents Highland to ensure that the Scottish Government and its agencies enable all Highland communities to reach the R100 ambition (100% superfast broadband coverage) by 2021, and deliver the Inverness and Highland Region Deal funded town centre public Wi-Fi systems

It delivers a business development service supporting per annum 252 businesses to start-up, provide 1400 businesses with advice and support and deliver specialist advisory services to 50 growing businesses and provide loan investment of £500k in Highland businesses. It also works with partners to develop and deliver a co-ordinated talent attraction and retention strategy for Highland and its local areas.

In support of the tourism sector the team investigate and identify funding options to support tourism infrastructure investment, management and maintenance, including new collaborative approaches with businesses, partners and communities to visitor facilities and management. It supports tourism and its supply chain businesses to start-up, trade successfully and grow and support local destination organisations to collaborate and drive forward development and marketing activity in their areas. A film enquiry service that promotes Highland as a location to film and provide a database of film production facilities and services available in Highland is also part of the team's remit.

The team works with partners via the Highlands and Islands European Partnership to identify priority areas for policy and funding post BREXIT and to lobby as appropriate and required.

The employability service supports young people and adults not in work to progress towards and into sustained employment. The service will support 629 individuals to overcome the barriers that stop them from preparing for and accessing the world of work; support the creation of 72 jobs and ensure that at least 75% of young people who are being supported by the Activity Agreement programme will progress to a positive destination.

Infrastructure

Infrastructure, through the Project Design Unit (PDU), delivers civil engineering projects contained in the capital programme, provides technical civil engineering advice to other Departments and Services and also fulfils the statutory duties contained in the Flood Risk

Management (Scotland) Act 2009.

The PDU operate and maintain an external audited and accredited (BSI) quality assurance scheme to manage and control the delivery of all projects. Continual review and updating of the quality system will be undertaken to optimise deliverability and quality outcomes. An annual management review will be held to review the quality management system and react and manage any changes and actions that result.

Priorities include:

- Delivery of capital funded infrastructure schemes from feasibility to construction including:- roads, bridges, marine works, flood alleviation schemes, landfill sites, safer routes to school, cycling, burial grounds
- 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

In terms of the capital programme the priorities are to deliver the named projects and allocated generic lines in accordance with the programme and also within the allocated budget.

Delivery of all projects will be reported to each Environment Development and Infrastructure Committee in terms of programme and budget. Reports on major schemes in terms of actions and progress together with the financial reporting will be included.

To achieve delivery and budgets, design reviews will be undertaken for each project in accordance with QA procedures and major schemes managed through project boards. Analysis of contract out turn against tender assessment price will be recorded, and at the conclusion of each project a project debrief will be held to consider verification and validation of the project, together with lessons learned which is disseminated to the whole PDU.

Flood Risk Management is a statutory duty on the Council in accordance with the Flood Risk Management (Scotland) Act 2009 and the duties are managed by the PDU Flood Team this includes:-

- Continued delivery of a flood risk management strategy
- Continue to meet targets for undertaking watercourse assessments
- Completion of Scottish Water Management Strategy Plan as identified in the Capital Programme
- Completion of flood protection studies and natural flood management studies to outline design stage as detailed in the Capital Programme

The materials laboratory provide a sampling and testing service for civil engineering contracts products and materials to ensure compliance with the specified standards – the laboratory provides this service to both the Council and external parties on a commercial basis.

To comply with the requirements for testing contained in the Specification for Highway

Works, the laboratory shall operate a laboratory management system and an externally audited and accredited (UKAS) quality management system. Internal reviews shall be undertaken together with customer satisfaction surveys together with an annual laboratory management review to ensure compliance and consistency of testing and reporting.

Internal and external training of staff will continue to ensure up to date compliance with standards and design codes. The PDU will maintain its Institution of Civil Engineers (ICE) approved training scheme and mentor and encourage staff to develop and achieve ICE qualifications.

To maintain the currency of the conditions of contract all contracts will migrate to the New Civil Engineering Conditions of Contract version 4 (NEC4) in the coming year.

Software will be introduced to streamline and make more efficient contract correspondence.

The PDU will develop Building Information Modelling and seek to introduce software to develop BIM compliance for civil engineering projects.

Property & Facilities Management

Property is strategic resource for the Council. It has significant value, requires ongoing financial investment to use and maintain, and is a critical in supporting frontline service delivery. The Council's property portfolio must be managed so it acts as a catalyst for change, service improvement and local sustainability whilst also ensuring value for money.

Perhaps the most significant change required is to embrace a more innovative and commercial approach, capable of delivering radical change in a shorter time. In the medium term this will lead in a change to the Council's property portfolio so that it has fewer buildings. Those that remain will be required to be more flexible, well matched to service requirements, well maintained, welcoming to staff and clients and will need to be more intensively used, often on a shared use basis with other agencies. In working towards delivering this key property objective, the Council has successfully achieved agency co-location via the leasing and fit out of front line office space to the Department of Work and Pensions in our new Council Offices in both Wick and Fort William.

The Property & Facilities Management team is responsible for the delivery of the following functions across the Highland Council area:

- Corporate Property Asset Management
- Care & Learning Estates Strategy and Management of the Councils PPP/SFT School portfolio
- Catering Services to Schools and other key facilities
- Cleaning, Facilities Management and Management of School Lets
- Energy Management and Engineering Services
- Property Project Management including QS and Cost Management
- Property Client, Compliance, Clerk of Works and Maintenance Services
- Property Design Consultancy – New Schools, Offices and Housing Inc. refurbishment
- Property Support Services (IT Systems and Budget monitoring/project payments, contractor's database management).

The Corporate Property Asset Management Team is responsible for managing the

Councils office accommodation portfolio as well as being tasked with actively reducing the number of built assets that Council Services occupy. Priorities for the team include challenging Services on their use and need of property space as well as delivering a programme of property disposals and revenue savings.

The Care & Learning Estates Strategy Team is responsible for analysing and reviewing the needs, priorities and funding streams required for delivering and maintaining a fit for purpose C&L estate.

The team regularly consider the future needs and the implications of new or revised Council or Scottish Government legislation/policies and also develop and maintain strategic plans in relation to School Capacity Modelling, School Roll Forecasting and Core Facts performance.

The Catering Team is decentralised across the Highland area and is responsible for the production and delivery of over 3.2million local, high quality meals per annum to various Council outlets; mainly primary and secondary schools. The Catering team is responsible for a number of priorities over the coming year that include:

- Achieving a significant income target of £5.0m per annum.
- Increasing the uptake of free school meals in primary schools
- Working with suppliers to reduce the level of plastics used in food and drinks provision
- Supporting the roll out of the Early Learning and Childcare programme
- Rolling out cashless catering to the school estate.

The Cleaning Team is responsible for cleaning 311 buildings every day with a total floor space of 350,311m². The Cleaning teams key priorities are to:

- Provide a clean and sanitised work environment for all
- Safeguard the wellbeing of our workforce and customers
- Continue to provide a cost effective and efficient frontline service
- Comply with all relative Health & Safety requirements
- Grow the business and achieve more income.

The Facilities Management Team is responsible for providing janitorial, building management, grounds maintenance and lets hire duties to the majority of our schools and office facilities. Our FM teams priorities for the year include:

- Focusing on further income generation opportunities
- Supporting Headteachers/RPO's in the operational management of the built estate
- Providing in-house property monitoring services such as water compliance and school gym equipment inspection
- Delivering an efficient lets booking service.

The Energy and Engineering Design Team's objectives include making the Council a more sustainable and energy efficient organisation including reducing our energy costs, carbon emissions and overall impact on the environment. The team is responsible for developing the Property energy strategy including engineering design, procurement and management of various renewable installations consisting of:

- 90 biomass sites (comprising 107 individual biomass boilers) with a rated capacity of 21.27MW; and
- 16 air source heat pumps across Highland with a rated capacity of around 0.5MW.

Key priorities for the year include:

- Managing property related Renewable Heat Incentive (RHI) income from our renewable installations in order to meet an annual £1.5m income target
- Leading on the reduction of the amount of energy that Council services consume across our property portfolio
- Encouraging significant behavioural change in relation to energy reduction measures
- Delivering upgraded building management systems (BMS) to will allow officers to remotely monitor energy performance and provide building users with access to real-time energy data
- Supporting the delivery of the Councils capital programme.
- Delivering Scottish Energy Efficiency Projects (SEEP) to homes across Highland

The Programme and Cost Management Team is responsible for the management and delivery of construction programmes and projects within the Councils Capital Programme. Project Managers provide the interface between clients and delivery teams and have to ensure that approved programmes of work are adequately developed, resourced and effectively managed to a successful conclusion.

The teams key priorities are to:

- Take a leading role in the delivery of the Councils capital programme
- Manage in excess of 400 projects per year, including feasibilities, new schools, school extensions, refurbishments as well as new housing developments

The Property Client, Compliance, Clerk of Works and Maintenance Teams are responsible for ensuring that the Council's facilities are maintained and managed to provide a fit for purpose environment from which to deliver services to the public.

The Council owns a unique portfolio of assets and buildings from castles, to schools and public conveniences. Building maintenance is essentially a risk management process where assets need to be maintained to a standard that conforms to an appropriate and acceptable level of risk associated with:

- Fulfilling the council's priorities, aims & objectives
- Health & Safety (including legal and statutory duties)
- Efficient operation of the building
- Loss of service delivery
- The council's image and reputation
- Preservation of the asset's value and Security

Key priorities for the year include:

- Ensuring that all council buildings are maintained in line with best practice and use of resources and that our statutory duties are met and customer satisfaction is achieved
- Supporting the delivery of the capital programme

The Property Design Team is responsible for leading the development of innovative, sustainable design solutions which fully meet technical standards, stakeholder aspirations, provide a sense of place and support improved front line service delivery within established project budgets.

Key priorities for the year include:

- Taking a lead design and contract administration role in the delivery of the Council's new build /refurbishment programmes, such as new schools, new housing and other

- property projects
- Delivering high quality solutions for property space requirements
- Maintaining a sustainable, efficient Highland design practice that achieves a strong sense of place when delivering new local facilities
- Integrating Building Information Modelling (BIM) into all major projects.

The Property Support Team is responsible for managing and maintaining our Property IT Systems, in particular the Contractors Database, Viewpoint, Workload Monitoring and the K2 Corporate Property Database.

The key priorities for the year include:

- Monitoring project payments in excess of £100million
- Timesheet monitoring, project fee charging and budget monitoring
- The procurement of a new Corporate Property software system
- Supporting the development of BIM on projects
- Supporting the roll out of digital tablets across Highland for Maintenance and FM Officers.

The Service will continue to deliver services across the Highland area. There are a number of specific areas where significant developments are taking place during the life of the Service Plan - the Service is committed to co-ordinated action in these areas - these are set out in the sections below:

Service ID	1	
Service Commitment/ Priority	Inverness & Highland City Region Deal	
Lead Officers/Organisations	Programme Manager(PM) Inverness & Highland City region Deal	
Key Performance Results	Delivering against the time scales of the component projects in the programme in the first instance and there after delivering benefits as set out on page 19.	
Lead Officer	Enabling actions	Completion Date
PM	Complete the Business Case for the Digital work stream.	Summer 2018
PM	Ensure Community Impact Assessments are carried out for all projects.	Summer 2018
PM	Ensure projects are on schedule and governance arrangements are fit for purpose.	Spring 2019
PM	Put in place Economic Dashboard for the City Region Deal.	Autumn 2018

PM	Ensure Completion of the Business Case for the Castle.	Spring 2019
Lead Organisation	Project	Completion Date
HIE	Science Skills Academy – deliver 5 Newton rooms	2027
HIE	Northern Innovation Hub - support for SMES	2027
HIE/THC	Joint Digital Highland Action Plan- delivery of super fast connectivity	2022
THC	Inverness Castle – delivery of a world class visitor attraction	2023
THC	Affordable Housing - 750 mid-market rent for young people	2027
THC	Land Remediation - Longman landfill 14ha.	2027
THC	WiFi/HiFi - free public Wifi	2027
THC	Skills and Employability - better integration of local and national provision	Ongoing
THC	West Link - Completion of road & sporting infrastructure	2020
THC	Castle Viewpoint - opened April 2017	2017
Hitrans	Air Access – Improve access to international hub airports	Ongoing
Albyn HSL	Fit House - innovative assisted living – 40 homes	2027

Service ID	2
Service Commitment/ Priority	Inverness - Ness-side/ West/South
Lead Officers	Heads of Service
Key Performance	Meeting timescales set out below

Results	Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HOI	Completion of Torvean Golf Course, club house, maintenance building and car park.	Spring 2019
HOPE	Review of Torvean and Ness-side Development Brief, including developing proposals for a mixed use development (Tourism, Housing, and Recreation) on parts of the former golf course.	Spring 2019
HOI	Completion of Inverness West Link Stage 2 and related projects.	Spring 2020
HOPFM	Construction of new Primary School at Ness Castle.	Spring 2022
HODR	Delivery of 160 new homes at Torvean.	Spring 2022
HOPE	Delivery of Active Travel Link from Canal Park to City Centre as part of the Community Links PLUS project.	Spring 2020
HOPFM	Major extension and refurbishment of Merkinch Primary and Community Facilities.	Spring 2022
HOPFM	Appraisal of options and delivery of solutions for the extension and refurbishment of Charleston Academy and Kinmylies Primary.	Spring 2023
HOI	Completion of flood protection schemes for Drumnadrochit.	Spring 2022
HOI	Inshes District Park - next phase	Spring 2021
HODR	Manage external Regeneration Capital Grant Fund to Carse Outdoor Hub.	Spring 2020
HODR	Manage external Regeneration Capital Grant Fund to Strathearn Community Developments New Hub.	Spring 2019
HODR	Support Visit Inverness Loch Ness - the UK's first tourism BID, to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Fort Augustus and Drumnadrochit.	Summer 2018

Service ID	3	
Service Commitment/ Priority	Inverness - East Inverness	
Lead Officers	Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HOI	Completion of additional lane over Inshes Overbridge to increase capacity of the Inshes Junction in the short term.	Winter 2018
HOPE	Adoption of East Inverness Development Brief and implementation to facilitate and contribute to deliver new homes, business developments and recreational and sports facilities in the area.	Autumn 2018
HOPFM	Construction of a Nursery Annexe at Milton of Leys Primary School.	Spring 2021
HOPE/HOI	Work with Transport Scotland to ensure that the East Link is designed and delivered for the best possible outcome for the city.	Spring 2023
HODR	Delivery of first phase of new homes at Stratton.	Spring 2025
HOPFM	Delivery of an extension and refurbishment at Smithton Primary School.	Spring 2021
HOI	Completion of construction of flood protection scheme for Smithton & Culloden.	Spring 2022
HOI	Construction consents for Inshes Junction	Spring 2022
HOPFM	Construction of an extension and refurbishment of Culloden Academy.	Spring 2023

Service ID	4	
Service Commitment / Priority	Inverness City Centre/Central	
Lead	Heads of Service	

Officers		
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HODR	Work with Abellio Scotrail to deliver the redevelopment of Inverness Railway Station including Station Square.	Spring 2020
HODR	Deliver the Academy Street Townscape Heritage Improvement Scheme.	Spring 2021
HOPE	Deliver Active Travel improvements in the city centre through the successful implementation of the Community Links PLUS project.	Spring 2022
Director	Develop Inverness Castle as a major new tourist destination for the Highlands.	Spring 2023
HOPFM	Complete the refurbishment of Inverness Town House.	Winter 2020
HODR	Support the development of new housing and streetscape improvements at Raining's Stairs.	Winter 2019
HODR	Deliver Streetscape improvements to Castle Wynd to support wider regeneration.	Spring 2019
HODR	Develop new housing opportunities in the city centre, including the redevelopment of vacant or derelict buildings.	Spring 2021
HODR	Support the redevelopment and upgrade of the Victorian Market and surrounds as a key city centre destination.	Spring 2023
HODR	Progression of VDLF site preparation for industrial units at Carsegate Road North.	Summer 2018
HODR	Manage external Regeneration Capital Grant Fund to Midmills Creative Hub.	Autumn 2019

Service ID	5
-------------------	---

Service Commitment / Priority	Lochaber	
Lead Officer	Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HOI	Completion of construction of flood protection schemes for Caol & Lochyside.	Spring 2022
HOPE	Work with Scottish Government, HI-TRANS and HIE to complete the Transport Appraisal (STAG Pre-appraisal).	Summer 2018
HODR	Development of the Blar Mhor site for 250 new homes, STEM Centre and new hospital.	Winter 2022
HODR	Development of the Upper Achintore Site for up to 200 new homes.	Winter 2022
HOPE	Adoption of the West Highland and Islands Local Development Plan.	Summer 2019
HOPFM	Completion of the new Fort William Offices.	Summer 2018
HOPE	Preparation and approval of the Fort William 2040 Vision to set out the long term development aspirations for the town.	Autumn 2018
HOPE	Support the delivery of the new wheel plant project at Lochaber Smelter through the effective management of relevant consents.	Spring 2022
HODR	Deliver the public Wi-Fi system for Fort William town centre.	Summer 2018
HODR	Manage external Regeneration Capital Grant Fund to Thomas Telford Corpach Marina.	Spring 2020
HODR	Manage external Regeneration Capital Grant Fund to Morvern Community Business Hub, Lochaline.	Winter 2019
HOI	Invercoe and Glenmore Bridgeworks.	Spring 2022 & 2023
HOI	Acharn and Achnagavin Bridgeworks	Spring 2024

HOI	Fort William and Corpach Surface Water Management Plan.	Spring 2021 & 2022
HOI	Soldiers Rock Knoydart – completion of emergency works	Spring 2018

Service ID	6	
Service Commitment/ Priority	Ross & Cromarty	
Lead Officers	Heads of Service	
Key Performance Results	Carry out improvements to road network to release sites for Housing Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HOPE	Traffic survey to be carried out in Dingwall.	Summer 2018
HODR	Secure housing sites for development.	Autumn 2019
HOI/HODR	Agree / implement road network improvements.	Spring 2021
HOI	Traffic Impact Assessment (TIA) in respect of development potential in Dingwall and delivery of localised road improvements identified by the TIA.	Spring 2021
HOPFM	Construction of new Alness Academy, Community Facilities including swimming pool and synthetic pitches.	Spring 2020
HODR	Manage external Regeneration Capital Grant Fund and VDLF to Gairloch Museum.	Winter 2018
HODR	Support Visit Wester Ross and Black Isle Tourism Team to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Dingwall, Alness, Invergordon, Tain and Ullapool town centres.	Summer 2018
HODR	Conclude VDLF project at Evanton Industrial estate to open site for light industrial use.	Summer 2018
HODR	Work with Scottish Government and land owner to seek to utilise VDLF resources at Tank Farm, Invergordon.	Spring 2019

HODR	Undertake VDLF Phase 2 intrusive site investigations at Riverside Field, Dingwall.	Autumn 2018
HOPE	Adoption of the West Highland & Islands Local Development Plan.	Summer 2019
HOI	Conon Bridge Flood Defence Improvements.	Spring 2020
HOI	Newhall Bridgeworks.	Spring 2019
HOI	Dingwall Surface Water Management Plan.	Spring 2021
HOI	River Peffery Flood Protection Scheme/ Natural Flood Management Scheme Development.	Spring 2019
HOI	Stromeferry Rockface Ongoing Stabilisation Works.	Spring 2023

Service ID	7	
Service Commitment / Priority	Caithness	
Lead Officer	Director & Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
DDI	Support the work of the Caithness & North Sutherland Regeneration Partnership.	Ongoing
HODR	Support Venture North to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Thurso and Wick town centres.	Summer 2018
HODR	Deliver new affordable homes in Wick and Thurso with a target of 60 new homes over a 5 year period.	March 2023
HOPE	Adoption of the Caithness & Sutherland Local Development Plan	Summer 2018
HOPE	Adoption of the Caithness & Sutherland Core Path Plan	Summer 2019
HOI	Halkirk Surface Water Management Plan.	Spring 2023

HOI	River Thurso Flood Protection Scheme Development	Spring 2020
-----	--	-------------

Service ID	8	
Service Commitment / Priority	Sutherland	
Lead Officer	Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HODR	Manage external Regeneration Capital Grant Fund to Lady Ross redevelopment, Ardgay.	Ongoing
HODR	Support Venture North to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Dornoch town centre.	Summer 2018
HODR	Deliver new affordable homes in Dornoch, Ardgay, Bonar Bridge Golspie and north west Sutherland with a target of 75 new homes over a 5 year period.	March 2023
HOPE	Adoption of the Caithness & Sutherland Local Development Plan.	Summer 2018
HOPFM	Construct new NWS Care Home in conjunction with NHS.	TBC
HOPE	Adoption of the Caithness & Sutherland Core Path Plan.	Summer 2019
HOI	Golspie Flood Protection Scheme/ Natural Flood Management. Scheme Development	Spring 2020

Service ID	9	
Service Commitment / Priority	Skye & Lochalsh	
Lead Officer	Heads of Service	
Key Performance	Meeting timescales set out below Contract out turn results	

Results		
Lead Officer	Enabling actions	Completion Date
HOI	Construction of Uig Harbour.	TBC by Transport Scotland Funding Profile
HOPE	Adoption of Uig Development Brief.	Autumn 2018
HODR	Support SkyeConnect to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Portree town centre.	Summer 2018
HODR	Deliver new affordable throughout Skye & Lochalsh with a target of 150 new homes over a 5 year period.	March 2023
HOPE	Adoption of the West Highland & Islands Local Development Plan.	Summer 2019
HOPFM	Deliver improvements to the Storr Car Park.	Summer 2018

Service ID	10	
Service Commitment / Priority	Badenoch & Strathspey	
Lead Officer	Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HODR	Cairngorms Business Partnership to collaborate and drive forward development and marketing activity.	Ongoing
HODR	Deliver the public Wi-Fi system for Aviemore town centre.	Summer 2018
HODR	Deliver new affordable homes throughout Badenoch & Strathspey with a target of 175 new homes over a 5 year period.	March 2023

HOPE	Work with Transport Scotland to support the delivery of the A9 dualling project.	Winter 2025
HOPE	Delivery of the Active Aviemore Project.	Winter 2021
HOI	River Gynack Flood Protection Scheme Development.	Spring 2023
HOI	Newtonmore Surface Water Management Plan.	Spring 2020

Service ID	11	
Service Commitment / Priority	Nairn	
Lead Officer	Heads of Service	
Key Performance Results	Meeting timescales set out below Contract out turn results	
Lead Officer	Enabling actions	Completion Date
HODR	Support Nairn BID to deliver business plan activities following successful ballot.	Ongoing
HODR	Deliver the public Wi-Fi system for Nairn town centre.	Summer 2018
HODR	Deliver new affordable homes in Nairn with a target of 130 new homes over a 5 year period.	March 2023
HOPE	Work with Transport Scotland to support the delivery of the A96 dualling programme, including the Nairn Bypass	Ongoing
HOI	White Bridge Replacement.	Spring 2022
HOI	Dulsie Bridge Works.	Spring 2021

HOI	River Nairn & Auldearn Burn Flood Protection Scheme Development	Spring 2024
-----	---	-------------

Service ID	12	
Service Commitment/ Priority	The Council is currently progressing plans to significantly reduce its carbon emissions by installing solar photovoltaic panels on its property estate that will also generate a net profit of £4 million over a 20 year period. Energy generated will be 'sold' to power Council buildings in close proximity to the panel sites. The panels will also reduce the Councils annual carbon footprint by an estimated 1,000 tonnes per year. It is envisaged that this will be one of multiple projects commissioned to generate income from new renewable energy installations across the Council estate.	
Lead Officer	Head of Property & Facilities Management	
Key Performance Results	Delivering against the time scales of the component projects in the programme in the first instance and there after delivering environmental and financial benefits as shown above	
Lead Officer	Enabling actions	Completion Date
HOPFM	Identify suitable sites to locate solar photovoltaic panels	Summer 2018
HOPFM	Install and Commission new solar photovoltaic panels	Spring 2020

c Partnership
Com-pàirteachas

Partnership working lies at the heart of the Development and Infrastructure Service. The Service is delivering the £315m Inverness and Highland City-Region Deal in partnership with Highlands and Islands Enterprise, the University of Highlands and Islands and Albyn Housing Society Limited. A Ministerial Delivery Group, jointly chaired by the Cabinet Secretary for the Rural Economy and Connectivity and the Provost of Inverness is working on the Inverness Castle project.

Partnership working is also the ethos behind delivery of the council's affordable housing programme where the Highland Housing Hub is seen as an exemplar for Scotland. This involves the council facilitating joint work across the Highland Housing Alliance, Housing Associations and the Scottish Government.

Partnership work is key to the proposed Liberty British Aluminium alloy wheels factory where the council is part of a Ministerial Delivery Group and leads on work-streams for planning, transport and housing. This is one of Scotland's largest current inward investments and the council is seen as a positive partner in this transformational project.

The public sector property asset management group is encouraging co-location of public sector offices. The Department for Work and Pensions is co-located with the council in Wick and will shortly also do so in Fort William. HIE will also be located in the Fort William office.

5 LINKS TO STRATEGIES AND PLANS

CEANGLAICHEAN GU RO-INNLEACHDAN AGUS PLANAICHEAN

Name	HITRANS Regional Transport Strategy
Description	HITRANS Regional Transport Strategy
Operational period	
Document owner	HITRANS
Link	https://hitrans.org.uk/Strategy/Regional Transport Strategy

Name	The Highland & Argyll Local Flood Risk Management Plan (LPD01)
Description	The first Local Flood Risk Management Plan for the Highland and Argyll Local Plan District, describing the actions which will make a real difference to managing the risk of flooding and recovering from any future flood events.
Operational period	2016 - 2022
Document owner	Flood Risk Management Team
Link	https://www.highland.gov.uk/downloads/file/16173/the_draft_highland_7_argyll_local_flood_risk_management_plan_lpd

Name	Findhorn, Nairn and Speyside Local Flood Risk Management Plan
Description	The publication of this Plan is an important milestone in implementing the Flood Risk Management (Scotland) Act 2009 and improving our understanding of flood risk and how we will manage floods in the Findhorn, Nairn and Speyside Local Plan District. This translates into actions to reduce the damage and distress caused by flooding over the first planning cycle from 2016 to 2022 and beyond.
Operational period	2016 - 2022
Document owner	Moray Council
Link	http://www.moray.gov.uk/downloads/file105636.pdf

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: DI-CustomerService@highland.gov.uk

