

**Single Outcome Agreement
Between the Highland Community Planning Partnership and the
Scottish Government
2013/14 – 2018/19**

**Q3 Update for
FY 2014-15**

Economic Regeneration and Recovery Plan

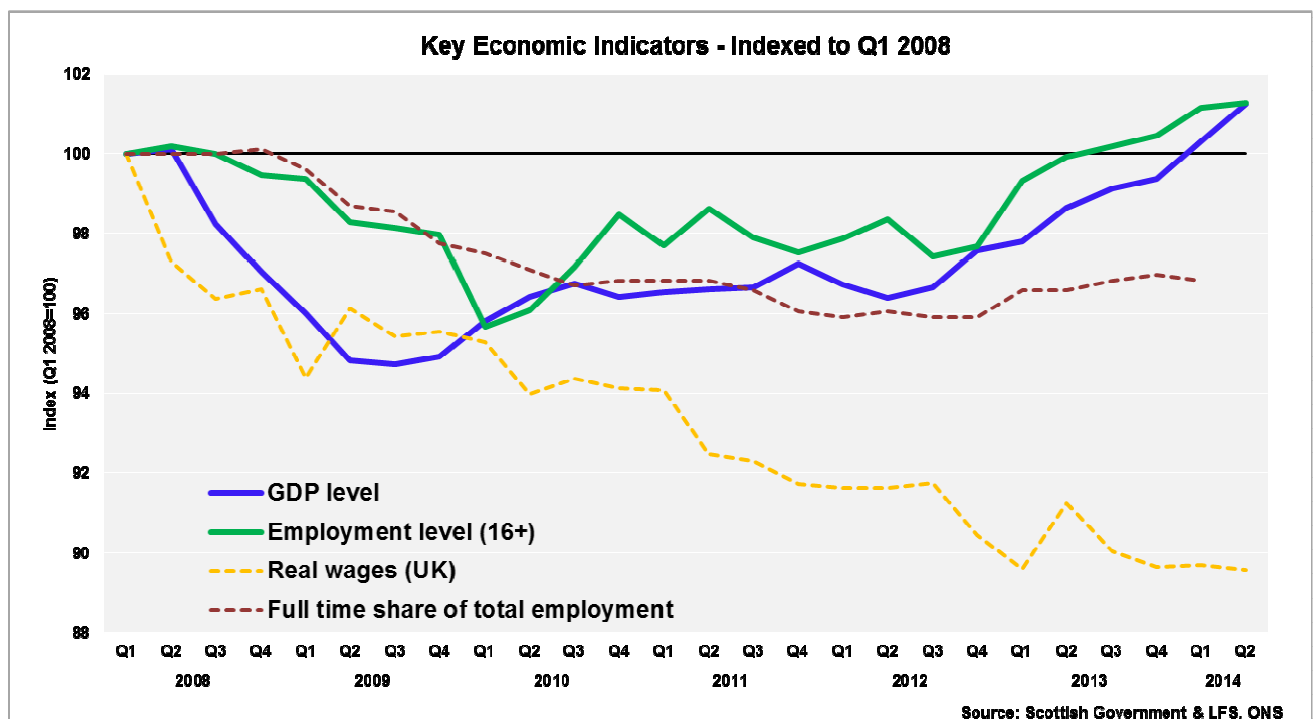
OVERVIEW

Macro-economic conditions continue to improve, albeit with political uncertainty and downward pressure on crude oil prices. Overall, there remain concerns about the rate of growth and demand from the BRIC economies, and knock on effects globally.

The graph below for Scotland shows that after some six years GDP and employment levels are back above pre-recession levels.

Although the GDP and employment indicators are to be welcomed, the areas of on-going concern are around the nature and make up of employment, i.e. part-time working, and especially real wages.

Whilst the Graph is for the whole of Scotland, it is believed that Highland area will broadly correspond to the this trend – data is not available at the Highland level.



The Scottish Government is refreshing its Economic Strategy, which is expected in Q4 of the current FY. Indications are that the issues summarised in the graph are likely to feature prominently, namely policies to seek to supply more full time jobs, and better paid jobs into the economy. It is also expected that there will be a further emphasis placed on Innovation and Internationalisation.

PROGRESS AT Q3

The table below has been extracted from HIE's management information system:-

In Year Measures for Highland Area

1 April 2014 - 31 December 2014

Summary

	Progress to Date	Approval (£)	Total Project Cost (£)
Forecast increase in turnover by supported businesses (year 3 - £'000)	108,293	18,265	139,559
Forecast increase in International Sales by supported businesses (year 3 - £'000)	49,474	16,160	118,772
Jobs Supported (Created/Retained) FTE	661	20,682	150,560

As previously reported, the full-year report will incorporate data from other CPP Management Information systems, such as Business Gateway.

In general, HIE is reporting on- or above-target progress towards full year targets, and is expecting a positive outcome overall for FY 14-15 on key measures.

Some qualitative comments:-

HIE continues to work proactively with a portfolio of businesses and social enterprises across Highland; there are businesses that demonstrate the potential of significant growth for the Region, both in terms of growing sales (mainly overseas) and growing employment. Key areas of focus for HIE to support the growth of these businesses are around Investment (in people, plant and capital); Innovation and Internationalisation.

There is also a particular focus on the most remote, rural and fragile communities, and the businesses therein.

Positive talks continue with Wick Harbour Authority and the BOWL off shore wind farm developer on how to develop Wick as the main operations and maintenance base for the Moray Firth offshore wind farms.

Ground has been broken for the onshore works for the Meygen tidal array with local companies JGC and GEG involved in delivering the contracts.

HIE continue to raise awareness of the opportunities that exist in Caithness for Oil and Gas. This was demonstrated in October 2014 by a visit of 23 Aberdeen companies. Follow up discussions are being held with these and other companies on the possibility of having a base in Caithness.

We continue to work with a range of partners in developing Dornoch as a destination. Recent developments include the demolition of the previous ANM abattoir (enabled by Highland Council funding) in Dornoch South to make way for student residences and other developments.

Sabhal Mor Ostaig (SMO) – Kilbeg Community Campus. The first phase of work on the 33 acre site is nearing completion. This phase includes a new academic and research centre , plus roads, utilities and site servicing for subsequent developments such as housing, sports facilities and a conference centre.

Young Films Ltd - this ambitious film company, based at SMO, has been commissioned by MG Alba to make 15 further episodes of the drama series Bannan – which has achieved the highest ever viewing figures on the channel since it moved to Freeview. The company has taken on 6 additional staff to service this project and also has three feature films in the pipeline.

Following acquisition of the Ardtoe marine research facility by Benchmark Holdings, new investment will add additional research and development capacity in this remote locality, adding 9 well-paid jobs to the workforce.

Whisky distilling - 2014 saw the opening of the Adelphi Distillery in Ardnamurchan, one of four potential distillery projects in the LSWR area. Mossburn Distillers have started building work at the new Torabhaig Distillery in Sleat, Skye while other are at the planning stage.

Ski Centres - as part of an overall package provided by HIE and SE to upgrade infrastructure at the five Scottish Ski Centres, HIE has approved funding of £2million of support for Glencoe and Nevis Range to support investment in ski tows and upgraded facilities with redevelopment expected to be carried out over the next three years.

The roll-out of next generation broadband continues apace. Consequently, there is more information available on the where and when for businesses and communities:
<http://www.digitalscotland.org/whereandwhe>.

For those communities where the commercial rollout is unlikely, then Community Broadband Scotland is proactively engaging with them to discuss alternative models and means of accessing NGB.

In other key infrastructure projects, then the new quaysides at Nigg Yard and Invergordon are progressing well, with completion planned for Q4 of the FY. These will significantly enhance the area's capacity and capacity to service long-term opportunities from the Energy Sector, and will enable wider developments in the area to happen.

The enabling infrastructure of Phase 1 of the Inverness Airport Business Park is nearly complete, with this phase of the development very much open for business. This brings some 15 ha of land adjacent to Inverness, just off the A96, into play, at a time where there is limited supply of land for commercial development in and around the City.

The Campus is too nearing completion, with formal opening planned for Q1 of 2015-16; construction is progressing well on the three buildings in the first phase: the new UHI Inverness College; a Life Science start-up unit (designed to accommodate 1-4 tenants); and the Enterprise & Research Centre.

Highland Community Planning Partnership

Community Planning Board – 4 March 2015

Employability Progress Report / Delivery Plan 2014/15

Report by Director of Development and Infrastructure

Summary

The Report presents a brief overview of key indicators and progress in response to emerging priorities which are shaping delivery during 2015.

1. Background

- 1.1 Employability Services within the Highlands are positioned across a 5 stage Strategic Skills Pipeline with the target groups, learning activities and delivery arrangements shaped to respond to local need. The pipeline offers client-centred, tailor-made services to each jobless individual, and takes a holistic approach by addressing all of the issues and circumstances particular to each individual. The pipeline brings together a range of support services operating in partnership and aligning activity to avoid duplication of provision. This collaborative approach is demonstrated in action through the co-commissioning arrangements operated between Skills Development Scotland, The Highland Council and Jobcentre Plus.
- 1.2 The Employment strand of the Single Outcome Agreement (SOA) has two long-term outcomes which partners work towards:
- to widen participation in the labour market across all client groups and across all Highland geographies; and
 - to enable the regions' young people to have the opportunity to flourish and to contribute to the sustainable economic growth of the Highland economy.

A review of this section of the SOA is about to be undertaken and will be presented to a future meeting.

2. Overview

- 2.1 Changes in statistical collection allied to the introduction of Universal Credit, make analysis of progress towards the long-term outcomes difficult.

2.3 Unemployment – The headline unemployment rate has improved since the publication of the SOA dropping from 3% in January 2013 to 1.8% in January 2015. This includes those individuals who are receiving Universal Credit who are not in work. Throughout this time the Highland rate has been below the Scottish level but continues to demonstrate a strong seasonal influence.

2.4 Youth Unemployment – It is clear that the situation regarding young people has improved considerably dropping from 990 in January 2013 to 620* in January 2015.

**This may include some young people who are in work but who are receiving Universal Credit.*

3. Progress

3.1 A number of partnership activities, which require consultation with the private sector, were presented to the Highland Community Planning Partnership Board on 5 December 2014:

- maximising and aligning activity generated by the new EU Structural Fund Programme 2014-2020;
- delivering on Scotland's Youth Employment Strategy; and
- Highlands and Islands (H&I) Skills Investment Plan and in particular, the Highland Action Plan

3.2 ESF Programme 2014-2020

The Strategic Intervention, incorporating employability activities within the 2014-2020 ESF Programme, is "Promoting Employment and Supporting Labour Market Mobility". Its priorities, which reflect the SOA employment outcomes, include:

- access to employment for job seekers and inactive people, including local employment initiatives and support for labour mobility; and
- sustainable integration of young people, in particular those not in employment, education or training, into the labour market

3.3 Following consultation with partner agencies, the Council, on behalf of the Community Planning Partnership, is preparing its application for submission by 9 March 2015 deadline in order to ensure continuity of employability services beyond March 2015. Final guidance, however, has yet to be issued as there does remain uncertainty over a number of key operational factors including the outcome based payment methodology, beneficiary target groups, and approach to be adopted in respect of Third Sector organisations.

- 3.4 Scotland's Youth Employment Strategy / H&I's Skills Investment Plan
Following the Wood Commission's review of post-16 education in Scotland, the Scottish Government, together with Local Government, set out an Implementation Plan, "Developing the Young Workforce", to drive forward the Commission's recommendations through a seven year national programme to improve the transition of young people from education into sustainable, productive employment.
- 3.5 The purpose of this approach is to ensure a work relevant educational experience for young people where:
- everyone values and understands vocational learning;
 - employers play an active role to shape and benefit from the education system; and
 - young people making informed and ambitious job and career choices
- 3.6 Allied to this, the H&I's Skills Investment Plan has set out a number of issues and challenges to industry and CPP partners which cross the Economic and Employment SOA themes. In response to this and a need to identify a co-ordinated way forward, the Council together with HIE, SDS, HIE met with UHI and each of the Colleges are actively developing a prioritised action plan. This action plan together with input from industry groups across Highland, will form the content of a revised and updated SOA Action Plan for 2015.

Recommendation

Note progress and activity underway in response to the ESF Programme 2014-2020, Scotland's Youth Employment Strategy and the Skills Investment Plan, which together will inform a revised SOA Action Plan 2015.

Designation: Director of Development and Infrastructure

Date: 19 February 2015

Author: Jane Gair/Andy McCann, Economy and Regeneration Team

Highland Community Planning Partnership

Improving Early Years Outcomes – February 2015

1. Early Years Outcomes – Performance Measures Update

Highland Council and NHS Highland have agreed a performance framework for children’s services as outlined in *For Highlands Children 4*. A number of Performance measures relate specifically to the Early Years.

A number of baselines and targets are still to be established although significant progress has been made in determining these. Some processes also require to be established for collecting data for new outcome targets.

Outcome: Children & Young People Experience Healthy Growth & Development

Performance Measure	Current Situation
The percentage of children who reach their developmental milestones at their 27 – 30 month health review will increase year on year	Assessment model agreed. At the moment there is no comparable or published data
The percentage of children who reach their developmental milestones at entry to Primary four will increase year on year	Assessment model agreed and developmental overviews have been trialled in year one. No published data yet.
There will be a reduction in the percentage gap between the most and least affluent parts of Highland for low birth weight babies	NHS Highland will produce annual report to identify gap
Improve the uptake of 27-30 month surveillance contact from the baseline of 52% to 95% by March 2016	Improvement work underway to increase surveillance contact. Data is available and demonstrates that performance is improving.
95% uptake of 6-8 week Child Health Surveillance contact showing no difference in the uptake between the general population and the least affluent parts of Highland.	NHS Highland has data and an analysis of the first 6 months of 2014 indicates that there is little variation across income groups.
95% uptake of 6-8 week Child Health Surveillance contact showing no difference in the uptake between the general population and LAC	NHS Highland has data and an initial analysis has been undertaken. Further work is required to ensure the robustness of the data
There will be a reduction in the percentage gap between the most and least affluent parts of Highland in the number of children exclusively breastfed at the 6-8 week review	No data available yet

Outcome: Children and young people make well-informed choices about health and safe lifestyles

Performance Measure	Current Situation
The number of early years providers who offer children healthy snack choices will increase	All Early Learning and Childcare settings currently offer healthy snacks in accordance with national and local guidance.
The number of pre school aged children who have access to energetic physical play increases	All Early Learning and Childcare settings are currently required to provide 20 minutes energetic physical play on a daily basis either indoors or outdoors.

Outcome: Families receive support, advice and guidance which is well-matched to their needs and available in ways which helps them to prepare for the various developmental stages

Performance Measure	Current Situation
The number of pregnant women screened for substance misuse who are offered support increases.	NHS Highland developing methodology. Performance measure to be reviewed by Child Health Commissioner
The number of pregnant women who are at risk of poor mental health who are offered support increases	As above
The number of eligible children supported to take up their early learning & childcare entitlement increases	No data available. Baseline to be established once SEEMIS / NAMS is fully functional .
The number of staff trained in the use of approved parenting programmes increases	Approved parenting programmes include (Baby massage, Solihull Approach, Incredible Years, Triple P and PEEP) Records currently exist and a baseline has now been established and progress reported on every 6 months (March & September)
The number of areas producing an annual plan for delivering universal and targeted support to parents increases	All 4 areas will have a plan in place by March 2016
The number of parents attending validated parenting programmes increases	Practitioners who are trained will be asked to complete a return identifying the numbers who have engaged with the programmes. Testing during December to start collating data from January 2015. Progress to reported every 6 months(March & September)
Increase the number of parents participating in a validated parenting course who have 3-4 year olds with severely disruptive behaviour	As above
The number of schools offering sessions	Methodology still to be agreed.

and/or written information to parents about child development at transition to P1 increases	
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Outcome: Families are valued as important contributors and work as equal partners to ensure positive outcomes for their children and young people.

Performance Measure	Current Situation
The number of parents accessing the handling teenage behaviour programme increases.	Figures available for Inverness area and work ongoing elsewhere to gather data to establish baseline by end of March 2015. Progress to be reported every 6 months (June & December)
Family Nurse Partnership fidelity goals will be achieved	The detail of the Family Nurse Partnership fidelity goals are reported on monthly to the Scottish Government and monitored through the Highland Project Board. The testing phase is now completed, with all goals having been achieved. Plans are being developed to mainstream the FNP based on a shared funding arrangement with the Scottish Government.

2. Early Years Collaborative

Work within the Early Years Collaborative (EYC) continues to develop a method and culture for delivering improvement. Frontline staff and managers across a range of services are using an approach called the 'Model for Improvement'¹ to accelerate change. This model is consistent with the improvement framework outlined within For Highland's Children 4. The model for improvement is being used increasingly to support improvement within improvement groups and across family teams.

The EYC Strategy Group members have a key role in leading and driving forward improvement. The EYC Executive continues to provide leadership support.

Partner services and organisations are engaged within the process with an increasing number of groups and organisations using the improvement methodology.

The table below shows the Link between Number of Improvement Projects and the National Key Change Themes. The EYC national group are considering a number of additional Key Change Themes which will be develop during Learning Session 7 in March 2015.

¹ See 'Early Years Collaborative' on www.highland.gov.uk Or link: [Highland Early Years Collaborative Webpage](#)

National Key Change theme²	No. of projects
Early support for pregnancy and beyond	6
Attachment and child development	3
Continuity of care in transitions	5
27-30 month child health review	5
Developing parenting skills	6
Family engagement to support early learning	11
Addressing child poverty	5

Note: Some of the projects overlap more than 1 key change theme – e.g. before words project links to early support for pregnancy and beyond and attachment and child development, but is counted under the early support for pregnancy and beyond theme.

² A 'Key Change' is where there is strong evidence to suggest that implementing something, and making this reliable, will have a significant impact on achieving one of the EYC stretch aims.

The Highland Community Planning Partnership

Community Planning Board – 4 March 2015

Safer Highland Update

Structure

The work on developing the Safer Highland structure under the Chief Officer Group is complete. An update chart has been attached for member information and noting that the Hate Crime Group is now included.

New groups within the structure are developing and progressing well for example the CONTEST / Serious Organised Crime and Anti-social Behaviour Groups. There has been excellent support and buy in from agencies in both the public and private sectors.

Performance

Overall the communities in Highland remain safe. Crime has been reduced by 19% and when crime is reported there is good evidence of catching those responsible, our detection rates remain strong.

	Last Year	This Year
Group 1 – Violence	176 crimes	136 crimes
Group 2 – Sexual Offence	341 crimes	300 crimes
Group 3 – Thefts	3254 crimes	2520 crimes
Group 4 – Vandalism, Fireraising	1646 crimes	1401 crimes

(Figures as of week ending 8/2/2015)

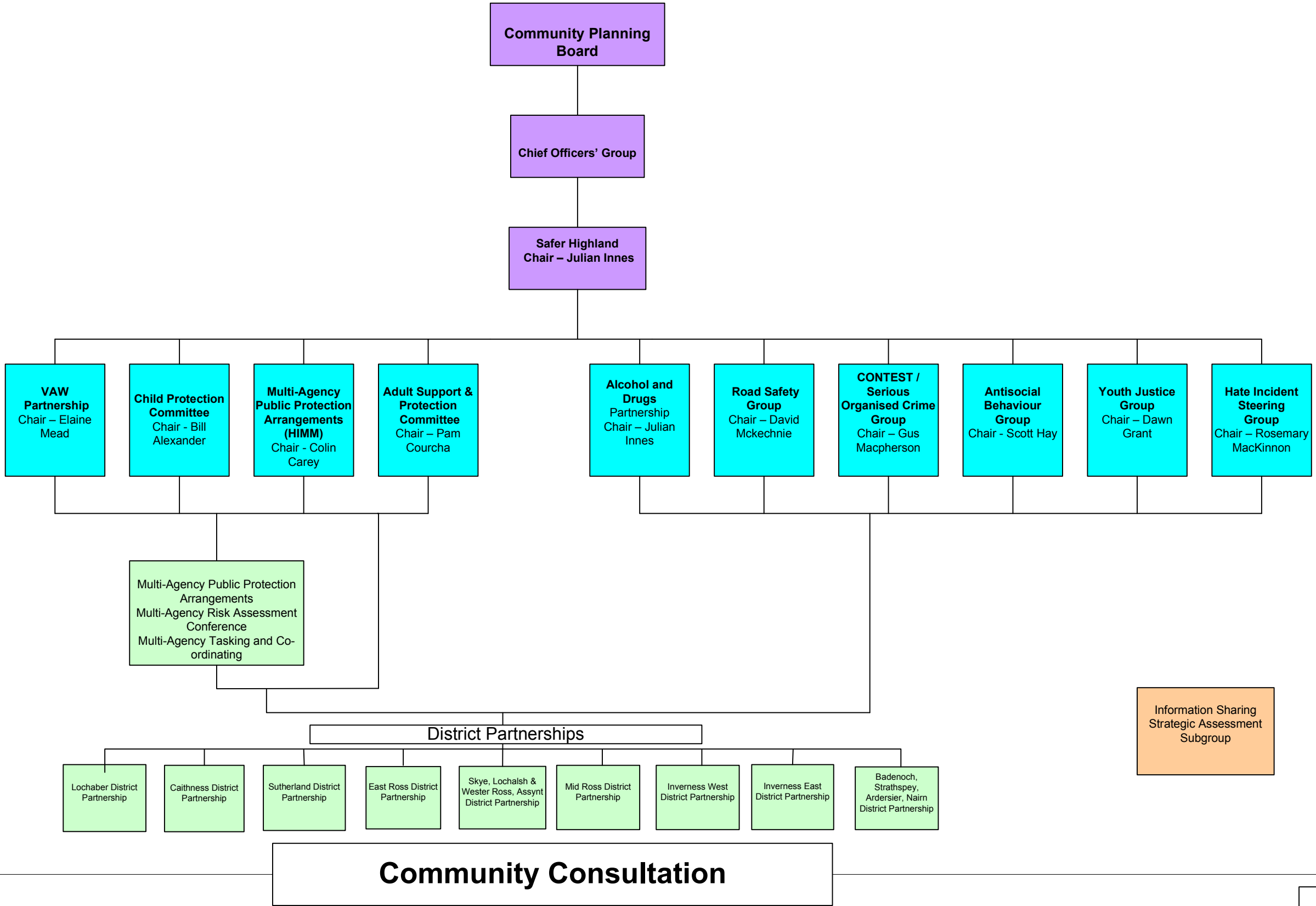
Continued emphasis is being placed on raising the profile of the Safer Highland Group. It is important to emphasise that the success in reducing crime and notably the number of victims is due to the role of these multi-agency groups.

The Safer Highland Chair and Members of the group continue to emphasise this and it has received coverage within the local media. Raising the profile of the Safer Highland structure and contributions it makes within community planning and community safety will continue to be a priority.

Temp Ch Supt A MacPherson
24 February 2015

SOA, Partnership Strategic Assessment, Fire/Policing Plans, Ward Plans

Scrutiny, Performance



Highland CPP Health Inequalities Theme Group Update

March 2015

The Highland CPP Board are asked to note progress in:

- developing the remit of the group to include a work stream on rural poverty
- action on the specific priorities of preventative spend initiative, health, housing and homelessness, welfare reform and physical activity

1. Since the last update in October 2014, the group has:

- a. Reviewed the health inequalities action plan following the updated delivery plan being endorsed at the October CPP Board
- b. Reviewed the groups terms of reference following discussions about including a work stream on rural poverty
- c. Progressed action on specific priorities as outlined below

2. Emerging Themes for further action

- a. Development of an action plan to progress work on rural poverty
- b. Development and implementation of a self assessment tool for the group
- c. Development of a co-ordinated learning and development/awareness raising plan across the partners

3. Update on THC preventative spend

The Community Health Co-ordinators continue to develop their programme of work in targeted areas of deprivation according to locally identified needs and priorities. Progress has been made in bringing together community staff from across partner organisations to examine how to better work together. This has been done through network events, training and supporting local forums for staff who work with the communities to come together, learn about what each other are doing and develop networks and joint working.

Specific projects have been supported where it has been identified as a priority by the local communities. For example support for development of 'Men's Shed' initiatives in Alness and Fort William, work on stigma and self harm with young people, small grants scheme linked to participatory action research which aims to bring community groups together to work on joint projects.

The Community Food and Health Practitioners continue to support the roll out of the 'Well Now' healthy weight course to the identified priority areas of deprivation. They have also delivered several cooking courses and are progressing work on the Healthy Start scheme that links pregnant women and new mothers to the voucher scheme for healthy food and the scheme for provision of vitamin supplements in pregnancy. Other work includes carrying out a needs assessment to assess the level of food access need and eating patterns of older people with a view to developing a 'food train' project.

Discussions have taken place with UHI about the possibility of a collaborative approach to evaluating the preventative spend initiative.

4. Update on Health, Housing and homelessness event

A workshop on health, housing and homelessness was held on 6 February in Merkinch Community Centre. 40 delegates attended the event and included a range of professionals from NHS Highland, Highland Council and the Third sector.

The workshops aims were to:

- Identify the common agenda across agencies
- Review where we are now in relation to health, housing and homelessness issues
- Agree where we want to get to, what we want to do differently and how we make it happen.

David Goldie, Head of Housing, Highland Council, presented information on what homelessness is, reasons for homelessness and the scale of homelessness in Highland. Cathy Steer, Head of Health Improvement, NHS Highland, outlines what health inequalities are, the causes of health inequalities and the scale of health inequalities in Highland. Dr Liz Whittle spoke about the work of the health and homeless team.

Delegates then took part in a series of workshops to look at the current health and homelessness standards and how they might relate to partnership work and were also asked to explore what are the main issues are when working with clients who are homeless or potentially homeless; what would help them to support homeless clients in future; how we could strengthen partnership working to prevent homelessness and to improve the health and wellbeing of homeless people and what would need to happen going forward across partners.

A report of the event is currently being produced.

5. Update on welfare reform

Three welfare reform pilot projects continue to be developed, two in East Ross and one in Skye and Lochalsh. In East Ross a resource that outlines local support on employability, welfare advice and money advice has now been produced and plans are in place to distribute and raise awareness of the resource for use by local staff to signpost people to appropriate support. Also in East Ross a project involving provision of welfare and money advice by CAB to clients attending substance misuses services is proving to be very popular. In Skye and Lochalsh, ipads have been purchased and Community Psychiatric Nurses are using them to facilitate links for clients to a local third sector organisation that provides money advice.

All projects are being evaluated and an evaluation report is expected later in 2015.

6. Update on physical activity

A multi agency group to develop a new Physical Activity Strategy for Highland has been set up and will meet on 27 April 2015.

7. Update on Self assessment

A meeting took place with Highland Council's Performance team to discuss and agree the approach to self assessment for the health inequalities theme group. It was agreed that a network of leads from the three CPP theme groups that would undertake a process of self assessment this year would be useful. A timescale for completing the self assessment process was agreed as December 2015.

Cathy Steer, Head of Health Improvement, Public Health, NHS Highland

February 2015

**Highland Public Sector Partnership
Community Planning Arrangements – Older People**

Update Report February 2015

Strategic Commissioning: The Adult Services Commissioning Group is moving forward the commissioning approach with partners and has held a commissioning intentions workshop. The Older Peoples Improvement Group prior to the meeting dedicated some time to considering the previously agreed priorities and how they might be achieved. This was a testing exercise to consider what was no longer a priority and could be stopped or reduced to release resource to develop the priorities. Members of the group from across all sectors and including users and carers were committed to finding solutions despite the challenge and this meant that proposals to the ASCG reflected the consensus of the group and were well received. The Improvement group has also now reviewed all performance indicators to allow focus on evidencing improvements in relation to these priorities as listed below-

1. Devolved Care at Home provision
2. Development of community resources and integration
3. Redesigned Telecare in the context of wider assistive technology and Living it Up
4. Establishment of single point of access to care and Integrated team approach
5. Improvements in quality of care across all sectors, reflecting continuous improvement in quality and standards.

The Older People's Improvement Group are now focussed on these priorities and the actions required to take them forward.

Telecare redesign: A Telecare Steering group has been developed to take forward consideration of new models of delivery which will include promotion of assistive technology in the widest sense. The group which includes representatives from Housing, Handy Person Schemes, Health and Safety, the Scottish Fire and Rescue Service as well as the service itself has considered what has worked well and where improvements could be targeted. The SF&RS are particularly keen to develop a joint approach with safety and prevention driving the changes. It is hoped that a new delivery model supported by robust performance and asset management systems can be agreed by the start of the new financial year. This new service will look to the future of Technology enabled care and incorporate also the developments progressed through the Living it Up initiative.

Single point of contact: Following the success of the testing of single points of contact in relation to co-ordinated care, the approach is being rolled out across integrated teams. It is recognised that this will look different in different Districts but the principles of one point of contact and improved communication and coordination hold fast. This work links directly with the development of the integrated teams and the testing of new processes such as the Personal Outcome Plan and new staff roles such as the Health and Social Care coordinator.

Change and Improvement Plan: A further iteration of the Change and Improvement Plan has been presented to the Education, Children and Adult Service committee. However the development of this plan now has to fit with the expectations of the Public Bodies(Joint Working)(Scotland) Act 2014. This legislation requires the Lead agencies to develop a Strategic Plan which goes further than the existing Change and Improvement Plan to include proposals in Acute Care and Children's services. It is proposed that the Highland Strategic Plan will be made up of the Change and Improvement Plan, For Highland's Children 4, Local Delivery plans and the Local Unscheduled Care Action Plan (LUCAP). These will fit together under the Strategic Commissioning Plan which sets out the principles of commissioning and the approach that will deliver the expected change. This strategic plan is not required until 2016 but the Integration Scheme which will replace the Partnership Agreement from April 2015 is now completed and submitted for Ministerial approval.

Older Peoples inspection: NHS Highland was informed that an integrated inspection of older people's services was to be conducted in the new year by Healthcare Improvement Scotland and the Care Inspectorate. This inspection is spread over three months and will cover all aspects of the care of older people. Extensive work had already been completed in terms of collating evidence ahead of the inspection and this has been submitted along with the position statement.

Following submission of the information, a case file reading week has now been completed with Inspectors scrutinising over 100 case files. The follow up week has also been completed and the final week at the beginning of March will give Inspectors the opportunity to meet with a wider range of staff, managers and partners as well as attend some significant events and groups.

This is of course the first truly integrated service in a lead Agency model that will have been inspected.

Quality in care homes: Work continues in care homes across the sector to support improvements in quality. A Care Standards Steering Group has been established which includes representatives from all sectors including the Care Inspectorate and work continues to develop Quality schedules that will be incorporated into future contracts. NHS Highland is committed to supporting providers across the sectors in this important agenda. *My Home Life* – a National person-centred programme for care homes has been launched, with a number of care homes across the public and private sector taking the opportunity to learn from this approach and develop the very best of care. Working closely with the Care Inspectorate and engaging specialists across our communities, there is a wide ranging commitment to raise the standards across all care home provision.

Care at Home: through the Strategic Commissioning approach work continues to develop safe and sustainable models of home care. *Why not home?* has been launched to support hospital discharge planning and encourage teams and families to consider all options for returning folks home from hospital. Funding models have also been reviewed to support the Independent sector in achieving the Living Wage for employees and to encourage young people to consider care as a career-supported and trained throughout.

Agenda Item 4vii.

Highland Community Planning Board

Board Meeting of Wednesday 4th March 2015

Highlight Report in relation to delivery of SOA Environmental Outcomes Delivery Plan

The environment will be managed sustainably in order to optimise economic, health, natural heritage and learning benefits

1. The number of designated nature conservation features in favourable condition is now at 80.1% a year ahead of the March 2016 80% target. It will be important to now ensure this figure doesn't slip back.
2. An inaugural Highland wildlife crime conference has been organised for 12 March 2015 and key stakeholders invited.
3. A group has been established and is working to prepare the way over this calendar year for the development of a Highland Land Use strategy following the refresh of the Scottish Land Use Strategy and the completion of the Aberdeenshire and Borders pilots. In particular consideration being given as to how this fits with the Highland Local Development Plan.
4. The Highland Biodiversity Action Plan has been reviewed following consultation and will be re-launched at the Highland Environment Forum meeting on 17 March.
5. The annual Highland Biodiversity Conference has been organised for 30 March, with volunteering and the health benefits of engaging with biodiversity as particular themes on the day.
6. The control zone identified to be kept clear of breeding mink, a non-native invasive species, has been maintained.
7. The new Scotland Rural Development Programme began to be rolled out from 1 January. This Programme runs until the end of March 2020. The Programme includes 15 individual schemes which will collectively support agriculture, forestry and other rural businesses and communities. In all the Programme amounts to some £1.35bn. A key scheme for the Single Outcome Agreement is the Agri-environment Climate Scheme which consists of £350M available for rural businesses to deliver environmental and climate change actions. It is a national scheme but given its land mass Highland businesses and communities have traditionally secured a significant share of the projects. The Programme also includes the new LEADER and Forest Grant schemes.

The effects of climate change in the Highlands will be minimised and managed

8. Highland Council have prepared a draft revised spatial framework for onshore wind energy, responding to new national policies, has been prepared and will be going out to public consultation prior to formal adoption.

9. A new interactive map to improve public access to information on wind scheme developments across Highland has been launched on the Council web site and will be developed further in the coming months.
10. SNH is currently consulting on a draft map of carbon rich, deep peat and priority peatland habitats map. Whilst Scotland wide it is clear that Highland is particularly rich in this natural resource whose management is very significant in managing carbon emissions. Details of the consultation, which closes on 13 March, is available on SNH's web site.
11. SNH will formally confirm the position shortly but is expected to have achieved in recent months its 2019/20 target to reduce its 2000/01 carbon emissions by 43%.
12. FRS are working with partners to identify land managers who can be approached to encourage the development of a network of local wildfire groups. Some 120 extant wildfire plans are currently under review.
13. The Council's Ranger service are to assist in the delivery of wildfire education messages across Highland.

People will have greater outdoor access and volunteering opportunities across Highland

14. Scottish Waterways Trust are developing a "Canal College" programme through engagement with local groups in the Merkinch area of Inverness. A particular focus of the project will be on delivering health benefits.

For further information or to discuss any issues raised in this update please contact:

George Hogg

Scottish Natural Heritage

**Highland Community Planning Partnership: 4 March 2015
Community Development Strategic Partnership**

1. Background

- 1.1 The Scottish Government defines Community Learning and Development as “a way of working with and supporting communities ... to increase the skills, confidence, networks and resources they need to tackle problems and grasp opportunities.”
- 1.2 Further, The National Performance framework indicates that the purpose of Community Learning & Development (CLD) is ‘*to empower people, individually & collectively, to make positive changes in their lives and in their communities, through learning*’, and that CLD should focus on establishing:
 - Improved life chances for people of all ages, through learning, personal development and active citizenship
 - Stronger, more resilient, supportive, influential and inclusive communities.
- 1.3 National strategic guidance for on Community Learning & Development was produced for Community Planning Partnerships in 2012.
- 1.4 New legislative regulations, designed to strengthen the position of Community Learning & Development, place a duty on Education Authorities (i.e. Local Authorities) to publish a 3 year CLD plan by 1 September 2015 and three yearly thereafter.
- 1.5 Although the legislative duty falls on the Local Authority, it is clear that community planning partners are expected to work together to develop & implement the Plan, and the Strategic Guidance recommends that this is done through the vehicle of a CLD Partnership.
- 1.6 In June 2014, the Community Planning Partnership agreed to form a Community Learning & Development Strategic partnership, composed of senior officers from each of the agencies, and with the Director of Care & Learning as the Chair.
- 1.7 It was further agreed that:
 - The Partnership develop a CLD Plan, by the deadline of September 2015, and reflecting the strategic guidance, using a framework of the 9 District Partnership geographies.
 - The Partnership map current CD and related posts and accountabilities for CD work that nest within the 9 Districts.
 - A senior officer be identified from each district to be a member of the CLD Partnership, to be responsible for leading, promoting and supporting collaboration and partnership working in CLD activity in their District, and accountable to the CPP for this through the CLD Partnership. The officer could be from any partner agency or network,

and a mix of agency backgrounds across the whole CPP area should be sought.

- Agencies commit to ensuring that future CLD developments, including the creation or continuation of posts, take place within the context and agreed framework of the strategic CLD Plan.
- The respective District Lead (as above) is responsible & accountable for preparing for Education Scotland inspections of CLD, with support and guidance given by the CLD Partnership.

1.8 A new CLD Inspection regime has also been established. The geographical basis for inspection is Associated School Groups, of which there are 29 in Highland.

2 Community Learning and Development Strategic Partnership

2.1 The Community Learning & Development Strategic Partnership met twice since the last meeting of the CPP Board. These meetings have focussed on three key themes.

2.1.1 The Highland CPP Community Learning and Development Plan

The group has considered the elements of the local CLD Plan:

- A 3 year plan is required
- It has to target disadvantage and inequality
- It has to strengthen coordination amongst the CLD providers
- It has to properly engage with communities and learners

The group noted the need to also capture the informal work which is being done in communities, not by statutory organisations, and of the importance of capturing what the community perceives, rather than only statistics.

The consensus of the group is to produce a single strategic development plan, which fulfils the requirements of the Statutory Instrument, but which can also act as the group's workplan. This can be developed within the necessary timescale, but can also evolve as the work of the group evolves.

An important first step was to get the structure in place and agree the process and timescale in order to begin to work on the plan, which will require a phased approach, focusing first on the statutory obligations.

2.1.2 Engagement with District Partnerships

The CPP agreed that the District Partnerships could form the building blocks for CLD activity. Accordingly, this is presently being discussed at each of Partnership meetings, where the concept is receiving a generally positive welcome. It has also informed a draft revision to the District Partnership guidance, which is attached.

The CPP has agreed that a representative from each of the Partnerships join the Strategic Group, to help achieve local input into strategic decision making.

The majority of partners have confirmed that they would be willing to identify an officer with this responsibility, albeit there is recognition that care will need to be taken in this process, and the role is not appropriate for every partner (e.g. it would not involve the Scottish Fire & Rescue Service).

However, most of the partners have indicated that they would find it difficult to support the preparation activity for statutory inspections.

2.1.3 Preparation for statutory inspections

Most partners state that they do not feel well equipped to support the local organisation for statutory inspections of community learning and development. Hence, as one new inspection has been initiated in recent weeks (in Alness), Highlife Highland were commissioned to co-ordinate the preparatory activity.

This process appears to have worked well, and will be considered as the possible model for future inspections.

2.2 The Partnership has also considered:

- An HIE presentation on the four rural community development pilots
- feedback from local stakeholder engagement in Skye and Lochalsh Experience
- The report of the Commission on Strengthening Local Democracy

Bill Alexander
Director of Care and Learning
February 2015

Highland
Community Planning Partnership

**Guidance on
Health and Care
District Partnerships
(v5)**

December 2014

Role and Remit of Health and Care District Partnerships

The Health and Care District Partnerships bring local partners together to consider the delivery of health, social care and community safety issues in each District. Taking account of other local District Partnerships, the District Partnerships may also provide the District Partnership for the consideration of other local community planning matters¹.

The role and remit of the Health and Care District Partnership is to:

1. consider and advise on the local delivery and performance of health and social care services for children, adults, families and communities;
2. identify and comment on key local issues and priorities in the delivery of strategy and policy in services for children and adults;
3. identify and comment on local issues and priorities to support community safety across the District;
4. consideration of associated community planning issues (with appropriate representation) within the District;
5. contribute to the redesign of local services.

Strategic Structure

Community Planning is about co-ordinated working across sectors and services, to meet local needs. It aims to improve the connection between national priorities and those at regional and local levels

Effective community planning should help public agencies work with their communities to deliver better services and make real improvements in the quality of people's lives. This should involve stakeholders in the decisions made about public services that affect them

The Community Empowerment Bill defines community planning as improving outcomes through public service provision and contains provisions to improve community planning by empowering communities. Community empowerment is seen as a process where people work together to make change happen in their communities by having more power and influence over what matters to them. The Bill contains provisions to enable communities to have control of land and buildings and for them to challenge and improve public services to achieve better outcomes.

The Highland Community Planning Partnership provides the over-arching framework to co-ordinate our shared activity. It has seven key themes:

- children and early years
- community safety
- economic growth
- employment
- environment
- older people
- reducing health inequalities

¹ Some Districts already have community planning forums, and they may choose to continue with these.

The Partnership has also agreed strategic priorities:

1. Maximise the use of collective resources to achieve best outcomes, demonstrating a shift to prevention and the re-allocation of resources between community planning partnership members where this represents best value
2. Collaborate on workforce planning and skills development to meet Highland needs, in the context of the Highlands and Islands Skills Investment Plan and our roles as major employers
3. Engage in dialogue with communities in order to empower them to participate in service planning and delivery
4. Tackle deprivation and inequalities including by improving access and connectedness for communities
5. Value and be positive about Highland life to attract people, jobs and investment.

The responsibility for strategic planning, resourcing and decision making in children's and adult services lies with the governance committee for the lead agency, as set out in the Integration Scheme. Each governance committee has nine members who have the remit of ensuring good links and communication with a District Partnership, also ensuring that strategic decision making is informed by local views and circumstances.

The Highland Council also has a Community Safety, Public Engagement and Equalities Committee, which engages with the national services for police and fire and rescue and scrutinises local community safety performance. The Council's Area Committees also have this role at a local level..

The Health and Care District Partnership is the locality planning District Partnership for the Community Planning Partnership, with regard to health, social care and community safety – and for wider aspects where there is no other local District Partnership.

Health and Social Care

Health and Social care services involve a range of community based provision for children, adults and families.

For Highland's Children is the plan for services for children and families. It has a vision for all of Highlands children to have the best possible start in life; enjoy being young; and are supported to develop as confident, capable and resilient, to fully maximise their potential

The plan sets out an improvement agenda with regard to: Schools, Early Years, Child Protection, looked after children, Youth Action, Mental Health, Additional Learning Needs and Disability, Young Carers, Play, Transitions, Public Health, Supporting Parents and the Highland Practice model (GIRFEC).

We seek to develop local plans for children and adults that support them to be safe, healthy, achieving, nurtured, active, respected and responsible, and included, in each District.

Community Safety

By considering the range of public protection and community safety issues together and in this way, the Community Planning Partnership has identified common themes across nearly all types of crime. These are:

- Alcohol misuse is often a contributory factor for a range of crimes;
- Areas of multiple deprivation have higher crime levels and higher levels of fear of crime; and
- Integrated partnership processes produce better results and safer communities (evidenced by the reducing offending and reoffending among young people through adopting the Highland Practice Model (GIRFEC)).

The Community Planning Partnership has committed to a new strategic focus and concerted effort on these priorities, and these are included in the partnership delivery plan. The Partnership also recognises that the three main public concerns regarding community safety are: road safety, alcohol misuse and antisocial behaviour.

The Partnership Delivery Plan involves working to achieve a range of outcomes, which include²:

Long-term community safety outcomes

- Communities and individuals are safe from alcohol related offending and antisocial behaviour.
- Areas with most multiple deprivation become safer and are felt to be safer.
- Improve road safety.
- Reduce anti-social behaviour.
- People are, and feel, free to live their lives without harassment and discrimination, and can take part in community life.

Intermediate and short term community safety outcomes

- Reduction in the number of alcohol related fires.
- Reduction in the number of alcohol related crimes.
- Engagement with communities in order to understand their needs and concerns.
- Reduce Road Traffic Accidents (RTAs).
- Reduce the level of concern in communities about speeding cars.
- Continued reduction in anti social behaviour incidents recorded.
- Continued reduction in crimes of vandalism.
- People feel more confident in reporting hate incidents that they have experienced or witnessed.
- Individuals within protected groups feel safe and secure within their local community.
- Violence against Women is reduced
- Recorded crimes and offences committed continue to decrease.
- Detection rates continue to increase.
- At least sustain the % of people feeling safe in their community.
- Reduce the number of accidental fires in the home.

Chairman

² These are listed, as this is a new responsibility

The Chair and Co-chair of each District Partnership will come from the Lead Health and Care District Partnership Member on the NHS Board or the Lead Health and Care District Partnership Member on Highland Council's Education, Children & Adult Services Committee.

It is envisaged that the two Members will determine who is Chair between themselves, and that these arrangements will normally rotate on an annual basis. If the two Members are not able to agree, the Chair will be confirmed by the Leader of the Highland Council and Chair of NHS Highland.

District Partnership Chairs and Co-chairs should meet as a Networking District Partnership, at least once per year.

Assessment Panel

This Panel will draw from the Health and Care District Partnership core membership and will consist of the Chairman and Co-Chair, NHS Highland Manager, Care and Learning Service Manager, Third Sector Partnership representative and Council Ward Manager. Police Scotland and Scottish Fire & Rescue should also be invited to attend.

The purpose of the Panel is to consider requested agenda items for meetings and accept, reject or re-direct them as appropriate. Items will be assessed 21 days in advance of the District Partnership taking place. A sample of the agenda request form is attached.

If an item is accepted, the Panel may consider that due to its sensitivity it should be discussed either partially or wholly in private.

District Partnership Membership

- NHS Board Member or other representative of the Health and Social Care Committee³
- Highland Council Elected Member representative of each Council Ward in the areas of the District Partnership² (1 from each Ward). (The 9 Members appointed by Education, Children & Adult Services Committee as Lead Members will be the representative from their Ward on the H&CF)
- Third and Independent Sector representation (organised by Third Sector Partnership)
- Care & Learning Service Area/District management
- NHS Highland Area/District management
- Children and Adult Services practitioners (dependent on agenda items)
- Police Scotland
- Scottish Fire & Rescue
- GP representative
- Associated School group representation
- Youth Work Services

³ Formally nominated substitutes can be provided if the NHS Highland and Highland Council representatives are unavailable.

- Council Ward Manager (facilitation role)

The Assessment Panel will extend a meeting invite(s) to appropriate others as and when required dependant on the items being discussed.

Each agency will be responsible for its own travel expenses, except that one representative of the Third Sector Partnership will be funded 1/3 and 1/3 respectively by NHS Highland and Highland Council.

Meeting

The Health and Care District Partnership will meet at least 4 times per annum, in public. Whilst District Partnerships are not public meetings, at least one opportunity will be scheduled during each agenda to listen to any public views or suggestions.

The action points arising from the District Partnership will be considered by the relevant strategic governance body of both NHS Highland and The Highland Council on at least a six monthly basis.

The meeting will be facilitated by the local Council Ward Manager, with focussed agendas and action points. The meeting will deal in an ordered way with items relating to Children's Services, Adult Services and Community Safety.

Agenda for and Action Points from each meeting will be uploaded onto the Highland Council and NHS Highland website. There should also be feedback from the lead member (supported by the Ward Manager and Service Managers as required) at the subsequent Highland Council Ward Business Meeting.

The meetings must be promoted to the general public using appropriate means agreed by the District Partnership, in addition to the above. i.e. through a press release, display of posters etc.

Sub-groups

The District Partnership can agree formal sub-groups to deal with specific matters, for example such as the expansion of childcare and early learning. This provides an opportunity to rationalise the structure and format of other local partnership groups.

Highland CPP Development Plan 2014 to 2018: Update for CPP Board March 2015

Area for improvement	Source	Improvement Activity	Timescale
Partnership Performance Management and reporting	Quality Assurance Panel 2013 CPP Board self-assessment 2014 Audit Scotland	<ol style="list-style-type: none"> 1. Refreshed delivery plans for each theme within the SOA 2. Continue quarterly performance reports to Board 3. Avoid duplication in reporting performance – proposals agreed with Responsible Officers concerned 4. Await outcome of CPP performance indicators project (SG/IS) 5. Improve performance reporting to the public on progress made in the CPP 6. Self- assessment followed up in theme groups for economic growth, health inequalities & physical activity and the environment. 	<ol style="list-style-type: none"> 1. Oct 2014 2. Quarterly 3. Dec 2014 4. TBC 5. Sept 2015 6. Dec 2015
<p>Update:</p> <ol style="list-style-type: none"> 1. Four delivery plans completed and agreed at Board in October, three delivery plans will be finalised by end March 2015. Work across all 7 delivery plans is progressing as reported in quarterly up-dates. 2. The Council's Corporate Performance Manager is liaising with the responsible officers for children/early years and older people to avoid duplication in future performance reporting. 3. Audit Scotland report on community planning nationally and locally identifies performance measurement and reporting as a common theme for improvement. Implications from the audit for the Highland CPP reported to the Board in Mach 2015. 4. National project on CPP performance and outcome indicators expected to be consulted on by Improvement Service in March 2015. 			
Maximise the use of collective resources to achieve best outcomes, demonstrating a shift to prevention and the re-allocation of resources	CPP review of process priorities CPP Board self-assessment 2014	<ol style="list-style-type: none"> 1. Chief Officers Group identifies group of officers to make proposals 2. Budget proposals shared and cumulative impacts identified, partners views influential 3. First report from Group to Board 	<ol style="list-style-type: none"> 1. June 2014 2. Feb 2015 3. March 2015

between CPP members where this represents best value.	National Community Planning Group Audit Scotland		
Up-date <ol style="list-style-type: none"> 1. Partners' budget context and savings proposals shared at COG meeting November 2014. 2. Partner views sought and fed into Council's budget consultation process – Nov 2014. 3. Third sector interface gathered views from third sector groups to feed into the Council's budget savings proposals – Nov 2014 4. NHS and Police Scotland participated in Council equalities impact assessment and rural impact assessment of budget savings proposals. Nov 2014 5. Audit Scotland report on community planning nationally and locally identifies joint resourcing and making a shift to prevention as a common theme for improvement. Implications from the audit for the Highland CPP reported to the Board in Mach 2015. 6. Verbal up-date from officers group will be provided to the Board in March 2015. 			
Engage in dialogue with communities in order to empower them to participate in service planning and delivery	CPP review of process priorities Quality Assurance Panel 2013 Community Empowerment legislation	<ol style="list-style-type: none"> 1. Continue review of how District Partnerships might be forums for local community planning and improves alignment between SOA priorities and local needs and intervention. Prepare proposals for the Board 2. Begin quarterly up-dates from the Community Learning and Development Strategic Partnership 3. Explore the scope for participatory budgeting 4. Report implications from Community Empowerment Legislation to Board 	<ol style="list-style-type: none"> 1. March 2015 2. Dec 2014 3. March 2015 4. March 2015
Up-date <ol style="list-style-type: none"> 1. Report on local community planning and the evolution of District Partnerships reported to Board in March 2015. 2. CLD up-dates provided for each Board meeting from December 2014. 3. Participatory budgeting of interest to the Council and training in the method arranged with the Scottish Government beginning March 2015. Partner interest to be gauged at the Board meeting March 2015. 4. Community Empowerment Bill implications and Strengthening Local Democracy Commission publication considered at December 2014 Board meeting. Partners agreed to work together on a single process to support communities with asset transfer and participation requests. 			

Collaborate on workforce planning and skills development to meet Highland needs, in the context of the Highlands and Islands Skills Investment Plan and our roles as major employers	CPP review of process priorities Audit Scotland	<ol style="list-style-type: none"> 1. Chief Officers Group identifies group of officers to make proposals 2. SDS presentation to Board 3. First report from Group to Board 4. Review extent to which the CPP promotes collaboration – does the CPP encourage, support, and reward collaborative behaviour amongst staff? <i>Task to be allocated.</i> 	<ol style="list-style-type: none"> 1. June 2014 2. Dec 2014 3. March 2015 4. June 2015
Update <ol style="list-style-type: none"> 1. Officers have met with proposal to the Board March 2015 to integrate this work stream with the employability theme group. 2. SDS attended CPP Board December 2014 with further commitment to report back. Recommendation to the Board March 2015 that SDS become a partner at COG and Board level of the CPP to collaborate fully with the CPP. 			
Tackle deprivation and inequalities including by improving access and connectedness for communities	CPP review of process priorities	<ol style="list-style-type: none"> 1. Being taken forward through the health inequalities group. 2. Quarterly progress/performance reports to the Board 	<ol style="list-style-type: none"> 1. From Oct 2014 2. From Dec 2014
Update <ol style="list-style-type: none"> 1. Initial HIE briefing on fragile areas provided to members of Planning Committee and partners invited, November 2014. Wider CPP views to be gathered and discussed at health inequalities group March 2015. Recommendations on CPP view of fragility and what that means for intervention to be presented to the Board in June 2015. 2. CPP Board seeks partner approach to zero poverty in Highland (December 2014). Proposals for partnership event to begin strategy being considered by the health inequalities group and COG, with the event to be scheduled post-election (end May 2015). 			
Value and be positive about Highland life to attract people, jobs and investment.	CPP review of process priorities	<ol style="list-style-type: none"> 1. To be woven through CPP activity, events and promotions. 2. Communications officers from across the CPP liaise on publicity 	Ongoing activity

Workforce Planning and Skills Development – update (March’2015)

A meeting was held in Inverness in January 2015 to undertake a high-level review of workforce planning and skills development.

This brought together HIE, THC, UHI, SDS and the UHI colleges within Highland CPP area.

It was recognised that the existing Highland Works Group (HWG) within the CPP framework could provide the forum for the necessary focus on the delivery of actions for workforce planning and skills development. The HWG is currently the custodian of the “Employability” strand of the SOA, and includes most the main actors for workforce planning and skills development. Some slight adjustment of those attending would be required, but felt to be easily delivered.

Therefore, going forward, workforce planning and skills development will be reported on within the “Employability” strand of the SOA to CPP COG and Board.

Martin Johnson