

Agenda item	11.
Report no	RES/26/18

HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 24 May 2018

Report Title: Chief Executive's Office Service Plan 2017-22

Report By: The Chief Executive

1. Purpose/Executive Summary

- 1.1 This report introduces the 2017-22 Chief Executive's Office 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 relates to Chief Executive's Office, 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 Choices, Highland Choices", are approved by Council.

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

4. Community Impact Assessment, and Strategic Environmental Assessment

4.1 Equality and Community Impact Assessment

The Service Plan has been assessed for potential impacts on individuals and communities relating to equality, poverty and rural issues. This helps us to achieve our duties in respect to the Public Sector Equality Duty, considering socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts.

- 4.2 The Chief Executive's Office 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:

- To advance equality and promote diversity including the development and reporting of equality outcomes
- Produce the Council's British Sign Language (BSL) Plan to promote BSL
- Produce new guidance to support community impact assessment across policy and strategy development and ensure that consideration of the impacts upon particular groups are embedded into the policy process
- Through Trading Standards, protect vulnerable Highland consumers at risk of unfair trading practices
- Supporting the development of a Mental Health and Wellbeing Action Plan for the Council
- Exploring and developing new approaches to engagement and taking an inclusive approach in how to involve communities

- Supporting the delivery of the Highland Outcome Improvement Plan and Locality plans which specifically aim to address socio-economic inequality
- Supporting the development of an Action Plan for the Poverty and Inequality Working Group
- Working with partners on Hate Crime activities
- Supporting the development of Business Improvement Districts across Highland towns
- Reviewing the Council's Corporate Communications Strategy and ensuring strategic messages are available in accessible formats

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

- To ensure fair delivery charges to the people of the Highlands by focusing on the laws relating to the delivery of goods and services to remote communities.
- Taking an inclusive approach to ensuring that rural communities and voices are included as part of the new approach to developing new engagement methods
- Promoting the use of rural impact assessments to ensure remote and rural needs are recognised both locally and nationally

4.4 Through Council Redesign, the work of the review teams could potentially have equality, socio-economic or rural impacts. The framework to support redesign reviews highlights this and provides guidance on the requirement to undertake impact assessment for each review area either during the review process or as part of the action plan follow-up.

4.5 One aspect of Redesign is for the Council is to be more commercially-minded, generating income to sustain services and jobs across the region. This aspect of Redesign could potentially have an indirect impact upon protected groups and increase socio-economic disadvantage. It is therefore important to be mindful of impacts during the formulation of policy and approach, for impact assessments to be undertaken and embedded throughout the process and for mitigating actions or changes to the approach to be adopted.

4.6 As the Council develops its approach to Localism, including new methods and ways of engaging our communities, it may be necessary to consider how best to ensure under-represented voices are heard as part of that process and to develop support mechanisms to enable this to safeguard that there is fair and equitable participation from our communities.

4.7 The majority of 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 Service Plan, such as individual Redesign Peer reviews and reviewing the Corporate Communications Strategy, will require individual community impact assessments to be undertaken for each area.

4.8 Strategic Environmental Assessment

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

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 There are no legal implications other than those specified in the body of the Plan.
- 5.3 Community (Equality, Poverty and Rural): As outlined at section 4 a high level assessment has been carried out on the strategic priorities contained within the plan for equality, rural and socio-economic impacts. In the main, the service priorities contained within the Chief Executive's Office Service Plan will have a positive community impact, however, this is a high level assessment and, as noted within section 4, a number of the priorities will require individual community impact assessments to be undertaken for each area as these are developed.
- 5.4 There are no Climate Change/Carbon Clever implications.
- 5.5 Risk: Service risks are recorded in the Service Plan, are managed through the Service Risk Register which is monitored quarterly. Changes will be reported to future committee meetings.
- 5.6 There are no Gaelic implications.

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Date: 15 May 2018



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Chief Executive's Office Service Plan

The Highland Council
Comhairle na Gàidhealtachd

2017-2022

1. SERVICE BACKGROUND

CÙL-FHIOSRACHADH SEIRBHEIS

- a. Purpose of the plan
Adhbhar a' Phlana
- b. Service structure and main functions
Structar Seirbheis agus Prìomh Dhreuchdan
- c. Resources
Goireasan

2. PERFORMANCE

COILEANADH

- a. Performance analysis
Mion-sgrùdadh Coileanaidh
- b. Service Transformation
Cruth-atharrachadh Seirbheis
- c. Inspections/ Audits
Sgrùdaidhean
- d. Workforce planning
Dealbhadh Luchd-obrach

3. SERVICE RISKS

CUNNARTAN SEIRBHEIS

- a. Service risks
Cunnartan Seirbheis

4. PRIORITIES

PRÌOMHACHASAN

- a. Corporate priorities
Prìomhachasan Corporra
- b. Service priorities
Prìomhachasan Seirbheis
- c. Partnership
Com-pàirteachas

5. LINKS TO STRATEGIES AND PLANS

CEANGLAICHEAN GU RO-INNLEACHDAN AGUS PLANAICHEAN

Foreword

Facal-toisich

The Chief Executive is responsible for the effective management of the Council and the provision of advice and guidance to the Council on major policy options. This includes ensuring the effective implementation of Council policies and continuous improvement in service delivery. Specific duties exist for dealing with emergency situations and in the role of Returning Officer for elections.

The Chief Executive's Office includes a range of corporate services to ensure the smooth running of the Council. It also provides a range of services to support Elected Members including democratic services.

Key external relations are with the Scottish Government, COSLA, SOLACE and the Highland Community Planning Partnership. The Chief Executive's Office also provides support for the Leader and Members in key political forums including Parliament (Scottish, UK and European), COSLA, the Highlands and Islands Leaders' Group and the Convention of the Highlands and Islands.

In the Autumn of 2017 the Council reduced the number of Services it had from 5 to 4 with the functions of the former Corporate Development Service split between Corporate Resources Service and the Chief Executive's Office. Corporate Governance, including Trading Standards, moved across to the Chief Executive's Office.

Successes in 2017/18

- Facilitation of the development of the Council's Programme "Local Voices Highland Choices"
- A new Redesign Board was established with an agreed remit and work plan. It commissioned 6 peer reviews, with 3 concluding in year. All peer review recommendations and another into investing in solar energy were approved by Council. 7 Lean reviews were showcased and the development of the Lean programme was agreed. Board Members participated in 16 local staff forums in 14 locations. These engaged over 500 staff and generated over 200 issues and challenges, now informing new reviews and commercial activity
- The approach to widening democratic and community participation was agreed at Council and members identified in local workshops how they seek to take forward localism
- Development and delivery of a number of resilience policies including Identity Badges, Building Access and Lockdown Policy, and Staff Messaging Policy
- Development and testing of a Business Continuity Plan for Chief Executive's Office
- Further development of Participatory Budgeting approaches across Highland communities
- Implementation of the new Community Asset Transfer approach
- Working with our Community Planning Partners, development and agreement of the Highland Outcome Improvement Plan to address poverty and inequality in Highland
- Successful delivery of Local Government and Westminster Parliamentary Elections in 2017 and exemplary associated communications
- Elections Team won Council Team of the Year Quality Award
- Wholly refreshed Induction Programme for Members
- Successful completion of Town House Refurbishment Phase 2

1a Purpose

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 Chief Executive's Office and corporate governance priorities. This includes the work of the Office to support the delivery of Council priorities contained within a 5 year programme "Local Voices, Highland Choices".

It presents an overview of the Office's aims, objectives and resources, how the Office intends to contribute to corporate objectives, partnership working. It outlines current 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 update and review on an annual basis with a report to the relevant strategic committee for consideration. Review will take into account internal and external influences and actions arising from monitoring activity throughout the year.

This plan will assist anyone who wants an overview of the Chief Executive's Office's aims, objectives and resources, and how the Office 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.

1b Office Structure and main functions

Structar Seirbheis agus Prìomh Dhreuchdan

The Chief Executive is responsible for the effective management of the Council. His Office has a total revenue budget of £4.845m, which includes the budget for the Council's 74 elected members.

Head of Policy and Reform

- Seconded as Lead officer for redesign, supporting/ facilitating the Redesign Board and enabling organisational change
- Developing localism
- The Ward Management (WM) function

WM revenue budget of £1.059m employing 12 FTE staff. Redesign resources are TBC.

Head of Corporate Governance
Responsible for:

- Monitoring Officer
- Legal Services
- Democratic/Committee Services
- Licensing
- Elections
- Trading Standards

It has a net revenue budget of £0.867m employing 57.9 FTE staff.

Acting Head of Policy and Reform:

- Equality and diversity
- Community participation, engagement and involvement
- Communication Support
- Poverty and Inequality
- Community Planning
- Police and Fire Scrutiny

Revenue budget of £0.469m employing 6 FTE staff.

Corporate Communications and Resilience Manager:

Communications:

- Public information
- Media relations & monitoring
- Events and launches
- Internal and External communications
- Training and advice
- Graphic design
- Quality Awards

Resilience:

- Emergency planning and response
- Training & Exercises
- Community resilience
- Business Continuity
- Recovery and incident guidance
- Local Resilience Partnership support

Net revenue budget of £0.158m employing 6.8 FTE staff.

Business Manager:

- Corporate Leadership Support
- Member Support
- Political/parliamentary liaison
- Budget and Service Planning
- FOI/Data Protection
- Scottish Public Services Ombudsman liaison and Customer Services

It has a revenue budget of £2.289m (incl members' budget of £1.707m) employing 8.6 FTE staff and supporting 74 elected members.

1c Resources
Goireasan

Revenue Budget

Financial Year	Net Revenue Budget (£m)
2018/19	£4.845m

Breakdown of 2018/19 Budget:

Section	Net Budget (£m)
Members	1.707
Chief Executive	0.582
Emergency Planning	0.059
Operational Management Areas	1.059
Corporate Communications	0.099
Policy & Reform	0.469
Legal Services	0.162
Licensing	(0.561)
Democratic Services	0.536
Elections	0.106
Trading Standards	0.625
Total	4.845

By Staff and Other Costs	Budget (£m)
Staff costs	6.052
Other costs	1.489
Total costs	7.541
Income	-2.696
Net budget	4.845

Staffing 2018/19	
Section	FTEs
Members	76.6
Chief Executive	6
Emergency Planning	2.8
Operational Management Areas	12
Corporate Communications	4
Policy & Reform	6
Legal Services	12.17
Licensing	15.2
Democratic Services	13.8
Elections	2
Trading Standards	14
Total	164.57

N.B. Elections officers are engaged in supporting wider service priorities including localism development and democratic services, reverting to election duties as and when required.

2. PERFORMANCE

COILEANADH

2a Performance analysis

Mion-sgrùdadh Coileanaidh

This section of the report focuses on presenting and analysing performance indicators which the Chief Executive's Office is focused on improving.

Statutory and Key performance indicators

Measure Type	SPI
Description	<i>Average days absent per employee</i>
Performance	There is no corporate target
Comparator	<i>Corporate average (non-teaching) is 10.8 days per employee</i>
Narrative	The Office performance for 2017/18 was 3.1 days lost per employee
Improvement Action	To continue to successfully manage absence in the Chief Executive's Office and reduce to less than 3 days per employee

Measure Type	SPI
Description	Invoice payments
Performance	within 30 days
Comparator	Corporate performance for 2017/18 was 95%
Narrative	The Chief Executive's Office performance for 2017/18 was 95.4%
Improvement Action	To maintain performance at over 95%

Measure Type	Scottish Information Commissioner Requirement
Description	<i>Improve the time taken to respond to Freedom of Information Requests to the Chief Executive's Office</i>
Performance	<i>20 working days</i>
Comparator	<i>SIC standard requirement</i>
Narrative	The Office performance for 2017/18 was 68%
Improvement Action	For at least 80% of Enquiries to meet the SIC's deadline

Measure Type	SPSO requirement
Description	<i>Improve the time taken to respond to complaints to the Chief Executive's Office</i>
Performance	<i>Stage 1 in 5 days; Stage 2 in 20 days</i>
Comparator	<i>SPSO standard requirement. The Council average for 2017/18 was 69%</i>
Narrative	The Chief Executive's Office performance for 2017/18 was 77%
Improvement Action	To increase compliance to 80%

Measure Type	Legislative Requirement
Description	To meet the requirements of the Community Empowerment Act asset transfer request timescales for decision and review applications
Performance	Decision notice within 6 months of request, review process within 6 months of request
Comparator	NA
Narrative	All past and current requests are within the timescales
Improvement Action	Continue to meet legislative timescales

Measure Type	Legislative Requirement
Description	To meet the requirements of the Community Empowerment Act participation request timescales for managing requests
Performance	Assessment in 30days(=15 if other public bodies involved, improvement process started in 90 days
Comparator	NA
Narrative	All past and current requests are within the timescales
Improvement Action	Continue to meet legislative timescales

Equality

In line with the Public Sector Equality Duty, the Council is required to report on equality work related to the protected characteristics in the Equality Act 2010 (age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, religion and belief, sex and sexual orientation).

Every two years we publish details of how we mainstream equality into the work of the Council and publish data that can help us to improve our employment practice. The next report will be made to committee by the end of April 2019. This will include a progress report on identified priority areas which make up the Council's equality outcomes. The Council has 10 equality outcomes which are set in consultation with stakeholders and by considering equality information; some of these are shared partnership outcomes with partner agencies. Each equality outcome is supported by a range of indicators and priorities.

Performance on the Council's equality outcomes is monitored through a cross-service equalities working group and through the Care, Learning and Housing Committee.

2b Service Transformation

Cruth-atharrachadh Seirbheis

Community Empowerment

The introduction of the Community Empowerment (Scotland) Act has introduced new duties and a new approach to how public bodies work together and encourage and support communities to engage and participate. The Chief Executive's Office leads on the implementation of the new duties contained within the Act through the work of the Redesign Board and the focus on community and new approaches to engagement, through the development of new participation processes such as the Community Asset Transfer

Approach and Participation Requests Approach and it also provides the lead on Community Planning.

The new approach to Community Planning requires a more collaborative approach amongst partners with the purpose of delivering on outcomes to address poverty and inequality. Both strategically and locally, through the newly established Community Partnerships, there is a focus on engaging with communities to identify priorities in order to address inequalities.

The Council's approach to Localism reflects the new commitments to Community Empowerment.

Localism

New developments on Localism are detailed in the Service Priorities section of this Plan. They will include innovation in community engagement, with new approaches to be trialled in different areas, as well as support to improve the effectiveness of Local Committees. Our work on localism will feed into the Government's proposed Local Democracy Bill.

In developing our approach to localism and in supporting the Redesign Board's objective on relationships with communities new questions were included in the APAS survey of the Citizens' Panel in 2017. These will be continued in future surveys to track change over time. Some key findings and new benchmark data tell us that the public view us negatively on:

- being open and honest about funding choices;
- involving people in how we spend money; and
- inviting challenge and different views to help make decisions.

77% feel they have no or not very much influence over decision-making and that our role in helping people to help each other is seen as least important of 15 qualities proposed. Over time and through our approach to localism we would expect to see improvement in these views.

More favourably we are seen on balance to listen to local people and on asking for ideas on how to do things better. High interest in participatory budgeting is reported and a majority of the public tell us they are interested in taking part in community discussions on how services are provided and in making choices within budget limits. A majority tell us they enjoy working on common problems in their community and they believe that their community could be more involved in providing services they and their community need. This feedback along with high levels of volunteering in our communities are encouraging for our new efforts to enable more democratic and community participation in Council decisions and services.

Redesign

The Chief Executive's Office leads on Council redesign by supporting the Board's programme of work and enabling organisational change. This involves bringing other staff across the organisation into the redesign process. This is done through a programme of different types of reviews and through broader staff engagement and development. Within the 2018/19 year a programme of Peer and Lean reviews will continue and new types of reviews will be developed for the Board's consideration. This will include reviews focused on meeting the Council's savings target from redesign and reviews undertaken with communities.

Lean and other redesign Reviews

As well as ensuring the Redesign Board oversees its programme of reviews, within the Chief Executive's Office, a Lean review of the Community Asset Transfer process will conclude and the agreed recommendations from the peer review into procured legal services will be implemented. The latter means in-sourcing some legal advice by recruiting to a new solicitor and a new Para-Legal Apprenticeship posts. The CEX Office is also leading a Lean Review of ASN Transport, working with the Care and Learning Service and Community Services, which is due to conclude in the summer. Staff from within the Office will continue to participate in review teams.

Income and Commercialism

The Corporate Communications Office will continue to pursue income generation opportunities, including advertising on council assets, and generation of new income streams, such as new advertising in car parks and the development of merchandise associated with the HighlandAR project.

One aspect of redesign is for the Council is to be more commercially-minded, generating income to sustain services and jobs across the region. Peer reviews involve challenging our current service delivery models, including identifying any new commercial opportunities. These along with staff ideas on how to operate more commercially are referred to the Commercial Board for development. Lean reviews involving services receiving income from the public have shown the need to improve our collection and billing arrangements. The programme of peer and Lean reviews will continue to support our approach to income and commercialism.

2c Inspections/ Internal and External Audits **Sgrùdaidhean**

- The 2017 Audit/review of the West Link included positive comments on Communication and PR;
- The 2017 external audit commended the use of Highpoints in performance reporting ;
- Forthcoming external peer review of Prevent (2018).

In addition, during 2018/19 and into 2019/20 the Chief Executive's Office will be involved in the Best Value Assurance Report (BVAR) of the Council which is anticipated to start in late 2018/19 with a final report to the Accounts Commission to be published by the end of November 2019.

2d Workforce planning **Dealbhadh Luchd-obrach**

The Council's [Workforce Planning Strategy](#) is expected to set the course for the Council for the next five-year period. It will be reviewed annually at the start of each Workforce Planning cycle to ensure that the vision, principles, themes and objectives remain consistent with the political, economic, social, technical, legal and environmental direction of the Council as an organisation. The Strategy is designed to put in place the objectives that will be required to support workforce planning conducted by services. The Workforce Planning Strategy will be enabled by the Corporate Resources Service and will underpin the priorities for the Chief Executive's Office in the forthcoming year.

The Chief Executive's Office is currently developing a workforce plan. The management team have undertaken a PESTLE analysis, looking at the Political, Economic, Social, Technological, Legal and Environmental operating context prior to considering the future workforce profile, the current workforce profile and undertaking a gap analysis. An Action Plan will be developed on the back of this during May/June 2018.

In the course of the workforce planning process a number of themes have emerged relating to single points of failure; the future focus on localism and current and future imperative with regard to Service and organisational transformation. From these, the following initial actions have already emerged:

- Training requirements relate to:
 - o GDPR
 - o Localism (ward/city management team)
 - o ICT
 - o Equalities
 - o Maintaining professional development
 - o Joint development with members
 - o Video and social media (corporate)
- Wider development of staff potential,
- Undertaking a skills audit
- Leadership development including succession planning for key posts.

Training/staff development

2017/18 training and accreditation: achieved

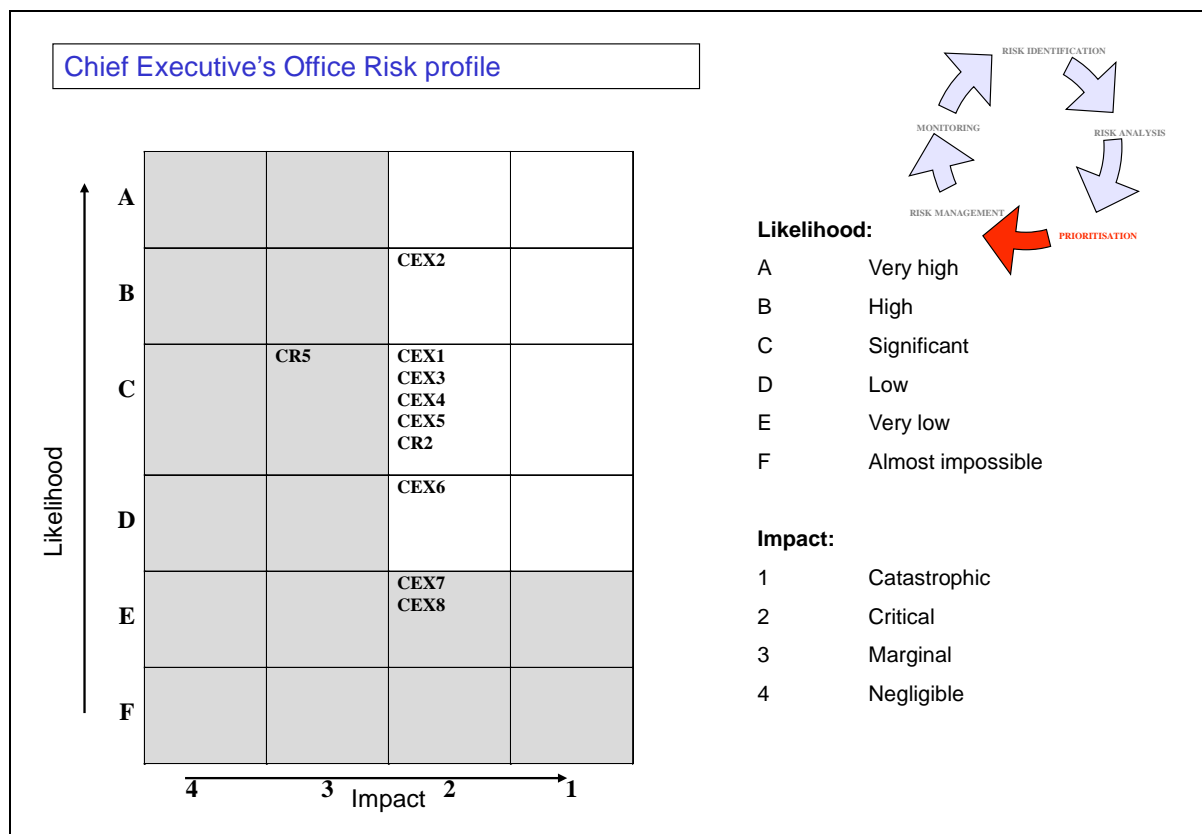
- Data Protection Officer achieved GDPR Practitioner certification - Distinction
- Business Manager achieved a PGDip, in Business Management – Distinction
- Senior Managers are IOSH certified
- Facilitative leadership training piloted for some of the Ward Management team, Policy Team and Members

2018/19 training and accreditation: planned:

- Resilience Officer – Business Continuity Planning training
- Graphic Design – ongoing training for team administrator to provide minor work/resilience
- Business Manager and Customer Services Officer - GDPR training
- GDPR training - roll out to managers across the Council and to partner organisations and the third sector.
- Roll out of facilitative leadership training
- Continue to involve more staff in redesign reviews providing them with learning and development opportunities

3. SERVICE RISKS CUNNARTAN SEIRBHEIS

Our methodology for identifying and managing risks is detailed in the Council's [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 Chief Executive's Office are shown in the table below. This includes Service specific risks and corporate risks where our Office 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.



Please note the shaded area indicates the Chief Executive's Office current risk appetite. Any risks out with this shaded area are considered above our risk appetite and require active management.

Table: Above the line Service and Corporate risks – CEX Office

Ref.	Risk Name	Risk Owner
CEX1	Service capacity	Business Manager
CEX2	Brexit implications for traders	Trading Standards Manager
CEX3	New legislation which requires additional resources	Acting Head of Policy
CEX4	General Data Protection Regulation (GDPR)	FOI and Data Protection Manager
CEX5	Changing relationship with the public (engagement and expectations)	Head of Policy and Reform
CEX6	Succession and workforce planning	Business Manager
CR2	Security and Resilience	Chief Executive

4. PRIORITIES PRÌOMHACHASAN

4a Corporate priorities Prìomhachasan Corporra

The Office is contributing to the following strategic commitments in the Council's 2017-22 Programme, "[Local Voices, Highland Choices](#)": The actions and measures below will be refreshed when the Corporate Plan is reviewed in 2018/19.

Theme 1 - A Place to Live

1.1 Encourage more engaged, better informed, more resilient, sustainable and attractive communities by helping and strengthening tenant and community representation structures.

Actions & Measures:

- Through Area Committees explore with Community Councils how to develop their role and sustainability by August 2018 and ongoing (reference also 5.1 below);
- Develop the Ward Management function to support localism during 2018;
- Participate in the Local Governance Review launched by the Scottish Government and COSLA during 2018.

1.3 Identify and recognise the unique challenges of living in rural and remote areas of the Highlands and ensure council policies and the provision of services have local people in mind. Work with the Scottish Government and other public authorities to do the same.

Actions & Measures:

- Review the evidence base on rural poverty and inequality to reframe the key messages needed at local and national levels by April 2018;
- Promote use of rural impact assessments to ensure remote and rural needs are recognised in local and national policy by June 2018 and ongoing;
- Lobby for equal status for rural proofing in light of the Scottish Government's adoption of island proofing by June 2018 and ongoing;
- Ensure rural poverty and inequality is reflected in the work of the Community Planning Partnership (CPP) through the delivery of the Highland Outcome Improvement Plan (HOIP) and locality plans by October 2018 and ongoing.

Theme 3 - A Place to Thrive

3.3 All people should live a life free from poverty and discrimination and benefit from good mental health and wellbeing. We will work with our partners to achieve this.

Actions & Measures:

- Review the evidence base to better understand the issues of poverty across all communities in Highland, both urban and rural, in order to develop new thinking on how best to tackle poverty and inequality by September 2018;
- The Poverty and Inequalities Working Group (PIWG) will develop a work plan to direct and monitor council action on addressing poverty and inequalities in Highland and how this contributes to the delivery of the HOIP by April 2018 and ongoing;
- The PIWG will establish a set of relevant measures and outcomes around its work by April 2018 and report annually;
- We will review the Fairer Highland Plan in light of the new equality outcomes agreed for 2017-2021;
- With our public sector partners, organise a seminar focused on mental health and wellbeing, to identify opportunities for better co-ordination and improved outcomes for individuals by April 2018.

Theme 5 - A Redesigned Council

5.1 Accelerate work to bring decision-making to local areas.

Actions & Measures:

- Run workshops with local committees to identify how Members want to develop localism in their area by December 2017
- Through the Strategic and Area Chairs meetings and Redesign Board monitor progress and oversee a programme of work to develop localism by August 2018 and ongoing;
- Roll-out participatory budgeting to new Areas and for new services by June 2018 and ongoing;
- Influence national legislation on local democracy as it develops to December 2019;
- Through Area Committees explore with Community Councils how to develop their role and sustainability by August 2018 and ongoing (reference to 1.2 above);
- Contribute to the leadership of Community Partnerships to enhance local decision making by March 2018 and ongoing.

5.2 Develop new ways to deliver services that are affordable, efficient and local in order to be fit to embrace future challenges.

Actions & Measures:

- Develop the community gateway idea and provide a single point of contact to support community bodies including to run more services locally by June 2018;
- Develop communication plans for engaging with communities where services are changing as a result of redesign or funding challenges by June 2018;
- Through the Redesign Board make the council more open minded to new ways of delivering services through a programme of peer reviews, lean reviews and in-service reviews.

5.3 Consider the key recommendations from the Commission on Highland Democracy, which seek to reinvigorate local democracy.

Actions & Measures:

- Support the promotion of the Commission on Highland Democracy findings by December 2017;
- Discuss how to take forward the findings of the Commission with community planning partners by December 2017 Use the findings of the Commission on Highland Democracy in local committee workshops to accelerate work on localism throughout 2018 (links to priority 5.1).

5.5 Many communities across the Highlands are increasingly ambitious to control more assets and land with increasing interest in local service delivery. The council will work with public agencies and communities to simplify our processes and to innovate and spread good practice.

Actions & Measures:

- Complete a Lean Review of the community asset transfer process to simplify and redesign for communities by March 2018.
- During 2018/19 identify learning opportunities from the first year of the Asset Transfer Policy by August 2018;
- During 2018/19 bring community planning partners and relevant support agencies together to share good practice and agree joint approaches to ensure that communities are supported to develop viable asset transfer requests.

4b Service priorities

Prìomhachasan Seirbheis

In addition to progressing the Programme actions and measures outlined above, the Chief Executive's Office has a number of corporate and office priorities which are set out below:

Service ID	1.1	
Service Commitment/ Priority	Prepare the Council for the introduction of the new General Data Protection Regulations	
Lead Officer	Business Manager	
Key Performance Results	tbc	
Lead Officer	Enabling actions	Completion Date
MW	Undertake workshops with all Services	End April 2018
MW	Develop Council web page and online guidance	End May 2018
MW	Develop rolling programme of DP audits	June 2018

Service ID	1.2	
Service Commitment/ Priority	Work with members to prepare a Communication Strategy for the Council 2018-2022 based on the Programme	
Lead Officer	Corporate Communications and Resilience Manager	
Key Performance Results	Action Plan	
Lead Officer	Enabling actions	Completion Date
RC	Visioning Workshop/s with administration members to identify priorities, outcomes, main objectives, stakeholders, key messages from Programme	June 2018
RC	Develop action plan and evaluation measures	Sept 2018
RC	Draft Strategy for approval by Council/Corp Resources	Nov 2018

Service ID	1.3	
Service Commitment/ Priority	Supporting the Council Administration	
Lead Officer	Business Manager	
Key Performance Results	tbc	
Lead Officer	Enabling actions	Completion Date
BM	Facilitate the review of the Programme for the Council	September 2018
BM/PO	Support strategic engagement with Scottish and UK Governments	Ongoing
BM/PO	Support strategic engagement with other local authorities, including through CoSLA	Ongoing
PO	Support engagement with Scottish, UK and European	Ongoing

	Parliaments in tracking and responding to new and proposed legislation, consultations, and enquiries	
BM/CM	Provide support and guidance on civic and protocol matters	Ongoing

Service ID	1.4	
Service Commitment/ Priority	Promoting greater participation and engagement with communities and involvement in decisions that affect their lives	
Lead Officer	Acting Head of Policy and Head of Policy and Reform	
Key Performance Results	<ul style="list-style-type: none"> Meeting statutory response times for asset transfer and participation requests New Asset Transfer Approach agreed by Aug 2018 New Community Council Scheme in place Summer 2019 	
Lead Officer	Enabling actions	Completion Date
AHP/ HPR	Develop and trial new methods to bring informed citizen voices and community bodies into Council decision-making	Dec 2019
CDEM + WMs	Develop and implement new approaches to participatory budgeting to involve communities in decision-making for 1% of Council expenditure	April 2019
CDEM +WMs	Develop participatory budgeting around specific communities of interest and geography	April 2019
CDEM	Promote and support participation requests as a way for communities to be more involved in local service delivery	Ongoing
CDEM +WMs	Implement the findings of the Community Asset Transfer Review	Dec 2018
CDEM	Develop a strategic approach to community asset transfer that targets specific communities	Dec 2019
CDEM + WMs	Through the redesign process identify Council services community bodies might wish to deliver	Ongoing
CDEM +WMs	Work with partners and communities to develop community asset plans as part of the wider community planning agenda	Dec 2019
AHP	Review of the Community Council Scheme which will include exploring new ways for Community Councils to develop their role, sustainability and to enable wider participation and involvement in Community Councils	Summer 2019

Service ID	1.5	
Service Commitment/ Priority	Promoting sustainable rural communities	
Lead Officer	Chief Executive Management Team	
Key Performance Results		
Lead Officer	Enabling actions	Completion Date
AHP	Promote use of rural impact assessments to ensure remote	June 2018 and

	and rural needs are recognised in local and national policy by June 2018 and ongoing	ongoing
HPR/AHP	Take an inclusive approach to ensure that rural communities and voices are included as part of the new approach to develop and trial methods to bring informed citizen voices and community bodies into Council decision-making	December 2019
TSM	To recognise the importance of online sales and need to ensure fair delivery charges to the people of the Highlands by focusing on the laws relating to the delivery of goods and services to remote communities	Ongoing
BM	Engage in the parliamentary process for the Islands (Scotland) Bill and ensure arrangements in place to implement the provisions of the Act when it comes into force	Summer 2018

Service ID	1.6	
Service Commitment/ Priority	Ward and City Management roles	
Lead Officer	Head of Policy and Reform	
Key Performance Results	<ul style="list-style-type: none"> • See community participation an engagement results above in 1.4. • Support the localism approach to be developed (and as outlined in corporate priorities section above). 	
Lead Officer	Enabling actions in addition to those at 1.4	Completion Date
WM	Advise Area/City Chairs in agenda planning and the effective use of the Scheme of Delegation and liaise with Services	Ongoing
WM	Support local decision-making by Members on the disaggregated Community Service budgets, and involve communities as agreed by local/City committees	Ongoing
WM	Support the implementation and alignment of local priorities agreed by local/City committees	Ongoing
HPR +WM	Participate in and promote facilitative leadership training with Members, officers and partners locally	
WM	Be the Single Point of Contact for Community Councils in the Ward/City and participate in the development of the new Scheme	
WM	Resilience: represent the Council at Emergency Liaison Groups, participate in new resilience planning and ensure effective response to any resilience events arising	
WM	Advise Committees on Common Good Fund management	
WM	Supporting the work of Community Partnerships and the development of locality plans	Ongoing
City Manager	Facilitate and support the Inverness Community Partnership, providing leadership and strategic direction	Ongoing
City Manager	Deliver on the need to improve vibrancy in the city through the City Arts Project Programme and the Victorian Market Action Plan	Ongoing
City	Generate strategic links between Inverness college UHI and	Ongoing

Manager	the City Committee	
WM	Pending a successful election Integration of the Nairn BID into the strategic planning for Nairn,	Ongoing
WM	Work to ensure strong partnership links with the CNPA to deliver for the communities in Badenoch and Strathspey	Ongoing
Senior WM RSL	Co-ordinate the staff move to new offices in Fort William	By end May 2018
City Manager	Project sponsor for Town House Refurbishment – lead on delivery of Phase 3	

Service ID	1.7	
Service Commitment/ Priority	Advancing equality and promoting diversity and ensuring the Council meets the requirements of the Public Sector Equality Duty	
Lead Officer	Acting Head of Policy	
Key Performance Results	<ul style="list-style-type: none"> Review of the Council's Fairer Highland Plan Council's British Sign Language (BSL) Plan in Place New guidance to support community impact assessment 	
Lead Officer	Enabling actions	Completion Date
PPOE	Co-ordinate Council activities to meet the requirements of the Public Sector Equality Duty including: <ul style="list-style-type: none"> a review of the Fairer Highland Plan (CP) reporting on progress towards meeting equality outcomes/mainstreaming equality and reviewing equality outcomes 	April 2019 April 2019
PPOE	Development of the Council's BSL Plan (2018-2024) through engagement with the Deaf community and along with partners in order to develop shared partnership action	Oct 2018
AHP	Take forward the implementation of the Council's socio-economic (Fairer Scotland) duty which will include a review of the approach and guidance to impact assessment	Oct 2018
PPOE	Review the provision of Communication Support Services now that they have been in place since 2014	April 2019
PPOE	Support the development and implementation of a Mental Health and Wellbeing Action plan for the Council	Oct 2018
PPOE	Through the Partnership Equality and Diversity Group, support delivery of the Highland Outcome Improvement Plan cross-cutting theme of equality of opportunity	Ongoing

Service ID	1.8	
Service Commitment/ Priority	Facilitate and ensure effective scrutiny of police and fire services locally and nationally	
Lead Officer	Acting Head of Policy	
Key Performance Results	<ul style="list-style-type: none"> Local Police and Fire plans agreed and in place Members feel listened to and able to scrutinise performance 	
Lead Officer	Enabling actions	Completion Date
AHP	Facilitate regular scrutiny at local and Highland level of local	Annually and

	emergency services.	ongoing
AHP	Supporting scrutiny of national Police and Fire service delivery	Ongoing
AHP	Support the engagement of the Council with Police and Fire Boards	Ongoing

Service ID	1.9	
Service Commitment/ Priority	Working with our partners to support and develop effective Community Planning Partnership (CPP) arrangements	
Lead Officer	Acting Head of Policy	
Key Performance Results	<ul style="list-style-type: none"> Revised CPP structures in place by December 2018 Annual performance reports to CPP Board on delivery of HOIP outcomes 	
Lead Officer	Enabling actions	Completion Date
AHP	Support the development of Community Partnerships across Highland to enhance local engagement, decision making and locality planning	Ongoing
AHP	Support the review of the Community Planning Partnership structures to improve strategic partnership working	Oct 2018
AHP	Support the delivery of, and Council contribution towards achieving the outcomes of, the Highland Outcome Improvement Plan	Ongoing
CDEM & WM	Work with partners and communities to develop community asset plans as part of the wider community planning agenda (see 1.3)	Dec 2019
PPOE	Work with partners on Hate Crime activities including Keep Safe Initiative	By April 2019 and ongoing

Service ID	1.10	
Service Commitment/ Priority	Enable and support the Council's work to reduce poverty and inequality	
Lead Officer	Acting Head of Policy	
Key Performance Results	<ul style="list-style-type: none"> Poverty and inequality working group action plan in place New guidance to support community impact assessment 	
Lead Officer	Enabling actions	Completion Date
AHP	Support the poverty and inequality working group	Ongoing
AHP	Support the development of the Poverty and inequality Working Group Action Plan (CP)	Aug 2018
AHP	Review the evidence base to better understand the issues of poverty across all communities in Highland (CP)	Aug 2018
AHP	Lead and manage the European Social Fund Strategic Intervention on poverty and social inclusion	Dec 2021
AHP	Support the delivery of, and Council contribution towards achieving the outcomes of, the Highland Outcome Improvement Plan (see 1.6)	Ongoing
AHP	Take forward the implementation of the Council's socio-economic (Fairer Scotland) duty which will include a review of	Oct 2018

the approach and guidance to impact assessment (see 1.4)

Service ID	1.11	
Service Commitment/ Priority	Election Management - Plan, arrange and deliver accurate results for BID/TBID Ballots, Cairngorms National Park Elections and Council by elections	
Lead Officer	Head of Corporate Governance/Election Manager	
Key Performance Results	tbc	
Lead Officer	Enabling actions	Completion Date
DS	Undertake liaison with CNPA and other authorities in planning CNPA	End Sept 2018
DS	Undertake liaison and joint planning with BID/TBID promoters	Ongoing
DS	Undertake statutory review of polling places	February 2019
DS	Secure electoral services contract	October 2019

Service ID	1.12	
Service Commitment/ Priority	Code of Corporate Governance – Review of Standing Orders/Preparation of Local Code of Corporate Governance for 2018/19	
Lead Officer	Head of Corporate Governance/Democratic Services Manager	
Key Performance Results	tbc	
Lead Officer	Enabling actions	Completion Date
JM	Undertake comprehensive review of Standing Orders and Scheme of Delegation	September 2018
SF	Undertake review of Local Code of Corporate Governance and prepare draft Local Code for 2018/19	October 2018

Service ID	1.13	
Service Commitment/ Priority	Protecting Highland consumer rights	
Lead Officer	Trading Standards Manager	
Key Performance Results	tbc	
Lead Officer	Enabling actions	Completion Date
TSM	To protect Highland consumers from scams perpetrated through a range of media - e.g. by letter, telephone, email, online - with particular attention to the effect on vulnerable consumers.	Ongoing
TSM	To reduce the supply of illicit goods in the Highlands, including counterfeit consumer products	Ongoing
TSM	To recognise the importance of online sales and need to ensure fair delivery charges to the people of the Highlands by focusing on the laws relating to the delivery of goods and services to remote communities.	Ongoing

4c Partnership **Com-pàirteachas**

Resilience Planning

The Council is a lead partner in the Local Resilience Partnership (LRP) and Regional Resilience Partnership (RRP), chairing the LRP and the LRP working group and leading on multi-agency exercises. The Corporate Communications and Resilience Manager chairs the Highland Association of Communicators (HACs) and leads on developing multiagency training e.g. social media/marketing/joint BCP workshops and Exercises.

Redesign and Staff

A key partnership for Redesign is the Staff Partnership Forum with Trade Unions. Redesign is a standing item on those agendas and redesign engages Trade Union representatives on the Board, in peer reviews and in staff briefings.

Community Planning Partnership

The Highland Community Planning Partnership (CPP) provides the focus and strategic direction for partnership working in Highland. The Partnership is overseen by a Board and supported by a Chief Officer's Group which includes the Chief Executive and key personnel from the Chief Executive's Office. A series of delivery/thematic groups underpins the Chief Officer's Group and are responsible for delivering against the priorities of the partnership. Staff from the Chief Executive's Office are involved in a range of these partnership forums.

The Highland Local Outcome Improvement Plan 2017-2027, replaces the previous Single Outcome Agreement as setting out the key priorities of the Highland Community Planning Partnership. The HOIP is focused on addressing inequality within the Highlands and on the core partnership activity that is required in order to effectively address this inequality. It is outcome focused, with 10 year outcomes contained within the document but also focuses on short and medium term priorities. The Chief Executive's office takes the lead in co-ordinating the Council contribution to the delivery of the plan and in the engagement with the Chief Officers Group and supporting CPP structures.

Inverness Community Partnership

To support the delivery of the new Community Planning duties contained within the Community Empowerment Act, the CPP established 9 Community Partnerships across Highland to deliver local partnership working and outcomes. Highland Council, through the Chief Executive's Office, leads and supports the Inverness Community Partnership, providing leadership and strategic direction. The partnership is Chaired by Deputy Provost and administratively supported by the City Manager and team.

Equality and Diversity Partnership

The Equality and Diversity Partnership group is a small group of officers from key public bodies in Highland who lead on equality and diversity, as well as HTSI. The group primarily provides an opportunity to informally network and share information at local level across the different bodies. There has been joint activity, hate crime promotion and training, equality and procurement event, engagement with equality groups, development of shared equality outcomes, interpretation and communication support (HC and NHSH), development of community impact checklist.

5. LINKS TO STRATEGIES AND PLANS

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Name	
Description	Redesign Board remit and workplan
Operational period	Currently to June 2018
Document owner	Head of Policy and Reform
Link	http://www.highland.gov.uk/downloads/file/18579/board_remit_and_work_plan_2017-18

Name	
Description	Equality Outcomes
Operational period	2017-2021
Document owner	Acting Head of Policy
Link	https://www.highland.gov.uk/downloads/file/18820/equality_outcomes_summary_2017-21

Name	
Description	Highland Outcome Improvement Plan
Operational period	2017-2027
Document owner	Community Planning Partnership
Link	http://www.highlandcpp.org.uk/uploads/9/5/2/0/95206114/hoip_v6_cpp_board_final_no_photo-ilovepdf-compressed.pdf

Name	
Description	Communication Strategy
Operational period	2018-22
Document owner	Corporate Communications and Resilience Manager
Link	https://www.highland.gov.uk/directory_record/405397/communications_strategy_2015_-_2017

Name	
Description	General Emergency Plan (revision underway)
Operational period	2018-2022
Document owner	Corporate Communications and Resilience Manager
Link	https://www.highland.gov.uk/info/1226/emergencies/72/emergency_planning

Name	
Description	COMAH Plans (ongoing) (Control of Major Accident Hazard)
Operational period	3 year planning cycle (5 plans)
Document owner	Corporate Communications and Resilience Manager
Link	https://www.highland.gov.uk/info/1226/emergencies/72/emergency_planning

Name	
Description	REPPIR Plans (ONGOING) (Radiation (Emergency Preparedness and Public Information) Regulations)
Operational period	3 year planning cycle (3 plans)
Document owner	Corporate Communications and Resilience Manager
Link	https://www.highland.gov.uk/info/1226/emergencies/72/emergency_planning