

<b>Agenda Item</b>	<b>14</b>
<b>Report No</b>	<b>HC/50/17</b>

## **HIGHLAND COUNCIL**

**Committee:** The Highland Council

**Date:** 14 December 2017

**Report Title:** **Corporate Plan 2017-22**

**Report By:** The Chief Executive

### **1. Purpose/Executive Summary**

- 1.1 This report accompanies the Council's draft Corporate Plan for 2017-22 for Members' consideration. The Corporate Plan provides the measures and actions required to deliver and monitor the Council's Programme, Local Voices; Highland Choices.

### **2. Recommendations**

2.1 Members are asked to:

- I. Approve the Corporate Plan for 2017-22;
- II. Note that the Plan will support the delivery of the Highland Outcome Improvement Plan;
- III. Note that the Corporate Plan will be the subject of an Annual Performance Report in September each year.
- IV. Note that the Plan is normally reviewed following the Annual Performance Report to Council and any changes will be submitted to Council for approval.

### **3. Introduction**

- 3.1 The Corporate Plan (CP) provides the Corporate Performance Framework under which the priorities in the Council's five year programme 'Local Voices; Highland Choices' approved by the Council in 26 October 2017 will be delivered and monitored.
- 3.2 The CP also supports the delivery of the Highland Outcome Improvement Plan and many priorities reflect the need to work in partnership with public agencies to achieve the best outcomes for the Highlands.
- 3.3 The CP is attached as appendix 1 of this report. It re-states the themes and priorities of the Programme and describes for each priority the performance indicators or high level actions required to deliver the Programme.
- 3.4 An Annual Performance Report for the programme will be submitted to Council for consideration in September each year. The report will support achieving the Council's statutory duties under Public Performance Reporting (PPR) to demonstrate Council performance in an accurate and transparent way to the public. Other report to Council including those on statutory performance indicators and the results from the survey of the Citizens' Panel on its views of Council services and the quality of life in the Highlands also form part of the Councils' overall approach to PPR.
- 1.5 Following the Annual Performance Report the priorities and performance framework will also be reviewed to take account of progress made and of any new requirements for the Council given local circumstances or changes in national policy.

### **2. Implications**

- 2.1 There are no new resource, legal, community, climate change/carbon clever, risk or Gaelic implications arising from the production of the Corporate Plan. These implications were considered when the programme was agreed.

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#### Appendices

- 1. Corporate Plan 2017-22

The Highland Council  
Comhairle na Gàidhealtachd

Corporate Plan  
Plana Corporra

2017 – 2022

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# Introduction

## Ro-ràdh

This corporate plan details the measures and actions needed to deliver and report the performance of our new council programme 'Local Voices Highland Choices' which represents a new approach to delivering a programme for the Highlands. The programme sets out our high level goals and priorities but also provides the opportunity for all councillors, local committees and communities to translate these into reality at a local level. For the first time, enabling real choices to be made about the way in which council resources are allocated on an area by area basis. The corporate plan provides councillors, local committees and communities the evidence that we are delivering on the priorities set out in our programme 'Local Voices Highland Choices'

In developing our programme we also set strategic goals that underpin the programme and are also reflected in this corporate plan. These are:

- Put our communities at the heart of the design and delivery of services at a local level.
- Work collaboratively to drive economic growth and ensure our infrastructure meets the needs of expanding businesses and population.
- Support children to learn and thrive by delivering a whole system approach to education and integrated children's services.
- Protect the vulnerable in our communities, promote fairness and welcome diversity.
- Be innovative and imaginative in our approach to budget constraints.
- Make Highland a stronger and more resilient region.

We are only just embarking on our journey to embed local decision making at the heart of what the council does, and so this will be an evolving process. But we will be led by the guiding principle that to be an effective council, we need to be a listening council and the planning and delivery of services across Highland must be done in a collaborative and inclusive way. Local plans will be developed to ensure there is focus on local priorities, ones that also reflect the strategic direction set out in the programme.

Margaret Davidson  
Independent Group Leader

Alasdair Christie  
Liberal Democrat Group Leader

Jimmy Gray  
Labour Group Leader

# Theme 1: A place to live

## Cuspair 1: Àite airson fuireach

The council's first priority is to the people of the Highlands: the people who live and work here, those who grow up here, have settled here and grow old here. We want to make the Highlands an even better place to live. For that to happen we need attractive and sustainable communities. Working with others we need to attract more people to make the Highlands their home and encourage our younger residents to stay here.

The Highlands has a unique culture and heritage, it has some of the cleanest air, purest water and most renowned unspoiled natural environments in the world and we must ensure these precious commodities are protected and enhanced for future generations.

### Key priorities

- 1.1 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.

Actions & Measures:

- With our partners we will build on average 500 new affordable homes per year over the next 5 years 2017-22;
- Agree annually local housing development priorities with Area Committees for inclusion in the Strategic Housing Investment Plan.

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

Actions & Measures:

- % of tenants satisfied with the opportunities to participate in decision-making processes (annually);
- % of tenants who are satisfied with the management of the neighbourhood they live in (annually);
- Through Area Committees explore with Community Councils how to develop their role and sustainability by August 2018 and ongoing (reference also 5.1 below);
- Develop the Ward Management function to support localism during 2018;

- Participate in the Local Governance Review launched by the Scottish Government and COSLA during 2018.

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

Actions & Measures:

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

1.4 Encourage and assist the regeneration of our town centres and high streets across the Highlands.

Actions & Measures:

- Identify and secure funding to support the regeneration of buildings, streets and sites over the period 2017-22;
- Number of regeneration projects moved forward (annually);
- Increase the number of people living in town and city centres;
- Monitor and report on implementation of Town and City Centre Development Briefs annually;
- Number of residential dwellings in town and city centres identified in local development plans and subsequently completed.

1.5 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.

Actions & Measures:

- Develop a new Carbon Management Plan in collaboration with partners to revise corporate emission reduction targets by December 2018;

- Draft a revised Highland Adaptation Strategy in collaboration with partners and communities to manage regional climate change risks by December 2018;
- With service partners report progress on delivery of the council's biodiversity duty January 2018 and ongoing;
- Environmental Advice & Consultancy Team (EACT) to formulate and review planning policy and guidance for the protection of the natural built and cultural heritage by December 2018 and ongoing;
- EACT team to grow internal and external advice and consultancy service by December 2018 and ongoing.

1.6 Continue to promote and support the Gaelic language and culture through the Gaelic Language Plan.

Actions & Measures:

- Monitor the Gaelic Language Plan through the Corporate Resources Committee and report progress to council annually.

## Theme 2: A place to learn

### Cuspair 2: Àite airson ionnsachadh

Schools are at the centre of the lives of our citizens and local communities and the democratic control of schools is at the heart of local government. We will continue to fight to ensure it remains so.

We are committed to ensuring all children and young people reach their full potential. This includes our determination to close the attainment gap for those from more disadvantaged communities and meeting the needs of all children and young people including those with additional support needs.

Everyone should be given the opportunity to develop their knowledge, skills and experience, regardless of age or background.

#### Key priorities

2.1 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.

Actions & Measures:

There are new national measures for attainment and closing the gap proposed. The consultation on these closed at the end of November 2017 and final results are awaited. Agreed measures are expected to be



in place for 2017/18 reporting, however some may not be available until 2018/19. Historic trends and targets will be reported for any measure adopted currently in use and relevant benchmark statutory performance indicators (SPI) will also be used. As the review of Education Governance progresses our ability to influence performance and improvement may be limited or removed, this also applies to priority 2.5 and 2.6 below.

Planned measures:

- Primary school literacy levels (P1, P4, P7 combined) are above the national average;
- Secondary school literacy levels (S3) are above the national average;
- Primary school numeracy levels (P1, P4, P7 combined) are above the national average;
- Secondary school numeracy levels (S3) are above the national average;
- Monitor levels of literacy and numeracy across schools in the 20% most deprived areas prior to establishing a benchmark across the Northern Alliance by June 2019;
- % leavers achieving 5 or more awards at Scottish Credit & Qualifications Framework (SCQF) level 5 (all leavers/most deprived areas SPIs) are better than the national average;
- % of school leavers achieving 5 or more awards at SCQF level 6 (all leavers/most deprived areas SPIs) are better than the national average;
- % of 16-19 year olds participating in education, training and employment is above the national average;
- Monitor and plan to reduce exclusion rates across the most deprived 20% of primary schools against the Highland and national averages;
- Monitor and plan to reduce exclusion rates across the most deprived 20% of secondary schools against the Highland and national averages;
- Monitor and improve attendance rates across the most deprived 20% of primary schools against the Highland and national averages;
- Monitor and improve attendance rates across the most deprived 20% of secondary schools against the Highland and national averages;
- The exclusion rate for Looked After Children will decrease.

2.2 Grow and retain our own skilled workforce in the Highlands; making it an exceptional place to come and study, and to remain to work.

Actions & Measures:

- Through an ambitious modern apprenticeship programme create capacity for 150 modern apprenticeships by September 2019;
- Develop processes for staff transition and retraining which support council redesign and a flexible workforce by April 2019.

2.3 Provide services that support all our children to have the best start in life.

Actions & Measures:

- Every district in Highland is able to deliver a core suite of parenting interventions by May 2018 and maintain;
- % of children reaching their developmental milestones at their 27–30 month health review (% showing no concerns across all domains) will increase;
- % of children achieving their key developmental milestones by time they enter school will increase;
- Number of children entering P1 who demonstrate an ability to develop positive relationships (get on with others) increases;
- Achieve 36% of new born babies exclusively breastfed at 6-8 week review;
- Number of children achieving the recommendation of one hour or more moderate activity on most days of the week (5 or more) increases;
- In every community in Highland, eligible 2, 3 and 4 year old children will have access to 1140 hours of high quality early learning and childcare by 2020;
- Subject to full Government funding, we will deliver 760 hours of early learning and childcare for 3 and 4 year olds from August 2018.

2.4 Continue the programme of refurbishment and renovation of Highland schools and address the need for additional capacity.

Actions & Measures:

- Programme in place to invest in priority school condition improvements over the next 10 years;
- We will seek additional resource from Scottish Government to support new school building, to address school condition and school capacity needs.

2.5 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.

Actions & Measures:

- % of associated school groups (ASGs) where revised management structures are implemented increases;
- The annual teacher/pupil ratio is maintained above the national average;
- % of Head Teachers who report the authority is supporting them in minimising any increase in workload;
- % of Head Teachers who report they receive adequate leadership development opportunities increases.

2.6 Promote the wider use of technology and blended teaching approaches to support the way our children and young people learn.

Actions & Measures:

- % of ASGs where one to one devices are deployed successfully increases. (baseline 0);
- % of staff who feel they are confident in using ICT in the delivery of learning and teaching increases. (baseline to be established);
- % of pupils who feel are confident in using ICT to support their learning increases. (baseline to be established);
- % of blended teaching approaches which combine online digital media with traditional classroom methods increases (baseline to be established).

## Theme 3: A place to thrive

### Cuspair 3: Àite airson soirbheachadh

We will work for a Highlands that includes and supports all children and adults to lead fulfilled and productive lives, free from poverty and discrimination. No matter where they live or whatever their needs, all of our citizens should always know what support is available, where they can find help, and whether that help is right for them.

We recognise that economic growth is critical to enabling our communities not just to survive, but to thrive. We will do all we can to strengthen our infrastructure; support the growth of new and existing businesses; and the creation of new jobs.

#### Key priorities

3.1 Urgently seek new and better ways to ensure superfast broadband and digital services are provided to all communities across the Highlands.  
Actions & Measures:

- Represent Highland to ensure that the Scottish Government and its agencies enable all Highland communities to reach the R100 ambition (100% superfast broadband coverage) by 2021;
- Deliver the Inverness and Highland City Region Deal funded town centre public Wi-Fi systems March 2018;
- % of Highland communities served by superfast broadband;
- Number of town centres with public Wi-Fi increases;
- Develop a new delivery plan for Highland Broadband using City-Region Deal funding by April 2018.

3.2 Support children and young people to be protected, healthy, safe and responsible by delivering a whole system approach to integrated children's services.

Actions & Measures:

- The number of children on the child protection register who have been registered previously will reduce;
- % of children who report they feel safe and cared for in school is maintained;
- The number of children and young people reported to Scottish Children's Reporter Administration (SCRA) on anti-social behaviour grounds reduces year-on-year;
- 90% of Child and Adolescent Mental Health Service (CAMHS) referrals are seen within 18 weeks;
- % of children and young people sustaining full time attendance at school will increase;
- The educational attainment in S4 for those pupils on part time timetables with less than 50% in school increases.

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

Actions & Measures:

- Review the evidence base to better understand the issues of poverty across all communities in Highland, both urban and rural, in order to develop new thinking on how best to tackle poverty and inequality by September 2018;
- The Poverty and Inequalities Working Group (PIWG) will develop a work plan to direct and monitor council action on addressing poverty and inequalities in Highland and how this contributes to the delivery of the HOIP by April 2018 and ongoing;
- The PIWG will establish a set of relevant measures and outcomes around its work by April 2018 and report annually;

- We will review the Fairer Highland Plan in light of the new equality outcomes agreed for 2017-2021;
  - With our public sector partners, organise a seminar focused on mental health and wellbeing, to identify opportunities for better co-ordination and improved outcomes for individuals by April 2018.
- 3.4 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.
- Actions & Measures:
- Deliver the School of Health and Life Sciences with the University of the Highlands and Islands (UHI) by 2021;
  - Deliver the Northern Innovation Hub with Highland and Islands Enterprise (HIE) by March 2019.
- 3.5 Promote and support Highland business from all sectors including traditional sectors like agriculture, forestry and aquaculture as well as newer technology-driven businesses.
- Actions & Measures:
- Deliver a business development service supporting businesses to start-up, to trade successfully ( ongoing);
  - Number of businesses supported to start-up (annual);
  - Number of businesses enquiries handled (annual);
  - Number of growth businesses supported (annual);
  - Number and value of council loans invested in Highland businesses (annual).
- 3.6 With Government, HITRANS, Sustrans and others, deliver improvements to our key transport links.
- Actions & Measures:
- Influence the HITRANS regional transport strategy by April 2018;
  - Contribute on an ongoing basis to the HITRANS partnership board;
  - Lobby Transport Scotland on the national transport strategy and delivery of key improvements identified in the regional transport strategy on an on-going basis;
  - Secure funding for active travel improvements annually;
  - Prepare integrated planning and transport strategies by March 2019 and ongoing;
  - Provide new port facilities at Uig by introduction of new vessel and complete an appraisal of Corran Ferry options by end 2018;
  - Through the City-Region Deal continue to lobby for access to Heathrow and other hubs e.g. Schiphol;

- Implement the £6.7m Inverness Community Links Plus project by 2021 and gain further funding for cycling throughout the Highlands.

3.7 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.

Actions & Measures:

- Review our approach to the funding of community transport schemes with a view to increasing their number when we next invite expressions of interest in September 2018;
- Develop a corporate policy for council minibuses to maximise use of this resource in the community by September 2018;
- Establish partnership forums with public transport providers by March 2019;
- Establish a co-ordinated approach to the communication of public transport timetables by December 2018.

3.8 Work with NHS Highland and others to grow and invest in community based services for adults across the Highlands.

Actions & Measures:

- Agree a financial and service delivery plan for adult care with NHS Highland and align with the council's financial strategy for the first year by February 2018 and future years by June 2018;
- Review the Partnership Agreement for adult services with NHS Highland by June 2018;
- Develop a strategic commissioning plan supported by local delivery plans to shift the balance of adult social care into the community along with a clear financial plan by June 2018;
- Complete the development and transformation in Care at Home Services across the Highland Council area by 2020;
- Agree a new set of outcomes and measures for health and social care in Highland in line with the National Health and Social Care Delivery Plan and the needs of Highland by September 2018.

## Theme 4: A welcoming place

### Cuspair 4: Àite fàilteachail

The Highlands is an exceptionally safe and friendly place. Our natural environment is famous for its beauty as well as for supporting a wide range of sports and leisure activities. We have an increasingly diverse population and we welcome people of all faiths, nationalities and backgrounds who wish to live, study, work or visit here. We also welcome people who wish to create businesses and those that can work in key sectors where we have skill shortages.

#### Key priorities

- 4.1 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.

Actions & Measures:

- With partners develop and deliver a co-ordinated talent attraction and retention strategy for Highland and its local areas by June 2018.

- 4.2 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.

Actions & Measures:

- Work with partners to develop flexibility in the workforce between partners, co-ordinate recruitment and support opportunities for shared services and joint working by March 2019;
- Continue to engage with the Scottish and UK Governments on enabling greater workforce freedom of movement, ongoing to March 2022.

- 4.3 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.

Actions & Measures:

- Investigate and identify funding options to support tourism infrastructure investment, management and maintenance (ongoing);

- Develop and deliver new collaborative approaches with businesses, partners and communities to visitor facilities and management (ongoing);
- Support tourism and its supply chain businesses to start up, trade successfully and grow (ongoing);
- Support local destination organisations to collaborate and drive forward development and marketing activity in their areas (8 organisations in 2017/18 and ongoing);
- Tourism visitor numbers (annual);
- Tourism economic impact (annual).

4.4 Continue to implement a wide range of measures with our partners so that communities feel safer around roads and to reduce accidents.

Actions & Measures:

- Increase 20 mph zones;
- Develop a strategy for piloting settlement wide 20 mph zones by October 2018;
- Increase % of children walking and cycling to school;
- Increase the number of schools with agreed travel plans;
- Year-on-year increase in the number of Speed Indication Devices (SIDs) deployed across Highland.

## Theme 5: A redesigned council

### Cuspair 5: Comhairle ath-dhealbhaichte

The council will be more open-minded to new ways of delivering services; more commercially-minded, raising income to sustain services and jobs across the region; and more community-minded by listening locally. The council will also support community bodies to do more and target support to particular people and places in most need.

Our staff are central to identifying and making the changes needed and they will be empowered to do this.

#### Key priorities

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

Actions & Measures:

- Run workshops with local committees to identify how Members want to develop localism in their area by December 2017;



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

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

Actions & Measures:

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

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

Actions & Measures:

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

5.4 Adopt a commercially minded and innovative approach to generate income to support council services and jobs across the region.

Actions & Measures:

- Develop an action plan for the Commercial Board by March 2018;

- Develop emerging proposals for commercial activity with initial proposals by March 2018 and ongoing;
- Align the work of the income and commercial budget streams with the work of the Commercial Board by December 2017.

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

Actions & Measures:

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

5.6 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.

Actions & Measures:

- Agree a 5-year financial plan and align with council priorities, statutory duties and the council's workforce plan by February 2018;
- Focus Corporate Resources Service on supporting the organisation achieve change through redesign, effective workforce planning and financial stability by June 2018 and ongoing.