

Agenda Item	10
Report No	CP/17/21

## THE HIGHLAND COUNCIL

**Committee:** Communities and Place

**Date:** 12.5.21

**Report Title:** Communities and Place Directorate Service Plan

**Report By:** Executive Chief Officer Communities and Place

### 1. Purpose/Executive Summary

- 1.1 Members are presented with the first Directorate Service Plan for Communities and Place for 2021/22. In 2020/21 the service was focused on Covid response, contributing to the Council's Recovery Plan and ensuring Covid-secure business continuity. This was reported in Committee meetings in May, August, November 2020 and February 2021.
- 1.2 The Directorate Service Plan for 2021/22 is aligned to the Corporate Plan and resources currently available. The Plan is subject to review, and any changes would be reported to Members.

### 2. Recommendations

- 2.1 Members are asked to agree the Directorate Service Plan attached for Communities and Place, noting the indicative budget at this time and that it is subject to review with any changes required reported back to Committee.

### 3. Implications

#### 3.1 Resource implications - finance

The Directorate Service Plan includes a high-level summary of the indicative budget as at April 2021 for the year ahead. It will be further refined during Q1 to ensure:

- all changes agreed to the core service budget at the Council meeting in March 2021 are included;
- any one-off investment agreed at the Council meeting in March 2021 to come to the Service is included. Some investment streams are listed separately on page 3 including the significant additional place-based investment of £2.31m, £0.24m for visitor management; and if required the budget to off-set Covid pressures in Quarters 1 and 2;

- updated information on Government funding for Covid response is included. This will reflect not only Covid funding permitted to be carried forward from 2020/21 but also any new Government funding awards and any award made through NHS Highland for our ongoing support for the vaccination and community testing programmes. These funds are expected to evolve during 2021/22; and
  - the gross budget is reported, particularly to show the external income required to balance the service budget.
- 3.2 One of the key priorities shown on page 2 is to review all internal re-charges and the use of trading accounts, as part of a service-wide programme of business improvement. Some work has already been undertaken for fleet within the accountancy team to remove internal re-charges (affecting £5.5m) and this will continue throughout 2021/22 for all budget lines affected. In 2020/21 there was £40m of internal re-charge in the Service budget. This work will affect the size of the budget for the Service to manage and report on, with changes highlighted in the quarterly reports to Committee.
- 3.3 The administration costs of £546k shown in the revenue budget table contain elements from the former structure still to be re-located and this will conclude in Quarter 1.
- 3.4 The capital budget of £14.7m is shown as agreed at Council in January 2021. Significant investment in three new waste transfer stations accounts for most of the spend, along with the fleet and plant replacement programme and burial ground extensions.
- 3.5 Resource implications- workforce  
Information on the Full-Time Equivalent (FTE) workforce is shown on page 3, at 780FTE. It is organised by the 4 key service areas associated with the revenue budget reporting. These service areas have been in place throughout 2020/21.
- 3.6 At the time of writing, during 2021/22 there are 34.93 FTE temporary posts in the Service. These are funded as part of our Covid response, with Government Covid funding, the Council's Transformation and Change Fund and through an ESF project. This number may change if additional work streams and funding emerge in year.
- 3.7 During 2021/22 the Service will participate in the corporate programme for graduate interns and the expanded Modern Apprenticeship programme, funded through the Council's Economic Prosperity Fund agreed by the Council in March 2021. This is likely to include 4 new graduate interns and around 10 new Modern Apprentices. These are not yet confirmed and will be additional to the workforce shown in the Service Plan.
- 3.8 One of the developments on workforce planning in 2020/21 has been to review the long-term use of agency staff in waste teams. This work will conclude by Q2 in 2021/22 and agency use will be required only for short-term and time-limited periods. This will remove a pressure from the budget and improve terms and conditions for the staff involved.
- 3.9 There are two corporate transformation projects the service will contribute to and benefit from in 2021/22 around the workforce. These are:
- the corporate data project to support workforce planning including succession planning; and
  - the New Ways of Working Project around workplaces, affecting office based and depot-based staff, learning from our Covid experience.
- 3.10 The service has a range of health, safety and wellbeing responsibilities. Issues and new areas to consider are discussed in Area Health and Safety Groups and quarterly Trade

Union Liaison meetings and scrutinised through the Central Safety Committee and Partnership Forum with Members.

3.11 Work is in progress led by HR to develop new systems for accident reporting and monitoring and for fire safety inspections. As part of the new performance framework to be developed in the service in 2021/22, key health and safety indicators will be included.

3.12 As lockdown lifts more face to face engagement will be possible with staff. This is a priority for service management where staff are based in depots. It is also a priority for the ECO within her area remit. Remote meetings with normally office-based staff have continued over the past year and will continue to support staff working from home or across the Council's estate.

### 3.13 Legal implications

The service provides a range of statutory services found in each of the four functions detailed on pages 8 and 9:

- Community Operations and logistics;
- Community support and engagement;
- Environmental Health and Bereavement Services; and
- Waste operations and strategy.

Some of the most valued services are not statutory or service standards are not defined in statute. This includes for example the services outlined in the Visitor Management Plan and the level of engagement and support for community resilience groups reported separately to this meeting of the Committee.

3.14 There are no new legal implications arising from the Directorate Service Plan. Any legal implications are described in Committee reports on functions and policy areas.

### 3.15 Community (Equality, Poverty, Rural and Island) implications

The Service currently leads corporately on:

- Equality and human rights duties – with equalities reporting included separately to this meeting of the Committee;
- Poverty reduction – with a focus in 2020/21 on community planning duties to reduce inequalities, including through the Partnership Poverty Reduction Delivery Plan, locality plans and our Covid response to support those shielding and vulnerable to food and fuel poverty. New and additional work planned in 2021/22 and included in the Service Plan involves:
  - reviewing food support;
  - further development of the relationship with community resilience groups;
  - mapping all actions all Services undertake to reduce poverty and to assess whether this is effective and sufficient with new proposals to be developed;
  - producing area socio-economic profiles to provide evidence for new place-based interventions; and
  - focusing on-going participation and involvement with community bodies to understand and act on the impacts of Covid for communities of place and communities of interest (as reported separately to Committee). The Council's work in this area in 2020/21 was noted as good practice nationally as part of the Government's social renewal board activity.
- Community empowerment duties including community asset transfers, participation requests, community planning and participatory budgeting, with actions included in the Service Plan;
- Supporting community action including administering discretionary ward funds, with additional investment to reduce the four harms of Covid in 2020/21 and

2022/22, the Highland Coastal Communities Fund and Common Good Funds. This is included in the Service Plan;

- Supporting community groups with new tools and signposting services for improving mental health and wellbeing (along with other services and partners including the CPP); and
- Customer contact, with actions around the new Customer Resolution Management (CRM) solution, exploring a Member portal and the new approach to improving performance on response times to FOIs, complaints and enquiries (reported to Committee in August 2020).

3.16 As part of our Covid response and recovery work the Service also leads on providing logistical support to communities and NHS Highland in their:

- vaccination programme, with the target of all adults to be vaccinated by the end of July (with some 2<sup>nd</sup> doses to follow); and
- asymptomatic community testing expected to continue throughout 2021/22.

3.17 This support is on-going and included in the Service Plan, involving our mobile units created by the fleet and logistics team with building maintenance colleagues. The Council's work helped shape the Government's Standard Operating Procedure for mobile units now favoured by other Scottish Councils for community testing. The Council's activity is fully funded by NHS Highland and the Scottish Government. Governance is through the NHS Highland Board and led by the Director of public Health.

3.18 Climate Change implications

The Service Plan includes action to appraise the feasibility of an Energy from Waste plan in 2021/22 and decarbonising the fleet, with separate reports on these matters to this meeting of the Committee. Both will contribute to the Council's ambition for carbon reduction, along with other work to optimise routes for waste collection and the New Ways of Working project reducing business travel further.

3.19 Risk implications

Business continuity risks were managed live throughout the Covid pandemic and the two lockdowns experienced. A more strategic approach to Covid service risks was developed and [reported](#) to the Committee in February 2021. This identified the following risks along with mitigating actions:

1. Service delivery disruption arising from Lockdown 2 requirements;
2. Service disruption arising from staff absence due to Covid;
3. Service disruption because of increasing and new demands on the service in addition to Covid and Lockdown impacts, with seven new significant workstreams identified.
4. Staff welfare deteriorates, and productivity is affected.
5. Financial pressures increase as a result of Lockdown 2 and the service budget gap grows.

3.20 The risks above will continue to be monitored as restrictions are lifted. Other service risks which have mitigating actions in the Service Plan relate to:

- Waste: renegotiate waste contracts, comply with the landfill ban and deliver new waste transfer stations – also reported separately to this Committee and a Transformation project;

- Environmental Health – preventing a water borne disease outbreak, with an outline business case for a new operating model to be developed in 2021/22;
- Reduced burial ground capacity in certain locations, with this previously reported to Committee along with the programme of burial ground extensions. As noted in the Service Plan issues and progress will be reported to Area Committees;
- Complying with Government guidance on memorial safety, with the programme of inspections progressed in 2021/22; and
- The backlog in repairs and replacement of play area equipment, with a new approach agreed at Council in January 2021 now being implemented.

### 3.21 Gaelic implications

Once approved the Directorate Service Plan will have headings and sub-heading translated into Gaelic in keeping with Council policy.

## **4. Contributing to corporate action, improvement and development**

### 4.1 Corporate Plan

The Service leads on seven outcomes within the Corporate Plan as detailed on pages 5-7 of the Service Plan. It provides support on several other outcomes which are led by other services as listed on page 7. As for all Services, the Services complies with five outcomes relating to good governance, performance improvement, financial sustainability, the transformation and change programme and asset management.

4.2 There are four indicators within the compote plan and 3 SPIs reported corporately. These are included in the Service Plan on pages 2 and 4 with targets and actions for the year ahead included.

### 4.3 Corporate risks

The Service Plan includes actions to mitigate several corporate risks as follows:

- Ensure effective governance in local decision-making (corporate risk 5) e.g. discretionary fund administration, participatory budgeting, community planning and locality plans;
- Respond to the climate emergency (corporate risk 7) by developing and implementing the approach to decarbonising the fleet;
- Mitigate demographic change (Corporate risk 8) in relation to joint work with community planning partners and workforce planning;
- Deal with residual waste (Corporate risk 11) through the transformation project, procurement contracts, new waste transfer stations and appraising the feasibility of an Energy from Waste plant as reported separately to this meeting of the Committee; and
- Comply with FOI timescales, through the new CRM system and Customer Resolution and Improvement Team in place.

### 4.4 Recovery, Improvement and Transformation

The Service leads on one transformation project relating to waste described above, include in the Service Plan and reported separately to this Committee. It also supports the transformation project on climate change, especially through decarbonising the fleet.

4.5 A key new digital project as part of the transformation programme relates to digitising burials records and administration.

4.6 The Service also leads on supporting Members with their new funds for place-based investment and for waste and public convenience elements of the new Visitor Management Plan as reported separately to this committee.

4.7 The amenities review which re-started in late 2020 is overseen by the Redesign Board. It involves a place-based approach to a number of workstreams and this involves Members and staff locally.

4.8 Best Value Assurance Report (BVAR)

The Service also has actions arising from the Council's Best Value Assurance Report (BVAR). These are included in the Service Plan and relate to:

- the Council's Recovery, Improvement and Transformation Programme (change strategy) – as noted in paragraph 4.3;
- improving performance data and business intelligence for service scrutiny and improvement – as one of the 8 Service key priorities for 2021/22 on page 2 of the service plan;
- delivering four locality plans as part of the Community Planning Partnership along with other CPP governance improvements.

4.9 Along with other ECOS, the BVAR requires all ECOs to:

- ensure their service undertakes learning visits. This has not been possible with Covid travel restrictions; but will start with the visits planned of Energy from Waste facilities in central Scotland as reported separately; and
- sharing best practice across services and within our area remits.

4.10 The Service Plan is an active document and will be subject to update and review on an annual basis with a report to Committee for consideration. Ongoing review will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition, as part of the approach to corporate performance management, the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Executive Chief Officer and service lead officers.

**5. Leading service-wide improvement and development**

5.1 Actions affecting all aspects of the Service and included in the plan are listed as key priorities on page 2:

- managing ongoing Covid workstreams and impacts: ongoing adjustments and recovery of services; sustaining new Covid services; and mitigating business continuity risks; and
- introducing a service-wide programme of business improvement focused on better data, proactive income management, reviewing all internal re-charges and the use trading accounts, developing a new performance framework and programme of self-evaluation and producing area socio-economic profiles.

5.2 The service wide programme of business improvement is supported with temporary data analyst posts funded by the change fund in 2021/22.

5.3 During 2021/22 the Service will develop a new performance framework to provide a credible story of performance which can be scrutinised. It which will draw on:

- a range of quantitative data;
- a range of qualitative data and views of service users and community bodies;
- internal audit reports;
- external scrutiny by regulatory bodies; and
- a new programme of robust self-evaluation to be piloted in some service areas initially.

- 5.4 A stronger performance approach is demonstrated in the separate report to Committee on the Council's Registration service, which has had little scrutiny from Members previously.
- 5.5 In February 2020 as the Service was establishing, a workshop with all service leads and their first line managers identified how the service would operate within the Council's values of Ambitious – Sustainable – Connected. As well as identifying new possibilities by combining and connecting functions within the Service, four key improvement themes emerged from that work:
1. improving with communities;
  2. improving performance for better outcomes;
  3. prioritising and targeting; and
  4. being a learning service with a positive view of the future.
- 5.6 During 2020/21 there will be many examples of how these were implemented while responding to Covid. The work planned to develop the service performance framework, disrupted by Covid, can now be taken forward.
- 5.7 Further reflection with Service managers is underway in functional and remote team meetings, and managers will meet face to face again when it is safe to gather in person, to consider service development.
- 5.8 In March 2020 a Member workshop was held to describe the new service and its functions and to identify what Members wanted to find out more about and where they felt scrutiny required improvement. This has helped to plan agendas for Committee meetings and identify topics for pre-committee workshops.
- 5.9 When it is safe to gather again in person, a workshop to reflect on Members' views of how the Committee has operated and how to continuously improve it with items of interest and improved scrutiny will be scheduled.

## **6. Functional improvement and development**

- 6.1 The first year of the Communities and Place Service has presented challenges for service continuity and the delivery of new Covid services at pace. It has also been a privilege to deliver public services during such a difficult time for our communities, staff and Members.
- 6.2 A summary of the service success for each of the four service areas is provided on pages 8 and 9 of the Service Plan.
- 6.3 The ambition of the service is to learn from our experience last year and take forward the areas for improvement and development also set out in pages 8 and 9 along with our corporate responsibilities.

Designation: ECO Communities and Place

Date: 28.4.21

Author: Carron McDiarmid, ECO Communities and Place

# Communities and Place

Directorate Service Plan 2021-22



# Ambitious

# Sustainable

# Connected

## Key Priorities

## Key Performance Indicators

<p><b>Contribute to corporate priorities: climate change; place-based approaches; poverty reduction; mental health and wellbeing; digital transformation; the New Ways of Working programme and workforce planning and health and safety.</b></p>	<p><b>Implement the Visitor Management Plan and contribute to the Visitor Infrastructure Plan with internal and external funding.</b></p>	<p><b>Current KPIs</b></p> <ul style="list-style-type: none"> <li>• Continue to reduce business travel costs.</li> <li>• Maintain top quartile position for street cleanliness, net cost of street cleaning per 1000 population and sustain satisfaction with street cleaning above the national average.</li> <li>• Maintain top quartile position for satisfaction with refuse collection.</li> <li>• Maintain 3<sup>rd</sup> quartile position for net cost of waste collection, waste disposal per premises and % household waste recycled (and above family group average).</li> <li>• Implement the new framework on community participation and involvement.</li> <li>• Increase the % of high-risk food businesses inspected for food hygiene.</li> <li>• Increase the % of private water supplies inspected and sampled.</li> </ul> <p>During 2021/22 a new service-wide performance framework will be developed drawing on a range of data, external reports and self-evaluation. KPIs to use will be refreshed.</p>
<p><b>Manage ongoing Covid workstreams and impacts: ongoing adjustments and recovery of services; sustaining new Covid services; and mitigating business continuity risks.</b></p>	<p><b>Develop new opportunities for Greening the Fleet.</b></p>	
<p><b>Introduce a service-wide programme of business improvement focused on better data, proactive income management, reviewing all internal re-charges and the use trading accounts, developing a new performance framework and programme of self-evaluation and producing area socio-economic profiles.</b></p>	<p><b>Progress the corporate Transformation Waste Project – implement route optimisation, progress 3 new waste transfer stations, tender for medium term solution for the treatment and disposal of residual waste and recommendations on the long-term solution including the feasibility of an Energy from Waste plant.</b></p>	
<p><b>Gear up for new Environmental Health licensing regimes and review various pricing regimes.</b></p>	<p><b>Implement community support coordination, improved participation with communities and review options for corporate approaches to poverty reduction and participatory budgeting.</b></p>	

# Resources

## Budget

### Net Revenue Budget (indicative 20.4.21)

Function	Budget (2021/22) £
Community Support, Contact & Engagement	2,620,684
Community operations & logistics	9,246,701
Environmental health & bereavement services	2,190,835
Waste services	22,754,724
Administration	546,098
Total	36,712,000

Additional £0.684m Covid pressure funding agreed if needed Q1&2

**Gross Revenue Budget** includes £11m of external income and around £35m of internal recharged income.

Additional revenue funding administered in the service includes:

- Common Good Funding approx. £3.1m
- Highland Coastal Communities Fund £2.579m
- New place-based investment to Wards £2.31m
- Tourism Management Plan £0.240m
- 2020/21 Covid funding known to date approx. £2m

### Capital Budget

Function	Budget (2021/22)
Waste infrastructure	10,858,000
Landfill sites	700,000
Burials & cremations	608,000
Vehicles & plant	2,600,000
Total	14,766,000

## Workforce



Notes: Of the 780FTE core staff, 70% of the workforce is paid at or below £21.5k and 46% have salaries paid at the living wage rate. There are 50 posts at managerial grades HC10+. 25 are line managers and 25 are EH officers and Ward Managers. As at April 2021, 34.93FTE are temporary posts externally funded (see last column).

### Other Resources:

Fleet – 240 Large Good Vehicles, 48 cars, 79 EV/hybrid vehicles, 621 light commercial vehicles and 82 minibuses.

Plant – 286 items e.g. trailers, excavators, chippers and lawnmowers

# Delivering the Corporate Plan

	Performance Analysis	Target	Actions
<b>Council staff travel costs.</b>	25% reduction between 2018/19 and 2019/20 (from £2.18m to £1.64m).	Costs do not exceed £1.5m.	20/21 data will show continued decrease from Covid impacts (travel restrictions and working remotely). Review of car club lease and ongoing Covid adjustments (e.g. car sharing prohibited) to be undertaken.
<b>Street cleanliness score (cleanliness of local streets).</b>	In 2019/20 performance was 95.7%, in the top quartile nationally. <sup>1</sup>	Maintain top quartile position.	Explore potential for procuring new mechanical street cleaning aides. As part of the Visitor Management Plan enhanced seasonal street cleaning will be carried out.
<b>% Household waste recycled.</b>	In 2019/20 the rate was 41.3% and slightly lower than in previous years, remaining within the 3 <sup>rd</sup> quartile performance. <sup>2</sup>	Maintain 3rd quartile position and above family group average (32.4%). Scottish average is 44.9%.	Improve recycling services through accessing the Government's Recycling Improvement Fund, implementing national changes to the Household Recycling Charter and progressing 3 new waste transfer stations.
<b>3 community engagement sessions per local area.</b>	Target exceeded. In 2020/21 a range of methods were used to: <ul style="list-style-type: none"> <li>• Support and develop local resilience networks;</li> <li>• Develop plans for economic recovery;</li> <li>• understand Covid impacts in communities of place and communities of interest.</li> </ul>	Implement new framework for community participation and involvement agreed by the Recovery Board.	Deploy new Community Support Coordination model (10 temporary Co-ordinators) including improved approach to participation and involvement with communities. Review weekly virtual and email briefing. Progress reports on framework reported to each meeting of the Communities and Place Committee and the Recovery, Improvement and Transformation Board (previously the Recovery Board).

<sup>1</sup> In 2021/22 there will be changes in how the score is calculated.

<sup>2</sup> Data management has improved to provide better assurance on data reported and improved site controls mean less unlawful commercial waste is included at Household Waste Recycling Centres.

<p><b>Outcome 2.4: We will improve our processes for waste management meeting our obligation as a result of the landfill ban by 1.1.26, delivering a more commercial waste service and improving our recycling performance.</b></p>	<p>Progress is overseen by the Member Waste Strategy Group with reports to each C&amp;P Committee meeting.</p>	<p>3 new transfer stations. Recommend long term-solution for residual waste. Medium term solution tendered.</p> <p>Seek additional resource to improve recycling infrastructure. Complete project - route optimisation.</p>	<p>On-site development 2021/22 for Inverness and Aviemore, site secured for Fort William. Framework for options appraisal agreed April 2021, conclude appraisal August 2021, draft recommendations September 2021, final recommendations considered by end 2021. Tender for medium term solution for the treatment and disposal of residual waste</p> <p>Expressions of Interest and applications submitted for rolling programme of Recycling Improvement Fund, from May 2021.</p> <p>New routes agreed by end March 2022.</p>
<p><b>Outcome 3.1 We will work together with partners and within our communities to reduce inequality and tackle poverty and discrimination with a specific focus on mental health and wellbeing.</b></p>	<p>CPP has responsibility for locality plans and Council leads on 4 Learning from Covid experience, resilience groups and community and equalities groups. Council leads on partnership Poverty Reduction Delivery Group including the Child Poverty Sub-group. Require improved corporate approach to poverty reduction.</p>	<p>Develop 4 locality plans. ID mental health supports. Map and improve Council approaches. Refresh equality outcomes. Place-based investment to alleviate 4 harms of Covid.</p>	<p>Identify partner and co-produce 4 locality plans due for Inverness. Roll out mental health first aid tools for community bodies. Continue to lead on Partnership Poverty Reduction Delivery Plan Lead on delivery of Community Food Growing Strategy Assess the work of each service in poverty reduction and identify gaps and opportunities (October 2021) and develop coherent approach by end 2021. Produce area socio-economic profiles to target intervention and prevention in 2021/22. Administer and report on the additional Ward budget (£2.1m) focused on 4 harms of Covid.</p>
<p><b>Outcome 5.1 We will promote the Highlands as a diverse, safe and</b></p>	<p>Scrutiny of police and fire performance is undertaken at area and strategic committee and local</p>	<p>Maintain over 90% of residents rating their area within 15</p>	<p>Joint work with police, SFRS, resilience and community planning partners and on hate crime.</p>

<p><b>friendly place to live, study, work and visit.</b></p>	<p>plans for Highland agreed at strategic committee.</p>	<p>minutes' walk of their home as a safe place to live.</p>	
<p><b>Outcome 5.2 We will, with partners, grow the Highland tourism offer and invest in infrastructure and Outcome 5.3 We will provide a welcoming and attractive environment for communities and visitors.</b></p>	<p>Learning from 2020 season highlighted the need for additional waste and public convenience provision. VMP now agreed and potential for external funding.</p>	<p>Deliver C&amp;P elements of the VMP and adapt to issues and opportunities arising.</p>	<p>Invest VMP resource new comfort schemes, improvements at key public conveniences, new waste bins, more frequent collections, deploy 8 additional seasonal staff and support community litter picks. Apply for Better Places Funding. Identify new life events products and marketing, including for weddings.</p>
<p><b>Outcome 5.6 We will deliver a Council renewable energy programme and implement energy efficient practices which will reduce our energy costs and generate income.</b></p>	<p>Compared to other Councils we have 2<sup>nd</sup> highest amount of household waste per person, 3<sup>rd</sup> highest % of waste landfilled (51.3%) and 5<sup>th</sup> highest tonnes of CO2 emitted per person (1.26tCO2e). 8% reduction carbon emissions from fleet use between 2012/13 to 2019/21 (to 8,454tCO2e)</p>	<p>Conclude recommendations on EFW plant or other options. Progress 2 phase approach to greening the fleet.</p>	<p>See actions under outcome 2.4 above. Approach to decarbonising Large Goods Vehicles agreed May 2021. Progress actions agreed for light vehicles.</p>
<p><b>Outcome 6.1 We will deliver meaningful engagement with Highland communities listening and responding to what we hear and encourage more community activity and community run services.</b></p>	<p>Exceeded the target for community engagement sessions through resilience work and using variety of methods to understand Covid impacts. Reported to each meeting of C&amp;P Committee and Recovery Board and nationally recognised. Community Asset Transfer programme ongoing (8 CATS concluded and over 20 in pipeline).</p>	<p>Continue engagement plans and act on findings, support resilience networks, comply with standards on CAT, devolve decisions on play areas to Area Committees.</p>	<p>Continue to report progress with framework for community participation and involvement to Committee. New work planned on understanding impacts on equality groups. Review weekly resilience and virtual briefings in May 2021. Annual report on CAT process August 2021. Majority of CAT decisions to be devolved to Area committee (based on value). Local discussions with Members and community bodies to decide on play areas.</p>

	New approach to engaging on play areas agreed by council January 2021 including devolving decisions.		Local discussions with Members on how to improve participation and involvement from local communities in local Council business. Embed new CRM system and corporate improvement to FOI, complaints timescales and explore Member portal opportunities.
<b>Outcome 6.2 We will devolve more powers, responsibilities and budgets to our Area Committees and involve people in local decision making</b>	<p>C&amp;P Committee devolved annual report on Env Health activity, burial ground extensions, community asset transfers (of £10k to £100k) and play areas to Area Committees.</p> <p>City and Ward Management team administer additional local discretionary funds (Covid, devolved Crown Estate).</p>	<p>Ongoing review of delegated powers.</p> <p>Administer new additional Ward funds.</p> <p>As above outcome 6.1.</p>	<p>Deliver new reporting to Area Committees. Produce Area socio-economic profiles to support local decision-making. Feedback results of local engagement and agree actions to help inform local priorities. Administer and report on new place-based investment to address the 4 harms of Covid in quarterly budget monitoring reports. Prepare options for meeting the requirements for 1% of Council resources to be allocated by participatory budgeting.</p>

**The C&P also supports the achievement of other outcomes in the corporate plan where other Services have a lead role including: outcome 2.5 improving environment of Council housing estates; outcome 3.11 supporting community learning and development; outcome 4.2 supporting economic growth; outcome 4.5 reduce transport barriers and support community transport.**

**Along with all Services the C&P Service works to achieve the corporate outcomes listed below:**

<b>Outcome 6.3 We will review our structures and governance arrangements to ensure we are adaptive to our local and Highland-wide priorities</b>	<b>Outcome 6.4 We will improve Council performance with the right staff in the right place with the right skills through effective workforce planning including training and development, wellbeing support, performance management and appraisal, transition and redeployment.</b>	<b>Outcome 6.5 We will achieve financial sustainability, restoring Council reserves and realigning budgets with the Council’s ambition for change.</b>	<b>Outcome 6.6 We will deliver a change programme based on the four themes of Making the Council More Efficient, Commercialisation and Income Generation, Redesign and Improvement and Flexible and Well Managed Workforce.</b>	<b>Outcome 6.7 We will create a fit for purpose Council property portfolio, through commercial sales, leases and community asset transfers and the right environment for modern working practice.</b>
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# Successes and Areas for Improvement

	Successes	Areas for Improvement & Development 2021/22
<b>Community operations and logistics</b>	<ul style="list-style-type: none"> <li>✓ Provided 3 bespoke mobile units and teams to support NHS Highland with the Covid vaccination and asymptomatic community testing programmes (nationally recognised).</li> <li>✓ Developed the 2-stage approach to greening the Council's fleet (light and heavy vehicles).</li> <li>✓ Implemented Covid adjustments: helplines, Registration, public conveniences, grounds maintenance, play areas and PPE supplies.</li> <li>✓ New approach to customer and citizen contact, with a new CRM solution and recently improved response times to FOIs, complaints and enquiries.</li> <li>✓ Re-started the amenities review.</li> </ul>	<ul style="list-style-type: none"> <li>★ Deliver the Visitor Management Plan (VMP) for public convenience provision and respond to issues and opportunities arising and review approach to surplus assets.</li> <li>★ Apply for Better Places Funding for VMP.</li> <li>★ Progress 2 stage approach to greening the fleet.</li> <li>★ Progress the 6 workstreams in the Amenities Review.</li> <li>★ Implement devolved decision-making and local joint problem solving on play areas as agreed at Council.</li> <li>★ Embed the new CRM process, and review feasibility of a Member portal.</li> </ul>
<b>Community support and engagement</b>	<ul style="list-style-type: none"> <li>✓ Delivered food and welfare support through a food distribution centre and 10 local hubs for people vulnerable, shielding and self-isolating.</li> <li>✓ Co-produced local resilience networks with 339 community bodies.</li> <li>✓ Created a new framework for community involvement using focus groups, workshops, virtual meetings, 14 community conversations and telephone surveys (nationally recognised).</li> <li>✓ Administered new discretionary Ward funds.</li> <li>✓ Concluded 8 Community Asset Transfers with over 20 in the pipeline or expressions of interest.</li> <li>✓ Supported 2 new Area Committees (now 10).</li> </ul>	<ul style="list-style-type: none"> <li>★ Community Support Co-ordination model to develop and sustain community resilience.</li> <li>★ Administer new place-based investment £2.31m (4 harms of Covid).</li> <li>★ New community food growing project.</li> <li>★ Review the food support model.</li> <li>★ Publish Equalities mainstreaming report and revised outcomes and child poverty action report.</li> <li>★ Targeted engagement with equalities groups to address Covid impacts.</li> <li>★ Co-produce outstanding locality plans (4 in Inverness) – CPP and Best Value Audit action.</li> <li>★ Review options for corporate approaches to poverty reduction and participatory budgeting.</li> </ul>

	Successes	Areas for Improvement & Development 2021/22
<b>Environmental health and bereavement services</b>	<ul style="list-style-type: none"> <li>✓ Led the preparations for additional deaths planning and arranged deployment of temporary mortuaries.</li> <li>✓ Joint work with NHS public health team on Covid outbreak management – 350 enquiries, 300 complaints associated with 400+ positive cases and over 250 visits to business premises.</li> <li>✓ Support for business in Covid compliant practice.</li> <li>✓ Adjusted services to prioritise public health matters.</li> <li>✓ Support for businesses exporting to and importing from the EU with over 270 EU export health certificates issued and 300 fishing vessels inspected.</li> <li>✓ Reported on 3 new statutory licensing regimes.</li> <li>✓ Consulted on a revised burial and cremation policy and management rules.</li> <li>✓ Progressing Lean review of burials administration and internal audit actions.</li> </ul>	<ul style="list-style-type: none"> <li>★ Ongoing Covid public health support and support to businesses.</li> <li>★ Implement new the licensing of short term lets, residential caravan sites and animal licensing.</li> <li>★ Recommence Food Safety inspections.</li> <li>★ Prepare a business case for improving compliance with sampling and inspecting private water supplies including reviewing charging.</li> <li>★ Review EHC demand and pricing.</li> <li>★ Introduce annual reporting to Area Committees on burial ground extensions and Environmental Health activity.</li> <li>★ Progress programme for memorial safety.</li> <li>★ Develop a project to digitise burials records.</li> <li>★ Assess the implications of the Competition and Markets Authority (CMA) review of funeral services.</li> </ul>
<b>Waste strategy and operations</b>	<ul style="list-style-type: none"> <li>✓ Sustained all statutory waste collections without disruption throughout the Covid pandemic.</li> <li>✓ Adjusted waste services to be Covid compliant for the workforce and customers.</li> <li>✓ Reviewed the use of agency workers and all long-term agency use ceasing.</li> <li>✓ Progressed the route optimisation project to avoid additional costs arising from new household growth, with data cleansing 70% complete.</li> <li>✓ New digital CMS solution to improve efficiency in commercial waste, incl. customer contact and billing.</li> <li>✓ Successfully re-negotiated several waste contracts.</li> <li>✓ Progressed new waste transfer station infrastructure.</li> <li>✓ 3 key studies reported on Energy from Waste potential.</li> </ul>	<ul style="list-style-type: none"> <li>★ Deliver the Visitor Management Plan for enhanced waste and litter collections, respond to issues and opportunities arising in 2021.</li> <li>★ Apply for Better Places Funding for VMP.</li> <li>★ Assess the impact of national changes to the Household Recycling Charter, new national programmes and develop recommendations.</li> <li>★ Apply to the Government’s Recycling Improvement Fund, engaging locally.</li> <li>★ Progress 3 new waste transfer stations in Inverness, Aviemore and Fort William and appraise options for how they operate (e.g. in-sourced).</li> <li>★ Appraise options for the long-term treatment of residual waste and make recommendations.</li> </ul>