

**Highland Community Planning Partnership
Chief Officers Group**

Note of Meeting of the Chief Officers Group held in Highland Council Headquarters, Inverness, on Wednesday, 18 June 2014, at 2.00 p.m.

Present:

Highland Council (HC):

Mr S Barron
Ms M Morris
Mr W Gilfillan
Mr G Hamilton
Ms C McDiarmid

NHS Highland:

Ms C Steer

**Highlands and Islands Enterprise
(HIE):**

Mr M Johnson

Highland Third Sector Interface (HTSI):

Ms M Wylie

Scottish Fire and Rescue Service (SFRS):

Mr S Hay

Scottish Natural Heritage (SNH):

Mr G Hogg

**University of the Highlands and Islands
(UHI):**

Mr M Wright

In Attendance:

Mr J MacDonald, Learning and Leisure Client Manager, Highland Council (Item5)
Ms L Johnson, Health and Wellbeing Manager, High Life Highland (Item 5)
Mrs R Moir, Principal Committee Administrator, Highland Council

1. Apologies for Absence

Apologies for absence: Mr S Black and Mr D Haas (HC); Mrs E Mead, Dr M Somerville and Ms M Paton (NHS Highland); Chief Supt J Innes (Police Scotland); Ms F Larg (UHI); and Mr J Pryce (The Scottish Government).

2. Chief Officers Group (COG) – 29 April 2014

- i. **Note of Meeting:** The Note of Meeting of the COG held on 29 April 2014 was **APPROVED**.
- ii. **Matter Arising – Single Outcome Agreement (SOA) Delivery Plans:** It was **NOTED** that all delivery plans for the SOA would be refreshed and streamlined for consideration at the next Board meeting in September/October 2014.

3. Community Planning Board (CPB) – 5 June 2014

- i. **Minutes and Action Note:** The draft Minutes of Meeting of the Community Planning Board held on 5 June 2014 and associated Action Note were **NOTED**.
- ii. **Matters Arising**
 - a. **Self-Assessment** (Minutes Item 3): It was **NOTED** that responses to the self-assessment survey/checklist emailed to all CPB members were required by 1 July 2014.

- b. **Breast-feeding-Friendly Policy** (Minutes Item 4(iii)): It was **NOTED** that NHS Highland would circulate copies of its breast-feeding information pack to all partners, together with promotional stickers; and **AGREED** that all partners would take appropriate steps:
- i. to adopt, promote and implement a breast-feeding friendly policy within their organisations and premises
 - ii. to publicise and spread this good practice.
- c. **Strategic Priorities** (Minutes Item 5):
At its 5 June meeting, the CPB had approved re-drafted strategic priorities as priorities for improving collaboration and for the COG to develop. The Group was invited to agree lead officers and arrangements for taking these priorities forward.

Priority 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 (CPP) members where this represents best value)

In discussion, it was acknowledged that, given the need to consider financial resources and budgets, there was a clear role for partner organisations' Directors of Finance. "Collective resources" could also, however, include staff and physical assets such as buildings, while procurement frameworks and services commissioned from the Third Sector could also be relevant. There was a case for an initial small group of lead officers meeting to scope out the range of opportunities for taking this Priority forward and perhaps, in the process, identifying additional/alternative lead officers. This exercise should not, however, constrain or delay the progressing of shared projects identified now, such as examining the potential for coordinating grass cutting or maximising the use of SFRS Workshops.

Given the focus on Prevention, it was confirmed that the Director of Care and Learning would lead on this Priority for the Highland Council, supported by the Head of Policy and Reform and the Director of Finance. NHS Highland would confirm its lead officer and consider the role of its Director of Finance. The Third Sector would be represented by the HTSI Chief Officer, while representatives from UHI and SNH would attend initial meetings at least.

It would also be appropriate for the Partnership's Prevention Plan to be developed in the context of taking this Priority forward.

The Group **AGREED**:

- i. that a small group of lead officers, as identified, scope out the range of opportunities for taking this Priority forward; and
- ii. to progress viable shared projects as these were identified.

Priority 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)

In discussion, it was acknowledged that identifying the potential for partnership collaboration would require greater clarity on baseline data. It was confirmed that HIE would take the initial lead, working with the Highland Council's Director of Development and Infrastructure and Skills Development Scotland (SDS), on: examining the Highland workforce profile across the public and private sectors; scoping out the workstream for this Priority; and approaching the key people to participate, including partner organisations' Directors of Human Resources, the latter having a clear primary role in in partners' own workforce planning. In this regard, the Council lead officer would be the Depute Chief Executive.

Other relevant agencies would include Business Gateway and the further and higher education sectors. HTSI should also be involved in this Priority, as the workstream should include consideration of how to promote careers in the Third Sector as a first employment choice, in addition to valuing the Third Sector and volunteering activity in its own right, and as a preparation for or route into paid employment.

It would be important for this exercise to be taken forward within the context of the existing thematic groups on economic regeneration and employability, and to complement rather than cut across their work.

In discussion, attention was also drawn to the advantages of developing a shared toolkit of background information on the quality of life in the Highlands, as a resource on which all partners could draw, potentially as a recruitment tool, and avoiding duplication of effort.

The Group **AGREED**:

- i. that a small group of lead officers, as identified, examine the current workforce profile and scope out the workstream for this Priority;
- ii. that Skills Development Scotland be invited to speak to the Group (item 7 below refers); and
- iii. to explore the development of a common toolkit providing background information on the Highlands, as a shared recruitment tool (Priority 5 below also refers).

Priority 3 (Engage in dialogue with communities in order to empower them to participate in service planning and delivery)

In discussion, attention was drawn to the Board's agreement at its 5 June meeting (Minutes Item 7 refers) to the formation of a Community Learning and Development Strategic Partnership, led by the Council's Director of Care and Learning, and the apparent potential for overlap/duplication with any group formed to take forward this Priority. The distinction between community engagement and community development was, however, highlighted, it being suggested that the latter was targeted rather at communities that were reluctant to engage

with public agencies, and involved elements of capacity building, rather than positive engagement and delivery. The two roles could therefore be differentiated.

The benefits of having the various partners coordinate their community engagement activities was recognised, in order to avoid duplication, minimise the risk of volunteer fatigue, and optimise the chances of successfully drawing on the wide range of potential funding sources, such as European Funding and the National Lottery, and other opportunities such as might arise from Land Reform or the passing of the Community Empowerment (Scotland) Bill.

Attention was drawn to a proposed series of workshops to be held in some eight local communities throughout Highland, primarily being planned for engagement on Council Community Services, but possibly offering scope for wider partner involvement. The Director of Community Services undertook to keep partners informed on progress on arrangements. Reference was also made to specific examples of positive engagement achieved, such as the establishment of the Transport Advice and Bookings Service for Lochaber.

The relevant agencies undertook to identify lead officers to contribute to addressing this Priority. The Council lead would be the Chief Executive, supported by the Head of Policy and Reform and the Director of Development and Infrastructure. NHS Highland and UHI would nominate representatives, whilst it was likely that the Director of Strengthening Communities would represent HIE. The Third Sector would be represented by the HTSI Chief Officer. Mr S Sandison, also a member of the Community Learning and Development group, would be nominated for SNH, if required.

The Group **NOTED** the Council's emphasis on working with communities in its service delivery; and **AGREED** that the Council lead on this Priority, with the support of the other agencies as outlined.

Priority 4 (Tackle deprivation and inequalities including by improving access and connectedness for communities)

In discussion, attention was drawn to the role of the existing Inequalities thematic group; the pertinence of HIE's research into fragile areas; the relevance of access and connectivity to further educational opportunities; and the role of the Centre for Remote and Rural Studies.

The Group **AGREED** that NHS Highland lead on this Priority, with input from the Head of Policy and Reform and UHI.

Priority 5 (Value and be positive about Highland life to attract people, jobs and investment)

In discussion, it was acknowledged that this Priority was pertinent to all CPP actions and messages and that no specific tasking group was therefore required. Attention was drawn to initiatives already in hand, including the work of the Highland Economic Forum, and in particular work in progress to develop a website that could provide a common

portal for CPP partners. This could also assist in addressing Priority 2 above, by acting as a direct marketing tool or by offering shared key messages/information for draw-down.

At its 5 June meeting, the CPB had noted that the Director of Marketing, Communications and Planning, UHI, would take the initial lead in examining the scope for the existing network of communications professionals to act as a media/publicity service for the Partnership. The Group was advised that a meeting on this issue, hosted by UHI, was scheduled for early July.

The Group **NOTED** the position.

- d. **Partnership Branding** (Minutes Item 6): It was **NOTED** that:
 - i. the Council's website would host CPB and COG agendas and minutes, with responsible officers identified
 - ii. the scope for including a shared calendar of partners' events would be explored (item 4 below refers).
- e. **Scottish Government Cabinet Meeting** (Minutes Item 9): It was **AGREED** that all partners would consider what topics might be suggested as agenda items for a Scottish Government Cabinet Meeting anticipated to be held in Highland in the near future.

4. Highland Third Sector Interface (HTSI) CPP Seminars

The Chief Officer, HTSI, outlined plans for running a series of seminars for the third sector on an approximately monthly basis until March 2015. The range of topics would include: community safety and reducing re-offending; the environment; employment and employability; children and families; older people's services; health inequalities; community learning and development; sustainability; and funding. She drew particular attention to a conference proposed for 3 September 2014, for which a speaking slot remained available, and asked that any interested partner please advise her urgently should they wish to take up that slot or perhaps, for example, set up an information stall.

In discussion, it was suggested that it would be useful for partners to be more aware of the scheduling and content of each other's proposed events, in order to facilitate participation, coordination and the avoidance of clashes.

After discussion, the Group **NOTED**:

- i. the plans for running seminars for the third sector, as outlined;
- ii. an invitation to partners to become involved, in particular in the 3 September HTSI conference; and
- iii. the benefit of having a shared events calendar, potentially within the CPP web presence, to facilitate coordination of events/avoidance of clashes.

5. Highland Commonwealth Games Legacy Plan

A copy of the draft Highland Commonwealth Games Legacy Plan 2014-2017, to be considered by the Highland Council at its meeting on 26 June 2014, had been

circulated. The draft had been prepared by the Highland Council in consultation with High Life Highland.

Mr J MacDonald, Learning and Leisure Client Manager, the Highland Council, and Ms L Johnson, Health and Wellbeing Manager, High Life Highland, gave a brief presentation on the Draft Plan layout and contents, with reference to national themes, Council programmes and the Single Outcome Agreement. The four key themes set by the Scottish Government were:

- Active – increasing opportunities to take part in sport and physical activity
- Connected – cultural and creative opportunities
- Sustainable – environmentally responsible, sustainable communities
- Thriving – increasing economic growth potential

The Draft Plan addressed these themes from a Highland perspective; built on a range of ongoing initiatives already established under these headings; and proposed the establishment of a Highland Leadership Programme, led by High Life Highland, offering young people a pathway to develop life skills through participation in sport and community activities. A national arrangement to monitor the impact of the Games was currently being put in place and was being piloted in seven local authority areas, using a variety of indicators and taking the current year as the benchmark, with impact to be measured in 2016 and again in 2019.

The Draft Plan aimed to:

- ensure that the legacy benefits were delivered against the Council's priorities identified in its current Programme and in the Single Outcome Agreement
- develop and sustain partnership working with various agencies and groups within the Highland area to deliver the proposals detailed in the Plan
- enable the Council and partner organisations to share resources and seek external investment from local, regional and national agencies towards implementing aspects of the Plan
- involve voluntary and community clubs and organisations and provide them with direction and support in recognition of the role they could play delivering the plan
- ensure continued commitment to the improvement of health and wellbeing within the region, particularly through increased opportunities for people to engage in physical activity
- continue the good work established by partner organisations in providing support and activities for older people
- ensure that the Highland area contributed to and took advantage of the national agendas of the Scottish Government, insofar as they related to the themes of the Plan
- put in place arrangements to operate a one off Legacy Projects Grant Fund

In discussion, it was suggested that some of the links being made in the Draft Plan to various existing Council programmes were somewhat tenuous, and did not have a clear Commonwealth Games connection. It was also suggested that the draft would benefit from more formal consultation/coordination with other Partnership agencies, and from the inclusion of references to relevant initiatives being carried out by partners and by voluntary groups, for example in areas such as increasing physical activity and tackling deprivation.

Whilst the Draft Plan was an agenda item for the meeting of the Highland Council on 26 June 2014, contact would be made with partners prior to 23 June to permit publication for that meeting of a revised draft acknowledging that the Plan would be subject to further development, to reflect a wider Partnership role in legacy-building, and offering a fuller range of sample activities in the interim.

The Group **NOTED** that the draft Plan would be further amended in light of comments made and information provided by partners, and a further draft published on 23 June 2014 for the 26 June meeting of the Highland Council.

6. Chief Officers Group – Future Agenda Items

The Group **NOTED** that:

- i. issues relating to the fragile areas and rural poverty would be taken forward in the context of addressing Priority 4 at Item 3(ii)(c) above, with discussion on the fragile areas brought to the next COG meeting;
- ii. Mrs L Kirkland, Director of Quality Improvement, NHSH, would be invited to offer insight on taking forward effective discussion on partnership improvement methodologies, benchmarking, etc.;
- iii. partners would be contacted on the potential of the proposed Communities' Panel;
- iv. public engagement issues would be taken forward in the context of addressing Priority 3 at Item 3(ii)(c) above;
- v. an update on European Funding programmes would be circulated to Group members, with a further report to the Group later in the year; and
- vi. an update on the new CLD Strategic Partnership would be reported to the next COG meeting.

7. Community Planning Board – Future Agenda Items

The Group **AGREED**:

- i. the list of agenda items proposed for the next meeting:
 - Skills Development Scotland presentation on the Regional Skills strategy
 - HIE presentation on progress with the Digital Roll-Out plan
 - Refreshed SOA delivery plans for 2014/15 onwards, from all theme groups; and
- ii. to defer arranging a consensus session for Board self-evaluation until the COG had considered the results of the online survey circulated to all Board members for completion.

The Group also **NOTED** that arrangements were in hand to change the date of the next Board meeting to **13 October 2014** at 2.30 pm, given the proximity of the currently scheduled date of 9 September 2014 to the Scottish Referendum date.

8. Chief Officers Group – Future Meeting Dates

The Group **AGREED** to cancel the meeting previously scheduled for 8 August 2014, given the change of next Board date; and **NOTED** the remaining COG meeting dates of 22 September and 7 November 2014, as previously notified.

The meeting ended at 3.45 p.m.