| Agenda Item | 13 |
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| Report No | HC/30/18 |

# HIGHLAND COUNCIL

**Committee:**        Highland Council

**Date:**        06 September 2018

**Report Title:**        **Corporate Performance Report**

**Report By:**        Chief Executive

## 1.        Purpose/Executive Summary

1.1    This report provides an assessment of Council performance against the Corporate Plan which is the performance framework for the Council's Programme, Local Voices, Highland Choices. It covers the period 01 April 2017 to 31 March 2018.  Good progress is reported with 93% of the commitments (28 out of the total 30) being either completed, on target or where performance is being maintained. For 2 commitments (7%) there is mixed performance.

## 2.        Recommendations

2.1    Members are asked to:

       i.    Note the good progress being made with delivery of the Council's Programme for the period 01 April 2017 to end 31 March 2018.

      ii.    Note the annual review of the Council's Programme is underway and any amendments required followed by an updated Corporate Plan will be submitted to Council by the end of December 2018.

     iii.    Await a further report on Statutory Performance Indicators (SPIs) and the Local Government Benchmarking Framework no later than March 2019.

**3. Background**

3.1 An annual report of Corporate Performance is prepared each autumn, covering performance for the previous financial year. The report provides a progress report on the achievement of the Council's commitments as set out in the Council Programme 2017-22, "Local Voices, Highland Choices", approved by Council on 07 September 2017 by analysing the performance framework for the Programme set out in the Council's Corporate Plan approved by Council on 14 December 2017.

3.2 The principles that underpin the Council's values include that we will be fair, open and accountable. This means we will measure our performance, report on it publicly and listen to our communities, to ensure we are delivering services that provide Best Value for Council Taxpayers. This annual performance report contributes to achieving the Council's values, particularly those of being open and listening. This report is also scrutinised by Audit Scotland and our external auditors Grant Thornton.

**4. Council Performance 01 April 2017 to 31 March 2018**

4.1 There are 30 commitments in the Council Programme, Local Voices, Highland Choices. Appendix 1 describes performance for each commitment in more detail.

4.2 Commitments completed, progressing well, on target or being maintained
In summary for 2017/18, 28 of the 30 commitments (93%) were either complete, progressing well or performance is being maintained. These also reflect a number of areas of work which are also longer term commitments for the Council. These include:
- 290 new affordable homes were completed in 2017/18, with 602 tenders approved to go on site (commitment 1.1);
- Progress to promote and support the Gaelic language and culture, including the opening of a new Gaelic Medium school in Portree (commitment 1.6);
- Developing our approaches to workforce planning including the creation of over 100 Modern Apprenticeships (commitment 2.2);
- The percentage of children meeting developmental milestones (27-30 months) is improving and above the national average (commitment 2.3);
- School refurbishment and renovation works totalling £23.1m in 2017/18, with £50m for additional funding from Scottish Government (commitment 2.4);
- Improving broadband and digital services across the region, including the delivery of town centre Wi-Fi systems (commitment 3.1);
- Against a target of 90%, 100% of Child and Adolescent Mental Health Service (CAHMS) referrals were seen within 18 weeks in 2017/18 (commitment 3.2);
- Delivery of the Business Gateway Service, assisting 259 start-up businesses and supporting 76 growth businesses (commitment 3.5);
- We have new governance arrangements for adult care with NHS Highland and the review of the Partnership Agreement for Adult Services is being progressed (commitment 3.8)
- We have surveyed our staff to determine the broad workforce implications potentially arising from Brexit, and have actively encouraged partners to conduct similar analysis (commitment 4.2)
- Supporting the growth and sustainability of tourism in the region (commitment 4.3);
- Through our Redesign board, undertaking service and efficiency reviews and engaging staff to deliver services that are affordable, efficient, and local (commitment 5.2);
- Becoming a more commercially minded Council, with initial commercial proposals under development, and wider commercial strategy being drafted by the Council's Commercial Board (commitment 5.4);

- Enabling 50 expressions of interest from community bodies to own or manage Council assets with 11 progressing to application in-year (commitment 5.5);

4.3 <u>Mixed performance - positive and negative movement in indicators</u>
There are 2 commitments where mixed performance is recorded (7%). These are summarised below, on the basis of exceptions reporting, and are cross-referenced to the commitment number in Appendix 1 where more information is available.
- There are three nationally benchmarked indicators for educational attainment which are significantly lower than the national average:
  - o 27% of pupils from deprived areas achieved 5+ awards at SCQF Level 5 in 2016/17 (Scottish average is 41%);
  - o 11% of pupils from deprived areas achieved 5+ awards at SCQF Level 6 in 2016/17 (Scottish average is 16%);
  - o For the most recent data, 2015-17, school exclusion rates for Looked After Children have increased and are higher than the national average. (Commitment 2.1).
- A five year financial plan aligned with priorities, statutory duties, and our workforce plan was not completed as planned in 2017/18. The Council produced a one year budget in line with the Scottish Government producing one year grant figures (Commitment 5.6).

## 5. Review of the Corporate Performance Framework
5.1 Following this annual performance report a review of the Council Programme will be completed followed by a review of the Corporate Performance Framework. This will ensure effective performance management is in place to monitor any amendments to the Programme. Reports on any proposed changes to the Council Programme or the Corporate Plan will be submitted to Council for approval by the end of December 2018.

## 6. Statutory Performance Indicators 2017/18
6.1 We are required to report on our Statutory Performance Indicators (SPIs) within 12 months of the end of the financial year they refer to. These SPIs include both Local Government Benchmarking Framework (LGBF) indicators and locally defined performance indicators (LPIs). We are currently in the process of completing our data returns to the Improvement Service which will enable LGBF performance indicators to be calculated, and collecting the data for our LPIs. We will report on these to Council no later than March 2019.

## 7. Service Plans
7.1 Service Plans for all the Council Services and the Chief Executive's Office were presented to their relevant strategic committees between May and August 2018. These plans provide an analysis of how the Service is performing, the risks it faces, and the key strategic priorities for the Service. The plans are reviewed annually and the refresh for 2019/20 will take account of any agreed changes to the Council Programme and subsequent update to the Corporate Plan.

## 8. Implications
8.1 Resource – There are no new financial implications as a result of this performance report. However the progress outlined above should be noted in the context of the current financial climate.

8.2 Legal – Implications relate to meeting statutory requirements for public performance reporting.

8.3 Community (Equality, Poverty and Rural) – The report identifies progress to achieve

several relevant commitments. This includes reviewing our rural impact assessment processes and guidance (commitment 1.3) and work being undertaken by the Poverty and Inequality Working Group, the revision of our Equality Outcomes, and plans to review the Fairer Highland Plan (commitment 3.3).

8.4    Climate Change / Carbon Clever – This report identifies the progress made with the Council's commitments on climate change, such as progress to refresh the Council's Carbon Management Plan and Adaptation Strategy (commitment 1.5)

8.5    Risk – Audit Scotland produces an annual Local Scrutiny Plan for the Council which assesses, with other scrutiny bodies, the risk of non-achievement of Council commitments. This report highlights that good progress is being made with the Council's Programme.

8.6    Gaelic– This report identifies the progress made to promote and support the Gaelic Language Plan (commitment 1.6)


Designation: Chief Executive

Date: 27.08.18

Authors: Evelyn Johnston, Corporate Audit & Performance Manager
             Stephen Carr, Corporate Performance Manager

Background Papers: Appendix 1 - Annual Performance Report 2017/18

**Local Voices Highland Choices**


**Annual Corporate Performance Report**


**2017/2018**


For ease of reference the following symbols have been used to provide an assessment of performance:

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| **C** | Completed |
| ✓ | Progressing well or on target |
| **=** | Maintaining performance or it is too early to determine |
| **M** | Mixed, positive and negative movements in indicators/actions |
| ✘ | Commitment not met (no significant progress) |

# 1. A Place to Live

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| 1.1 | **Effective Housing Provision**<br>*Provide homes across the Highlands that are responsive to local needs so that both young and old have a secure roof over their head. We need to provide affordable homes for younger generations and families; housing in areas where attracting professionals is a challenge; accommodation for the homeless; and homes where the elderly and vulnerable can be supported to live independently.*<br>Progress:<br>• With our partners, we have a target to build, on average, 500 new affordable homes per year by 2021/22. This will mean a total of 2,500 new affordable homes. In 2017/18, 290 new homes were completed, with 602 tenders approved to go on site.<br>• Local housing development priorities will be agreed with area committee/ ward business meetings to inform the preparation of the Strategic Housing Investment Plan. | ✓ |
| 1.2 | **Tenant and Community Representation**<br>*Encourage more engaged, better informed, more resilient, sustainable and attractive communities by helping and strengthening tenant and community representation structures.*<br>Progress:<br>• Our comprehensive survey of Council house tenants indicates that tenant satisfaction with the opportunities to participate in decision-making processes is 47% (2015-17).<br>• The survey also indicates that tenant satisfaction with the management of the neighbourhood they live in is 69% (2015-17).<br>• Workshops with local Councillors confirmed interest in having conversations with Community Councils locally to explore issues around membership, boundaries and respective roles. As part of the 2018/19 budget, a reduction in administrative grants for Community Councils set back plans to engage with them before April 2018. Our Area Chairs agreed the process for reviewing the Community Council Scheme in June 2018. This will also explore the issues identified by Councillors and pose the questions included in the national review of local governance. It will involve a survey, a series of drop in sessions, and liaison arrangements with Community Councils and Area Chairs. This engagement will inform proposals for change from mid-September. The formal consultation required for Scheme changes will then follow with approval for the new Scheme in May 2019.<br>• Good progress has been made to define localism through local workshops with Councillors, discussions with Area Chairs, and insights from redesign reviews. This will inform the short term Elected Member Group to be set up to confirm the requirements of the ward management function in 2018. Communication is in place with the staff affected.<br>• The Local Governance review was launched by Scottish Government and the Convention of Scottish Local Authorities (COSLA) in December 2017. Phase 1 (May to November 2018) involves engagement with community bodies led by the national review team. We are supporting this by encouraging community bodies to participate (e.g. by asking community councils the review questions as part of our local engagement with them, and by offering to host local events). Phase 2 will seek views from public bodies by December 2018. We are engaging through COSLA and will consider its response at a Council meeting. We held a well-attended Member seminar on local democracy in April 2018. | ✓ |
| 1.3 | **Rural Proofing**<br>*Identify and recognise the unique challenges of living in rural and remote areas of the Highlands and ensure council policies and the provision of services have local people in mind. Work with the Scottish Government and other public authorities to do the same.*<br>Progress:<br>• We continue to review both our own and external evidence on poverty. Our Poverty and Inequality Working Group (PIWG) agreed to initially focus on understanding the experience of child poverty, although rural aspects are being incorporated as part of this work. An initial review of the literature will be considered by the PIWG in August 2018, with further work planned with local officers to test and understand this at a local level.<br>• We have updated our rural impact assessment web based support. With the introduction of | ✓ |

the Fairer Scotland (socio-economic) duty in April 2018, work is ongoing to review current processes and guidance on impact assessment to develop a more integrated approach. This will incorporate rural impact assessment alongside equality impacts and the Fairer Scotland duty.

- Where opportunities arise, through engagement or consultation activity, the issue of rural proofing is raised. Specific, targeted work is planned for autumn 2018.
- The Highland Outcome Improvement Plan (HOIP) focuses on the delivery of five outcomes to address inequalities throughout Highland. Key priorities specifically focus on inequalities facing rural communities. A delivery structure for the HOIP has been agreed by the Community Planning Partnership and action plans will be developed in 2018. At a local level, Community Partnerships continue to engage with their local communities to develop locality plans to address inequalities at a local level.

| 1.4 | **Town Centre Regeneration** *Encourage and assist the regeneration of our town centres and high streets across the Highlands.* Progress: | ✓ |
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- We have identified and secured funding to support the regeneration of buildings, streets and sites from Scottish Government, UK Government, Historic Environment Scotland and Heritage Lottery Funding together with private sector investment over the past year.
- We continue to make good progress in delivering the remaining Vacant and Derelict Land Fund projects. To date, the Inverness Townscape Heritage Project has awarded four third party grants to properties on Academy Street, Inverness, for capital works. Three of these are complete and one started in July 2018. Preparatory work associated with the Longman Landfill City Deal project has begun.
- The number of people living in town and city centres across the Highlands is monitored by the number of residential properties. This is a new measure and in 2017 there were 3,119 residential properties in Highland town and city centres. This figure will be used as a baseline for future monitoring.
  - The Inverness City Centre Development Brief has been used to steer several recent planning applications for development in the city centre. Town Centre Action Plans prepared in 2015 for Tain, Nairn and Fort William are being implemented by various community groups and agencies. Monitoring work is underway to prepare Town Centre Healthchecks for key town centres across Highland and this will inform our approach to development and regeneration in future Local Development Plans.
- To assist in the regeneration of our town centres we will monitor the number of residential dwellings in town and city centres identified in local development plans and subsequently completed. We will be able to calculate progress on this from September 2018.

| 1.5 | **Mitigate and Adapt to Climate Change** *Work with communities and partners to mitigate against and adapt to climate change while raising awareness around sustaining and improving our natural, built and cultural environment.* Progress: | ✓ |
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- To develop a new carbon management plan (CMP), we have held workshops with key members of staff. A further workshop with the Senior Management Team was held in June 2018 to assess the Council's climate change progress to date, and to identify key areas of focus for the new plan. Our "Green Ambassador" staff network has been refreshed and rebranded as the "Eco Officer" network, and will be contributing to the development of the new plan. The Scottish Government recently published a new Climate Change Bill, which if enacted will need to be reflected in the new CMP.
- In preparing a new climate change adaptation strategy, we are working with Community Planning Partners and Adaptation Scotland to develop a multi-agency approach to adaptation to address the key cross-cutting risks associated with climate change. The level of stakeholder and community engagement, adaptation strategy and governance development included in our proposals is expected to take 18 months to complete. We will develop the project and timeline to reflect this. We will therefore not achieve our original target to complete this work by December 2018. Once the project outline has been finalised, a request to Adaptation Scotland for project support and funding will be made.

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| | • We submitted our progress report to meet our Biodiversity duty to Scottish Government in January 2018. This highlights that we engage positively with Biodiversity, ensuring good guidance and policies are in place to protect and sustain the environment, whilst continuing to assist local communities undertake action to improve biodiversity. Future challenges around budget, the lack of a biodiversity baseline to measure biodiversity gains/ losses, and the management of invasive species were all highlighted. The need for partnership working will continue to be crucial to address these issues, such as through the Highland Environmental Forum to deliver key actions and the Highland Biodiversity Action Plan.<br><br>• Our Environmental Advice and Consultancy team has been reviewing our planning policy and guidance for the protection of natural, built, and cultural heritage. The following reviews were completed or started in 2017/18: Highland Forest and Woodland Strategy; Shopfront Design Guide: Planning Guidance; Historic Windows and Doors in Listed Buildings and Conservation Areas: Planning Guidance; Grantown-on-Spey Conservation Area Appraisal; Tain Conservation Area Appraisal; and Conservation Area Guide.<br><br>• The Environmental Advice and Consultancy team is working to capacity, as demand continues to be high and we are currently investigating the potential to employ an additional self-funded (in full or part) ecologist. We have a new Historic Environment Scotland funded post recruited to update the Historic Environment Record (HER) and we continue to train and upskill ecologists. In 2017/18, the team generated £12,823 for chargeable planning advice in respect of the historic environment, and £76,064 for ecological/ forestry advice (exceeding the income generation target set). | |
| **1.6** | **Promote and Support The Gaelic Language Plan**<br>*Continue to promote and support the Gaelic language and culture through the Gaelic Language Plan.*<br>Progress:<br>• The annual report on our Gaelic Language Plan (January 2017 to January 2018) was submitted to our Corporate Resources committee and provides a comprehensive update. The main strategic development which took place during this period was drafting our third Gaelic Language Plan (GLP3). GLP3 was submitted to Bord na Gàidhlig in September 2017, and approved by Bord na Gàidhlig in June 2018 subject to a "conditional agreement". A number of achievements and pan-Highland and national initiatives took place between April 1st 2017 and March 31st 2018, including:<br>    o A stand-alone Gaelic Medium school in Portree opened in April 2018. This is a significant milestone in Gaelic Educational and Cultural Development in the Highlands.<br>    o All teachers who completed the Gaelic Immersion for Teachers course have continued to expand their Gaelic competency by continuing with training/ links to schools or related Gaelic posts.<br>    o We received financial support for eight project applications from Bòrd na Gàidhlig in 2017/18 and were awarded funding for Gaelic for Adults £35,000; Family Learning £7,500; Lasadh £14,000; Club Spòrs ann am Bun-Sgoil Ghàidhlig Loch Abar £7,500; Birth to 3yrs Strategic Partnership £50,000; Fras Sgeul (Creative Writing Programme) £5,000 Program Taic BSGPR (Portree Gaelic School Development Support Programme) £7,500. Sports Leadership Awards £7,000. A total of £133,500 of funding was received from BnaG Gaelic Language Act Implementation Fund.<br>    o We entered the third year of a three year partnership with Bòrd na Gàidhlig to continue to support the 0–3 age sector in collaboration with the Care and Learning Alliance. Funding has been agreed to enable the partnership to continue.<br>    o One bid was submitted (in March 2018) to the Celtic Media Festival Strategic Board to host the event in the Highlands in 2019.This was successful and the Festival will take place in the Aviemore/ Badenoch and Strathspey Area in June 2019. | ✓ |

## 2. A Place to Learn

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| 2.1 | **Improve Educational Attainment for All**<br>*Strive to achieve the highest standards in all our schools, and reduce the attainment gap, so every young person has the opportunity and skills to succeed by supporting an accessible and broad curriculum for all.*<br>Progress:<br>We will ensure that levels of literacy and numeracy are above the national average in our schools. Data to monitor this has not yet been published and will first be available in December 2018. We are aware that some of the experimental data for 2016/17 has previously been published at a Local Authority level by the Scottish Government[1]. Our commitments are that:<br>    ➢ Primary school literacy levels (P1, P4, P7 combined) are above the national average;<br>    ➢ Secondary school literacy levels (S3) are above the national average<br>    ➢ Primary school numeracy levels (P1, P4, P7 combined) are above the national average<br>    ➢ Secondary school numeracy levels (S3) are above the national average<br><br>- The eight local authorities that form the Northern Alliance have been monitoring levels of literacy and numeracy in their most deprived schools. However there has been no significant progress in benchmarking the data across the Northern Alliance as yet. Discussions have progressed with Education Scotland about the shared processing of this data, to ensure particular account is taken of rural deprivation.<br><br>Overall attainment is monitored through the Scottish Credit and Qualifications Framework (SCQF) and key attainment indicators are nationally benchmarked. Local and national SCQF performance for the 2017/18 school year will not be confirmed until early 2019.<br><br>The current position for the 2016/17 academic year, as previously reported to Council in March 2018, is:<br>- 59% of pupils achieved 5+ awards at SCQF Level 5 and we were ranked 22nd nationally. This compares to Scottish average which is 60%.<br>- 31% of pupils achieved 5+ awards at SCQF Level 6 and we were ranked 24th nationally. This compares to the Scottish average which was 34%.<br>- 27% of pupils from deprived areas achieved 5+ awards at SCQF Level 5 and we were ranked 28th nationally. This compares to the Scottish average which was 41%.<br>- 11% of pupils from deprived areas achieved 5+ awards at SCQF Level 6 and we were ranked 22nd. This compares to the Scottish average which was 16%.<br>- Participation rates for 16-19 years olds was 93.0% and we were ranked 11th. This compares to the Scottish average which was 91.1%.<br>- We will monitor and plan to reduce exclusion rates across the most deprived 20% of primary schools and secondary schools against the Highland and national averages. Data to monitor this has not yet been published and will be available in December 2018.<br>- We will also monitor and improve attendance rates across the most deprived 20% of primary schools and secondary schools against the Highland and national averages. Data to monitor this has not yet been published and will be available in October 2018.<br>- School exclusion rate (per 1000 Looked After Child) is a benchmarked indicator which is reported on every two years. The rate (per 1,000) was 108.8 for 2015-17 and we were ranked 20th compared to 73.2 and ranked 11th for 2013-15. The Scottish average for 2015-17 is 80.0. Data will next be reported in December 2019.<br><br>Additional relevant information which is not part of the Corporate Plan has also been made available by Care and Learning Service:<br>- 99.23% of pupils are being offered access to a full time timetable. Other authorities do not monitor this figure.<br>- 89% of Gypsy and Traveller children and young people are attending nursery, primary and secondary school, whilst in Highland. This is an increase from 86% in 2014.<br>- 90% of young people report that their learning environment is positive. This is an increase from 88% in 2015. | **M** |

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[1] www.gov.scot/Topics/Statistics/Browse/School-Education/ACEL

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| | • 79% of parents report that the school keeps them well informed of their child's progress. This is an increase from 74%. | |
| 2.2 | **Grow and Retain Our Skilled Workforce**<br>*Grow and retain our own skilled workforce in the Highlands; making it an exceptional place to come and study, and to remain to work.*<br>Progress:<br>• Our Modern Apprenticeship Programme (approved in August 2017) has created more than 100 Modern Apprenticeships (as of June 2018). We are on track to exceed the target of 150 Modern Apprenticeships by September 2019.<br>• A primary objective of our Workforce Planning Strategy (2017-2023) is to develop processes for staff transitions and retraining which supports our Redesign process and ensures our workforce is flexible. This is the focus of a cross-service working group that will report on progress later in 2018. | ✔ |
| 2.3 | **Early Years Services**<br>*Provide services that support all our children to have the best start in life.*<br>Progress:<br>• A core suite of parenting interventions has been developed with Practitioners across Highland. This information is widely available to all Practitioners who work with children and families. Mapping the availability of provision is undertaken quarterly. This work is monitored through the supporting parents' improvement group.<br>• The percentage of children meeting developmental milestones (27-30 months) is a nationally benchmarked indicator. For the most recent reporting year, 2016/17, 68.2% of children in Highland met their developmental milestones (27-30 months), compared to 61.1% in 2015/16. For 2016/17, we were above the Scottish average of 66.2% and Highland was ranked 18th.<br>• The percentage of children achieving their key developmental milestones by the time they enter school was 84% in 2017/18, compared to 86% in 2016/17.<br>• The number of children entering P1 who demonstrate an ability to develop positive relationships has decreased slightly to 92% (2017/18 academic year) from 93% (2016/17)<br>• 33% of babies in Highland were exclusively breastfed at their 6-8 week review in 2016/17. We are aiming to increase this to 36%. For a period of three months (October to December 2016), this 36% target was achieved. Data for 2017/18 will be available later in 2018.<br>• The number of children achieving one hour or more of moderate activity (5+ days per week) as measured by the 2017 lifestyle survey was 59%, compared to 41% in the previous survey in 2015.<br>• Work continues to ensure that 1140 hours of high quality early learning and childcare to every eligible child is in place by 2020. Multi-year funding has been agreed by the Scottish Government and COSLA to enable local authorities to implement this programme which is wide ranging and challenging. The main principles of quality, flexibility, affordability and accessibility continue to be our focus for delivery. Consultations and discussions are continuously being held between the government and our partners across the Northern Alliance.<br>• Single year funding for 2018/19 did not allow us to implement our plan to offer all eligible children across Highland 760 hours of early learning and childcare. We are therefore now implementing option B which is to deliver 1140 hours to children in a small number of settings in areas of deprivation across Highland. Further sites will follow in 2019/20, until full implementation in 2020/21. | ✔ |
| 2.4 | **School Refurbishment and Renovation**<br>*Continue the programme of refurbishment and renovation of Highland schools and address the need for additional capacity.*<br>Progress:<br>• During 2017/18, we spent £23.1m (net) on capital improvements in the school estate. Major achievements include: Condition and suitability improvements across the school estate; the opening of the new Wick community campus; completion of Bun-Sgoil Ghàidhlig Phort Rìgh (Portree Gaelic Primary School); and commencement of projects for a new Alness Academy, major refurbishment of Inverness High School, and a new/ refurbished Merkinch | ✔ |

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|       | Primary School. <br><br>• During 2017/18, we continued to lobby for additional capital investment in Highland schools. In March 2018 as part of our new capital programme, we agreed to make a significant bid to Scottish Government for £50m of capital investment to address a number of key priorities. The bidding process and outcome is expected to conclude during 2018/19. |       |
| 2.5 | **Ambitious Schools Management Programme** <br>*Protect the delivery of education in our schools by implementing an ambitious schools' management programme to support our Head Teachers and staff, securing long-term sustainability, especially in our rural communities.* <br>Progress: <br>• The Council has agreed a revised programme, and is establishing a programme team. <br>• As part of our sustainable schools project, 30% of Associated School Groups (ASGs) now have revised management structures, including some of the more remote and rural communities.   Members have agreed consultation in a further 5 ASGs. <br>• The pupil/ teacher ratio continues to be better than the national average. The pupil/ teacher ratio in Highland is 13.1 pupils per teacher, compared to 13.7 nationally. <br>• 74% of head teachers report that we are supporting them to minimise any increase in workload. <br>• 83% of head teachers report they receive adequate leadership opportunities. <br><br>Additional relevant information which is not part of the Corporate Plan has also been made available by Care and Learning Service: <br>• An increased number of supported places have been established on local distance learning teacher training courses. <br>• The number of teacher vacancies at the start of this session, is less than half of what it was last year. <br>• Collaboration on this programme is now taking place across the Northern Alliance. <br>• The Office Team Leader pilot has concluded, and implementation is commencing for some of the 3-18 schools in Phase 1.  An evaluation of Phase 1 has commenced. | ✓ |
| 2.6 | **Use ICT and Blended Learning to Support Children and Young People Learn** <br>*Promote the wider use of technology and blended teaching approaches to support the way our children and young people learn.* <br>Progress: <br>The following performance indicators have been set up as a baseline to monitor future performance. <br>• 10% of Associated School Groups have had one to one devices deployed in 2017/18. This figure is in line with our plan to deploy these devices. Currently Chromebook deployment has been completed in six of 29 ASGs.  A further two ASGs that have completed their readiness training, and we are on target with the roll out <br>• 63% of teaching staff feel confident in using ICT in the delivery of learning and teaching. <br>• 81% of pupils feel confident in using ICT to support their learning. <br>• We were unable to establish a measure of the percentage of blended teaching approaches which combine online digital media with traditional classroom methods. However the number of courses being delivered by blended learning has increased from a very low starting position. <br><br>Additional relevant information which is not part of the Corporate Plan has also been made available by Care and Learning Service: <br>• Over 300 pupils are benefiting from subjects available via eLearning. <br>• 26 of 29 ASGs have been engaged in Digital Citizenship training for pupils and staff, and the others will follow prior to device deployment. <br>• A new partnership has been formed as part of eSgoil, with other Northern Alliance authorities. | ✓ |

# 3. A Place to Thrive

| 3.1 | **Improve Digital Connectivity**<br>*Urgently seek new and better ways to ensure superfast broadband and digital services are provided to all communities across the Highlands.*<br>Progress:<br><ul><li>We continue to work closely with Highlands and Islands Enterprise (HIE) and the Scottish Government to ensure that the delivery plan for Highland Broadband is completed. This plan has the ambition of 100% superfast broadband coverage in the Highlands by 2021. As part of the Inverness and the Highlands City Region deal, we are working with partners on the development of a Local Full Fibre Network (LLFN). This fibre network will contribute to 100% coverage target by providing fibre connectivity in a number of towns across the Highlands as well as Inverness.</li><li>The delivery of town centre Wi-Fi systems across the Highlands are expected to be completed in August 2018 against a target of March 2018. Infrastructure problems that have delayed some aspects of the project have been successfully overcome.</li><li>We continue to work with partners to ensure that Highland communities have access to superfast broadband. 79% of homes and businesses now have access to superfast broadband (March 2018).</li><li>We have been working hard to establish public Wi-Fi networks across the Highlands, and by September 2018, 14 Highland towns will have access to free public Wi-Fi. We are continuing to look at funding options, partnerships and funding programmes (e.g. Wi-Fi4eu), and engaging with communities to expand this work.</li><li>Work is being led by HIE through the City Region Deal to extend broadband coverage in the Highlands to support the ambition for the Highlands to be the most digitally connected rural region in Europe.</li></ul> | ✔ |
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| 3.2 | **Whole System Approach Integrated Children's' Services**<br>*Support children and young people to be protected, healthy, safe and responsible by delivering a whole system approach to integrated children's services.*<br>Progress:<br><ul><li>The percentage of child protection re-registrations within 18 months is a nationally benchmarked indicator, and was 5.1% in 2016/17 in Highland. This compares to 6% in 2015/16, and the Scottish average of 6.5% (2016/17). Highland ranked 14th out of the 32 local authorities. Data for 2017/18 will be reported to Council in March 2019.</li><li>The number of children who report that they feel safe in their community as measured by the 2017 lifestyle survey was 82.9%, compared to 84.7% in 2015.</li><li>At the Care, Learning, and Housing committee in May 2018 we agreed to amend the performance indicator "Number of children and young people reported to Scottish Children's Reporter Administration (SCRA) on anti-social behaviour grounds reduces year on year", to "The number of children and young people reported to the SCRA on offending grounds reduces." The purpose for this change is that measuring only antisocial behaviour did not capture referrals on other types of offending behaviour, and it was unhelpful from a monitoring perspective to only measure antisocial behaviour. Data for the new indicator is not yet available.</li><li>Against a target of 90%, 100% of Child and Adolescent Mental Health Service (CAHMS) referrals were seen within 18 weeks in 2017/18.</li><li>The percentage of children and young people sustaining full time attendance at school was 99.0% in 2017/18, the same as in 2015/16.</li><li>In the 2016/17 academic year, 89.3% of S4 pupils on 50% timetables presented for Scottish Qualification Authority (SQA) exams. The average tariff score for those pupils was 34.8. Data for 2017/18 will be available in October 2018.</li></ul> | ✔ |
| 3.3 | **Tackle Poverty and Discrimination with Partners**<br>*All people should live a life free from poverty and discrimination and benefit from good mental health and wellbeing. We will work with our partners to achieve this.*<br>Progress:<br><ul><li>We continue to review both our own and external evidence on poverty. Our Poverty and</li></ul> | ✔ |

Inequality Working Group (PIWG) agreed to initially focus on understanding the experience of child poverty, although rural aspects are being incorporated as part of this work. An initial review of the literature will be considered by the PIWG in August 2018, with further work planned with local officers to test and understand this at a local level.

- Through facilitated sessions, the PIWG has been developing an improvement plan to guide their work. Care has been taken to align this to other activity both internal (Redesign) and partnership (Highland Outcome Improvement Plan). Three improvement areas have been identified – Child Poverty, Transport, and Income.  Facilitated sessions are now complete with draft improvement plans to be considered in August 2018.
- As part of the development of these improvement plans, appropriate measures will be developed to support the plans once completed.
- We agreed a revised set of Equality Outcomes in 2017. We will report on progress by April 2019, along with other specific equality duties which include: reports on pay gap information; equalities in employment; and how the Council mainstreams equality into its work. In 2018, we will review the Fairer Highland Plan to incorporate the revised set of outcomes and our approach to equality and diversity. This will also include a review of our equality impact assessment process and incorporating the new Fairer Scotland duty.
- A mental health and wellbeing seminar for Councillors in March 2018 focused on the delivery of acute mental health services. Partner organisations, including third sector organisations, were in attendance. Three further seminars are planned between in 2018 focusing upon user experience of acute services, community based support services, and prevention activity.

| 3.4 | **Maximise Benefits of City Region Deal** <br> *Build on the work of the Inverness and Highland City Region Deal to help businesses to fully cultivate commercial opportunities including the development of international markets.* <br> Progress: <br><br> • Through the City Region Deal we committed to delivering The School of Health and Life Sciences by 2021 with lead partner The University of the Highlands & Islands (UHI), which will improve the commercial activity of Life Sciences across the Highlands. The project is on track and a contract has been let to deliver The School of Heal Innovation (please note new name), the elective hospital, and associated Highlands and Islands Enterprise incubator building. Research appointments have been made and research is underway. A commercial director has been appointed who is deploying a business development model with new and inward investing companies and health innovations. <br><br> • The full business case for the Northern Innovation Hub being led by Highlands and Islands Enterprise (HIE) has faced significant delays. However, the team is now in place and operating and business are engaged, with a cohort going through the life science accelerator programme.  A programme of 30 placements to encourage graduates under age 30 (30 under 30) into business and technology is underway. | ✓ |
| 3.5 | **Promote and Support Highland Businesses** <br> *Promote and support Highland business from all sectors including traditional sectors like agriculture, forestry and aquaculture as well as newer technology-driven businesses.* <br> Progress: <br><br> • Over the last ten years we have successfully delivered the Business Gateway Service, supporting businesses across the Highlands start-up and trade successfully. Our Local Growth Accelerator Programme has been crucial in supporting growing businesses with specialist advice and growth workshops. We also continue to collaborate with key stakeholders to ensure these businesses are supported at all stages in their development. Evidence suggests that growth in the Inverness and Caithness areas is continuing across a range of sectors. The North Coast 500 route has resulted in an increase in visitors to the Caithness, Sutherland and Ross-shire areas. It continues to receive national and international publicity, and now features in the marketing activity of businesses on the Route. Seven successful 'Taster For Growth' workshops have been run over the year. The Digital Boost programme delivered by Business Gateway attracted almost 300 attendees over a six month period. This service has achieved the following in 2017/18: <br><br>     • 259 start-up businesses were assisted; | ✓ |

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| | • 1,963 business enquiries were successfully dealt with;<br>• 76 growth businesses were supported, with a number looking to employ people, take on new premises, and develop new markets;<br>• In addition to this, our access to finance service delivered 10 loans to growing businesses to a value of £369,000 in 2017/18.<br>• While not a Corporate Plan measure there is also positive impact through procurement where our spending with local Small to Medium Enterprises (SME) is 30.1% and ranked 5th nationally with a Scotland average of 20.3%. This is for the most recent data for 2016/17 reported to Council in March 2018. | |
| 3.6 | **Lobby for Improved Key Transport Links**<br>*With Government, HITRANS, SUSTRANS and others, deliver improvements to our key transport links.*<br>Progress:<br>• We have provided input to the Highlands and Islands Transport Partnership (HITRANS) regional transport strategy which has now been agreed by the HITRANS Board.<br>• We attended all of the HITRANS Board meetings and the Advisers meetings. We are working with HITRANS on a number of strategic projects, including: Broadford Airstrip; Fort William Transport Study; and Academy Street/ Inverness Rail Station.<br>• We continue to liaise with Transport Scotland over strategic projects including A9 upgrades, A96 Upgrades, the East Link, and the Fort William Transport Study.<br>• We have been successful in bids to SUSTRANS for active travel improvements in Inverness and Nairn and are continuing to identify potential opportunities.<br>• Our transport planning team contribute to Local Development Plans and other Council strategies to ensure that we have integrated planning and transport strategies.<br>• We are working with Transport Scotland on the delivery of improvements to Uig harbour, and have prepared a development brief (approved for consultation) to guide the associated upgrades to land-side facilities. Work on the Corran Ferry options appraisal is underway in partnership with HITRANS.<br>• We are working with partners to influence air access to Heathrow and other hubs through involvement in working groups.<br>• The Inverness Community Links Plus project is underway. Governance arrangements have been set up and a number of the specific actions are being progressed. | ✓ |
| 3.7 | **Fewer People Experience Transport Barriers**<br>*With partners and transport providers ensure fewer people experience transport as a barrier to accessing services, employment or leisure activities, including working with communities to develop community transport schemes.*<br>Progress:<br>• Following a redesign review in 2017, we have planned to review our approach to the funding of community transport schemes, including redesigning job roles and undertaking recruitment that will support community engagement in local transport solutions. Current Government consultation and a proposed Transport Bill as well as uncertainty over the future not for profit transport schemes (Section 19 and Section 22 Permits), require us to roll current funding agreements a further year, while we undertake community reviews of public/community transport in 2 pilot areas initially in 2018, with a view to inviting and supporting new expressions of interest in summer/autumn 2019 and making the most of any new opportunities arising from legislative change.<br>• Our Minibuses managed by our Community Services teams are available for hire by community groups when not required for home to school transport. We are planning to bring some other minibuses which are used for home to school transport into this system. Policy of ensuring fitness to drive is in place, and work is still to be done on developing a corporate policy for Council minibuses to maximise the use of this resource in the community alongside any new opportunities for community use of car club vehicles now in place for Council staff on several sites across the region.<br>• We continue to work towards our target to establish partnership forums with public transport providers by March 2019.<br>• Once we have appointed a Senior Transport Officer (Network and Community), they will establish a co-ordinated approach to the communication of public transport timetables. This | = |

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| | will not happen by our target of December 2018. | |
| 3.8 | **Grow and Invest in Community Based Adult Services**<br>*Work with NHS Highland and others to grow and invest in community based services for adults across the Highlands.*<br>Progress:<br>• We have new governance arrangements for adult care with NHS Highland. This involves a strategic and financial delivery plan as the core element. A timescale has been agreed, involving preparation of the plan by the end of 2018, and a new joint officer group is working on this.<br>• The review of the Partnership Agreement for Adult Services is being progressed.<br>• Local delivery plans are now well developed in all local partnerships, and the new governance arrangements make clear that these should take account of the strategic plan.<br>• Transformation of Care at Home services was a feature of a recent joint workshop, and as a consequence, NHS Highland is taking forward further plans for community-led Care at Home initiatives.<br>• New outcomes and measures for Health and Social Care continue to be developed and considered on an ongoing basis, and will be a key aspect of the strategic and financial delivery plan. | ✔ |

# 4. A Welcoming Place

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| 4.1 | **Promote the Highlands**<br>*With businesses and partners identify "pull factors" to actively promote the Highlands as a desirable and welcoming place to work, live, invest and create businesses.*<br>Progress:<br>• A Highland and Island's Talent Attraction Strategy is in place and partners are progressing the regional and local activity required. As an early contribution, we are refreshing our Enterprising Highland portal website as a critical source of local information. | ✔ |
| 4.2 | **Partnership Approaches to Workforce Plans and Skills Gaps**<br>*Collaborate with our partners to develop integrated workforce planning strategies to address skills gaps, attract key workers and encourage young people to return after studying away. Engage with Scottish and UK Governments to develop measures that allow for greater workforce freedom of movement.*<br>Progress:<br>• With our partners we have established the "Talent Attraction, Retention and Returns Strategy Group". Through this we are developing flexibility in the workforce between the different partners, coordinating recruitment, and looking to develop opportunities for shared services and joint working.<br>• We have surveyed our staff to determine the broad workforce implications potentially arising from Brexit, and have actively encouraged partners to conduct similar analysis. This information will enable evidence based lobbying of Scottish and UK Ministers to influence the freedom of movement required to sustain the working age population in the Highlands. | ✔ |
| 4.3 | **Promote Highland as a Tourist Destination**<br>*Tourism continues to be of massive importance to our economy and we will work with business and partners to promote and develop the Highlands as a world class, year round, tourist destination.*<br>Progress:<br>• We have continued to invest in a number of Council owned sites and have worked with partners on sourcing funding for key sites such as the Fairy Pools, Neist Point, Storr and Quiraing on Skye. We have worked to influence the scope of the Rural Tourism Infrastructure Fund (launched March 2018), and worked with communities to identify local projects that could be submitted for funding support.<br>• Our visitor facilities are operated by High Life Highland through a contractual arrangement with the Care & Learning Service. Additional support in terms of advice and industry | ✔ |

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| | intelligence has been provided by Development & Infrastructure Service officers as required. Service Level Agreements with Destination Organisations include an obligation that these organisations assist in promoting our visitor facilities.<br>• Support for the tourism sector and its supply chain businesses has been provided through the Business Gateway Service. This includes hosting dedicated workshops on subjects such as maximising the opportunities brought by the North Coast 500.<br>• Annual Service Level Agreements were in place with seven Destination Organisations across Highland in 2017/18. In addition, £33,000 of funding was shared across the seven organisations with individual amounts related to the scale of the organisation. This funding encouraged industry collaboration and projects designed to improve the quality and range of the tourism offer in their areas.<br>• Official data for 2017 on visitor numbers and the economic impact of tourism is not yet available. Anecdotal evidence from businesses and industry groups, along with research such as the Visitor Attraction Monitor which measures visitors to attractions, suggests 2017 is likely to show an increase in visitor numbers (6.09m in 2016) and economic impact (£1.191bn in 2016). | |
| 4.4 | **Increase Road Safety and Reduce Accidents**<br>*Continue to implement a wide range of measures with our partners so that communities feel safer around roads and to reduce accidents.*<br>Progress:<br>• During 2017/18, a number of 20 mph schemes have been developed and four schemes were implemented: Mount Pleasant, Thurso; Muir of Ord; Inverness City Centre; and Nairn.<br>• Whilst we have not developed a specific strategy document for piloting 20 mph zones, we do take a strategic approach to implementing 20mph schemes based on the evaluation of collisions. This ensures that limited resources are used effectively. To date 17 schemes have been introduced with nine remaining in the current programme for implementation, depending on available resources. We are also following national developments, including a Private Members Bill to replace the current 30 mph default speed limit on restricted roads with a 20 mph limit.<br>• The percentage of children walking and cycling to school was 51% in the 2016/17 academic year. Data for the 2017/18 academic year will be available in September.<br>• Schools with agreed travel plans was 84.0% in 2017/18, the same as in 2016/17.<br>• We have secured funding for additional speed indication devices (SIDs) and 6 have been purchased, priority locations have been identified with the Area Teams. The installation programme will be completed by the end of November 2018. | ✓ |

# 5. A Redesigned Council

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| 5.1 | **Accelerate Local Decision Making**<br>*Accelerate work to bring decision-making to local areas*<br>Progress:<br>• Local workshops were run with Councillors in 2017/18 to identify how to develop localism. Common themes were: new conversations with Community Councils; making real choices on the disaggregated community services budgets; developing Participatory Budgeting not only for grants but also for mainstream services and service choices; community involvement in transport arrangements (trialling a community review approach); and some place-based ideas.<br>• Our Depute Leader is now the localism lead, chairing the Area Chairs meetings which run six times a year. Localism is a standing item on these agendas. By combining views fed back from: Members in local workshops, Area Chairs and the Redesign Board; the Commission on Highland Democracy; our Citizens' Panel; community bodies; and from good practice from elsewhere, localism is becoming defined as:<br>    o Making our representative democracy work better by: Making full use of powers devolved to local committees; devolving more powers locally; and involving more people in the decisions affecting them. | ✓ |

- o Improving participatory democracy by trialling new approaches to civic engagement
- o Encouraging more community action and community-run services

Key achievements include: rolling out participatory budgeting to each local committee area; working with partners to develop the nine community partnerships; critically reviewing the use of the Scheme of Delegation and supporting Area Chairs with agenda planning; devolving car parking powers, decisions and budgets locally; creating a process for engaging Members and communities in choices over the disaggregated budget for Community Services; supporting Community Asset Transfer (CAT) requests and reviewing the CAT process for improvement; and agreeing to a new type of redesign review – a community review, to be trialled in 2018/19. Local committees have all agreed their local priorities and these are being integrated into the corporate planning process.

- Five participatory budgeting (PB) events were held in 2017/18 covering six Wards, with follow up reports to local/ city committees. Activity was targeted at communities developing Locality plans. Work is under development in adapting PB for the public to make choices around mainstream budgets, initially for the disaggregated Community Services budget.
- We have actively participated in the Local Governance Review during 2017/18 (see commitment 1.2 for more details)
- Details of the work to develop the role and sustainability of Community Councils are provided at commitment 1.2 above.
- The second pan-Highland development day for all Community Partnership members was held in October 2017. The Chairs development group meet quarterly to address ongoing issues and share knowledge and good practice. This group has now been formalised as part of the Community Planning Partnership structure. Self-evaluation and peer support tools were developed during 2017/18 to support the development of the partnerships. A Member Community Partnership seminar is planned for autumn 2018.

| 5.2 | **Affordable, Efficient, and Local Services**<br>*Develop new ways to deliver services that are affordable, efficient and local in order to be fit to embrace future challenges.*<br>Progress:<br>• Between June 2017 and June 2018 the Redesign Board has: commissioned 11 peer reviews (5 concluded, 1 is underway and 5 are to be tasked); provided a steer on three reviews being undertaken in Services (school lets, harbours, and vehicle maintenance); overseen the expansion of the Lean review programme, with 8 showcased, 7 underway and at least 10 in the pipeline, with 48 staff to be trained as facilitators by the end of the summer; agreed two new types of reviews – peer spending reviews and community reviews; and supported the commercial approach to energy generation and supply.<br>• The Redesign Board held two workshops on its communications plan which includes communicating what redesign means for communities. Redesign reviews include gathering the views of those potentially affected. Of the reviews concluded in 2018, this happened in the music tuition review and a new engagement process has been agreed as part of the car parking review. The Redesign Board has agreed to trial a new type of review, a community review, with three trials in 2018-19.<br>• There is limited interest from our partners to streamline their support for community bodies and to develop a "community gateway" providing a single point of contact to support community bodies. However we are developing a web-based Gateway with a view to trialling initially for Caithness. Resources are to be identified for any further roll out. This work also compliments commitments 1.2 and 5.5. | ✓ |
| 5.3 | **Reinvigorate Local Democracy**<br>*Consider the key recommendations from the Commission on Highland Democracy, which seek to reinvigorate local democracy.*<br>Progress:<br>• The Commission on Highland Democracy interim findings were reported at a Council meeting in June 2017. The final recommendations were launched in December 2017.<br>• The findings of the Commission on Highland Democracy were discussed at the Community Planning Partnership Board in March. It was agreed to test Partnership decisions against these findings. The findings will also be built into and taken forward by the Partnership Communication and Engagement subgroup and will be crucial to the delivery of the | ✓ |

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| | Highland Outcome Improvement Plan outcome on Community Participation and Dialogue.<br>• The Commission's recommendations are being considered regularly. We used them as part of workshops with local Members between November 2017 and January 2018. They were also used to support the engagement process agreed at Council in June 2018 on car parking/ disaggregated budgets. They were included in the well-attended Local Democracy Seminar in April 2018. They were supported in the facilitative leadership training piloted for Members, partners and staff in April 2018. They will continue to be used across all work streams supporting localism in 2018 and onwards. | |
| 5.4 | **More Commercially Minded Council**<br>*Adopt a commercially minded and innovative approach to generate income to support council services and jobs across the region.*<br>Progress:<br>• We have developed an action plan for our Commercial Board with a rolling programme of projects. A wider commercial strategy covering up to 2022 is under development and will be reported to committee later in 2018.<br>• Initial commercial proposals have been developed with projects at varying stages of development. A number of opportunities are being pursued in the energy, tourism, and land and property sectors. Work on our fees and charges policy is running in parallel.<br>• The income and commercial budget work played a key role in setting a one year budget for 2018/19 with income generation proposals of £3.059m contributing to meeting the budget gap. Commercial proposals, developed through the commercial board, will be factored into the budget process for 2019/20 to 2021/22. | ✔ |
| 5.5 | **Support Asset Transfer and Community led services**<br>*Many communities across the Highlands are increasingly ambitious to control more assets and land with increasing interest in local service delivery. The council will work with public agencies and communities to simplify our processes and to innovate and spread good practice.*<br>Progress:<br>• A Lean review of our community asset transfer process is underway but started later than expected. The review has benefitted from partner involvement and a survey of those using the new process. We expect the review to be completed in September 2018.<br>• We produced our annual report on Community Asset Transfers in May 2018. This showed 50 expressions of interest, 11 full community asset transfer requests and upwards of 250 current leases at nil or nominal cost to community bodies. The learning on our internal processes so far includes:<br> o how the costs of transfer are met and by whom - legal and property;<br> o how the costs associated with individual properties are captured, and a view formed of the relative cost and value of transfers and future potential savings;<br> o the relative value of capital receipts versus future savings; and<br> o taking a strategic and proactive approach to the Council's property assets and ensuring transferring assets to communities' forms part of this approach e.g. particular property types.<br>These are being considered as part of the Lean review. Further strands are also considering community and Elected Member's experience of the asset transfer process to date and reviewing the governance arrangements. A final report will be prepared for November 2018.<br>• The learning from the first year of asset transfer requests includes the type of supports that community bodies would benefit from. This includes:<br> o how we and partners engage and support community bodies to undertake asset transfer;<br> o assisting communities to present asset transfer requests that are complete, with supporting documentation and evidence  that allows a robust evaluation of requests to be undertaken;<br> o assisting communities to develop a view of future community infrastructure needs that take a holistic view of facilities in communities irrespective of management/ownership arrangements; and<br> o communities have a clear, well planned approach to sustaining assets under their control. | ✔ |

| | Some of these issues will be addressed through the Lean review and through work under development as part of commitment 5.2. The learning which focuses on partnership activity will be taken forward through the Highland Outcome Improvement Plan delivery group on Community Participation and Dialogue. | |
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| **5.6** | **Align the Council's Strategic and Financial Priorities** *Align the council's strategic and financial priorities and aspire to work more closely with our public sector partners and businesses to understand and, where we can, to support their priorities.* Progress: <ul><li>A five year financial plan aligned with priorities, statutory duties, and our workforce plan was not completed in 2017/18. We instead produced a one year budget in line with the Scottish Government producing one year grant figures. The Council took the decision in June 2018 to agree a strategy leading to an agreed three year budget by February 2019.</li><li>The Corporate Resources Service continues to support our Redesign process. A new Workforce Strategy is being prepared, with initial work completed in 2017/18 reported to committee. It is a challenge to achieve financial stability given the current financial climate, but the development of a three year budget strategy, linked to the workforce strategy, can provide as much stability as possible.</li></ul> | **M** |