Agenda Item	**10**
Report No	**RES/18/19**

HIGHLAND COUNCIL

Committee: Corporate Resources Committee

Date: 23 May 2019

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

Report By: The Chief Executive

1.	**Purpose/Executive Summary**

1.1 This report seeks Members' approval for the refreshed Chief Executive's Office Service Plan for 2017-22. It sets out the Office priorities and how teams in the Chief Executive's Office 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 revised 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; Office structure and main functions; and resources (revenue and 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 Office is the Risk Owner).
4. Priorities – outlines the strategic priorities of the Office and is the focus of the Service Plan. This section also outlines how the Office is contributing to the delivery of the Council's Programme "Local Choices, Highland Voices", and how the Office 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 current refresh has been undertaken to reflect the review of the Council Programme, "Local Voices, Highland Choices", and the Corporate Plan which was approved at Council on 9 May 2019. The Service Plan is also reviewed annually.

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
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.

4.2   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 Office, along with our workforce. At this stage in the new financial year the Chief Executive's Office has not received confirmation of the 2019/20 roll forward budget. The plan therefore still has budget and staffing data from the previous financial year. This will be updated when the Plan is reviewed again in the Autumn.

5.2   There are no legal implications other than those specified in the body of the Plan.

5.3 Community (Equality, Poverty and Rural): Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). For those commitments which have already been screened the results have been passed to the Chief Executive's office as part of the corporate monitoring systems for Equalities Legislation. Commitments which have not yet been screened, along with policy, strategy and plans linked to the delivery of these commitments will be screened to assess their impact during the early part of the plan timescale.

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.

Author: Kate Lackie

Date: 15 May 2019

Chief Executive's Office Service Plan

The Highland Council
Comhairle na Gàidhealtachd

2017-2022

Updated May 2019

Foreword
Facal-toisich

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 providing leadership and vision for the organisation; establishing effective management and providing 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 teams within the Chief Executive's Office work to add value to services across the Council, by delivering a corporate, community and customer focus and supporting services to achieve local and national policy priorities. The Office promotes best practice and works with services to cultivate a positive and innovative culture to ensure continuous improvement in the delivery of all services as well as co-ordinating joint working between services and partners. The Chief Executive's Office includes a range of corporate services to ensure the smooth running of the Council and 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.

Successes in 2018/19

- Over 150 public, community, Member and staff engagement sessions.
- A new vision for the Council established: "Ambitious, Sustainable and Connected".
- Facilitated the refresh of the Council's Programme "Local Voices Highland Choices".
- Facilitated the development of the Council's Change Strategy, "Sustainable Highland".
- Established the new Change Programme Office to monitor, support and report progress on the Council's 16 major transformation and change projects, in support of the Council's budget strategy.
- Established £2.5m Change Fund.
- Redesign Board commissioned 3 peer reviews, with 3 concluding in year and 2 peer review recommendations approved by Council.
- 2 Lean reviews were launched and work continues on these.
- Internal Governance Review launched, 8 local committee engagement sessions completed, with the Review scheduled to report June 2019.
- Successful preparation for the introduction of GDPR in May 2018.
- Further development of Participatory Budgeting approaches across Highland communities.
- Working with our Community Planning Partners, development and agreement of the Highland Outcome Improvement Plan to address poverty and inequality in Highland and associated action plans.
- Completed a programme of engagement with Community Councils, including local meetings, survey and pan-Highland network meeting, to engage on the draft Scheme for consultation.
- Through ward management team, support for the development of Locality Plans to tackle inequalities.
- Successful delivery of by-elections for Ward 5 and Ward 11; Cairngorm National Park Authority elections and Inverness Tourism Bid.

- Successful completion of Charles Kennedy House, Fort William
- Launched HighlandAR – digital Augmented Reality app for Inverness
- Achievement of over £80k income generation from advertising
- Development of the Council's first BSL Plan (2018-2024)

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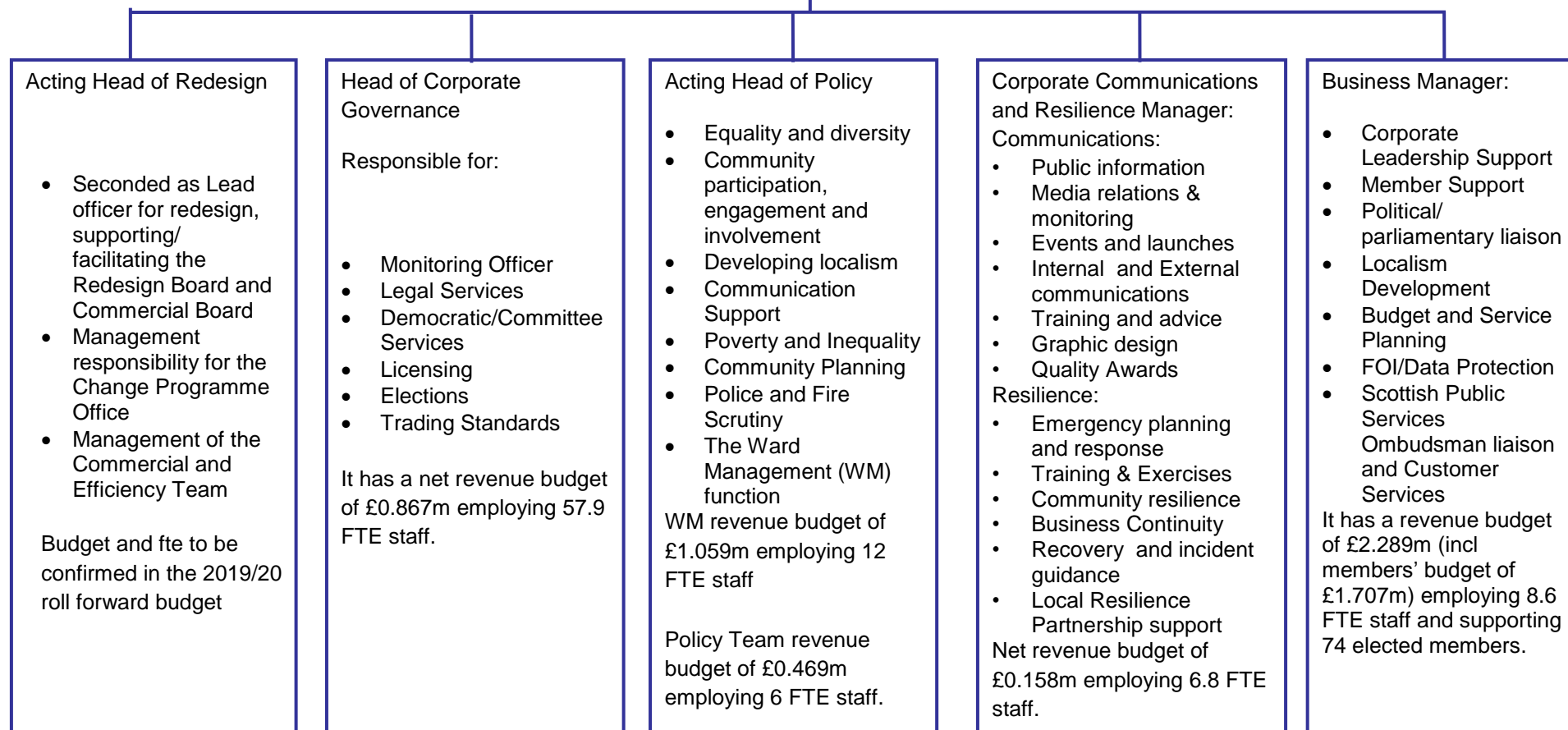
It presents an overview of the Office's aims, objectives and resources, how the Office intends to contribute to corporate objectives and partnership working. It outlines current issues and priorities, and the main risk factors identified in relation to these matters.

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. In 2018/19 Her Office has a total revenue budget of £4.845m, which includes the budget for the Council's 74 elected members.

Acting Head of Redesign

- Seconded as Lead officer for redesign, supporting/ facilitating the Redesign Board and Commercial Board
- Management responsibility for the Change Programme Office
- Management of the Commercial and Efficiency Team

Budget and fte to be confirmed in the 2019/20 roll forward budget

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

- Equality and diversity
- Community participation, engagement and involvement
- Developing localism
- Communication Support
- Poverty and Inequality
- Community Planning
- Police and Fire Scrutiny
- The Ward Management (WM) function

WM revenue budget of £1.059m employing 12 FTE staff

Policy Team 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
- Localism Development
- 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 N.B. This section will be updated once the 2019/20 budget has been confirmed.

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
Ward Management	0.723
Ward Discretionary Budget	0.336
Corporate Communications	0.099
Policy	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
Ward Management	12
Corporate Communications	4
Policy	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 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	*Average days absent per employee*
Performance	
Comparator	*Corporate average (non-teaching) is 10.5 days per employee*
Narrative	The average days absence for Chief Executive's Office staff is 4.6 days
Improvement Action	To continue to successfully manage absence in the Chief Executive's Office and reduce to less than 4 days per employee

Measure Type	SPI
Description	Invoice payments
Performance	within 30 days
Comparator	Corporate performance for 2017/18 was 95.7%
Narrative	The Chief Executive's Office performance for 2017/18 was 94.8%
Improvement Action	To increase performance to 95% or over

Measure Type	Scottish Information Commissioner Requirement
Description	*Improve the time taken to respond to Freedom of Information Requests to the Chief Executive's Office*
Performance	*20 working days SIC standard requirement*
Comparator	• The Corporate target is for at least 80% of Enquiries to meet the SIC's deadline • The Chief Executive's Office performance for 2017/18 was 68%
Narrative	• Corporate performance in 2018/19 was 86%. • Executive's Office performance for 2018/19 was 87%
Improvement Action	To maintain improved performance at 87%.

Measure Type	SPSO requirement
Description	*Improve the time taken to respond to complaints to the Chief Executive's Office*
Performance	*Stage 1 in 5 days; Stage 2 in 20 days*
Comparator	*SPSO standard requirement. The Council average for 2018/19 was Stage 1: 48.8% and Stage 2: 64.66%*
Narrative	The Chief Executive's Office performance for 2018/19 was *30% and*

	45.45% respectively.
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 bodes 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 and diversity

The principles of equality and diversity are central to the Council's service planning, policy making and employment practices, and we have a strategic goal to protect the vulnerable in our communities, promote fairness and welcome diversity.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires that the Council publishes progress reports every two years to demonstrate how it meets the Public Sector Equality Duty and in relation to the 'protected characteristics' in the Equality Act 2010.

Progress reports contain details of how we mainstream equality into the work of the Council, our progress towards achieving equality outcomes and publish data that can help us to improve our employment practice, including gender pay gap information. The next report will be made to committee by the end of April 2021 along with a review of our Equality Outcomes. The Council has 10 equality outcomes as priority areas 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 actions.

From April 2018, the Fairer Scotland Duty requires the Council to consider how it can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.

Performance on the Council's equality work 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 has also fed into the Council's response to the Scottish Government's Local Governance Review.

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; supporting, monitoring and reporting on progress; 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 has continued and new types of reviews have been developed for the Board's consideration. This will continue into 2019/20 with a focus 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 has concluded. Peer Reviews into Commissioned Children's Services, Trade Services and Agency/Casual Workers have been completed and approved by Council. The implementation of these projects is being taken forward through the Council's Change Programme. New reviews into Catering, Cleaning & FM and Engineering Services will be taken forward over the course of this year. The CEX Office is also leading a Lean Review of income collection and property and Housing Repairs processes. Staff from within the Office will continue to participate in review teams.

Income and Commercialism

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. These opportunities have focussed on renewable energy projects and car parking at Inverness Airport, but new ideas, including property investment are being taken forward through the Board. The programme of peer and Lean reviews will continue to support our approach to 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 carparks and the development of merchandise associated with the HighlandAR project.

2c Inspections/ Internal and External Audits
Sgrùdaidhean

- To contribute to the current Best Value Assurance Report (BVAR) of the Council which began in early 2019/20 and will conclude 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.

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

2018/19 training and accreditation: achieved
- Data Protection Officer achieved a Distinction in his GDPR Practitioner certification
- Business Manager graduated with Distinction in her MBA from Strathclyde University
- Senior Managers are IOSH certified
- GDPR training rolled out to managers across the Council and to partner organisations and the third sector.
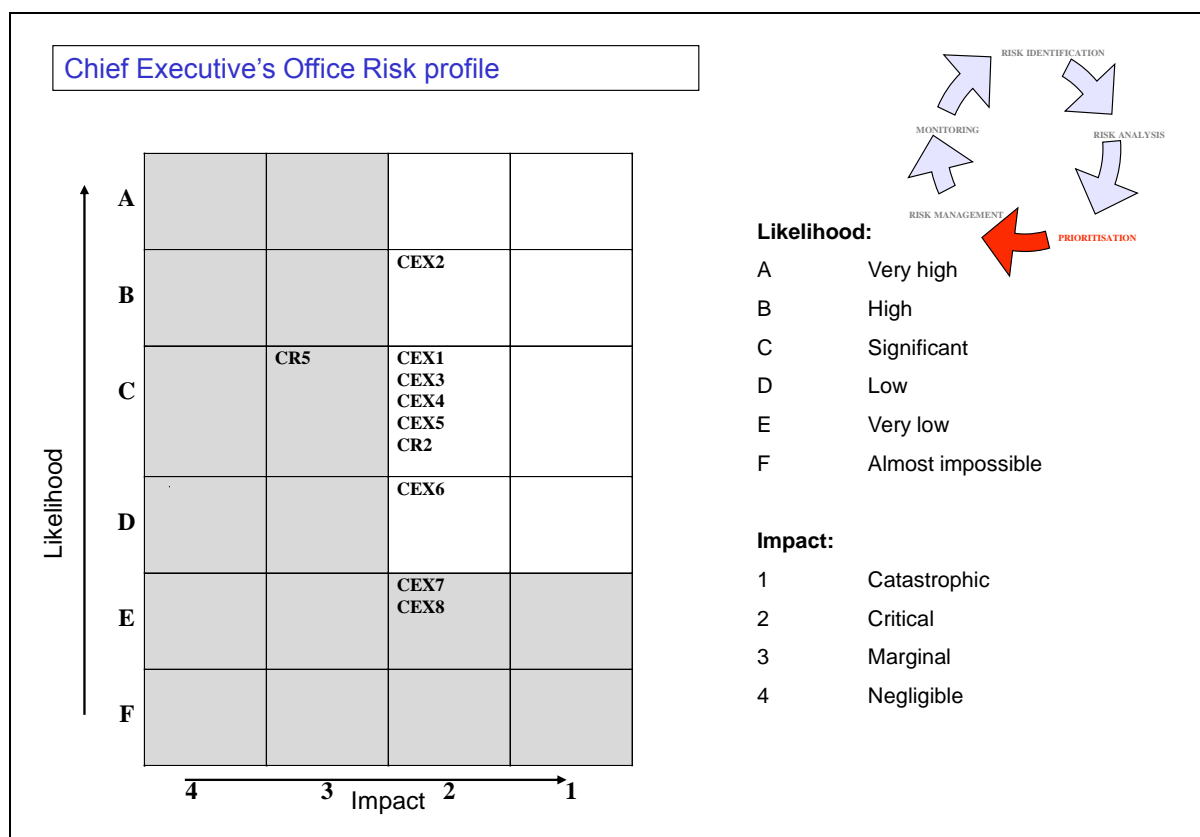- Resilience Officer – Business Continuity Planning training

2018/19 training and accreditation: planned:
- Continue to involve more staff in redesign reviews providing them with learning and development opportunities
- SGoRDs Resilience training for ELT and Senior Managers
- Training on revised Emergency Plan and Resilience
- Training as part of Lonestar Ex
- Business continuity training
- Involvement in corporate Resilience training

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.

Chief Executive's Office Risk profile

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

Impact:	
1	Catastrophic
2	Critical
3	Marginal
4	Negligible

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)	Acting Head of Policy
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 have been updated following the refreshed Council Programme. There may be changes to the Corporate Plan for key performance measures and targets for strategic improvement priorities at the Council meeting on 9th May 2019. This Service Plan will be updated in September when all of the targets are in place.

Theme 1: A Council that champions the Highlands

- Maximise opportunities to influence national policy development and legislation both at a Scottish and UK level.
- Continue to make the case for the subsidiarity of decision making and the decentralisation of power to a regional or local authority level, and campaign strongly against the further centralisation of services away from the Highlands.
- Accelerate the decentralisation and relocation of Council services and jobs across the Highlands and encourage the relocation of jobs and services to the Highlands.
- Use to the full the centres of influence we have (COSLA, Scottish Cities Alliance, Convention of the Highlands and Islands etc.) To ensure that the needs of the Highlands are articulated and represented.
- To champion the Highlands as a welcoming, thriving and prosperous place by involving all our staff in the design and promotion of high quality public services, delivered in partnership with vibrant highland communities.

Proposed Actions and Measures: Annual Report on Progress

Theme 2: A place to live

- Working with our partners, we will develop strategies to stabilise and reverse population decline affecting some remote and rural areas.

Theme 3: A place to thrive

- Through the Highland Outcome Improvement Plan, work with our partners to tackle poverty and inequality and explore ways of improving mental health crisis response and suicide prevention. Develop multiagency working to coordinating our response to homelessness, criminal justice, drug and alcohol, and mental health services.

Proposed Actions and Measures:

- Develop a Local Child Poverty Delivery Plan to meet the requirements of the Child Poverty Act by June 2019.
- Deliver ESF Poverty and Social Inclusion Programme and associated operational activity (ongoing)
- Contribute and support the CPP Delivery Groups for the Highland Outcome Improvement Plan to deliver action plans on the HOIP outcomes of Poverty

Reduction, Community Participation and Dialogue, Infrastructure, Community Safety and Resilience and Mental Health and Wellbeing (ongoing)

- Support the CPP commitment to multi-agency training on the Suicide Intervention and Prevention Programme by December 2019.
- Develop a Mental Health and Wellbeing Development Plan by June 2019.
- Review and continue to monitor the Poverty and Inequality Working Group work plan with key actions to address Child Poverty, Income Inequality and Transport Inequality (ongoing).

Theme 6: Your Highland Council

- Establish a renewed sense of trust and respect between our staff and communities, and develop ways to deliver services that are affordable, efficient and local, embracing future challenges and opportunities.
- Actively engage in the Local Governance Review which seeks to explore how all public services can be more accountable to the people they serve.
- Accelerate and support work to bring more decision-making to local areas to reflect local priorities and local needs.
- Aspire to work more closely with our public sector partners and businesses to understand and, where we can, to support their priorities. We will also actively promote joint working including the co-location of services.
- With our partners (public and 3rd sector) we will develop collaborative and decentralised approaches to public services and delivering a sustainable local workforce.

Proposed Actions and Measures:

- Take forward Community Review's as part of the Redesign Board work by March 2020.
- Establish an ongoing engagement programme with communities by May 2019 Deliver three community engagement sessions per local area each year from 2019.
- As part of the Governance Review, work with Local Area Committees to develop opportunities for closer community involvement in the decision making process by December 2019.
- Develop a local staff structure to support staff, members and communities.
- Participate in Scottish Local Governance Review launched by the Scottish Government and COSLA during 2018 and ongoing.
- Through the Governance Review, seek to strengthen decision making at a local level, reporting to Council in March, and June 2019. Commence implementation of Review recommendations from August 2019.
- Develop opportunities to mainstream approaches to Participatory Budgeting by March 2020.
- Through Local Committees seek to develop and strengthen relationships with Community Councils and seek opportunities for greater involvement by December 2019.
- Contribute to the leadership of Community Partnerships to enhance local decision making by March 2018 and ongoing.
- Contribute to the leadership of Community Partnerships to enhance local decision making by March 2018 and ongoing.
- In conjunction with our partners, develop a programme of community asset reviews by June 2019.

- Continue to support and promote the opportunities of community asset transfer with communities.

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	Work with Members to review the Council's internal governance arrangements	
Lead Officer	Business Manager	
Key Performance Results	Improved governance and scrutiny arrangements for strategic and local committees	
Lead Officer	**Enabling actions**	**Completion Date**
BM	Establish Governance Review Steering Group	Meeting fortnightly until June 2019
BM	Hold Members' Seminars	Jan and May 2019
BM	Engage with local committees	April to June 2019
BM	Make Recommendations to Council	June 2019
BM	Implement approved recommendations	July – October 2019

Service ID	1.2	
Service Commitment/ Priority	Work with members to prepare a Communication Strategy for the Council 2018-2022	
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 2019
RC	Develop action plan and evaluation measures	August 2019
RC	Draft Strategy for approval by Council/Corp Resources	Nov 2019

Service ID	1.3
Service Commitment/ Priority	Supporting the Council Administration and wider Membership of the Council
Lead Officer	Business Manager
Key Performance Results	tbc

Lead Officer	Enabling actions	Completion Date
BM	Facilitate the review of the Programme for the Council	December 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 Parliaments in tracking and responding to new and proposed legislation, consultations, and enquiries	Ongoing
BM	Development of refreshed member training and new CPD framework	December 2019
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	Head of Policy and Reform and Acting Head of Policy
Key Performance Results	• Meeting statutory response times for asset transfer and participation requests • Delivery three community engagement per local area from 2019 • New Community Council Scheme in place Summer 2019

Lead Officer	Enabling actions	Completion Date
AHP	Develop and trial new methods to bring informed citizen voices and community bodies into Council decision-making. Including consideration of communities of interest and taking inclusive approaches	March 2020 and ongoing
CDEM + WMs	Develop and implement new approaches to participatory budgeting to involve communities in decision-making for 1% of Council expenditure	March 2020
CDEM +WMs	Develop participatory budgeting around specific communities of interest and geography	March 2020
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	September 2019
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	Taking a place based approach, work with partners and communities to develop community asset plans as part of the wider community planning agenda	March 2020
AHP	Through Local Committees seek to develop and strengthen	December

	relationships with Community Councils and seek opportunities for greater involvement by December 2019.	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
AHP +WMs	Support pan-Highland elections to Community Councils, including working with communities to develop a programme of awareness raising and promotion	Nov 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 and rural needs are recognised in local and national policy by June 2018 and ongoing	June 2018 and 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
BM	Continue to engage in the Local Governance Review	Ongoing

Service ID	1.6	
Service Commitment/ Priority	Ward and City Management roles	
Lead Officer	Head of Policy and Reform	
Key Performance Results	• 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	Ongoing

	use of the Scheme of Delegation and liaise with Services	
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	Ongoing
WM	Be the Single Point of Contact for Community Councils in the Ward/City and participate in the development of the new Scheme	Ongoing
WM	Resilience: represent the Council at Emergency Liaison Groups, participate in new resilience planning and ensure effective response to any resilience events arising	Ongoing
WM	Advise Committees on Common Good Fund management	Ongoing
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 Manager	Generate strategic links between Inverness college UHI and the City Committee	Ongoing
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	Ongoing

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	• Review of the Council's Fairer Highland Plan • Implement Council's British Sign Language (BSL) Plan • 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: • Review of the Fairer Highland Plan in order to take a strategic approach to inequality, equality and human rights. • reporting on progress towards meeting equality outcomes/mainstreaming equality and reviewing	April 2020 April 2021 April 2021

	equality outcomes • review and revise equality outcomes	
PPOE	Implementation on the Council's BSL Plan 2018-2024, particularly with regards to key actions relating to awareness raising and promotion Report on progress of the Council's BSL Plan (2018-2024)	Dec 2019 and ongoing Oct 2020
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 2019
PPOE	Coordinate the development and implementation of a Mental Health and Wellbeing Action plan for the Council	Ongoing
PPOE	Through the Partnership Equality and Diversity Group, support delivery of the Highland Outcome Improvement Plan cross-cutting theme of equality of opportunity	Ongoing
PPOE	Retender for the provision of interpretation services to the Council	By Jan 2021

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	• 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 emergency services.	Annually and 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	• 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	March 2020
AHP	Support the delivery of, and Council contribution towards	Ongoing

	achieving the outcomes of, the Highland Outcome Improvement Plan	
CDEM &WM	Work with partners and communities to develop community asset plans as part of the wider community planning agenda (see 1.3)	March 2020
PPOE	Work with partners on Hate Crime activities including Keep Safe Initiative	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	• 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)	Ongoing
AHP	Review the evidence base to better understand the issues of poverty across all communities in Highland (CP)	Aug 2018
AHP	Co-ordinate the development of the child poverty action plan	Summer 2019
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 the approach and guidance to impact assessment (see 1.4)	Oct 2019

Service ID	1.11
Service Commitment/ Priority	Election Management - Plan, arrange and deliver accurate results for European Parliamentary Election, BID/TBID Ballots, Community Council 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 annual review of Standing Orders and Scheme of Delegation	September 2019
SF	Undertake review of Local Code of Corporate Governance and prepare draft Local Code for 2019/20	October 2019

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
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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 is Vice Chair of the NoSRRP Public Communications Group and chairs the Highland Association of Communicators (HACs) and leads on developing multiagency training e.g. social media/marketing/joint BCP workshops and Exercises. (Marketing training delivered in autumn 2018 and further planned for 2019.)

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.

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