

Agenda Item	5
Report No	CIA/49/18

## HIGHLAND COUNCIL

**Committee:** City of Inverness Area Committee

**Date:** 22 November 2018

**Report Title:** Delivering Local Priorities – City of Inverness and Area

**Report By:** Director of Development and Infrastructure and Inverness City Area Manager

### 1. Purpose/Executive Summary

- 1.1 The City of Inverness Area Committee agreed the Priorities for the City and Area at the meeting held on 30 November 2017. This report provides an update on the work being undertaken to deliver outcomes under the City Priorities, and highlights the links between the themes of the new Council Programme and those which have been developed for the City of Inverness.
- 1.2 The agreed City Priorities underline objectives for our Communities and link to the Council's Programme. This is proving important in developing the relationship between the City and the Highlands as well as supporting the case more investment from both the Private and Public Sector.

### 2. Recommendations

- 2.1 Members are asked to note:
  - i. the links between the Council's Programme and the City Priorities; and
  - ii. the progress being made on delivering the City Priorities and related projects.

### 3. Background

3.1 The City Priorities were agreed in November 2017 and have given structure to the efforts of the Council, its public sector partners and elements of the private sector to the need of the City and Area.

3.2 The City Priorities were prepared in the context of **The City Vision themes** which fit with the themes within the Council Programme, being:

- A place to live
- A place to learn
- A place to thrive
- A welcoming place
- A redesigned Council

3.3 **City Vision** - The City Centre Development Brief ([adopted February 2018](#)) reflects the following themes:

#### 3.3.1 **Distinctive and Attractive (A Place To Live)**

Inverness takes pride in being a high quality city that celebrates and safeguards its unique combination of natural, cultural and built heritage, in particular its historic River setting.

#### 3.3.2 **A Great Place to Live (A Place To Learn/Live)**

The city centre is a thriving, desirable place to live, supporting a diverse, socially-inclusive Community that enjoys convenient access to services, public transport, green infrastructure and recreational facilities.

#### 3.3.3 **A Great Place for Business (A place to thrive)**

The city centre has a strong and diverse economy based on a vibrant mix of uses that includes prime business accommodation, a retail hub for the Highlands and Islands and an attractive destination for leisure and recreation.

#### 3.3.4 **A Great Place to Visit (A Welcoming Place)**

Our internationally-acclaimed tourist destination is best known for showcasing Highland culture and hospitality with a lively retail core and leisure and recreational activities that attract local, national and international visitors.

#### 3.3.5 **Accessible, Easy and Safe to Move Around (A Welcoming Place)**

A network of safe, attractive routes gives clear priority to walking, cycling and use of public transport, while ensuring efficient access for vehicles, including parking.

### 4. Delivery Progress

4.1 **Appendix 1** sets out the City Priorities within an action table. Progress is set against each priority. Officers will continue to liaise closely with Partners to promote delivery. This is set in the context of national and local policies and available funding.

4.2 The linkage of the themes within the Council Programme to the City Priorities continues to give structure to the regional status of the City and surrounding area. The Highlands thrives on collaboration between organisations and communities, and The City Priorities illustrate that Inverness City and Area Committee recognises its role in supporting a strong and vibrant Highlands.

4.3 Updates on the projects supporting the City Priorities are included within the document, which can be found at **Appendix 1**.

## **5. Conclusion**

5.1 The above gives a basis for the Committee to consider progress made on delivering the City Priorities for the City of Inverness and Area. The City Priorities are designed to support the growth and development of our Communities and provide for Localism to make an increasing contribution.

## **6. Implications**

6.1 Resource - There are no resource Implications as a result of agreeing the recommendations within this report.

6.2 Legal - There are no legal implications as a result of agreeing the recommendations within this report.

6.3 Community (Equality, Poverty and Rural) - In considering the terms of the report the Committee should note that any City Priorities agreed will be applied within the terms of current Policies.

6.4 Climate Change / Carbon Clever - The proposed City Priorities have been prepared in the context of Council Policies in support of Climate Change/Carbon Clever initiatives and objectives

6.5 Risk - The Proposed City Priorities have been prepared noting the need to reduce risk to the Council.

6.6 Gaelic - There are no Gaelic Implications as a result of this report.

Designation: Director of Development and Infrastructure

Date: 31 October 2018

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# Priority themes

The council will deliver its strategic goals by focusing on a number of high level priority themes.

1. A place to live
2. A place to learn
3. A place to thrive
4. A welcoming place
5. A redesigned council

# A place to live

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

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.
4. Encourage and assist the regeneration of our town centres and high streets across the Highlands.
5. Work with communities and partners to mitigate against and adapt to climate change whilst raising awareness around sustaining and improving our natural, built and cultural environment.
6. Continue to promote and support the Gaelic language and culture through the Gaelic Language Plan.

A Place To Live		Update
Communities Needing Support	Working with our partners we will seek public sector infrastructure investment and training opportunities in our communities that need support to create jobs and improve quality of life. Investment will be focussed on improving the quality of housing and the surrounding areas along with improvements to schools and other community buildings.	<p>Glendoe Terrace redevelopment, Merkinch, is on site, and due for development shortly.</p> <p>The Council has agreed a new 5 year capital investment programme covering the period 2018/19 to 2022/23, which includes £62m specifically for Inverness School Projects.</p>
Housing	Working with partners to deliver more housing in the City and Area, including affordable housing, whilst ensuring that infrastructure is in place to support this growth. We need to ensure the use of all the tools available to us to open up opportunities for more city and town centre residential developments. Special attention will be given to creating community environments and neighbourhood areas into new housing developments.	<p>New housing land purchased at Stratton to deliver 200 new homes. The Infrastructure loan fund has been utilised to deliver improvements to Barn Church Road, Culloden, opening up more housing sites.</p> <p>Further housing sites are being developed throughout the area.</p>
Long Term Planning	Ensuring that long term masterplans are in place to direct growth in future expansion areas such as at <b>East Inverness, Longman East and Torvean</b> . This	<ul style="list-style-type: none"> <li>• The Inverness East Development Brief was adopted in June 2018 and is influencing the determination of</li> </ul>

	<p>will help identify opportunities for developer or other partner contributions to infrastructure. Communities will be involved in the preparation and delivery of these masterplans.</p>	<p>planning applications in this area.</p> <ul style="list-style-type: none"> <li>• A review of the Torvean &amp; Ness-side Development Brief is underway to support the delivery of Stage 2 of the West Link and a public workshop was held in September. This is guiding the preparation of a draft development brief for consultation in late 2018.</li> <li>• Preparatory work is underway for a new Longman Development Brief which will be presented to Members for consideration in 2019.</li> <li>• A consultation was undertaken with the community on the delivery of future growth proposals</li> </ul>
<p>City Centre Regeneration</p>	<p>Leading in and contributing to the delivery of the outcomes set out in the City Centre Development Brief, including:</p> <ol style="list-style-type: none"> <li>1. Projects underway: <ul style="list-style-type: none"> <li>• High quality redevelopment of the former <b>Inverness College Longman and Midmills site</b></li> <li>• Delivery of Priority projects of the Inverness Townscape Heritage Project, including the</li> </ul> </li> </ol>	<p>Phases 1 and 2 of the works to the Town House complete. Phase 3 commence June, completion likely early 2020.</p> <p>Victorian Market – access links to Inverness Railway Station to be improved through the improvement works planned for the Station and Station Square.</p> <p>The former Inverness College Midmills site is currently being redeveloped, with</p>



	<p><b>A&amp;I Welders building and Station Square</b></p> <ul style="list-style-type: none"> <li>• The new <b>Inverness Justice Centre</b></li> <li>• Repair and restoration of <b>Inverness Town House</b></li> <li>• <b>Rainings Stairs development</b></li> </ul> <p>2. Projects in development:</p> <ul style="list-style-type: none"> <li>• Improvements to streets surrounding <b>Inverness Railway Station</b> to promote walking and cycling whilst ensuring that <b>Academy Street</b> remains an important through route</li> <li>• Redevelopment of the <b>Porterfield site and Viewhill House</b></li> <li>• Bringing redundant buildings and space back into residential use such as redundant upper floors of retail units</li> <li>• Diversifying the mix of City Centre Housing by encouraging a broader mix of housing tenure, including student accommodation.</li> <li>• Castle Wynd – regeneration</li> <li>• New Waste Management arrangements for City centre</li> <li>• New Waste Transfer Station – Longman</li> <li>• Scottish Canals – development of Muirtown</li> </ul>	<p>the majority of privately owned properties now occupied. WASP is currently accepting applications for artist studios.</p> <p>The Rainings Stairs project is now complete, delivering 16 new affordable homes.</p> <p>In partnership with the Council, HITRANS secured Community Links funding from Sustrans in 2017 to undertake feasibility design and community engagement on enhancing active travel corridors to Inverness Railway station. Outline design proposals prepared by civic engineers will be issued for public consultation in late November 2018. The outcome of this consultation will inform a further funding bid to develop detailed design and costings for proposed improvements to the public realm.</p> <p>Former CAB offices in Academy street being converted to 2 flats – on site</p> <p>Former Farmfoods building being redeveloped to deliver new retail unit</p>
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	Basin and Torvean	and affordable housing – due to start on site in January
Town Centre and Village Regeneration	Supporting regeneration of town and village centre sites throughout the area.	
Sport and Recreation	<p>Delivered <b>Inshes Park Phases 2 &amp; 3</b> (funded through developer contributions) and working with partners to deliver further sports and recreational facilities across the City with a focus on those identified in Development Briefs.</p> <p>Inverness East Development – including plans being delivered and those under development.</p>	<p>Inshes Park phase 2 was completed and opened earlier this year. The development of the park was completed using developer contributions and match funding from Sustrans. Work is starting on the design of Phase 3, which will complete the long term vision for a link between Inshes and Milton of Leys.</p> <p>The Council has been engaged with HIE and Inverness College UHI in undertaking feasibility work on the provision of sports facilities on the Inverness Campus. The initial stage, which is the provision of an all-weather pitch is progressing towards design stage with the understanding that it will be available to the wider community in East Inverness. It is anticipated that</p>

		<p>some developer contributions may be available towards the development of the facility, subject to further discussion with Members, and it is anticipated that a report will be brought to the February CIAC to provide an overview of current projects that are planned or underway to allow resources to be allocated.</p> <p>As set out below, the relocation of the golf course to accommodate West Link Stage 2 offers a great opportunity for the delivery of new informal recreation areas to be developed. The areas covered by holes 5-8 on the current golf course has been identified as a fantastic opportunity for informal recreation, and work will be undertaken to ensure the appropriate funding is in place to enable an informal trail to be developed. Further updates will be provided to CIAC for agreement in due course.</p>
Active Travel	Delivering the £6.7m Inverness Active Travel project, funded through Community Links +, and working with partners to improve links between the <b>City Centre, River Ness and canal-side, Inverness Campus and</b>	Arrangements for the ICATN Programme Manager role are now in place for a secondment of an officer from HITRANS. This arrangement will be for the duration of the Project (3

	<p><b>the east of the City</b> through projects like the <b>North Bridge at the Campus</b>. This includes the Riverside Way Project.</p>	<p>years).</p> <p>Ongoing dialogue with Transport Scotland and Sustrans about interventions at Raigmore Interchange. Planning application submitted for the proposed new Raigmore Ramp that will enable a new connection to the Inverness Campus site.</p> <p>Consultants have carried out engagement for the Riverside Way and a report will be taken to the City of Inverness Area Committee.</p> <p>Upgrade to the NCN route at Smithton is well progressed, with a replacement bridge procured, and the construction programme being finalised.</p> <p>Household Travel Survey undertaken by Sustrans and a report will be taken to a future City of Inverness Area Committee.</p> <p>The formal opening of the new Active Travel Bridge and Path which has recently been constructed linking the</p>
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		<p>Stoneyfield Business Centre to the Inverness Retail and Business Park will take place on 14th November. For years workers and visitors to these 2 Inverness business and retail parks only 100m apart have had to walk or cycle 10 times that distance or negotiate a deep ditch and stream / marsh. This bridge and path project has finally delivered a long missing, logical link between hotels, shops and businesses and is seen as a crucial active travel artery in this busy and growing part of Inverness.</p> <p>The realisation of this project has been achieved through partnership working between the private and public sectors, utilising developer contributions and match funding from Sustrans.</p>
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# A place to learn

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 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 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**

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.
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.
3. Provide services that support all our children to have the best start in life.
4. Continue the programme of refurbishment and renovation of Highland schools and address the need for additional capacity.
5. Protect the delivery of education in our schools by implementing an ambitious school's management programme to support our Head Teachers and staff, securing long-term sustainability, especially in our rural communities.
6. Promote the wider use of technology and blended teaching approaches to support the way our children learn.

A Place To Learn		Update
Schools	Ensuring that the continued growth of the City, Towns and Villages is accompanied by investment in the early years, primary and secondary school estate through renovation, extensions and by the delivery of new schools, all as agreed through the City of Inverness Area Committee	<p>The Council has agreed a new 5 year capital investment programme covering the period 2018/19 to 2022/23, which includes £62m specifically for Inverness School Projects (Charleston Acad, Culloden Acad, Milton of Leys Nursery, Ness Castle Primary, Smithton Primary, Inverness High, Merkinch Primary. With this being further added to by allocation of Scottish Government funding for expansion of ELC facilities in schools.</p> <p>An update meeting to brief Inverness Members was provided on 4 September.</p>
Inverness Campus	Supporting the continued success of <b>Inverness Campus</b> as a place of learning and research, and as a recreational hub for the east of the City	<p>Planning application under consideration for a new Centre for Health Science 2 including an Elective Care Centre (NHSH), Life Science Business Incubator (HIE) and Health Innovation Facility (UHI).</p> <p>As noted above, the provision of sports facilities within the campus site is also subject to discussion with HIE and Inverness College, which will provide a</p>

		valuable addition to the provision of community facilities in East Inverness.
University of the Highlands and Islands	Developing the presence of the <b>University of the Highlands and Islands</b> within the City and Area, to enhance options for the retention of young people within the City and Region and encourage sector growth in industries.	Events and Festivals - links to curriculum in development
Gaelic Medium Education	Working with partners to identify opportunities for the continued growth of Gaelic medium education.	The Council is reviewing capital investment options to address capacity pressures on the existing GME provision in Inverness (BSGI), and to utilise Scottish Government funding support for GME provision in Inverness.



## 3.3 A place to thrive

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**

1. Urgently seek new and better ways to ensure superfast broadband and digital services are provided to all communities across the Highlands.
2. Support children to be protected, healthy, safe and responsible by delivering a whole system approach to integrated children's services.
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.
4. Build on the work of the City Region Deal to help businesses to fully cultivate commercial opportunities including the development of international markets.
5. Promote and support Highland business from all sectors including traditional sectors like agriculture, forestry and aquaculture as well as newer technology-driven businesses.
6. With Government, HITRANS, SUSTRANS and others, deliver improvements to our key transport links.
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.
8. Work with NHS Highland and others to grow and invest in community based services for adults across the Highlands.

<b>A Place To Thrive</b>		<b>Update</b>
City/Region Deal	Delivering the City/Region deal to lever in additional infrastructure investment, improve connectivity and enhance the skills of our young people across the Highlands.	<p>The three City Centre projects; the Castle, the WiFi Project and Affordable Housing (Raining's Stairs and Academy Street) are all progressing well and covered elsewhere in this report.</p> <p>In addition The Science Skills Academy Project is currently investigating a location for the Inverness Newton Room. Work by Transport Scotland on The Longman interchange is expected to identify preferred option early 2019. The East Link sees the detailed development and assessment of the preferred option and the publication of draft Orders and Environmental analysis will take place in 2019. The design for the West Link Stage 2 is complete and the tender will be awarded spring 2019.</p> <p>Investigations and negotiations to allow for the remediation of the Longman continue. This project will be aligned with the Longman Interchange project.</p>
Key Transport	Working with partners to deliver infrastructure	West Link Stage 2 tenders will be invited in

<b>A Place To Thrive</b>		<b>Update</b>
Infrastructure	<p>improvements including action to promote public transport use:</p> <ul style="list-style-type: none"> <li>• Stage 2 of the Inverness West Link (and relocated Torvean golf course)</li> <li>• A9/A96 Inshes to Smithon Link (East Link) and Inshes Junction improvements</li> <li>• Longman Interchange</li> <li>• Dalcross Railway Station</li> <li>• Inverness Railway Station (with regeneration of Station Square/Academy Street to improve linkages to the wider City Centre and bus station/car parks)</li> <li>• Developing national and international routes through Inverness Airport</li> <li>• Bus Services – make sure that bus services provide for communities to access employment opportunities and generally support Community vibrancy</li> <li>• Improvements to bus transport throughout the area, including bus priority measures</li> </ul>	<p>November 2018 with a start of construction in May 2019 and completion by December 2020. To facilitate this the golf club is required to relocate to the new golf course and clubhouse – and transitioning arrangements have been agreed with the golf club to dovetail with the Stage 2 construction programme.</p> <p>Coordination and consultation continues with Transport Scotland over the design of the East Link and also Inshes Junction – traffic modelling to allow refinement of the design is being provided for both by Transport Scotland. Two lanes over Inshes Overbridge project has been completed and well received.</p> <p>Longman Interchange – Transport Scotland undertook public consultations in May of 2018 seeking comment on the tabled options. Transport Scotland continues to liaise with Highland Council over the proposals.</p> <p>Dalcross Railway Station – Transport Scotland has agreed to fund the balance of the works and funding is anticipated early</p>

A Place To Thrive		Update
		<p>in the 2019/24 rail funding control period. Consideration is being given to a twin track, two platform solution that if progressed will require a revised planning application.</p>
<p>Inverness Castle/Upper Bridge Street</p>	<p>Working with partners to enable the move of the Scottish Courts Service from Inverness Castle and turning the castle and surrounding area into a major visitor attraction for the City and Region.</p>	<p>The acquisition of the Bridge Street property is a significant milestone that has enabled the project to now progress at pace. Work is underway with the Scottish Futures Trust and this will allow a better understanding of the practical options for the Bridge Street site. It is anticipated that SFT will be able to report to the Project Delivery Group by Christmas. At the same time work is underway on a masterplan for the Castle Hill site to ensure that the international quality visitor attraction and developments on the rest of the Castle Hill site are fully integrated. The Heritage Lottery strategic review is still on track for being completed by April 2019 and so the target for submitting a lottery funding application in the second quarter of 2019 remains in place. Once the affordability and masterplanning work is completed, further</p>

A Place To Thrive		Update
		public consultation is planned.
Wi-Fi	Working with our partners to deliver City Centre Wi-Fi and other projects to deliver SMART Cities; as well as playing a full part in the Scottish Cities Alliance. In addition, supporting the further roll-out of superfast broadband throughout the area.	<p>The City Centre Wi-Fi Project was successfully launched in November 2017, bringing fast, safe reliable free public Wi-Fi to Inverness City Centre. Since the launch we have had over 91,000 user logins and now have gathered mature data that we will feedback to THC and relevant external groups. Further signal boosters are being deployed and remaining works being carried out for desired 100% zone coverage by close of 2018.</p> <p>Public Wi-Fi has now been rolled out to 14 other communities: Alness, Aviemore, Dingwall, Dornoch, Drumnadrochit, Fort Augustus, Fort William, Invergordon, Inverness, Nairn, Portree, Tain, Thurso, Ullapool, Wick.</p>
Business Development	We will encourage new businesses to locate in the City Centre.	
Partnership Working	We will ensure that the Members of the Inverness	

A Place To Thrive		Update
	Community Partnership work to deliver commitments made in respect of service delivery through the Adult Plan, Childrens Plan and agreed Locality Plans which have been delivered for Merkinch and progress for Hilton.	
Air Quality and Carbon Emissions	Actively pursue improving Air Quality within urban environments and within the City and Area.	Preliminary results contained in the Local Air Quality 2018 Annual Progress Report (APR) suggest a drop in pollution levels in the Academy Street/Queensgate Local Air Quality Management Area (LAQMA) showing an improvement in air quality within the town centre. Further work is being done as part of this year's APR in conjunction with the ERDF funded Smart Cities projects.

## 3.4 A welcoming place

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, 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**

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

<b>A Welcoming Place</b>		<b>Update</b>
Tourism development	Working with our BIDs and other partners to develop, enhance and promote the tourism offer and visitor experience in the City, Loch Ness and wider area. Enhancing the City as the start of the North Coast 500 and Great Glen Way.	Visit Inverness Loch Ness Tourism BID (TBID) has a business plan for their activities to 2019. While their direct membership excludes those who are already Inverness BID members, the majority of the activities within it will support city centre businesses. Through the TBID business plan, the creation of a Business Tourism Programme is underway which is aimed at attracting conferences, meetings and supporting events to the city.
Inverness Castle	The City and Council will work with the Scottish Government and other partners to deliver an international quality visitor attraction that will open this iconic building to the public and have a significant positive impact on tourism in Inverness and the wider Highlands. It forms part of the City Region Deal and is included in Scotland's Programme for Government.	The Castle Viewpoint opened in April 2017 and has welcomed over 50k visitors to date.
Riverside Arts	Working with partners to enhance visitor experience by seeking to deliver further attractions for the city centre including the riverside arts trail.	Plans for a new riverside arts project - known as MyNess - have been approved, and the installation is due for completion July 2019.



<b>A Welcoming Place</b>		<b>Update</b>
Victorian Market	Developing the Victorian Market as a major attraction	Academy Street Entrance works to commence December/January, Market being rebranded and projects being developed for Market Hall and, Entrance Enhancements and Academy Street Arcade shopfronts
Old Town	Reinforcing the Old Town's identity as a unique visitor attraction that accommodates independent shops, niche businesses and unique leisure destinations. Reviewing the Streetscene furniture and general layout of the High Street and Union Street.	The Academy Street Townscape Heritage Project is working with property owners to improve historic public spaces by reinstating original shop frontages, and bringing vacant buildings back into use on Academy Street and its surroundings.
Wayfinding	Developing a template for all new signage systems, maps and other devices conveying information about location and directions to visitors and resident in Inverness City Centre	A public consultation on the Draft Inverness City Centre Wayfinding Strategy took place in May/June 2018. Consultation feedback and a final draft of the Strategy will be presented as a separate item on this meeting agenda. Funding is in place to erect one wayfinding monolith at an appropriate location.
Waste Solutions	Ongoing piloting and promoting innovative solutions for waste storage and collection in Inverness City Centre	Inverness City trade waste policy was implemented on 9 <sup>th</sup> April. A primary objective was to reduce the amount of trade waste bins

<b>A Welcoming Place</b>		<b>Update</b>
		being permanently positioned on the public spaces. To date the policy has resulted in an 86% reduction in trade bins being positioned on the street. See Report to City of Inverness Committee on 31 <sup>st</sup> May 2018. EH are currently undertaking a full review of the policy and public consultation with a view to reporting back to the City of Inverness Committee in November 2018.
Safer Communities	Working with Partners (in particular Police Scotland and Inverness Business Improvement District) in making Inverness one of the most family and visitor friendly cities in the UK, including 20mph zones throughout the residential areas of the city	The Inverness Community Safety Partnership continues to support the Inverness response Team and the City Centre Policing Team. SFRS are basing staff in the Town House
Integrated Transport	Work with transport providers to ensure route timetables allow for improved connections both between individual services and between different transport modes as referred to in the Inverness Community Partnership's Adult Plan.	

## 3.5 A redesigned council

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.

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

### **Key priorities**

1. Accelerate work to bring decision-making to local areas.
2. Develop new ways to deliver services that are affordable, efficient and local in order to be fit to embrace future challenges.
3. Consider the key recommendations from the Commission on Highland Democracy, which seek to reinvigorate local democracy.
4. Adopt a commercially minded and innovative approach to generate income to support council services and jobs across the region.
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.
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.

<b>A Redesigned Council</b>		<b>Update</b>
Council Services	Continuing to rationalise office space throughout the city and area, with the priority being to consolidate within City and Town Centre locations	<p>Continued and on-going engagement with Council Services in seeking beneficial opportunities for relocating and collocating Council Services, as part of the on-going property rationalisation of the Council's property portfolio.</p> <p>Kinmylies – site released for affordable housing redevelopment by the Council; Dispersed CAL Family, Health Visitors and Social Work Teams collocated at Dochfour Drive and Limetree Avenue for improved service delivery and team working.</p> <p>Inverness City Centre – Proposals in development/progress to relocate and collocate dispersed DI-Property and other service teams, into Inverness City Centre (Upper Bridge Street, Townhouse) for improved service delivery and integrated team working benefit; space freed up within Inverness Townhouse targeted for other Council service teams to relocate into Inverness City Centre (following completion</p>

<b>A Redesigned Council</b>		<b>Update</b>
		of Townhouse external refurbishment works); thereby vacating high value/expensive Council owned/occupied land/property for disposal/redevelopment, generating capital receipts, revenue savings, and reducing property risk/liabilities and property maintenance budget pressures for the Council.
Localism	We will use our best endeavors to develop proposals which allow for decisions that affect our communities, to be made locally and we will take steps to implement those powers without delay	