

<b>1.</b>	<b>People are, and feel, free to live their lives without harassment and discrimination, and can take part in community life</b>
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Equality Outcome 1 Involved	People feel involved and are able to participate in public life and influence decision making	
Protected Characteristics: All	Supports CP themes: 6.19; 6.5; 6.2; 6.7;6.14;6.15; 6.16	
Equality Duty: 1,2,3	Lead Service: Chief Executive's but corporate (all services contribute)	

**Key activities to support the outcome**

The Council will maintain on-going engagement with equality groups through focus groups and engagement with Members.

Carry out an equality screening to review Theme 6 in Council Programme (New).

The Council will continue to engage with and support the work of the Highland Youth Convener, Highland Youth Voice and local members of the Scottish Youth Parliament. We are committed to giving more young people a voice in this council.

The Council will engage meaningfully with the Highland Third Sector Partnership for further support to be offered to people with disabilities to volunteer and to feel more involved in community life

New services to encourage healthy and active ageing, supported by prevention funding and delivered by HLH.

Investigate ways to ensure that considerations of accessible design (including signage) and privacy are taken account of in our public caller buildings, and especially are built into the processes involved in the Council's Asset Management Plan. (New).

The elections team will

- Deliver workplan for engagement addressing young people and democracy
- Carry out review of polling stations

**How we will measure progress with this outcome**

There will be evidence that children are involved, engaged and included across service and policy development

There will be evidence that children and young people with additional needs are involved in personal planning

All schools in Highland continue to have pupil councils.

Youth convener in post  
Successful Youth Voice elections annually supported by HYV Executive Meetings

Ensure a youth worker is active in every Associated School Group

Increase the number of disabled people stating that they volunteer on a regular basis, as reported by the Highland 3rd sector

Accessible Buildings PI

Elections workplan delivered.

Polling station review reported to Committee

All implementation of new communications media has an equality impact assessment undertaken

## Highland Council Equalities Action Plan (revised September 2013)

and ensure that all polling stations will be accessible for disabled people

- Ensure that voting information is available in accessible formats (disability, race/language)
- Ensure training elections staff will include awareness of making the process accessible
- Carry out an EQIA for each elections plan
- Target information about what assistance is available to take part in elections

Continue to develop the range of communication media offered to customers including social and web-based media and ensure this is made as widely accessible as possible.

Continue to provide and promote that information is available in a range of formats and languages where appropriate.

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 2 Highland is a welcoming place	Highland continues to be viewed as a welcoming place to live and there is positive support for an equal society
Protected Characteristics: All	Supports CP themes: 6.14; 6.15;6.16
Equality Duty: 1,2,3	Lead Service: Chief Executive's but corporate (all services contribute)

### Key activities to support the outcome

Maintain the Highland Adult Literacy Partnership.

Working with Highlife Highland and other partners, the Council will widen access to English language tuition, support Adult Basic Education and deliver progressive and innovative library services.

The Council will provide interpretation and translation services where required (including BSL and other forms of communication support).

The Council will promote access to interpretation and provide translated language on its website and on the Highland Life (including BSL) Information Pack.

The city of Inverness and the surrounding City of Inverness Area Committee Wards with a £36K grant from the Inverness Common Good Fund are promoting venues that are accessible for disabled people through supporting the DisabledGo project. 1000 venues to be surveyed and promoted online.

### How we will measure progress with this outcome

At least 75 % of ESOL learners attending classes achieve accreditation, achievement of specified goals (89.3% in 12/13)

Baseline from HC survey of performance and attitudes 2013

Data 2011/12/13:

- Attitudes to prejudice
- Discriminatory attitudes
- Feelings of safety
- Highland accepts people coming to live from outside the area
- Worry about becoming a victim of crime
- People prefer to live in an area with lots of different kinds of people
- Awareness of anyone being affected by hate incidents
- Awareness of impact

Number of venues surveyed and promoted on the DisabledGo website

## Highland Council Equalities Action Plan (revised September 2013)

<p>Equality Outcome 3 Violence Against Women</p>	<p>a) Long term impact of Violence Against Women (VAW) on women and children is reduced</p> <ul style="list-style-type: none"> <li>• Women affected by VAW receive services which meet their needs</li> <li>• Children and Young People affected by VAW receive services which meet their needs</li> </ul> <p>b) Violence Against Women is Reduced</p> <ul style="list-style-type: none"> <li>• Perpetrators are tackled about their behaviour</li> <li>• Reduced acceptance of VAW</li> <li>• There are healthier gender relationships</li> </ul>
<p>Protected Characteristics: Sex, but diverse groups of women</p>	<p>Supports CP themes: 2.16; 3.6; 6.16</p>
<p>Equality Duty: 1,2,3</p>	<p>Lead Service: H&amp;SC supported by ECS</p>

### Key activities to support the outcome

Implementing the actions in the partnership Violence Against Women Strategy action plan, key priorities include:

- Assess impact of changes to civil justice processes and take steps to address any reductions in service
- Develop a co-ordinated 'pathway' of interconnected services for those affected by rape and sexual assault
- Support practitioners to respond effectively to VAW
- Development of 'champions' in statutory & voluntary organisations who have additional knowledge & understanding of the issues and responsibilities to respond
- Delivery of prevention education in primary & secondary schools
- Delivery of prevention education in early years settings
- Bystander' Programmes delivered in schools and colleges
- Develop & implement training programme for staff to address sexualisation

### How we will measure progress with this outcome

Measures reported as per SOA:

Reduced repeat perpetration of domestic abuse  
*Police, CJSW, MARAC & MATAC (when available) statistics*

Reduced repeat victimisation of domestic abuse  
*Police & MARAC statistics*

Reduced repeat perpetration of sexual violence  
*Police & MAPPA statistics*

Practitioner and survivors views  
Public attitudes towards VAW  
Reduced acceptance of VAW  
*Attitudinal survey statistics*

## Highland Council Equalities Action Plan (revised September 2013)

<p>Equality Outcome 4 Hate Incidents</p>	<p>4.a) The population of Highland have an increased understanding of hate incidents and of their impact on individuals and communities. 4.b) People feel more confident in reporting hate incidents that they have experienced or witnessed. 4.c) People who report hate incidents feel satisfied with the response received from public agencies 4.d) Individuals within protected groups feel safe and secure within their local community.</p>
<p>Protected Characteristics: All</p>	<p>Supports CP themes: 3.6; 7.2; 7.3; 6.16</p>
<p>Equality Duty: 1,2,3</p>	<p>Lead Service: CEXO with partners and community groups</p>

### Key activities to support the outcome

a) Work with partners to increase aware amongst the general public of the nature and impact of hate incidents and crimes.

Use awareness campaigns (e.g. Hate Free Highland) to encourage people to report and challenge any incidents they witness.

Raise Member awareness through annual partnership report on Hate incidents and crimes.

Include questions in school Lifestyle survey (due for review 13/14)

b) Increase number and capacity of 3rd party reporting organisations in Highland.

c) Establish scrutiny panel in 2013 -14. Forum for equality groups and partner agencies to discuss and learn from specific hate incidents and crimes. (Police lead)

Use learning to further develop and deliver training for 3<sup>rd</sup> party reporting organisations and partners.

d) Monitor fear of crime amongst people with disabilities compared to others

Produce DVD for staff on awareness raising on adult protection issues (NHS lead)

### How we will measure progress with this outcome

Baseline from HC survey of performance and attitudes 2013 (available Sept 2013)  
Data 2011/12/13:

- Attitudes to prejudice
- Discriminatory attitudes
- Feelings of safety
- Highland accepts people coming to love from outside the area
- Worry about becoming a victim of crime
- People prefer to live in an area with lots of different kinds of people
- Awareness of anyone being affected by hate incidents
- Awareness of impact

Baseline information from Police Scotland at Highland level (TBC):

- Increased levels of reported confidence and feelings of safety within public surveys
- A proportionate increase in all hate crime reported to the police across protected characteristics
- Increase in the number of intelligence entries relate to hate crimes
- Increase in detection rates for hate crimes

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 5 & 6	5. Pupils and school staff have a greater understanding of prejudice based bullying and its impact.
Prejudice based bullying (schools)	6. Pupils and school staff feel more confident in reporting prejudice based bullying incidents that they have experienced or witnessed
Protected Characteristics: All	Supports CP themes: 2.16; 6.16
Equality Duty: 1,2,3	Lead Service: ECS

### Key activities to support the outcome

Revise and promote bullying procedures.

Prejudice based bullying incidents are monitored and reported on;

Develop and deliver training and awareness raising programme; revised procedures promoted.

### How we will measure progress with this outcome

Bullying incidents reported;

Pilot of school bullying surveys in PSE;

Lifestyle Survey;

Training programme developed.

No. participating in training;

Improvement targets:

All appropriate staff participating in training and awareness raising every 3 years

Increase in bullying incidents reported.

<b>2.</b>	<b>People benefit from public services in a fairer way and are able to have their say about them</b>
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Equality Outcome 7	We will improve customer satisfaction rates, in particular from disabled people.	
Customer satisfaction		
Protected Characteristics: All, in particular disability	Supports CP themes: 6.19, 6.17, 6.16; 6.5	
Equality Duty: 1,2	Lead Service: CEXO but corporate	

**Key activities to support the outcome**

To hold focus groups with older people and disabled people to understand what is needed to assist them to use on-line services more and to understand if we need to adapt our self-service functionality (currently under development) for their needs (New)

To identify how to support older people, people with disabilities and Council tenants with access to computers and on-line services. (New)

To use public performance survey results in our customer services training (e.g. awareness of different perceptions of men and women when contacting us) and the need to be sensitive to the circumstances of our high contact groups including older and disabled people (New).

The Council will provide information to the public in clear language, to the 'Crystal Mark' plain English standard.

Investigate inclusion of a complaints category by protected characteristics, e.g. complaint due to unfair treatment on the grounds of (each PC) through new version of Lagan (New).

Use new version of Lagan to introduce equalities monitoring for complainants to opt into for all complaints and follow this up in surveys of customer satisfaction with complaints (New).

**How we will measure progress with this outcome**

Focus group analysis  
Results of pilot of self-service facility  
Customer contact analysis by equality groups  
Baseline from public performance survey

Cross service group to identify activities and initiatives in use in the Highland and elsewhere in the UK to identify what is needed in Highland by end of March 2014 (links to welfare reform and broadband rollout).

In training programme by Dec 2013.  
Quarterly no. of staff each year on customer services training.  
100% of all front-line staff trained.

Complaints satisfaction stats. Improved satisfaction levels among disabled people  
(Public performance survey and CSN surveys)

Develop a plan on implementation of crystal mark plain english standard, report to CPE.

Date depends on new Lagan system 2014

Annual report on complaints includes equality analysis

## Highland Council Equalities Action Plan (revised September 2013)

<p>Equality Outcome 8</p> <p>Employability</p> <p>These will be partnership outcomes</p>	<p>Widen participation in the labour market across all client groups and across all Highland geographies:</p> <p>a) To enable those who are currently removed from the labour market, to move towards and into sustained work.</p> <p>b) Improve equality of access to the labour market for all client groups, including disabled people.</p> <p>Ensure that young people can enter the labour market with aspiration, skills and experience:</p> <p>c) Ensure that our young people and looked after children progress to further/higher education, training or employment.</p> <p>d) Partners address significant inequalities in Highland through a coherent and individualised approach to post school transition for young people experiencing significant barriers to employment.</p>
<p>Protected Characteristics: Age, disability, gender, race</p>	<p>Supports CP themes: 1.20; 1.21</p>
<p>Equality Duty: 1,2</p>	<p>Lead Service: Planning and Development</p>

### Key activities to support the outcome

Align all employability activity/services around the strategic skills pipeline.

Partners to agree how to develop "pathways" to support people into employment.

Implementation of a Youth Employment Strategy and associated Action Plan

Develop a 16+ Strategy which will support the Youth Employment Strategy (ECS)

### How we will measure progress with this outcome

*All measures will be confirmed by March 2014 as agreed through new CPP group and SOA delivery plan.*

The disabled employment rate - % of employed disabled population aged 16-64, divided by percentage of employed non-disabled population aged 16-64 (3 year rolling average) (total/male/female).

% of ESOL learners attending classes to achieve accreditation, achievement of specified goals (including completion of courses), or progress to positive destinations. Base-line TBC (HC)

% of Adult Literacies Learners move to positive destinations Base-line TBC (HC)

Increase the number of young people leaving school moving into education, training or employment by 3% per annum (Education authority outcome and measured by gender)

An annual reduction in the number of young people who are unemployed and seeking work – indicators are: - the Youth Claimant Count: the actual number of young people (aged 16 to 24) claiming. Rate – the % of the number of people in this age group claiming JSA – total, male and female.

Indicator for Looked After children going on to positive destinations to be identified.



Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 9 Gypsy/Travellers	Improvements to the life chances and experiences of Gypsy/Travellers living in Highland	
Protected Characteristics: All, in particular disability	Supports CP themes: 6.19; 6.17; 6.16; 5.6	
Equality Duty: 1,2	Lead Service: CEXO but corporate	

Key activities to support the outcome

Partnership arrangements for Gypsy Travellers fit into new arrangements for Community Planning by end of March 2014.

Gypsy/ Traveller sites are well maintained and managed.

With partners undertake an awareness raising campaign to raise awareness amongst the general public of the nature, scale & impact of hate incidents & to encourage people to challenge any incidents they witness

How we will measure progress with this outcome

As per the Scottish Social Housing Charter, the Council will ensure that sites for Gypsies/Travellers are well maintained and managed.  
Scottish Social Housing Charter

Reduce % of people reporting discriminatory attitudes towards Gypsies/Travellers in future PPS surveys

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 10 Transport	Disabled people, older/younger people and women experience have improved access to public transport (through the provision of more accessible information on transport and better information about accessible services).	
Protected Characteristics: Age, Disability, Gender	Supports CP themes: 4.9; 6.7	
Equality Duty: 1,2,3	Lead Service: TEC	

Key activities to support the outcome

In developing the transport and information strategy assess impact on equality

Engage with equality groups to identify needs and barriers to transport

Development of accessible media on transport in Highland to include information online and in a range of formats on accessible routes etc (New)

Increase in the number of accessible shelters/bus stops

Review of Community Transport underway in 2013. Information and consultation events including CT groups, user groups and users.

Report on feasibility of the setting up of a Bus Users' Group, or similar body. (QUEST sustainable transport Inverness Committee 12 August [CIA-42-13 \(355kb pdf\)](#))

Pilot of the Lochaber hub pilot transport integration project interacts with a range of community representative groups to ensure their opinions are recorded highlighting transport issues, aspects of unmet demand, and potential opportunities

Investigating views of local disability/access groups and the taxi trade in Highland on possible changes to the Council's policy in relation to the licensing of taxis to try and increase the numbers of wheelchair accessible vehicles (WAV) available.

How we will measure progress with this outcome

Strategy developed

Resources developed and used

Baseline to be set of number of Accessible stops and shelters.

Satisfaction rate with local public transport (PPS)

Interim report on review of Community Transport to TEC committee by end 2013.

Report on Lochaber integrated pilot to include impact on equality groups.

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 11 Young people leaving school	Increase the number of young people leaving school moving into positive and sustained destinations	
Protected Characteristics: Age (young people)	Supports CP themes: 1.21; 2.27; 6.16	
Equality Duty: 1,2	Lead Service: ECS	

### Key activities to support the outcome

Review and re-launch Transitions Procedures for young people leaving school.

CPP Employability Provision;

UCAS event

### How we will measure progress with this outcome

School data;

Number of activity agreements  
Transitions procedures followed (monitoring/sampling)

Involve and check against actions agreed by P&D Service and 16+ Team;

No. of hits on High Hopes website;

Employability Pipeline;

Equality Outcome 12 Gender segregation	Reduce gender segregation in positive and sustained destinations for young people leaving school	
Protected Characteristics: Sex	Supports CP themes: 1.21; 2.27; 6.16	
Equality Duty: 1,2	Lead Service: ECS	

### Key activities to support the outcome

Develop a resource bank of materials on gender stereotyping for schools on GLOW

### How we will measure progress with this outcome

No. of girls studying science to exam level

Resources on GLOW

Improvement targets:  
Increased no. of girls moving into training or employment in science, technology, engineering or maths (STEM)

Increased no. of boys moving into primary teaching, pre-school, caring and catering roles.

Improved use of GLOW Resources.

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 13 Potential achievements ASN	Fulfil the potential achievements of pupils with ASN. These activities will be incorporated into FHC4.	
Protected Characteristics: Disability, race	Supports CP themes: 2.7; 2.16; 6.16	
Equality Duty: 1,2	Lead Service: ECS with H&SC	

### Key activities to support the outcome

Further develop individualised support to maximise number of children with Additional Support Needs (ASN) who are able to sustain full-time school attendance. PP 2.7

Within the framework of CfE ensure programmes are tailored to meet individual needs PP 2.7

Develop staff training around attachment, resilience, and child development

Opportunities for those with a learning or physical disability, or those who are at a social disadvantage, will be provided so that every child is offered an educational experience best suited to their needs

### How we will measure progress with this outcome

Increase attainment levels for pupils with ASN

Agree other measures -  
ASN Transitions procedures followed (monitoring/sampling)  
No of Head Teachers, Teachers and PSAs taking part in SFL CPD  
Assessment for Excellence

No. of children with Additional Support Needs who are not in school full time

All children with additional learning needs have a Child's Plan

Quality of handover of planning and support arrangements for young people with continuing needs into adulthood

By March 2013, no young person will wait longer than 26 weeks for access to a Primary Mental Health Worker

Improvement targets:  
Reduce waiting times for Allied Health Professional Services

Reduce the number of children with Additional Support Needs who are not in school full time

Increase the percentage of young people reporting their learning environment as positive

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 14 Attainment gender	Reduce attainment gaps between boys and girls
Protected Characteristics: Sex	Supports CP themes: 2.16; 6.16
Equality Duty: 1,2	Lead Service: ECS wth H&SC

Key activities to support the outcome

How we will measure progress with this outcome

Further develop individualised support to maximise number of children with Additional Support Needs (ASN) who are able to sustain full-time school attendance. PP 2.7

TBC

Within the framework of CfE ensure programmes are tailored to meet individual needs PP 2.7

Equality Outcome 15 Equality and CfE	Staff and pupils have a greater awareness of how they can support equality through delivery of curriculum for excellence and wider school approaches following the principles of the Highland Practice Model and SHANNARI
Protected Characteristics: All	Supports CP themes: 2.5; 2.13; 2.16; 6.16
Equality Duty: 1,2,3	Lead Service: ECS

Key activities to support the outcome

How we will measure progress with this outcome

Audit of School Policies;

All schools have an Equal Opportunities Policy fir for purpose;

Develop standard equality policy with integral checklist;

CfE materials available for use.

Develop toolkit linked to CfE with outline lesson plans for primary and secondary

Training Developed;

Pupils, parents and carers and staff involved in assessing impact of policy on equality through self-assessment processes

No. participating in training

Staff Training developed and rolled out.

## Highland Council Equalities Action Plan (revised September 2013)

Equality Outcome 16 Interrupted learning	We will meet the needs of children and Families who have experienced interrupted learning. This includes Gypsy/Traveller and Roma Children, young carers and Children with ASN	
Protected Characteristics: Disability, race	Supports CP themes: 2.7; 2.9; 6.16	
Equality Duty: 1,2,3	Lead Service: ECS	

Key activities to support the outcome

Annual Review of work undertaken by Co-ordinator for Interrupted Learners

Use of Welcome Pack for interrupted learners

Annual audits of Children's Plans - sample plans include interrupted learners

How we will measure progress with this outcome

Assessments and planning Q1s being included, accepted and belonging. CfE and e1

Improvement targets:

Within the framework of CfE ensure programmes are tailored to meet individual needs  
PP 2.7 GIRFEC Approach

Improved quality of plans

Equality Outcome 17 Children deprived areas	Increased attainment for children and young people from deprived areas.	
Protected Characteristics: All	Supports CP themes: 2.1; 2.9; 2.13; 2.16; 2.25; 3.3; 6.16	
Equality Duty: 1,2,3	Lead Service: ECS	

Key activities to support the outcome

Nurture Groups in schools in deprived area

Analyse locations and activity of Nurture Groups

Highlight good practice and disseminate to appropriate schools

How we will measure progress with this outcome

E1 stats, analysed by geographical area

School meals eligibility – increase take up

School inspection comparator data

Agree new benchmarks/indicators;

No. of schools that take up new approaches;

Emotional literacy and resilience indicators

<b>3.</b>	<b>Staff feel there is an organisational culture where everyone is treated with dignity and respect</b>
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Equality Outcome 18 Staff treated fairly	Increase the proportion of staff who feel they are treated fairly, both in terms of employment and development opportunities, and more generally, feelings of fair treatment in the workplace, (as measured through the Employee Survey).
Protected Characteristics: All	Supports CP themes: 6.16
Equality Duty: 1,2	Lead Service: Chief Executive's (HR)

Key activities to support the outcome

Increase staff uptake on diversity development opportunities including cultural awareness, disability, LGBT, mental health.

Publish employment data on all nine protected characteristics

Increase the proportion of staff who feel they are treated fairly, both in employment and development

Create and support an on-line learning resource for female employees interested in supervisory and management roles (JCG June 2013).

Advertise appropriate vacancies as "suitable for flexible working hours up to 35 per week" (JGC June 2013).

Use positive action to encourage applications from under-represented groups where appropriate.

Advise Services on good practice in the workplace to promote equality and diversity.

Sustain and review the Women into Management programme (JCG 2013).

Work with and support staff LGBT and Disability Networks to promote awareness and support staff.

How we will measure progress with this outcome

Analysis of uptake of staff development opportunities

Baseline: Emp. development data

Full employment data on all protected characteristics for 80% of the workforce and 100% of new starts  
 Baseline: Employee data

Increase summary index score Treating People Fairly from 40% to 60% plus minimum 10% for each Service  
 Baseline: Employee Survey

Increase the number of employees working part-time in grades HC05-15  
 Baseline: Equal Pay Audit

Reduce gender segregation percentage in teaching, business support, management, technical & practical, NHS and craft job families  
 Baseline: Equal Pay Audit

Baseline on LGBT and workplace issues  
 Stonewall Workplace Index

Increase the number of female employees in the top 5% of earners to reflect the HC workforce  
 Baseline: Women in Management SPI

Increase membership of staff networks

Equality Outcome 19 Gender Pay Gap	Reduce the gender pay gap where actions appropriate to an employer can be identified.
Protected Characteristics: All	Supports CP themes: 6.16
Equality Duty: 1,2	Lead Service: Chief Executive's (HR)

Key activities to support the outcome

How we will measure progress with this outcome

Publication of Equal Pay findings

Report on findings  
Equal Pay Audit 2013

Reduce the gender pay gap where actions appropriate to an employer can be identified.

Reduce the gender pay gap (all employees) to 5%  
Equal Pay Audit 2013

Equality Outcome 20 Eliminate Barriers for staff	Eliminate barriers to recruitment and development that contribute to pay inequalities
Protected Characteristics: All	Supports CP themes: 6.16
Equality Duty: 1,2	Lead Service: Chief Executive's (HR)

Key activities to support the outcome

How we will measure progress with this outcome

Increased employment opportunities and training for young people.

Increase the number of employees aged 16 -20 years to 150.  
Baseline Equalities in Employment Monitoring report 2013

Eliminate barriers to recruitment and development that contribute to pay inequalities and gender segregation.

Reduce the gender pay gap (all employees) to 5%  
Baseline: Equal Pay Audit 2013

Identify female role models in male dominated job groups and publicise their achievements in corporate communications (e.g. the Big Picture and ED matters) (JCG June 2013).

Reduce gender segregation percentages in teaching, business support, management, technical & practical, NHS and craft job families  
Baseline Equalities in Employment Monitoring report 2013

Review core flexi hours to better support flexible working opportunities (JCG June 2013).

Implementation of new flexi hours  
Baseline: Equal Pay Audit

Take action to increase the number of female apprentices (JCG June 2013).

Increased number of female apprentices  
Baseline: Equal Pay Audit

Review areas of significant gender segregation with appropriate Heads of Service to identify and address any barriers to employment of underrepresented groups (JCG June 2013).

Reduce gender segregation percentages in teaching, business support, management, technical & practical, NHS and craft job families  
Baseline: Equal Pay Audit



### Council Programme commitments that support the Fairer Highland Plan

Theme No.	Commitment No.	Lead Service	Commitment
1	20	PAD(Lead)/ECS(Support)	The Council will prioritise the publication of a youth employment strategy.
1	21	PAD(Lead)/ECS(Support) /CEX (Support)	Working with private and public sector partners, the Scottish and UK Governments, the Council will aim to ensure every 16-19 year old seeking employment has the opportunity to access a modern apprenticeship or further training.
2	1	HSC (Lead) / ECS (Support)	The Council aims to 'Get it Right for Every Child' in the Highlands and to tackle inequality early. In doing so, we will develop our pioneering integration work of children's services with NHS Highland.
2	2	HSC (Lead) / ECS(Support)	The Council will ensure that every child aged 3-4, and every looked after child aged 2 in the Highlands will have access to 600 flexible learning and childcare hours, in line with the Scottish Government's coming Children's Services Bill.
2	3	HSC (Lead) /ECS(Support)	The Council will implement the Scottish Government's Early Years Framework, and continue support for wraparound childcare across the Highlands.
2	4	HSC (Lead) /ECS(Support)	The Council will work with communities to identify innovative and affordable solutions to nursery provision. Where appropriate support will be given to establish co-operative provision.
2	7	ECS (Lead) / HSC(Support)	Opportunities for those with a learning or physical disability, or those who are at a social disadvantage, will be provided so that every child is offered an educational experience best suited to their needs.
2	13	ECS	The Council will continue to support teachers in their efforts to raise attainment levels in literacy and numeracy at all levels. We will work to maintain high levels of achievement in the Scottish Credit and Qualifications Framework.
2	14	ECS	The Council will introduce a training program, so that parents, parent forums and parent councils are more aware of their rights, powers and responsibilities, and are able to make a substantive contribution to the life and work of their school.
2	16	HSC (Lead) / ECS(Support)	The Council will enhance services for children who need extra support, including implementation of the role of 'Pupil Support Assistant', investing further in social care, and ensuring a more personalised approach.
2	25	ECS	The Council will continue to roll out a single 'smart' card to all young people by 2013, allowing access to leisure, libraries, arts & cultural activities, youth information and school meals.

2	27	FIN/ ALL	The Council will ensure that all bidders for significant council contracts must provide targeted plans to recruit young unemployed people in the Highlands.
2	28	HSC(Lead)/ECS(Support)	The Council will introduce a single Children's Champion, to uphold the values of the United Nation's Convention on the Rights of the Child.
3	1	HSC (Lead) / ALL(Support)	Working with the NHS and other agencies, the Council will continue to deliver the pioneering integration of health and social care services.
3	2	FIN(Lead) / CEX (Support)	The Council will work to alleviate poverty by encouraging benefit uptake and supporting a range of advice services.
3	3	HSC (Lead) / ECS(Support)	The Council will commit at least £3million of the Council's budget each year to spend preventatively to improve the quality of life for young people, older adults and those struggling with deprivation.
3	6	HSC	The Council will work so that adults who may be at risk of harm are better supported and protected.
3	7	HSC	The Council will appoint a Carers' Champion, responsible for representing the interests of carers at a council level and with other appropriate public bodies, and engaging with carers across the Highlands.
3	8	HSC	The Council will appoint an Older People & Adults' Champion, responsible for representing the interests of elderly people in receipt of council services. The post-holder will also engage with appropriate bodies representing older people.
3	9	HSC	Adults with additional needs will receive the support they require to maximise their independence, help promote and retain their dignity, and enable them to contribute to decisions about their care.
3	10	HSC	The Council will encourage people to consider and make use of the opportunities provided by self-directed support.
3	11	HSC (Lead) / ECS(Support) /CEX(Support)	Working with the NHS, the Council will support people, particularly older people, to get the most out of technology for personal use, including tele-health and tele-care.
4	9	TEC	The Council will engage with the private and third sector to carry out a review of community transport across the Highlands.
5	1	HAP(Lead)/PAD(Support)	The Council will work with the Scottish Government, Housing Associations, and the private sector to help to deliver 5000 new homes by 2017. This will include at least 600 Council houses and other affordable homes.
5	5	HAP	The Council will work with partners to reduce and prevent homelessness in the Highlands.
5	6	HAP	The Council will work with and empower tenants to become more directly involved in the management of their local environment and council housing estates.

5	7	HAP	The Council will work with other housing providers to develop a “housing options approach” to ensure that everyone looking for housing in the Highlands gets consistent information that helps them make informed choices and decisions about housing options that meet their needs.
6	2	ECS	The Council will continue to engage with and support the work of the Highland Youth Convener, Highland Youth Voice and local members of the Scottish Youth Parliament. We are committed to giving more young people a voice in this council.
6	5	CEX/ALL	The Council will improve public access, including out-of-office-hours access, to the Council and its services, offering members of the public a range of access points including by phone, online and in person.
6	7	CEX/ALL	The Council will engage meaningfully with the third sector across a range of policy areas and in service provision. We will also agree with partners a joint approach to supporting volunteering and community development in the Highlands.
6	12	ECS/ALL	The Council will ensure that all new school buildings will act as a community-hub. We will investigate new and innovative ways to deliver more community access to existing buildings as part of a review of the schools estate.
6	14	ECS/ALL	The Council is proud to serve a region of many cultures and will actively promote multi-culturalism.
6	15	ECS	Working with Highlife Highland and other partners, the Council will widen access to English language tuition, support Adult Basic Education and deliver progressive and innovative library services.
6	17	CEX/ALL	The Council will provide information to the public in clear language, to the ‘Crystal Mark’ plain English standard.
6	19	CEX	The Council will improve public engagement, consultation and our handling of complaints
7	2	CEX	The Council will ensure that elected members will play a full part in agreeing the priorities and local plans for police and fire and rescue services in the Highlands. Elected members will also monitor performance against these plans.
7	3	CEX/ALL	The Council will plan for effective engagement with the new national services for police and fire and rescue and the Scottish Ambulance Service.