Single Outcome Agreement

Between the Highland Community Planning Partnership and the Scottish Government

2013/14 – 2018/19

Refreshed Delivery Plan

Years 2-5

Economic Regeneration and Recovery Plan

Highland Community Planning Board

13th October 2014

Martin Johnson

Refresh of Delivery Plan

HIE has commissioned the Training and Employment Research Unit (TERU) of the University of Glasgow to review the high-level and longer-term indicators set out in the Highland SOA where they are relevant to the Economic Growth and Regeneration activity.

This reviewed was commissioned in recognition of the need to have outcomes, outputs and impacts that were measureable, and to have a benchmark of the opening position. It was also recognised that this data did not readily exist at the CP level for Highland.

It is believed that this commission is unique in a Scottish context, and consequently the challenge for TERU was greater than first anticipated, and the work has been more involved and taken longer than originally envisaged. Consequent to that is that the report was received in the last week of September, and only on the 7th of October did HIE and THC senior staff have the opportunity to meet and review and discuss the draft report.

Reflecting on the Priority Themes of Highland CPB, four priority areas for further thinking and planning have been identified for FY 14-15, and beyond:-

1. Growing economic productivity (i.e. growing average wages, productivity/GVA, and internationalisation);
2. An attractive location (i.e. for attracting talent, for attracting business investment, for (young in particular) people to come/stay to study, work and live)
3. Developing the workforce (i.e. engaging employers with Schools and Colleges; closely integrating SDS into Highland CP Economic Growth and Regeneration and Employment strands, at least);
4. Delivering enabling infrastructure (i.e. benefits realisation from investments in ports, roads and broadband); and
5. Inequalities (i.e. better planning and integration of both Economic Growth and Regeneration and Employment strands with the inequalities agenda, with the focus around rural-fragile areas, and areas of urban-deprivation. There was a strong recognition of the role of Social Enterprises in helping to deliver CP Board objectives, and the role of integrating this into planning and activities).

The High-Level indicators for FY 2014-15, and beyond are set out in Figure 1, and reproduced in part below:-

Indicator	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Full Target (in aggregate) 2018/19
HL1: Number of jobs created or sustained through public sector interventions	1,793.30	1,153.25	5,000
HL2: Number of Business Gateway volume start up clients who have begun trading	250	258.75	1,250
HL3: Number of existing businesses accessing advisory services through Business Gateway	498	613	3,000
HL4: Number of VAT/PAYE registered enterprises per 10,000 populations	N/A	t.b.c.	Top 4 local authority
HL5: % of working age population (16-64) in employment	74.2	t.b.c.	Top 3 local authority

Therefore, some further analysis of the TERU report will be required to shape future targets for reporting purposes, which is likely to largely focus on the High Level indicators.

However, for the purposes of the CP Board meeting in October 2014, HIE is pleased to commend the analysis for 2013-14 as the first year of the SOA, and to commend as draft work-in-progress set out in Figures 1 and in 2-4 below to the CP Board as a highly indicative direction of travel.

1. INTRODUCTION

Background and Brief

As the Community Planning Partnership for the area, Highland Public Services Partnership (PSP) published a revised Highland Single Outcome Agreement (SOA) in June 2013, which covers the five-year period from 2013/14 to 2018/19. The SOA is structured around 7 national policy priority areas:

- Economic recovery and growth.
- Employment.
- Early years.
- Safer and stronger and reducing offending.
- Health inequalities.
- Physical activity.
- Outcomes for older people.

This document relates to the economic recovery and growth priority. The key actions to be taken forward under this priority are set out in the Economic Regeneration and Recovery Plan (ERRP). The key targets are to:

- Create or sustain 5,000 jobs through public sector intervention.
- Create 1,250 new business start-ups and to assist 3,000 existing businesses with advice and support through Business Gateway.

Each priority is lead by a different PSP partner, with Highlands and Islands Enterprise (HIE) leading on economic recovery and growth.

HIE has commissioned the development of this Measurement Framework to help the PSP partners take forward the actions set out in the ERRP and to ensure that the impact of these actions can be measured. It should be noted that the Measurement Framework has established the indicators, baselines and targets for the outcomes set out in the ERRP – it has not sought to amend the outcomes that were agreed with Scottish Government through the SOA process.

The Approach

Within the broad approach there are three main complementary tasks.

- The agreement of key indicators;
- The collection and analysis of baseline data and agreement of targets for each indicator.
- Development of a measurement framework.

Agreement of Key Indicators

The first stage was to agree with HIE and Highland Council the key indicators to be included in Measurement Framework. This involved:

- Reviewing key strategies and plans to identify those indicators that have already been established.
- Discussions with HIE and Highland Council to establish an appropriate set of indicators to measure progress against those outcomes that currently do not have an indicator in place.
- A review of key Scottish Government and Improvement Service guidance on the establishment and measurement of key outcomes to ensure that the proposed approach adheres to common frameworks and represents best practice. An interview with key Improvement Service staff was also undertaken to ensure that any anticipated changes within SOA monitoring staff were captured.

This allowed a draft list of indicators to be compiled. These were then discussed and agreed at a workshop with key Highlands and Islands Enterprise and Highland Council staff.

Collection and Analysis of Baseline Data and Agreement of Targets

Once the indicators had been agreed, the next stage was to collect and analyse the baseline data for each indicator. At commissioning, it was agreed that the most appropriate baseline year would be 2012/13 in line with the approval of the SOA document.   Where possible, data for the 5 years prior to 2020/13 was also collected – as this helps establish the 'trend' prior to 2012/13. Having the baseline data in place will allow the PSP to measure the progress it has made since 2012/13 on its key objectives.

The baselines were used to help establish targets for each indicator.

- The SOA set out a small number of targets (e.g. create or sustain 5,000 jobs through public sector intervention, 5,000 new homes completed by 2017, etc.).   These targets have been incorporated into the Measurement Framework.
- Where an indicator is collected for all local authority areas across Scotland (for example, the percentage of working age population in employment), targets have been set in relative terms (e.g. to be above Scottish average, to be in top 3 local authorities).
- The baseline trend data has been used to establish a realistic and achievable target (e.g. looking at previous population change data to establish the targets for population growth).
- Where the baseline data was limited (or not available), the target has been based on discussions with relevant HIE or Highland Council staff responsible for taking forward the actions that will deliver the ERRP short-term outcome.

A second workshop was held with Highlands and Islands Enterprise and Highland Council staff to agree the proposed targets. The final set of agreed indicators, baselines and targets are given in Chapter 2.

Developing a Measurement Framework

Having established the key indicators to be monitored and having gathered the baseline data for each of these, the final stage was to develop a Measurement Framework to enable HIE and their partners to effectively monitor progress against the agreed indicators. There are two elements to this:

- An accompanying Excel database sets out the details of each indicator, including the source of the data and its availability, to enable PSP partners to collect and analyse this data on an ongoing basis.
- Chapter 3 of this report provides guidance on the processes and procedures that need to be in place to enable the effective collection and analysis of the monitoring data.

2. AGREED INDICATORS AND TARGETS

Introduction

As discussed in the previous chapter, through a process of desk-based review of strategies and plans, discussions with key HIE and Highland Council staff responsible for taking forward the different elements of the ERRP and two workshops with HIE and Highland Council staff, the indicators to be included in the Measurement Framework, alongside the targets for each indicator have been agreed. This chapter will briefly describe some of the background information that informed the choice of indicators and will then go on to set out the full set of indicators.

Good Practice in Development of Key Indicators

Setting targets can be an effective strategy in terms of improving services and there is now a strong focus from government on results and outcomes. There has been a drive in recent years to develop a range of national performance indicators and targets. However there is also a need for meaningful targets at a local level. Identifying robust performance indicators is challenging and to gather the whole picture a basket of indicators will be required. The development of indicators for this exercise will be informed by good practice principles outlined by the Scottish Government, The Improvement Service and the Audit Commission.

In line with the Scottish Government's approach to developing indicators to support the National Outcomes and ultimately deliver on its Purpose, indicators should not be used to provide comprehensive measurement of every aspect of activity, but rather be selected to reflect key areas that require progress to achieve outcomes. Specific guidance for Community Planning Partnerships (CPPs)[1,2] highlights the need for indicators to measure performance against a planned outcome or an output that clearly contributes to a planned outcome. Outcomes that are chosen need to be both relevant and practical. More specifically to support a SOA the indicators need to be:

- Relevant and unambiguous which means clearly and directly relevant to outcomes and comprehensible to non-experts.
- Harmonised with other frameworks and concepts used elsewhere.
- Timely and accessible to tie-in with reporting arrangement and ideally publicly available.
- Statistically robust and consistent irrespective of whether data comes from surveys or administrative systems.
- Affordable, with costs to collecting the data outweighed by its usefulness.

Along the same lines, the Audit Commission[3] list of the characteristics of robust performance indicators provides a helpful checklist against which to 'test' the indicators developed through this process. This suggests that indicators need to be:

- Relevant – closely linked to strategic goals and objectives and conceptually valid – producing data that accurately measures the objective that is to be achieved.
- Have a clear definition - to allow for the assessment of progress clearly and precisely.
- Easy to understand and use – avoiding jargon.
- Comparable – ideally between organisations and over time.
- Verifiable with clear documentation that allows processes to produce data that can be validated.

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[1] Improvement Service (2008). *Single Outcome Agreements: Guidance for Community Planning Partnerships*.
[2] Improvement Service (2010).
[3] Audit Commission (2000). *On Target the Practice of Performance Indicators (London)*

- Cost effective – relying where possible on existing data with any additional requirements designed to minimise cost and burden on collectors.
- Unambiguous so that it is apparent whether increases or decreases in value represent progress.
- Attributable (at least in part) to the policies and efforts of partners' policies and efforts.
- Responsive to change – so that progress (or otherwise) can be easily identified.
- No inbuilt perverse incentives that result in unwanted or wasteful actions.
- Statistically valid and not reporting annual fluctuations of small data sets.
- Timely to facilitate the tracking of progress as required.

The Measurement Framework for the ERRP has been designed to ensure that it, wherever possible, complies with this good practice.

Views of PSP Partners

Through our discussions with key HIE and Highland Council staff, a number of common themes emerged in terms of the broad approach that should be taken to measuring the delivery and impact of the ERRP. These can be thought of as the *principles* that will underpin the Measurement Framework and include:

- The importance of having a simple, easy to use system in place for monitoring progress. Elements of achieving this include:
    - Having a small number of indicators for each 'short term outcome'.
    - Utilising existing sources of data (such as HIE's internal HMS system) wherever possible.
    - Using similar or comparable measures across different 'short term outcomes' (e.g. number of jobs created).
- Not all indicators need to have the same reporting cycle. Indicators can be monitored quarterly, biannually or annually as appropriate. Linked to this, not all indicators need to be included in each quarterly feedback report to the Economic Growth and Recovery Sub-group. From 2015 onwards, an Annual SOA Performance report will be compiled – so data must be available for each indicator on at least an annual basis.
- There are a number of different audiences for the measurement data – including:
    - Internal (to PSP Board, HIE, Highland Council and University of the Highlands and Islands) to measure progress and inform future delivery plans.
    - Scottish Government and Audit Scotland in terms of demonstrating contribution to the Government Economic Strategy and National Outcomes.
    - Local politicians and community – with the focus on demonstrating what is being delivered and the impact it is having, particularly at the local level.
    The data collected must be able to meet the information needs of each of these groups.

In addition, consultees flagged up a number of challenges associated with the development and implementation of the ERRP Measurement Framework including:

- Limitations in the availability of (quality) data at a local level.
- Where data are used to 'measure' performance (and potentially have implications around budgets and resources) there may be issues around the willingness to share information.
- The degree to which outcomes can be controlled by partner organisations will vary.
- Many of the indicators are urban dominated – and provide little information about progress or otherwise in rural areas.
- Important to ensure that focus is on delivering actions set out in the ERRP – and that the Plan does not in itself become an action.

- Some activities funded by HIE (such as BT contract to increase broadband coverage) and some HIE business support services (such as International Strategy Workshops) are not captured on HMS.
- Must be careful in setting targets, especially where data availability does not fully reflect what HIE/HC is trying to achieve, as targets drive behaviours and can lead to an unwarranted focus on the wrong issues. HIE's pragmatism in monitoring is seen as a key strength – and important not to lose this here.

Each of these issues has been carefully considered in developing the Measurement Framework, with the indicators chosen those that best address these concerns.

Agreed Indicators and Targets

The agreed indicators and targets, alongside the available baseline data for each indicator are set out in Figures 1-4. Figure 1 sets out the 'high level indicators' that the PSP will measure progress against. These are drawn from two sources:

- In addition to setting out short-term outcomes, the ERRP also sets out a number of key targets, and these must be included in the Measurement Framework. These are:
  - Create or sustain 5,000 jobs through public sector intervention.
  - Create 1,250 new business start-ups.
  - Assist 3,000 existing businesses with advice and support through Business Gateway.
- It is important that the impact that SOA ERRP actions are having on overall economic performance of Highland is captured. The Improvement Service has proposed a set of common indicators for SOA policy priorities. However, for many of these (such as GVA) it is not possible to disaggregate the data at the Highland level or the data is based on a survey– with limited survey samples within Highland. As such, only 2 indicators from the proposed list are included namely:
  - Number of registered enterprises per 10,000 populations.
  - Employment rate.

Figures 2-4 provide the indicators for each of the long-term outcomes set out in ERRP, namely:

- Enabling infrastructure.
- Support for business.
- Creating successful places.

The fourth long-term outcome, skills and employability, is to be handled outside of this exercise.

Each table sets out the short term outcomes that are identified in the ERRP, the indicators that should be used to measure progress against it, the baseline data for this indicator and the target for 2018/19.

At this stage, it is worth noting that throughout the ERRP, the development of a strategy or action plan is often given as the initial outcome. We have not included these as 'indicators' in Figures 2-4 as these are essentially key actions that will help inform the PSPs work to take forward these outcomes – rather than outcomes in and of themselves. However, the consultations undertaken to help develop this Measurement Framework flagged up that many of these strategies and action plans have not yet been developed – so progressing these should be a priority for the PSP partners.

Figure 1: High Level Indicators

Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Full Target (in aggregate 2018/19
HL1: Number of jobs created or sustained through public sector interventions				1,010	387	1,793.30	1,153.25	5,000
HL2: Number of Business Gateway volume start up clients who have begun trading					215	250	258.75	1,250
HL3: Number of existing businesses accessing advisory services through Business Gateway					548	498	613.00	3,000
HL4: Number of VAT/PAYE registered enterprises per 10,000 populations		467.1	459.6	471.9	471	N/A	t.b.c.	Top 4 local authority
HL5: % of working age population (16-64) in employment	79.2	80.9	77.8	79.9	75.4	74.2	t.b.c.	Top 3 local authority

Figure 2: Enabling Infrastructure Indicators

Short Term Outcome	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
1. Roll out of next generation broadband across the area	**EI1:** % of addresses which are within the coverage area of superfast broadband networks			0.00%	3.30%	3.60%	Not yet available	t.b.c. - maybe just track	90%[4]
	EI2: % of homes with broadband currently not achieving 2Mbit/s speeds			17.20%	16.00%	14.60%	Not yet available	t.b.c. - maybe just track	<5%
2. Ensure that the region has access to 3G, 4G and mobile telephony services fit for the 21st century	**EI3:** % of area with no 2G signal					37.7		t.b.c. - maybe just track	<25%
2. Ensure that the region has access to 3G, 4G and mobile telephony services fit for the 21st century	**EI4:** % of area with no 3G signal					69.9		t.b.c. - maybe just track	<50%
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI5:** % roads rated 'red'							t.b.c. - maybe just track	
	• A roads					3		t.b.c. - maybe just track	Below Scottish average
	• B roads					8		t.b.c. - maybe just track	Below Scottish average

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[4] BT currently delivering upgrade to system which should result in 84% coverage by 2016.

Short Term Outcome	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
	• C roads					12		t.b.c. - maybe just track	Below Scottish average
	• Unclassified					10		t.b.c. - maybe just track	Below Scottish average
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI6:** % roads rated 'amber'							t.b.c. - maybe just track	
	• A roads					22		t.b.c. - maybe just track	Below Scottish average
	• B roads					28		t.b.c. - maybe just track	Below Scottish average
	• C roads					30		t.b.c. - maybe just track	Below Scottish average
	• Unclassified					28		t.b.c. - maybe just track	Below Scottish average
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI7:** Number of year-round scheduled cross-border/international routes	8	7	7	8	8	7	t.b.c. - maybe just track	10

Short Term Outcome	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI8:** Weekly frequency of scheduled air services to London	33	33	33	33	33	21	t.b.c. - maybe just track	33
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI9:** Weekly frequency of scheduled air services to Manchester	13	13	13	13	13	13	t.b.c. - maybe just track	15
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI10:** Weekly frequency of scheduled air services to Amsterdam	0	0	0	7	7	7	t.b.c. - maybe just track	14
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI11:** Business Connectivity Index	526	522	522	585	585	465	t.b.c. - maybe just track / t.b.c. - maybe just track	662
3. Ensure that the region has appropriate connectivity through road, sea, rail and air links	**EI12:** Hub Connectivity Index	92	92	92	162	162	138	t.b.c. - maybe just track	236
4. Ensure that the supply of business/industrial land meets anticipated future demand levels	**EI13:** % of adopted Local Development Plans up to date (less than 5 years old)					100%	100%	t.b.c. - maybe just track	100%

Short Term Outcome	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
5. Ensure that the electricity grid infrastructure is fit for purpose to support ambitions for renewable power	**EI14:** Number of electricity grid upgrade projects completed							t.b.c. - maybe just track	8 projects to be completed by 2018/19[5]
6. Ensure that the regions ports can play an appropriate role in the Energy sector	**EI15:** Number of port upgrade projects completed							t.b.c. - maybe just track	5 projects to be completed by 2018/19[6]
7. Ensure that there is sufficient housing stock to support the region's growth ambitions	**EI16:** Number of new homes completed	1,845	1,568	1,119	1,199	1,053	832	t.b.c. - maybe just track	5,000 new homes by 2017
	• Social housing (Council houses and other non-council) social housing)	375	403	368	526	304		t.b.c. - maybe just track	688 new homes by 2017
	• Private sector housing	1,470	1,065	831	673	749		t.b.c. - maybe just track	

[5] Beauly-Blackhillock-Kintore (due to complete 2015); Beauly-Mossford (2015); Dounereay-Mybster (completion date not known); Beauly-Loch Buidhe (completion date not known); Orkney AC Link (completion date not known); Gills Bay Radial (completion date not known); Lairg-Loch Buidhe ((completion date not known); Beauly-Tomatin (completion date not known).
[6] Projects are Ardeseir; Kishorn; Nigg; Scrabster; and Wick.

Figure 3: Support for Business Indictors

	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
1. Attraction of new inward investment into the region	**SB1:** Number of inward investment projects (new)					4	11	t.b.c. - maybe just track	20 (cumulative)
1. Attraction of new inward investment into the region	**SB2:** Value (£) of inward investments (new)					N/A	N/A	t.b.c. - maybe just track	No target – but track
1. Attraction of new inward investment into the region	**SB3:** Number of jobs supported FTEs in inward investors (both new and existing)					226 new jobs	158 new jobs	148	750 (cumulative)
2. Implementation of sector route maps for key sectors	**SB4:** Number of jobs supported FTEs in HIE supported businesses by GES growth sector								No target – but track
	• Creative Industries				0	5	16	n/a	
	· Energy				160	50	1,401	n/a	
☐	− Renewables				11	1	15	n/a	
☐	− Non-renewables				149	49	1386	n/a	
	• Financial and Business Services				500	5	5	n/a	
	• Food and Drink				243	60	66	n/a	
	• Life Sciences				7		48	n/a	
	• Sustainable Tourism				10	40	28	n/a	
	• Universities				0	0	0	n/a	

Objective	Indicator								Target
2. Implementation of sector route maps for key sectors	**SB5:** Value of tourism sector						First data will be for 2014		Increase value by 4% per annum and to exceed Scottish growth rate
2. Implementation of sector route maps for key sectors	**SB6:** Installed capacity of renewable energy	819	930	1,297	1,330	1,471	5,080	t.b.c. - maybe just track	1,471
2. Implementation of sector route maps for key sectors	**SB7:** Wave and tidal projects implemented	0	0	0	0	0	0	t.b.c. - maybe just track	3 projects to be fully implemented by 2017
3. Ensure suitable support to area's social enterprises	**SB8:** Number of social enterprises supported by HIE				47	35	50	t.b.c. - maybe just track	55
3. Ensure suitable support to area's social enterprises	**SB9:** Number of jobs supported FTEs in supported social enterprises				29	14	24	19	100 (cumulative)
4. Ensure that strategy and action plan to support business start-up in the area is current and fit for purpose	**SB10:** Number of Business Gateway volume start up clients who have begun trading		167	243	244	215	250	250	1,250 (cumulative)
5. Enhance access to finance for Highland businesses	**SB11:** Total value (£) of financial support provided by HIE to businesses				£6.8 million	£4.9 million	£17.4 million	t.b.c. - maybe just track	No target – but track
5. Enhance access to finance for Highland businesses	**SB12:** Number of Highland Opportunities loans issued					18	25	18.75	100
5. Enhance access to finance for Highland businesses	**SB13:** Value of Highland Opportunities loans issued					£326,400	£524,000	t.b.c. - maybe just track	No target – but track

5. Enhance access to finance for Highland businesses	**SB14:** % of Highland Council procurement spend with Highland businesses	46.70%	42.70%	46.90%	40.60%	42.90%	Not yet available	t.b.c. - maybe just track	Increase spend by 5% by 2017
5. Enhance access to finance for Highland businesses	**SB15:** % of Highland Council procurement spend with Highland SMEs	39.90%	36.00%	36.80%	35.20%	32.60%	Not yet available	t.b.c. - maybe just track	Increase spend by 5% by 2017
6a. Create and support initiatives to strengthen status and profile of Gaelic within economic development 6b. Develop strategies for Gaelic related employment	**SB16:** Up-to-date (less than 5 years old) Gaelic Language Plan in place (including 'economic development' theme)					Yes	Yes	t.b.c. - maybe just track	Strategy to be in place

Figure 4: Creating Successful Places Indicators

	Indicator	2008/09	2009/10	2010/11	2011/12	2012/13	Progress in Year 1 of Plan 2013/14	Indicative for Year 2 of Plan 2014/15	Target 2018/19
1. Inverness and the wider region realise the benefits of the 'Seven Cities' strategy	**CSP1:** Number of projects completed							t.b.c. - maybe just track	6 projects to be on site and/or completed[7]
1. Inverness and the wider region realise the benefits of the 'Seven Cities' strategy	**CSP2:** Working age population (16-64) Note: Calendar years not financial years (e.g. 2011 not 2011/12)				44,567	44,674	44,316	t.b.c. - maybe just track	Growth of 5%
2. Existence of the right environment for Highlands towns, industrial and rural areas to prosper	**CSP3:** Working age population (16-64) Note: Calendar years not financial years (e.g. 2011 not 2011/12)								
	• Dingwall				3,930	3,926	3,908	t.b.c. - maybe just track	Growth of 3%
	• Fort William				6,597	6,603	6,567	t.b.c. - maybe just track	Growth of 3%
	• Invergordon/Alness				6,811	6,745	6,661	t.b.c. - maybe just track t.b.c. - maybe just track	Growth of 3%

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[7] 6 projects specified in strategy are City Centre; Inverness Campus; Torvean/Ness-side; Muirtown; Inshes/Raigmore; and IABP

	• Inverness				44,567	44,674	44,316	t.b.c. - maybe just track	Growth of 5%
								t.b.c. - maybe just track	
	• Nairn				6,983	7,027	6,949	t.b.c. - maybe just track	Growth of 5%
	• Portree				1,487	1,574	1,566	t.b.c. - maybe just track	Growth of 5%
	• Thurso				5,745	5,605	5,526	t.b.c. - maybe just track	Growth of 3%
	• Wick				5,298	5,271	5,209	t.b.c. - maybe just track	Growth of 3%
2. Existence of the right environment for Highlands towns, industrial and rural areas to prosper	**CSP4:** % of working age population claiming Jobseekers Allowance								Return to pre-recession rates (i.e. 2007/08)
	• Dingwall	1.6	3.2	3.5	3.4	3.3	2.6	t.b.c. - maybe just track	1.6
	• Fort William	1.7	2.7	2.8	3.3	3.4	2.9	t.b.c. - maybe just track	1.7
	• Invergordon/Alness	3.2	4.8	5.2	4.8	4.7	4	t.b.c. - maybe just track	3
	• Inverness	1.6	3	3	3.1	3.1	2.6	t.b.c. - maybe just track	1.5
	• Nairn	1.7	2.8	2.9	2.9	2.7	2.2	t.b.c. - maybe just track	1.4
	• Portree	2.7	3.6	3.4	4	4.5	4.3	t.b.c. - maybe just track	2.3

								t.b.c.	
	• Thurso	2.3	3.2	3.9	4.3	3.8	3.4	t.b.c. - maybe just track	2.4
	• Wick	3.4	4.8	5.3	5.7	5.3	5.2	t.b.c. - maybe just track	3.6
3. Support large-scale employment growth opportunities	No indicator available								
4. Communities can participate in and benefit from the development of renewable energy across the Highlands	**CSP5:** Number of developments in Highland that pay community benefits from renewables						23	t.b.c. - maybe just track	30
4. Communities can participate in and benefit from the development of renewable energy across the Highlands	**CSP6:** Number of communities receiving community benefits from renewables						34	t.b.c. - maybe just track	40
5. Targeting regeneration and fragile areas	**CSP7:** Total population 34 data zones defined as 'fragile' by HIE Note: Calendar years not financial years (e.g. 2011 not 2011/12)				24,115	23,947	23,900	t.b.c. - maybe just track	(a) Overall population stable (b) Increase in population in at least 20 data zones, stable in at least 10
5. Targeting regeneration and fragile areas	**CSP8:** Number of data zones in worst 15% nationally (SIMD)			16 (SIMD 2009 Update)	-	17 (SIMD 2012)	-	t.b.c. - maybe just track	12
6. Ensure Caithness and North Sutherland reap maximum social and community benefits from decommissioning	**CSP9:** Number of new jobs created in Caithness and North Sutherland	50.5	142	281.5	153.5	133.5	140.25	90	500 (100 per annum)
7. An attractive region for young people	**CSP10:** Population aged 16-24				21,968	22,200	22,100	t.b.c.	Growth of 5%

	Note: Calendar years not financial years (e.g. 2011 not 2011/12)							
	CSP11: % of school leavers moving into a positive destination		86.7% (19)	89.4% (=13)	90.7% (13)	93.1% (11)	-	t.b.c.	Top 8 local authority
	CSP12: % of young people (aged 16-24) claiming JSA	2.7	3.7	3.8	3.8	3.5	2.4	t.b.c.	Return to pre-recession rates (i.e. 2007/08)
8. Highland as an international study destination	No indicator available							
9a. Improved access to further and higher education within Highland communities for young people 9b. Improved access to further and higher education within Highland communities for mature students	**CSP13:** Number of students from Highlands and Islands studying at UHI and Stirling University campuses in Highland **CSP14:** % of total students at UHI and Stirling University campuses in Highland from Highlands and Islands					3,288 80.60%		t.b.c.	Increase in places to 3,500

3. USING MEASUREMENT FRAMEWORK

Introduction

The purpose of establishing the Measurement Framework for the ERRP is to provide intelligence so that:

- PSP partners know the extent to which they are achieving the outcomes they have set for the period 2013/14 to 2018/19.
- Corrective action can be taken when performance is below expectation, for example, by reallocating resources.
- Improvements to design and delivery can be made if weaknesses are identified.
- Improvements to management or partnership working can be made.

As such, a process is required to:

- Bring together the different strands of data to identify the overall performance.
- Utilise this analysis to improve performance.

Roles and Responsibilities of PSP Partners

The Economic Growth and Recovery Sub-Group of the PSP are responsible for delivering the ERRP. This group is currently chaired by Highlands and Islands Enterprise. In terms of collecting, analysing and utilising the data in the Measurement Framework, we propose the Economic Growth and Recovery Sub-Group adopt the following approach.

- Many of the indicators included in the Measurement Framework are already collected by Highlands and Islands Enterprise, Highland Council or another partner. In these cases, the individual responsible for collecting this data, along with details of their line manager, is given in the accompanying Excel database. One individual from each PSP partner organisation should be tasked with ensuring data from across their organisation is fed into the Economic Growth and Recovery Sub-Group at the appropriate juncture (e.g. quarterly, biannually, annually).
- Where an indicator is drawn from a national dataset (e.g. Businesses in Scotland, Annual Population Survey, Scottish Transport Statistics), there must be a dedicated individual with responsibility for collating, analysing and reporting this data to the Economic Growth and Recovery Sub-group. This individual must have both the expertise to extract and analyse the data and the capacity (time and resources) to do so. Agreeing the organisation and individual that will fulfil this role is an immediate priority for the Economic Growth and Recovery Sub-Group.
- In terms of reviewing the data and using it as a basis for decision making, this must be done by the Economic Growth and Recovery Sub-Group as a whole. This aligns with the central purpose of Community Planning Partnerships to co-ordinate and improve the delivery of public services to achieve the priorities for their area.
- From 2015 onwards, and Annual SOA Performance Report must be compiled by the Highland PSP for the Scottish Government. The Measurement Framework provides a process to allow the data for the 'economic growth and recovery' priority to be collected, but an individual must be designated to act as the contact point between the Economic Growth and Recovery Sub-Group and the team tasked by the PSP to compile this Annual Report. Again, it is important that this individual has both the skills and the resources to be able to input the data required by this statutory reporting process.

Frequency of Monitoring

One consideration in designing the Measurement Framework is how regularly the Economic Growth and Recovery Sub-Group should monitor progress against the indicators agreed.

- The accompanying Excel database outlines the reporting schedule for each indicator (e.g. how often the data is updated) – and makes a recommendation about how often each indicator is reviewed by the Economic Growth and Recovery Sub-Group.

- In general, it is recommended that:
    - Indicators that relate to activities (such as number of Business Gateway volume start up clients who have begun training, number of new homes completed, etc.) should be reviewed at every Economic Growth and Recovery Sub-Group meeting to enable partners to adjust their approach quickly in light of under- (or indeed over-) performance .
    - Indicators that relate to long term objectives (such as electricity grid upgrades or condition of road networks), alongside those that demonstrate the impact of PSP partners (such as the number of jobs created or sustained through public sector interventions) should be reviewed less regularly. We suggest that the Economic Growth and Recovery Sub-Group review these indicators annually.

Highland Community Planning Partnership

Improving Early Years Outcomes – October 2014

For Highland's Children 4 (FHC4) is the service plan for Children's Services. It reflects and blends the commitments of Highland Council, the commissioning intentions of NHS Highland, the stretch aims of the Early Years Collaborative, and the improvement priorities identified by improvement groups working across Children's Services.

A revised performance management framework has been developed around the SHANARRI wellbeing indicators and 14 key outcomes. Each of the performance measures has been allocated to an improvement group   The achievement of the outcomes and high level performance measures is monitored through the use of a "scorecard" and reported through the relevant committee structures. In addition small scale, local improvement work aimed at supporting the achievement of the performance measures and outcomes will be managed through the improvement groups, using the Early Years Collaborative model for improvement, where appropriate.

The revised performance management framework is a mix of pre-existing measures developed as part of the partnership agreement, some of which have been revised and additional performance measures.

All of the pre-existing performance measures have been achieved or are on target, with the exception of the target of 36% of new born babies being exclusively breastfed at the 6-8 week review. The timescale for achieving this has been extended to March 2017 and an action plan has been put in place to help support this.

Revised Early Years Outcomes and Measures (Extract from FHC4 Performance Measures)

Outcome	Measures
Children and Young People experience healthy growth and development	- The percentage of children who reach their developmental milestones at their 27 – 30 month health review will increase year on year *(new)* - The percentage of children who reach their developmental milestones at entry to Primary four will increase year on year *(new)* - There will be a reduction in the percentage gap between the most and least affluent parts of Highland for low birth weight babies *(new)* - Improve the uptake of 27-30 month surveillance contact from the baseline of 52% to 95% by March 2016 *(new)* 95% uptake of 6-8 week Child Health Surveillance contact (*existing*) 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. *(new)* 95% uptake of 6-8 week Child Health Surveillance contact showing

	no difference in the uptake between the general population and LAC *(new)* • Achieve 36% of new born babies exclusively breastfed at 6-8 week review by March 2017 *(revised timescale)* • 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 *(new)* • Maintain the 95% Allocation of Health Plan indicator at 6-8 week from birth for the general population *(existing)* • Maintain 95% uptake rate of MMR1 (% of 5 year olds) *(existing)* • Sustain the completion rate of P1 Child health assessment to 95% *(existing)*
Children and young people make well-informed choices about health and safe lifestyles	• The number of early years providers who offer children healthy snack choices will increase *(new)* • The number of pre-school aged children who have access to energetic physical play increases *(new)*
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	• The number of pregnant women screened for substance misuse who are offered support increases*. (new)* • The number of pregnant women who are at risk of poor mental health who are offered support increases. *(new)* • The number of eligible children supported to take up their early learning & childcare entitlement increases *(new)* • The number of staff trained in the use of approved parenting programmes increases *(new)* • The number of areas producing an annual plan for delivering universal and targeted support to parents increases *(new)* • The number of parents attending validated parenting programmes increases *(new)* • Increase the number of parents participating in a validated parenting course who have 3-4 year olds with severely disruptive behaviour *(new)* • The number of schools offering sessions and/or written information to parents about child development at transition to P1 increases *(new)*
Families are valued as important contributors and work as equal partners to ensure positive outcomes for their children and young people.	• The number of parents accessing the handling teenage behaviour programme increases*. (new)* • Family Nurse Partnership fidelity goals will be achieved *(new)*

The Highland Community Planning Partnership	Agenda Item	4(ii)(d)
Community Planning Board - 13 October 2014	Report No	

Highland Single Outcome Agreement – Safer and Stronger Communities and Reducing Re-offending

Report by the Highland Local Policing Commander - Chief Superintendent Julian Innes

Summary

This report sets out a proposed refresh of the delivery plan for the Safer and Stronger Communities theme of the Highland Single Outcome Agreement (SOA), together with comments on the relevant SOA chapter as a whole.

1.   Background

1.1   The Chief Officers Group invited all SOA Responsible Officers to refresh their theme delivery plans for 2014/125, for submission to the Community Planning Board. All leads within the Safer Highland structure were in turn invited to contribute to reviewing the delivery plan for the Safer and Stronger Communities and Reducing Re-offending chapter.

2.   Plan Review

2.1   In tackling this exercise, the opportunity has been taken to review the SOA chapter as a whole, not just the delivery plan, and the resulting comments are shown tracked in the attached Appendix.

3. Recommendation

3.1   Board members are asked to consider the refresh as set out in the Appendix.

Author: T/Inspector Andy Ingram, Police Scotland

Date: 7 October 2014

6.4 Table 12: Plan for the delivery of outcomes

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6.   **Safer and stronger communities and reducing reoffending**

6.1   Introduction

6.1.1   During 2012 and 2013 Council, health, fire and police partners have worked together to produce the first Strategic Assessment for community safety in the Highlands. This will support the development of local plans for police and for fire and rescue services.

6.1.2   The strategic assessment has analysed a range of public protection and community safety issues for the Highlands drawing on:

- partners' evidence of the incidence of crimes, partner interventions and the demand for their service
- the views of practitioners, communities and scrutiny bodies
- reaching a partnership view on what works
- identifying key issues and challenges for partners to address
- developing a partnership understanding of how to work more preventatively
- agreeing how to work together to address patterns of inequality by considering who is more likely to be a victim of crime or a perpetrator of crime and to identify the most vulnerable communities.

6.1.3   The Strategic Assessment, along with further public engagement, will support the development of new local plans for police and fire. From the analysis, partnership action has been identified for several public protection and community safety themes which will be taken through specific joint operational plans, as listed in section 6.7 below.

6.1.4   In addition, by considering the range of public protection and community safety issues together and in this way, partners identified common themes across nearly all types of crime. These were:

- Alcohol misuse was often a contributory factor for a range of crimes
- Areas of multiple deprivation have higher crime levels and higher levels of fear of crime
- Moving to more integrated partnership processes would produce better results and safer communities (especially given the success of reducing offending and reoffending among young people by adopting the partnership practice model (GIRFEC)).

Partners have committed to a new strategic focus and new concerted effort on these three priorities and these are included in the partnership delivery plan below.

6.1.5   In listening to public views on community safety the three main concerns are persistently about road safety, alcohol misuse and antisocial behaviour. These are addressed below and feature in the partnership delivery plan.

6.1.6   In developing equalities outcomes, partners have agreed shared outcomes to achieve in relation to hate incidents and crimes and violence against women. These are addressed in the partnership delivery plan.

6.4 Table 12: Plan for the delivery of outcomes

6.1.7 **Highland Context**

Overview of crime, community safety and re-offending

For all crimes recorded, Highland has the 7th highest number of all 32 community planning areas in Scotland and is ranked 15th for crimes per 10,000 of the population. In total 9827 crimes were recorded in 2011/12, excluding miscellaneous and road traffic offences. This number has reduced from 10,320 in 2009/10 (a 4.8% reduction in three years). Over the same period the detection rate has increased from 56.6% to 63.2%. This is significantly above the Scotland average of 49% over the same period. Based on the relatively low number of crimes per 10,000 of the population and the relatively higher detection rate, the Highlands generally are a safe place to be.

6.1.8 Most crimes recorded relate to crimes of dishonesty (Class 3 crimes), crimes of vandalism (Class 4) and other crimes including drugs offences and public order offences (Class 5) accounting for 44.6%, 22.9% and 25.1% of all Class 1-5 crimes respectively in 2013/14. Crimes against the person including murder, serious assault and robbery (Class 1) account for 2.4% of Class 1-5 crimes and numbered 200 in 2013/14. Crimes of indecency (Class 2) account for 4.9% of Class 1-5 crimes and numbered 409 in 2013/14.

~~Most crimes recorded relate to crimes of dishonesty (Class 3 crimes), crimes of vandalism (Class 4) and other crimes including drugs offences and public order offences (Class 5) accounting for 40%, 28% and 26% of all Class 1-5 crimes respectively. Crimes against the person including murder, serious assault and robbery (Class 1) account for less than 4% of Class 1-5 crimes and numbered 332 in 2011/12. Crimes of indecency (Class 2) account for less than 2% of Class 1-5 crimes and numbered 191 in 2011/12.~~

6.1.9 Since 2009/10 the overall reduction in recorded crimes in Highland relate to fewer recorded crimes of dishonesty and vandalism. When compared with Scotland as a whole, Highland has a similar proportion of Class 1, Class 2, and Class 4 crime. In contrast, Highland has a higher proportion of Class 5 crime (25.1% compared to 22% nationally for other crimes including drugs offences and public order offences) and a lower proportion of Class 3 crime (44.6% compared to 49% nationally for crimes of dishonesty) in 2013/14.

~~In contrast, Highland has a higher proportion of Class 5 crime (30% compared to 22% nationally for other crimes including drugs offences and public order offences) and a lower proportion of Class 3 crime (39% compared to 49% nationally for crimes of dishonesty).~~

6.1.10 Fire safety

The number of dwelling house fires has fallen from 151 in 20010/11 to 144 in 2013/142. Common causes relate to cooking, electrical or appliance faults and conducted heat or smoking. The dwelling fires in 2013/14 were more likely to involve people with disabilities, older single people and people living in areas of deprivation. Smoking and drinking alcohol were also risk factors in some of these fires.

~~The number of dwelling house fires has fallen from 175 in 2007/8 to 148 in 2011/12. Common causes relate to cooking, electrical or appliance faults and conducted heat or smoking. The dwelling fires in 2011/12 were more~~

6.4 Table 12: Plan for the delivery of outcomes

~~likely to involve people with disabilities, older single people and people living in areas of deprivation. Smoking and drinking alcohol were also risk factors in some of these fires.~~

6.1.11 The number of secondary fires (those not involving casualties or rescues and attended by four or fewer fire engines) has ranges between 255 for 2010/11 to 183 in 2013/14. A large percentage of the 183 fires were wildfires and 33% were for refuse or refuse container fires. A current focus is on addressing wildfires, affected by periods of warm, dry weather. Fire related antisocial behaviour has decreased over the same reporting period, with alcohol playing a part in this type of activity. ~~The number of secondary fires (those not involving casualties or rescues and attended by four or fewer fire engines) has fluctuated between 599 and 676 during 2007/8 to 2011/12. Of the 676 fires in 2011/12, 62% were grassland fires and 33% were for refuse or refuse container fires. A current focus is on addressing wildfires, affected by periods of warm, dry weather.~~

6.1.12 The number of deliberate fires set has fallen from 386 in 2007/8 to 361 in 2011/12. This anti-social behaviour can also be influenced by alcohol.

6.1.13 The number of fire casualties has fluctuated between 57 and 64 per annum over the period 2010/11 to 2013/14. Of the 64 casualties in 2013/14 there was 1 fatality as a result of a dwelling house fire~~The number of fire casualties has fluctuated between 26 and 57 per annum over the period 2007/8 to 2011/12. Of the 50 casualties in 2011/12 there were 7 fatalities resulting from both road traffic collisions and dwelling house fires.~~

6.1.14 Reducing re-offending
The rate of reconvictions within one year has been falling steadily in Highland. The latest data for 2009/10 show that of the 1938 offenders in 2009/10, 26.9% were reconvicted within one year, a reduction from 33.4% in 2005/6. This rate is the second lowest of the five community planning partnerships within the Northern Community Justice Authority and below the Scottish figure of 31.7%.

6.4 Table 12: Plan for the delivery of outcomes

6.1.15 <u>Reduced youth offending</u>
Over the past three years the number of recorded complaints about young people has decreased and the number of offences committed by young people has decreased. The average number of monthly offence-based referrals to the Scottish Children's Reporter Administration (SCRA) has decreased from 73 in 2010/11 to 45 in 2012/13. In 2010/11 the rate of children referred to SCRA on offence grounds was 29 per 1000 population compared to 35 per 1000 population for Scotland.   The number of persistent young offenders has also fallen significantly (by 63%) from 98 in 2010/11 to 30 in 2011/12. As at April 2013 there were 7 persistent young offenders. Unlike central Scotland, there is no known gang activity and nor associated organised violence in the Highlands. The partnership's practice model (GIRFEC), supported by a range of diversionary activities has had a positive impact on reducing youth offending and reoffending.

6.1.16 <u>Community views</u>
The most recent results from public surveys[1] indicate that 96% of the Highland population rate their area within 15 minutes' walk of their home as very or fairly safe, an increase from 92/9% reported in 2010/11. Although comparisons can no longer be made nationally, other surveys show higher reporting of safety in the Highlands. For example:

- 76% of residents stated that they feel 'very/fairly safe' walking alone in the local neighbourhood after dark, compared to a Scottish average of 68%.
- 95% of Highlands & Islands respondents stated that they feel 'very/fairly safe' when at home alone at night, compared to a Scottish average of 94%.
  (Scottish Crime and Justice Survey 2010/11)

6.1.17 <u>Both Police and Council surveys show that consistently over time the Highland public identifies road safety, alcohol abuse and anti-social behaviour as their top three community safety concerns. 80% of adults are concerned about road safety, 69% are concerned about alcohol abuse (an increase from 51% in 2009) and 63% are concerned about anti-social behaviour.</u>
~~Both Police and Council surveys show that consistently over time the Highland public identifies road safety, alcohol abuse and anti-social behaviour as their top three community safety concerns. Over 75% of adults are concerned about road safety, 65% are concerned about alcohol abuse (an increase from 51% in 2009) and over 61% are concerned about anti-social behaviour.~~

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[1]The Citizens' Panel response to the Council's annual survey of performance and attitudes in 2012 and the 2012 Northern Constabulary Community Consultation Survey.

6.4 Table 12: Plan for the delivery of outcomes

6.1.18   <u>Alcohol misuse</u>
Alcohol misuse is a cross-cutting issue which impacts significantly on community safety in Highland. There were 101,191 incidents recorded during the period of 1st April 2013 to 31st March 2014. Of this total 9,878 were recorded with the alcohol marker. This equates to 9.8% of all incidents.

~~During April – December 2012, there were 8,893 incidents reported to police in Highland that were marked as alcohol related. This is 11.8% of total incidents recorded during this period.~~ It is likely that further incidents also involved alcohol however this is not always known or recorded. The volume incident types that are most likely to have an alcohol marker are incidents of; breach of the peace, drunk person, assault, and domestic abuse. Serious incidents such as domestic abuse, serious violent incidents, and sexual offence incidents, were more likely to involve alcohol (see details below).

6.1.19   During the last three years (2009/10 – 2011/12) incidents of drunk and incapable have decreased from 2,252 to 2,202 in Highland. By 2013/14 this had decreased further to 1148. Over the same period, incidents of underage drinking have declined by 41% in Highland, from 552 in 2009/10 to 325 in 2011/12. By 2013/14 this has decreased further to 130 incidents. Levels are still too high.

6.1.20   Operation Respect was initiated in 2008 as a response to concern at a perceived increase in violence and disorder within Inverness City Centre. The operation has since been run over the festive period in successive years. During Operation Respect 2012, a total of 436 antisocial, violent, and dishonesty incidents were reported in Inverness City Centre. Of these, 243 were crimes, of which 208 (86%) were detected. The number of incidents recorded in 2012 increased by 13% in comparison with 2011, and 18.7% in comparison with the average for the previous 4 years. The top incident types for the past 3 years have remained virtually unchanged: breach of the peace, drugs, drunk person, and assault. 80 Fixed Penalties were issued in Inverness in December 2012 and 26 licensed premises checks were conducted in Inverness City Centre during the period of the Operation in 2012.

6.1.21   Alcohol-related hospital admission rates have fallen from 894 per 100,000 in 2008/09 to 694 per 100,000 in 2012/13. This is slightly above the current Scottish average of 693. From 2008 to 2012 alcohol-related deaths in Highland have fallen from 29 to 20.
~~Alcohol-related hospital admission rates have fallen from 913 per 100,000 in 2006/7 to 673 per 100,000 in 2010/11, bringing it lower than the Scottish rate of 695 per 100,000. Over the same period alcohol-related deaths in Highland have fallen from 79 to 53.~~

6.4 Table 12: Plan for the delivery of outcomes

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6.1.22   Pupils aged 15 years self-reporting ever having an alcoholic drink has fallen from 88% in 2006 to 82% in 2010, but this is higher than the figure for Scotland at 77%. Those drinking alcohol on a weekly basis has fallen from 25% to 22% over the same period, but this is higher than the 20% self-reporting in Scotland as a whole. The number of young people aged 18 years and under admitted to hospital in North Highland with a diagnosis containing the word 'alcohol', has decreased from 102 in 2011/12 to 73 in 2013/14. This data may under-report alcohol-related hospital admissions.

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~~Pupils aged 15 years self-reporting ever having an alcoholic drink has fallen from 88% in 2006 to 82% in 2010, but this is higher than the figure for Scotland at 77%. Those drinking alcohol on a weekly basis has fallen from 25% to 22% over the same period, but this is higher than the 20% self-reporting in Scotland as a whole. The number of young people aged 18 years and under admitted to hospital with a diagnosis of alcohol intoxication has increased from 122 in 2006/7 to 158 in 2011/12. Over this period, 753 young people have been admitted to hospital. This data may under-report alcohol-related hospital admissions.~~

6.1.23   Alcohol misuse is associated with crimes and offences as follows:

- It is a risk factor in dwelling fires, fire setting and related casualties;
- It contributes to a high proportion of crimes recorded, e.g. between April – December 2012 alcohol was recorded as being involved in 51% (686 incidents) of minor assaults in Highland, 65% of serious violent incidents (26 incidents relating to serious assault, attempted murder or murder), 41% (665 incidents) of domestic abuse incidents, and 24.8% (33 incidents) of sexual offence incidents (with excess alcohol consumption leading to the increased vulnerability of victims);
- It affects noise complaints about neighbours and other forms of antisocial behaviour;
- It makes roads unsafe - more young drivers (aged 20-29 years) commit drink driving offences than other age groups, accounting for 90 of the 305 recorded in 2011/12;
- It is a risk factor for child protection - an audit of the child protection register in 2012 highlighted that in 60% of cases parental substance misuse (alcohol and drugs) was a risk factor for concerns about children; however the number of Child Protection Case Conferences where parental drug and/or alcohol use is identified as a concern or risk has decreased from 43 in 2012 to 34 in 2013.

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- Alcohol abuse is the second greatest worry among the community and its perception of safety, with nearly two thirds of the adult population expressing this worry.

6.4 Table 12: Plan for the delivery of outcomes

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6.1.24 Antisocial behaviour
Antisocial behaviour (ASB) covers a range of crime and offences that cause concern in communities. It can mean different things to different people, but occurs in most communities in the Highlands although to differing degrees and depending on different levels of tolerance in communities. It can include:

- Assault
- Breaches of the peace
- Vandalism
- Youth offending
- Disturbance and noise incidents
- Drunk persons
- Fire raising
- Offensive weapons incidents.

Taking these types of incidents together (excluding vandalism), there were 16,712 reported in 2011/12, a reduction of 8.9% from 2010/11 when 18,346 were reported. However during this period increases were recorded in incidents of breach of the peace and noise nuisance.

6.1.25 In 2011/12 there were 4,984 reported incidents of breach of the peace, of which 1,691 were subsequently recorded as crimes. This is an increase on 2010/11 when there were 4,891 reported incidents, of which 1,523 were recorded as crimes. These figures highlight that a large proportion of incidents relate to low level, non criminal acts, such as individuals making noise, gathering in the street and other acts. However, while these incidents are low level, they are of concern to the individuals who feel the need to call the police to complain, and there is also the concern that, unless these incidents are dealt with correctly, they may escalate into more serious criminal behaviour. The Police beats with the highest incidence of breach of the peace in 2011/12 were Inverness city centre (275 offences), Wick (94) and Thurso (89).
Figures from the Scottish Government Justice Analytical Service Division show a decrease in Breach of the Peace offences per 10,000 population between 2011/12 (70.4) and 2012/13 (36.5). This is statistically significantly better than the current national average (46.8).

6.1.26 Complaints to police about neighbour behaviour (mostly music and party noise) have increased by 70% from 1,789 calls in 2009/10 to 3,045 in 2011/12. Significant increases in the reports about neighbours occurred in Tain, Alness, Inverness Hilton/Milton and Inverness Crown. Alcohol consumption at home is often a contributory factor. Council and police partners target their intervention to those repeatedly reported by neighbours for noise nuisance through Operation Notebook and this has shown a decrease in the number of cases escalated for action.

6.4 Table 12: Plan for the delivery of outcomes

6.1.27   While crimes of vandalism have decreased in the Highlands from 2010 to 2012, they accounted for 26% of all crimes in 2012 and contribute to perceptions of community safety. The police beats with the highest recorded vandalism offences in 2011/12 correspond with areas of multiple deprivation. The majority of perpetrators are male (85% in 2011/12) and are most likely to be aged 10-19 years (45% were in this cohort in 2011/12).
Figures from the Scottish Government Justice Analytical Service Division show a decrease in vandalism per 10,000 population between 2009/10 (158) and 2012/13 (95). This is statistically significantly better than the current national average (100.3).

6.1.28   Many acts of antisocial behaviour do not become recorded crimes, but can be of significant concern to communities and neighbours. The Council's Community Services recorded 943 cases of reported antisocial behaviour during 2013/14. 697 of these cases were low level tenancy issues managed by interventions from Housing Staff. 169 cases were of a serious and persistent nature and 77 cases were severe where the Police were involved. 126 cases were discussed at the local Antisocial Behaviour Partnership Groups in order to achieve solutions. It is the intention to review the Council's Antisocial Behaviour Policy during 2014, including the categories of cases that will be recorded as antisocial behaviour and those recorded as tenancy management cases.
The Council's housing and property service, supported by its community wardens, intervened in 243 cases in 2011/12, with police involvement required for 50. This shows a higher proportion of escalated cases and police involvement that in the previous year when there were 247 cases but with police involvement in 30.

6.1.29   There are currently 5 ASBOs in Highland, 3 of which were granted during 2013/14 and another, varied, to suit the current circumstances. Other interventions, such as Acceptable Behaviour Contracts and visits under Operation Notebook, have been effective in addressing antisocial behaviour without the need to apply for ASBOs.
In 2011/12, 3 full ASBOs and 1 interim ASBO were granted in Highland. This has fallen each year from 10 in 2007/8. The reduction in ASBOs over the last two years is largely due to the introduction of the Scottish Government Preventions Framework in 2009. This, along with local policy changes, has ensured that ASB Investigators are involved at an earlier stage and that more preventative options are available in order to help modify behaviour.

6.4 Table 12: Plan for the delivery of outcomes

6.1.30   Road safety

The road network in Highland is the most extensive of all community planning partnership areas, with several major arterial routes (A9, A82 and A96), a significant number of B routes and rural roads with different safety issues on each road. In 2011/12 there were 3,593 road collisions, which is a reduction on 2010/11 and 2009/10 when there were 3,690 and 4,115 collisions respectively. In 2011, 488 collisions resulted in an injury or fatality, compared to 475 in 2010. In 2011, 94 people were seriously injured and 16 killed. This is a decrease from 2010 when there were 105 people seriously injured and 26 fatalities. However the rate of fatalities is the highest in Scotland and three times higher than that for Scotland as a whole (12.9 per 100,000 in Highland compared to 4.4 per 100,000 for Scotland). In almost a third of Highland cases fatal road collisions involve motorcycles. Most fatalities are among young men.

6.1.31   Most collisions happen on rural roads and in the Inverness area where traffic volumes are higher, but collisions have decreased in all areas of Highland other than in Lochaber and Skye. Road collisions are caused mostly by slippery roads (due to weather) and driver or rider error or reaction (failing to look properly or loss of control). Hazards on Highlands' rural roads include deer (estimated to be involved in at least 1000 collisions each year) and livestock and slower road users such as pedestrians and pedal cyclists.

6.1.32   The pattern of traffic offences in Highland shows:

- A high level of speeding offences – 3222 people charged in 2011/12 with 34% in the Badenoch and Strathspey area and 32% in the Inverness area. The top three beats are Daviot, Newtonmore and Kingussie (all on the A9).
- Dangerous driving and careless driving crimes have decreased between 2009/10 and 2011/12 but still feature in causing accidents. In 2011/12 183 drivers were charged with dangerous driving, nearly all were men and 43% were aged between 20 and 29 years. 420 drivers were charged with careless driving and over 80% were men. The largest number of offences was in Inverness and Caithness and Sutherland, with the top two beats in Wick and Nairn.
- There were 349 offences of drink driving in 2013/14. This was an increase from 305 drink driving offences in 2011/12, but a decrease from 395 in 2009/10. Unlike the pattern elsewhere in Scotland where drink drivers are more likely to be older men, in Highland they are more likely to be younger men and aged between 20 and 29 years (30% of the overall total in 2013/14). ~~There were 305 drink driving offences in 2011/12, a decrease from 395 in 2009/10. Unlike the pattern elsewhere in Scotland where drink drivers are more likely to be older men, in Highland they are more likely to be younger men and aged between 20 and 29 years (a total of 90 charged in 2011/12).~~ The top three beats were Fort William,

6.4 Table 12: Plan for the delivery of outcomes

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> Aviemore and Thurso.
> - In 2013/14 there were 22 offences of drug driving. This is a decrease from 2011/12 when 29 drivers were charged with drug driving. In both years nearly all were men. ~~In 2011/12, 29 drivers were charged with drug driving, nearly all were men.~~ The top two beats were Aviemore and Thurso.
> - Drivers aged between 20 and 29 years have the highest number of traffic offences recorded for dangerous driving, careless driving, drink driving and drug driving but of this age group the number of speeding offences committed were highest (675 out of 981 offences - 69% of all offences for this age group). Young people are also more likely to express their concern about road safety in the Highlands.
> - Speeding cars was cited by 75% of adults as a concern in recent surveys.

6.2   Reducing inequalities

6.2.1   Some communities of place and of people are more vulnerable to crimes and less safe than others. This needs to be addressed by the partnership for the Highlands to be a fairer as well as safer place.

6.2.2   Geographical patterns of recorded crimes
Areas of concentrated multiple deprivation are identified through the Scottish Index of Multiple Deprivation (SIMD) which includes data on recorded crimes. There are 17 datazones in Highland that are among the 15% most deprived in Scotland (SIMD 2012). They are found mainly in parts of Inverness, Easter Ross and Wick. 8 out of these 17 most deprived datazones also feature in the top 17 datazones for crime in Highland. Indeed, two of the top three multiply deprived datazones are also in the top three datazones for crime in Highland, namely Inverness Merkinch North and Wick Pultneytown South.

6.2.3   The Inverness Central and Longman datazone is ranked 3rd highest in Scotland for crime, but is ranked 479 in Scotland overall. This high ranking for crimes recorded arises from the number of crimes recorded from city centre activities, attracting people from outside the area, as a proportion of a relatively small resident population. It is also a feature of proactive policing at weekends particularly around licensed premises. Care is needed with such data to understand the context of crimes recorded and in considering solutions. Other localised factors affecting recorded crimes in the Highlands are annual festivals which are actively policed (e.g. RockNess and Belladrum music festivals).

6.4 Table 12: Plan for the delivery of outcomes

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6.2.4   As well as Inverness City Centre, areas of concentrated multiple deprivation are associated with higher incidence of recorded crimes, for example in 2011/12 the top three beats:

- for crimes against the person (murder, serious assault and robbery) were Inverness Merkinch, Alness and the City Centre;
- for crimes of indecency were Wick, Invergordon and Thurso;
- for crimes of dishonesty were Inverness Centre, Merkinch and Dalneigh;
- for crimes of vandalism were Inverness Merkinch and Inverness Hilton/Milton and Thurso (followed by Wick and Alness);
- for other crimes including drugs offences and public disorder were Inverness Centre, Foyers (RockNess) and Inverness Merkinch.

Perpetrators are more likely to be young men (aged up to 29 years). Alcohol is often a contributory factor to crimes recorded.

6.2.5   Other community safety issues in areas of deprivation include:

- people living in areas of deprivation are more vulnerable to dwelling fires
- those living in poverty are at increased risk of experiencing drug and alcohol problems and are more likely to come to the attention of public services (Highland Drug and Alcohol Partnership, 2013);those living in poverty are at increased risk of experiencing drug and alcohol problems and are more likely to come to the attention of public services (Highland Drug and Alcohol Partnership, 2013);

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6.2.6   Public survey results do show a variance by area when questions about levels of worry in the community are asked. While the responses at ward level cannot be generalised to the adult population in the Ward (the response size is too small) it is worth noting that Wards with datazones in the 15% most deprived in Scotland tend to show far higher levels of worry about being a victim of crime. They also tend to be areas where public concerns about alcohol misuse are greater.

6.2.7   Feelings of safety among different groups in the community
The Council's survey of the Citizens' Panel (2012) showed that disabled people are more worried about being a victim of crime (57%) than the panel as a whole (42%). 48% of disabled people are worried about being attacked, assaulted or robbed in the street compared to 31% of those who are not disabled. Providing more assurance and responding effectively to their concerns is required.

6.2.8   In the same survey, concerns about being a victim of attempted rape or other serious sexual assault were expressed by 14% of respondents; however 21% of female respondents expressed concerns. There is a notable 12% rise in concern in the community generally regarding violence against women compared to 2011.

6.4 Table 12: Plan for the delivery of outcomes

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6.2.9   Feedback from equality groups and from personal testimony in the Highlands shows that people with protected characteristics are subjected to abuse, bullying and offences because of their characteristics. Personal testimony from people in the Highlands with mental ill health, learning disability, ethnic minorities and from gay, lesbian, bisexual and transgender people tells of frequent harassment and verbal abuse, of threats and sometimes of physical attack. All of these actions cause harm and restrict the ability of people to take part in community life. Often people are reluctant to report such hate incidents.

6.2.10   Hate incidents and crimes
Noting that hate incidents tend to be under-reported, in 2011/12 in Highland there were reports of 106 race hate incidents, 2 disability hate incidents, 8 gender/sexual hate incidents, 2 religious/belief hate incidents and 5 other hate incidents. Of this total of 123, 82 were subsequently recorded as crimes. This shows an increase from 105 hate incidents reported in 2010/11, and 69 subsequently recorded as crimes. This increase could have arisen from greater confidence in reporting such incidents. Partners will take further steps to encourage the reporting of hate incidents and to ensure people reporting incidents feel they receive a good service.

6.4 Table 12: Plan for the delivery of outcomes

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6.2.11   Community attitudes to diversity
Part of the action to reduce hate incidents is to challenge any acceptance that 'it's just life or to be expected' and that there is no real problem. This includes whole population awareness raising. The Council's annual survey of the Citizens' Panel shows that when compared to attitudes in Scotland as a whole, attitudes in Highland tend to be slightly less positive about diversity. The latest survey results show that a significant minority of adults in Highland (30% in 2012) felt there was sometimes good reason to be prejudiced (compared to 28% for Scotland as a whole). Discriminatory attitudes were more likely to be expressed about Black and Asian people, lesbian and gay people, cross dressing people and gypsy travellers. However those knowing people with certain characteristics were less likely to express discriminatory views and in 2012 more adults (52%) would prefer to live in an area with lots of different kinds of people that where most people were similar to them (up from 47% in 2011).

6.2.12   Violence against women
Violence against women (VAW) is recognised as both a cause and a consequence of gender inequality. It can be physical, sexual, psychological and emotional. It takes many forms including domestic abuse, rape, incest and child sexual abuse, sexual harassment and intimidation, commercial sexual exploitation including prostitution, pornography and trafficking, dowry related violence, female genital mutilation, forced and child marriages and 'honour' crimes. Research estimates that between 1 in 2 and 1 in 5 women will experience at least one form of such violence in her lifetime.

6.2.13   The number of domestic incidents reported has risen from 1622 in 2009/10 to 1966 in 2011/12. The number of domestic incidents resulting in a crime or crimes has increased over the same period from 786 to 882. 83% of the incidents related to violence against women. The number of repeat victims has also increased over this time, with nearly 62% of victims experiencing at least one incident in the past. The number of repeat offenders has also increased, with 29 offenders having 5 or more charges against them (27 were men and 2 were women).

6.2.14   There were 6 murders by domestic abuse perpetrators in 2010/11 and 2 murders in 2011/12. Most perpetrators were involved previously in a domestic incident and most victims are known to be at higher risk by the police. Between November 2012 and March 2013 in Inverness and Ross-shire, 59 people who were regarded as higher risk victims were referred for additional support (55 were women, 4 were men -some later found to be perpetrators- and 84 children were involved). 906 women received a service from Women's Aid in 2012.

6.2.15   Rape and sexual violence reported to the police has increased from 39 incidents in 2011 to 57 in 2012. The number for 2013 is expected to increase particularly from new disclosures about historical abuse. In 2012 44 rapes were reported to the crown by the police.

6.4 Table 12: Plan for the delivery of outcomes

6.2.16   Crimes of indecency in Highland totalled 236 in 2011/12, similar to the number in 2009/10 (237), although there was an increase to 316 in 2010/11.

6.2.17   Data on commercial sexual exploitation e.g. prostitution, trafficking and lap dancing for Highland is limited.

6.2.18   As with hate crimes described above, most incidents are not reported. In addition, emotional and psychological abuse by a perpetrator may not constitute an offence.   Most women seeking outreach support from Women's Aid report emotional/psychological abuse as the main reason. Women experiencing abuse are 15 times more likely to use alcohol and 9 times more likely to use drugs that women who are not.

6.2.19   Partnership Equality Outcomes
Long term equality outcomes for the Highlands were published in April 2013 and they include a commitment for partners to work together so that:

- People are, and feel, free to live their lives without harassment and discrimination, and can take part in community life;
- People benefit from public services in a fairer way and are able to have their say about them.

The intermediate outcomes and performance framework for hate incidents and violence against women are shown on the partnership delivery plan below.

6.2.20   Other vulnerable groups
Historical fire incident data shows that people with disabilities, older single people and people living in areas of deprivation are more vulnerable to dwelling fires.   The Fire Service approach to identifying high risk and vulnerable groups will be assisted by improved data sharing among partners.

6.2.21   Men and especially young men (aged 20-29 years) are far more likely to commit road traffic offences of dangerous, careless, drink and drug driving and with a high number of charges for speeding. They are also more likely to be seriously injured and killed in road traffic collisions.

6.4 Table 12: Plan for the delivery of outcomes

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6.2.22   Nearly all community safety and public protection services emphasize prevention. Prevention can be targeted to high risk groups e.g. fire prevention targeting identified high risk areas and vulnerable people through, home safety fire visits, fire safety audits of premises providing sleeping accommodation and use of enforcement notices, and a range of educational and diversionary programmes such as Hi-Fires work experience programme, Firesetters intervention scheme and Safe Highlanders events. Prevention can also be whole population based e.g. in challenging acceptance of hate incidents, promoting diversity and fostering good relations among different groups in the community, raising awareness of the impact of hate incidents and in promoting healthier and fairer gender relationships. Specific preventative approaches will be contained in the joint operational plans supporting the Single Outcome Agreement and as listed insection6.7 below and some are included in the delivery plan below.

6.3   Outcomes and priorities

6.3.1   Partnership outcomes and priorities are drawn from:

- The partnership Strategic assessment – focussing on reducing alcohol misuse, making areas of multiple deprivation safer and doing this through more integrated ways of working;
- Feedback from the public – with a focus on road safety, alcohol misuse and antisocial behaviour; and
- Published partnership equality outcomes relating to hate incidents and violence against women.

These are shown on the partnership delivery plan at Table 12 below.

6.4 Table 12: Plan for the delivery of outcomes

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6.3.2   Developing further integrated ways of working are a means to making the Highlands a safer and fairer place and making better use of public resources. Partners have identified the following improvement areas for working together better:

1. More data sharing to identify people vulnerable to dwelling fires;
2. Identifying alcohol misusers who are at high risk of offending and having a process for supporting them akin to the process for supporting children and young people (the practice model developed for GIRFEC);

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3. Extending Operation Notebook to cover not only noise complaints but also ASB and disorder incidents and to include other partners;
4. The Operation Notebook 2 calls per month trigger to be used more widely than noise nuisance for partnership intervention in other aspects of community safety where it does not currently apply.
5. Establishing a multiagency task force for repeat offenders of sexual assault and rape.
6. Establish a partnership sharing information group for serious and organised crime.
7. Establish a scrutiny panel to learn from and to improve the partnership responses to hate incidents.
8. Ensure the review of community planning in 2013 includes the establishment of a partnership Antisocial Behaviour Group and for it, the road safety group and the hate incidents group to be linked in to the Safer Highland Group and for governance to be reviewed;
9. To review the data support required for the Safer Highland Partnership Group and to plan how to fill the data gaps identified in the Strategic Assessment.
10. As part of the review of community planning, the Safer Highland Partnership Group will review how to improve engagement with partner organisations and their staff, with third sector community safety bodies and with the general public.

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
Communities and individuals are safe from alcohol related offending and antisocial behaviour	Reduction in the number of alcohol related dwelling house fires	Improve data on alcohol related fires • SFRS related data • Partner agency shared data	Contribute to the National stretch target in reducing the rate of fire fatalities and casualties (excluding precautionary checks) per million population by 5% a year based on the previous 3 year rolling average(43 incidents for reporting years2009-2012 of which 25 were alcohol related)Reduce the rate of fire fatalities and casualties per million population by 5% a year based on the previous 3 year rolling average (rolling average of 25 incidents over 2009-2012)	Decrease below 25 alcohol related dwelling house fires. 2013/14outcome 23 were alcohol relatedDecrease below 25 alcohol related fires	ASB Group (Scott Hay)
		Delivering home fire safety visit preventative programmes	3600 home fire safety visits (HFSV) delivered in 2012/13	4000 HFSV to be delivered during 2014/15 2013/14 Outcome 38234000 HFSV to be delivered 0n 2013/14	
		Increase referrals to SFRS from partners and improve data sharing to prevent fires	Data currently shared through the Health Homes for Highland programme, supported by the Highland Data Sharing Protocol	Increased data sharing across the CPP 21% of all HFSV delivered as a result of referrals from partner agencies.	

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
	Reduction in the number of alcohol related fires	Improve data on alcohol related crimes	11.8% of incidents reported to police were marked as alcohol related between April-December 2012 (8,893 incidents)	Decrease but NB data reliability issue.	Alcohol & Drugs Group (Chief Supt. Julian Innes) Alcohol & Drugs Group (Dr Sommerville)
		Identify misusers who are at high risk of offending and have a process for adults akin to GIRFEC.		Date for new process TBI	
		Operation Respect			
	Meet targets for delivery of alcohol brief interventions (ABIs)	Highland Alcohol and Drug Partnership (HADP)	ABIs 2011/12 - 5658 2012/13 - 5846 2013/14 – 5356 https://isdscotland.scot.nhs.uk/Health-Topics/Drugs-and-Alcohol-Misuse/Publications/2014-06-24/2014-06-24-ABI2013-14-Report.pdf?64724147324640 ABIs in 2011/12 2736 ABIs in 2012/13 (target)	Standard to be maintained	Alcohol & Drugs Group (Chief Supt. Julian Innes) Alcohol & Drugs Group (Dr Sommerville)

6.4 Table 12: Plan for the delivery of outcomes

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Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
	Meet targets for drug and alcohol treatment waiting time	Highland Alcohol and Drug Partnership (HADP)HADP	4640 ABIs in 2011/12 2736 ABIs in 2012/13 (target) 90% clients wait no longer than 3 weeks from referral to treatment that supports their recovery 2012/13 target April – June 2014 : 94.5%90% clients wait no longer than 3 weeks from referral to treatment that supports their recovery 2012/13 target	Sustain standard of 90%	Alcohol & Drugs Group (Chief Supt. Julian Innes) Alcohol & Drugs Group (Dr Sommerville)
	Evidence used to inform licensing policy	Supply evidence to Licensing Board for policy on over-provision	Self-assessment of impact on information provided to Licensing Board – process to be agreed.		Alcohol & Drugs Group (Chief Supt. Julian Innes) Alcohol & Drugs Group (Dr Sommerville)
Areas with most multiple deprivation (SIMD 2012)	Engagement with communities in order to understand their needs and concerns.	A new partnership focus on areas of deprivation. Linked to community	Partnership approach agree	By April 2014	Safer Highland Strategy Group

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6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
become safer and are felt to be safer		health coordinator role in four communities (Merkinch, Wick, parts of Easter Ross and Fort William).	Levels of crime in identified deprived communities	Decrease	
			Levels of crime in identified deprived communities	Decrease	
Improve road safety	Reduce Road Traffic Accidents (RTAs)	Targeted action for young (and male) drivers TBC	RTAs – seriously injured children (2004-08 average of 12)	Decrease	Road Safety Group (David Mckechnie)
		Targeted action for motor cyclists.	RTAs – child fatalities (2004-08 average of 2)	Decrease	
		Targeted action for accident hotspots and beats with highest number of road traffic offences	RTAs – total number of people seriously injured (2004-08 average of 160)	Decrease	
			RTAs – total fatalities(2004-08 average of 28)	Decrease	
	Reduce the level of concern in communities about speeding cars		% concerned about speeding cars 75% in 2012 (Citizen Panel Survey)	Decrease	Road Safety Group (David Mckechnie)

6.4 Table 12: Plan for the delivery of outcomes

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Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
Reduce anti-Social behaviour	Reduction in fire related antisocial behaviour	• SFRS deliberate fire reduction strategy • Partnership MOU in reducing ASB	Based on the national stretch target, reduce the number of deliberate fires reported (3 year rolling average of 210 incidents over 2011/12-2013/14) Reduce the number of deliberate fires reported (rolling average of 333 incidents over 2009-2012)	Decrease below 183fires 2013/14 Outcome 3-year rolling average of 210Decrease below 333 fires	Anti-Social Behaviour Group (Scott Hay)
	Sustain fire prevention programmes	SFRS Community Safety Advocate delivered Firesetter Programme	Maintain partnership delivered and targeted Firesetters programmes Increase number of targeted Firesetters programmes	Maintain support Increase	
		Deliver youth engagement programmes focusing on fire related ASB reduction and improved citizenship Deliver HI-Fires Youth Engagement Programme	Increase number of youth engagement programmes delivered (funding dependant) Increase no. of HI-Fires programmes delivered (funding dependant)	Increase	
Reduce anti-Social behaviour Cont…..	Continued reduction in ASB incidents recorded	Dedicated staff imbedded within Police, Fire and Council. ASB partnership structure managing ASB incident through robust referral process??	18,346 incidents recorded in 2010/11 16,712 incidents recorded in 2011/12	Decrease	

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
	Reduction in no. of breach of the peace offences		4,984 incidents, of which 1,691 were crimes in 2011/12. 4,891 incidents, of which 1,523 were crimes in 2010/11.	Decrease	
	Reduction in no. of breach of the peace offences in the top 3 beats		Inverness centre – 275 in 2011/12 Wick – 94 in 2011/12 Thurso – 89 in 2011/12	Decrease	
		Operation Notebook – Police and Council			
	Reduction in the number of households escalated to stage 3 for noisy behaviour through Operation Notebook	ASB recording facility within the Housing Information System. Survey design.	102 households in 2009/10 39 households in 2010/11 50 households 2011/12	Decrease	
	Continued reduction in crimes of vandalism		2993 crimes in 2010 2838 in 2011 2297 in 2012	Increase	
	Increase in % of Council house tenants reporting satisfaction with antisocial behaviour complaints		Scottish Housing Charter Comprehensive satisfaction survey to be undertaken during 2015/16 **Tenant survey questionnaire December 2013** – "Overall how satisfied or dissatisfied are you by The Highland Council management of the neighbourhood you live in?"	Increased satisfaction	

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
			13500 surveys issued 262 returned • 68% very or fairly satisfied • 17% neither satisfied nor dissatisfied • 15% fairly or very dissatisfied Baseline set in 2013 as part of Scottish Housing Charter		
Reduce anti-Social behaviour Cont…..	Increase the number of ASB cases resolved (that are reported to the Highland Council's Housing Service)		No. of cases of ASB reported in the last year 943 No. of cases resolved in the last year 698 No. of cases resolved within locally agreed targets in the last year. 632 *Note :The Highland Council target is for response, rather than resolution.* Scottish Housing Charter Baseline to be reviewed by Scottish Housing Regulator Baselines to be set as part of Scottish Housing Charter in 2013.	Highland Council Policy to be reviewed during 2014 SHC baseline to be reviewed by SHRIncrease	
Equality outcomes	Hate incidents The population of Highland have an increased understanding of hate incidents and of their impact on individuals and communities.		Base-line from HC survey of performance and attitudes 2013 (available Sept 2013)	Increase	Equalities and Diversity Group

6.4 Table 12: Plan for the delivery of outcomes

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Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
People are, and feel, free to live their lives without harassment and discrimination, and can take part in community life.	People feel more confident in reporting hate incidents that they have experienced or witnessed.	Encourage reporting	No. of hate incidents - 105 in 2010/11, 123 in 2011/12 No. of hate crimes reported - 69 in 2010/11, 82 in 2011/12 No. of hate incident reports made through third parties	Increase Increase Increase	
People benefit from public services in a fairer way and are able to have their say about them.	People who report hate incidents feel satisfied with the response received from public agencies.	Hate Free Highland website	New survey work to begin in late 2013		
	Individuals within protected groups feel safe and secure within their local community.	Increase number and capacity of third party reporting organisations	Increase the detection rate for 'racially aggravated' crimes – 74.4% in 2010/11, 93.5% in 2011/12	Reduce the gap	
		Establish scrutiny panel in 2013.	New data to be collated for base-line – may be qualitative		
		Produce DVD for staff on awareness raising on adult protection issues (NHSH lead)			

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
		Highland Council Citizens' Panel surveys:	Fear of crime amongst people with disabilities compared to others		
			57% disabled people are worried about being a victim of crime compared to 42% of all panel members.	Reduce	
			48% of disabled people are worried about being attacked, assaulted or robbed in the street compared to 31% of those who are not disabled.	Increase	
			The % of adults who feel there is sometimes good reason to be prejudiced. 33% in 2011, 30% in 2012.		
			The % of adults who would prefer to live in an area with lots of different kinds of people. 47% in 2011, 52% in 2012.		
	Violence against women Violence Against Women is Reduced	Police Domestic Abuse Investigation Team	Repeat victimisation of domestic abuse (police, MARAC and perpetrator programme stats) base-line TBC	Reduce	VAW Group (Moira Paton)
	Perpetrators are tackled about their behaviour	Women's Aid	Repeat perpetration of domestic abuse (police, MARAC and perpetrator programme stats) base-line TBC	Reduce	

6.4 Table 12: Plan for the delivery of outcomes

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Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
	Reduced acceptance of VAW	Roll out of MARAC programme for higher risk victims	Repeat perpetration of rape/sexual assault base-line TBC	Increase	
	There are healthier gender relationships	Programme to address perpetrator behaviour	Increased detections for Class 2 crime	Reduce	
	The long term impact of Violence Against Women (VAW) on women and children is reduced	Establish a Highland Crisis Centre for Victims of rape and domestic abuse	Scottish attitudes to VAW show reduced levels of acceptance (SG data)	Increase	
	Women affected by VAW receive services which meet their needs	Develop a multi-agency task force for repeat offenders of sexual assault and rape	No. of women, children and young people feeling supported by the services they have used		
	Children and Young People affected by VAW receive services which meet their needs		(VAW survey, Women's Aid surveys, MARAC case sample data) Additional performance indicators are expected from Police Scotland on e.g. levels of domestic abuse, detections, multiagency interventions, protection and prevention orders. These will be adopted in the partnership once confirmed.		

6.4 Table 12: Plan for the delivery of outcomes

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Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
Highland becomes even safer	Recorded crimes and offences committed continue to decrease		Rate of recorded crimes and offences per 10,000 population 2011/12 – 525 2010/11 – 526 2009/10 – 550	Decrease	Safer Highland Strategy Group
	Detection rates continue to increase		Detection rate 2011/12 – 66% 2010/11 – 62% 2009/10 – 61%	Increase	
	At least sustain the % of people feeling safe in their community		96% of the population rate their area within 15 minutes' walk of their home as very or fairly safe (Council Survey of Citizens' Panel 2012).	At least sustain	
			76% of Highland residents state that they feel 'very/fairly safe' walking alone in the local neighbourhood after dark, compared to a Scottish average of 68%. (Scottish Crime and Justice Survey 2010/11)	At least sustain	
	Reduce the number of accidental fires in the home	Fire safety advice and education provided and smoke detectors tested and/or fitted where appropriate	Comparing a three year rolling average against the previous three-year average, reduce the rate of accidental dwelling fires per 1,000 households by 10% each year. 125 incidents for reporting years 2011/12-2013/14Base-line: 175 dwelling fires in 2007/8. 148 in 2011/12.	Decrease	

6.4 Table 12: Plan for the delivery of outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners	Indicators & Baseline information	Improvement/ Targets	SHLG Owner
			3823 HFSV delivered 20113/14~~3400 HFSV delivered 2012/13~~	Increase in HFSV to 4000 2014/15~~20% increase in HFSV to 4000 2013/14~~	

6.4 Table 12: Plan for the delivery of outcomes

6.5   Resources

6.5.1   Partnership resources are quantified to date for:

- Drug and alcohol funding. In total for 2012/12 they amount to £6.76m comprising £2.4m of ring-fenced funding, £1.95m of core NHSH funding and £2.39m of Highland Council funding.
- ~~Drug and alcohol funding. In total for 2012/12 they amount to £6.76m comprising £2.4m of ring-fenced funding, £1.95m of core NHSH funding and £2.39m of Highland Council funding.~~
- Antisocial behaviour investigators, community wardens, community safety advocates and ASB police constable post (£325k annual Council resource – police resource TBC).
- Violence Against Women - Women's Aid, £704,987 of Council resources and £675,867 of Scottish Government resources in 2011/12. Partnership MARAC budget of £60k (£20k each from Council, NHSH and Police). Rape and abuse line £21k from Council and NHSH. £46.5k from Council for dedicated staff.

6.6   Engaging partners and communities

6.6.1   The partnership Strategic Assessment has built on the partnership working across several community safety groups involving police, fire, health, Council and SSCRA partners. It has highlighted new priorities for the partnership leadership for community safety. In the summer of 2013 a review of community planning arrangements will be carried out to ensure:

-    All relevant strands of community safety and public protection are covered;
-    The right routes for governance are identified;
-    The balance between Highland approaches and local issues is right;
-    Public service reform is supported.

6.6.2   During 2012/13 new methods of engaging local elected members and communities with the new national services for police and fire were trialled through the Government's pathfinder Project. This led to the establishment of a new Council Community Safety, Public Engagement and Equalities (CPE) Committee. The operation of the Committee in its first year has given rise to areas of good practice recognised by the Pathfinder Project and in the early inspection work of HMICS. The Committee will continue to improve and learn from practice elsewhere. Future inspection activity will focus on the engagement around the development of local plans for police and fire from early 2014.

6.6.3   A range of methods are used to consult with the general public. Methods include surveys of the Council's Citizens' Panel on community safety issues, surveys of a random sample of the population by the Police, discussing community safety issues at Ward Forums and through Police engagement with Community Councils (156 in Highland). The development of Ward Policing Plans (x22) has benefitted from local engagement with elected members and from the issues raised by Community Councils and Ward Forums.

6.4 Table 12: Plan for the delivery of outcomes

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6.6.4   Engaging with young people is arranged through discussions with Highland Youth Voice (the elected body of young people through schools), visits to schools by emergency services and through the curriculum on being a responsible citizen. The Highland Children's Forum has also consulted with young people 'At the edge of exclusion' who had involvement with criminal and youth justice systems, those receiving intensive support and supported by third sector agencies. This identified new actions, especially around transition periods.

6.6.5   Engagement with people more vulnerable to crimes and offences is supported through meetings with equality groups in the Highlands including testimony sessions held in private following the CPE Committee meetings. The Police also facilitate a Community Advisory Group to gauge views from people with protected characteristics.

6.6.6   With a new focus for the partnership on making areas of multiple deprivation safer, partners will consider the approach required and link with the community health work being tested with communities in four areas of multiple deprivation. Partners have identified lessons from Edinburgh in their approach to understanding what matters to people who are usually harder to reach through their street surveys of community safety.

6.6.7   Community safety is supported in the Highlands through third sector response bodies including Mountain Rescue and the RNLI. In addition, much diversionary activity is undertaken by third sector groups. Formal links with the third sector will be established through the community planning review in 2013.

6.6.8   As noted above as part of the review of community planning, the Safer Highland Partnership Group will review how to improve engagement with partner organisations and their staff, with third sector community safety bodies and with the general public.

6.4 Table 12: Plan for the delivery of outcomes

6.7   **Linkages to other plans**

The following plans support the partnership to make the Highlands a safer and fairer place:

- Published partnership equalities outcomes
- Local Interim Police Plan 2012/13
6.7.1 - Local Interim Fire Plan 2012/13
- Fire and Rescue Service Framework Document 2013
  http://www.scotland.gov.uk/Resource/0040/00408831.pdf
- Prevention and Protection Departmental (Fire) Plan 2013/14
- Mountain safety guidance (being refreshed in 2013)
- NCJA Area Plan 2011 – 14 and NCJA Annual Action Plan 2013 – 14, see
  www.northerncja.org.uk/Area-Action-Plans
- The Youth Justice Improvement plan is under revision. A link will be provided as soon as the plan is agreed. The revised plan will form part of the new For Highlands Children service plan.
- Alcohol Brief Intervention HEAT Standard 2012/13
  http://www.scotland.gov.uk/About/Performance/scotPerforms/partnerstories/NHSScotlandperformance/alcoholbriefinterventionsStandard
- Drug and Alcohol Treatment Waiting Times HEAT Target
  http://www.scotland.gov.uk/About/Performance/scotPerforms/partnerstories/NHSScotlandperformance/drugandalcoholwaitingtime
- Highland Alcohol and Drug Partnership (HDAP) local delivery plan
  http://www.highlandadp.org.uk/userfiles/file/Strategy%20Framework%20and%20Action%20Plan/Highland%20ADP%20Local%20Delivery%20Plan%202012%20-%2015%5B1%5D.pdf
- HADP annual report 2012
  http://www.highlandadp.org.uk/userfiles/file/Strategy%20Framework%20and%20Action%20Plan/Highland%20ADP%20Annual%20Report%20June%202012%5B1%5D.pdf
- The HADP Strategy
- http://www.highland-dp.org.uk/userfiles/file/Local%20Reports/Microsoft%20Word%20-%20ADP%20Strategy%202011.pdf
- The Highland Council and Northern Constabulary Antisocial Behaviour Strategy, Multi Agency Operational Protocol and Antisocial Behaviour Booklet. The Highland Council also have an Antisocial Behaviour Policy and Charter. All can be found at:
  http://www.highland.gov.uk/livinghere/housing/anti-socialbehaviourandneighbourhood/
- Northern Constabulary has a Force Reference Document that sets out the methods used to work with local authorities when dealing with issues relating to antisocial behaviour. See:
- http://www.northern.police.uk/Downloads/Force-Reference-Documents/FRD-A16.pdf
- A Hate Incident campaign has been developed to make reporting easier and record all hate incidents. http://www.hatefreehighland.org/
- For Highland's Children 4 – due to be published in 2013.
- Highland Violence Against Women Multi-Agency Guidance
- (on NHS Highland intranet)
- NHS Highland Policy for Supporting Staff Experiencing Gender Based Violence (on NHS Highland intranet) – The Highland Council has adopted a similar policy
- MARAC (on NHS Highland intranet)
- National guidance for responding to Forced Marriage is also applicable to staff in Highland
- Management of Offenders etc. (Scotland) Act 2005. – Definition of Act
- http://www.scotland.gov.uk/Publications/2012/01/12094716/0- MAPPA Guidance
- http://www.scotland.gov.uk/Topics/Built-Environment/Housing/16342/management/highrisk/sexoffenders-National accommodation Strategy

7.4 Table 13: Delivery Plan for health inequalities and physical activity

Long Term Outcomes	Intermediate/short Term Outcomes	Inputs/Resources Partners TBI	Indicators and Baseline Info	Improvement/Targets
The gap in life expectancy between the most and least deprived areas in Highland is reduced.	The social and economic determinants of poor health and wellbeing and health inequality are increasingly understood and prioritised by CPP partners.	All stakeholders involved in improving the social and economic environment for people, particularly for those most disadvantaged and vulnerable within Highland.	Gap in life expectancy of the most 15% deprived in Highland and the average life expectancy *(Source GROS)*	Improved
	The rate of emergency admissions to hospital for those living in deprived areas is reduced.		Rate of emergency admissions to hospital per 100,000 in the 15% most deprived and average rate of admissions in Highland	Reduction
	The number of people in deprived areas who smoke is reduced.		Percentage of the adult population who smoke in the 15% most deprived and the average rate in Highland *(Source: ISD)*	Reduction
	The number of disadvantaged people who take part in immunisation and screening programmes is increased.		Uptake rates of key immunisation and screening programmes in the 15% most deprived and the average uptake in Highland *(Source: ISD)*	Increase
	Inequalities in oral health are reduced.		TBC	Reduction

People are empowered to participate in their communities and have a strong sense of structure, control and meaning in their lives.	The number of people engaged in activities that strengthen the skills and confidence of communities to take effective action on community issues is increased.	All stakeholders across the partnership involved in working with communities. Preventative spend	Percentage of communities with a community council. Percentage voter turnout at Scottish Parliamentary elections	Increase
	Organisations and initiatives that have the expertise, capacity and reach to support community participation, development and engagement are strengthened and sustained, particularly across rural and remote areas and within the four priority areas of deprivation. Communities are better engaged in co-producing health and wellbeing through community development and asset based approaches.		Mean Warwick-Edinburgh Mental Well-being Scale (WEMWBS) score *(Source: Scottish Health Survey)*	Increase
	The level of volunteering and community led action is increased, providing increased structure, social networks, control and meaning for people		Number of people volunteering with third sector organisations and community groups in their communities	Increase

Experiences of children in the early years of development is improved across the social gradient.	The number of children living in poverty is reduced.	All staff across the range of integrated children's services involved in children and young people's lives.	Percentage of children in poverty. *(Source: HMRC/DWP)*	Reduction
	The % of children in Primary 1 with no obvious dental decay is reduced.		Percentage of children in P1 with no obvious dental decay *(Source :NDIP)*	Reduction
		Early Years Collaborative		
	The number of children exclusively breastfed at 6-8 weeks is increased.	Early Years Improvement Groups	Percentage of new born children exclusively breastfed at 6-8 weeks. *(Source: Child Health Surveillance)*	Increase
	The number of women smoking in pregnancy is reduced.	Preventative spend	Percentage of women smoking at first booking. *(Source: ISD)*	Reduction
	Achievement of the stretch aims of the early years collaborative	Third sector and community based initiatives whose work supports vulnerable or disadvantaged young people and their families		
	The number of children living in chaotic, unpredictable and unsafe environments is reduced		TBC	Reduction

Income inequality is reduced.	In work poverty is reduced	All stakeholders across the partnership providing a range of income maximisation, money advice, economic development, education and employment support and services.	Percentage of population who are income deprived *(Source: SIMD)* Median earnings for the population who are employed (Gross weekly pay) *(Source ONS)*	Reduction
	The number of people with the skills and ability to secure and sustain employment is increased.		Percentage of pupils in S4 with 5 awards at SCQF level 5 and above Percentage of the population qualified to SVQ4 and above *(Source ONS)*	Increase
	Income standards for remote and rural areas are improved.		TBC	Improve
	The impact of welfare reform is reduced.		Financial benefit to customers from the Council's money advice and welfare rights service *(Source THC)*	Reduction
	More employers are supported to provide 'good work' for all employees.		Number of employers engaging with Healthy Working Lives *(Source: Health Scotland)*	Increase
	Improved access to well paid work and job security across the social gradient.		TBC	Improved

	Employer's awareness of the negative impact of income inequality is increased and they are motivated to address pay gaps within their own organisations.			Increase
Social exclusion is reduced.	There is a reduction in discrimination.		Number of recorded hate crimes *(Source: Police Scotland)*	Reduction
	Employers, service providers and those responsible for the delivery of public services are supported to adhere to equality guidance and legislation.		TBC	Increase
	Social isolation is reduced through support for social networks and transport in local communities.		TBC	Reduction
	Remote and rural communities feel more connected and are able to access services.		TBC	Improve

The physical environment in which people live, work and play is improved.	The number of fires in the home is reduced across the social gradient.	All stakeholders across the partnership providing home safety, fuel poverty, road safety and housing support and services.	Number of dwelling fires per 100,000 *(Source: IRS)*	Reduction
	Fuel poverty is reduced.		Proportion of households in fuel poverty *(Source: Scottish House Conditions Survey)*	Reduction
		Healthy Homes for Highland.		
	Road safety is improved and the number of road accidents is reduced.	Those responsible for the provision of housing and accommodation in Highland	Number of road users killed or seriously injured *(Source: Police Scotland)*	Reduction
	The number of homeless presentations and households in temporary accommodation is reduced.		TBC	Reduction
	The number of people living in housing and/or accommodation that is of high quality, safe and suitable for their individual needs is increased.			Increase
	Access to high quality and safe outdoor spaces and recreational areas is improved in the most disadvantaged areas.			Improved

Physical Activity: More people will become more active, more often.	Levels of physical activity will increase by 1% per year.	All staff across the partnership providing opportunities or supporting people to be more physically active.	Sporting participation *(Source: SNS)* Number of budget scheme users for Highlife scheme *(Source: HLH)*	Increase
	The percentage of journeys made by bike will increase by 1% annually.	Core paths network High Life Highland – including Active Schools	% of journeys made by public or active transport *(Source: SNS)*	Increase
	The percentage of children using active means of transport to school will be increased.	Forestry Commission Cairngorm National Park Authority	%of children walking or cycling to school *(Source: SNS)*	Increase
	The number of people accessing the outdoors for recreational purposes will be increased.	Community Woodland Association Highland Environmental Network	Proportion of adults making one or more visits to the outdoors per week *(Source: SNS)*	Increase
	The number of people involved in community growing projects will increase.	Sports Scotland	Number of allotments *Source (Highland Council)*	Increase

Draft
9.4 Table 18: Delivery plan for environmental outcomes

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
The environment will be managed sustainably in order to optimise economic, health, natural heritage and learning benefits	The land, coast and marine area under designation will be maintained and the condition of designated features will be improved.	Scottish Natural Heritage (Brian Dickson)	In 2013/14 the number of notified features within Sites of Special Scientific Interest, Special Protection Areas, Ramsar sites and Special Areas of Conservation was 1647 and 1621 of these had been assessed. In 2013/14 the % of features in 'favourable condition' within these designated sites was 79.6%.	The number Sites of Special Scientific Interest, Special Protection Areas, Ramsar sites and Special Areas of Conservation will be maintained. By 2016 all 1647 notified features within these designated sites will be assessed. 80% of features into favourable condition by March 2016.
	Wildlife crime in the Highlands will be reduced through: • Promoting and enhancing positive working relationships between multi-agency partners to ensure a collaborative approach to tackling wildlife and environmental crime in Highland. • Raising the profile of reporting mechanisms in relation to wildlife crime with a view to increasing confidence in reporting and enhancing quality intelligence	Police Scotland (Divisional Commander via local policing single point of contact - SPOC)	There is currently no formal, multi-agency forum for addressing wildlife crime in Highland. There is currently no formal and co-ordinated approach to the reporting of wildlife crime in Highland. There are currently 8 wildlife	An annual Wildlife Crime Conference will be co-ordinated, commencing March 2015. This will review on-going work and seek to address emerging trends and issues. By March 2016 an action programme will be developed that will address the issues raised. A review of the various methods of reporting will be undertaken by March 2015. A plan to ensure that wildlife crime reports are efficiently co-ordinated will be developed and implemented by March 2016. The network of suitably trained and

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
	gathering. • Maintaining specialist officers within Police Scotland to deal with wildlife crime.		crime liaison officers within Highland.	skilled WCLO's in Highland will be maintained and geographically spread so that reports of wildlife crime can be effectively acted upon.
	A Highland land use strategy will be implemented that will set out how to: • Ensure that land-based businesses work with nature to contribute to the prosperity of the Highlands. • Ensure the responsible stewardship of natural resources in the Highlands. • Deliver more benefits to the people of the Highlands. • Better connect urban and rural communities to the land, with more people enjoying the land and positively influencing land use.	The Highland Council (Nicole Wallace) Scottish Natural Heritage (George Hogg)	There is currently no Highland land use strategy. [There are a number of strategies that will inform a Highland land use strategy (e.g. the Scottish Forestry Strategy; the Scottish Biodiversity Strategy; River Basin Management Plans under the Water Framework Directive; Wild Deer: A National Approach etc.)]	A Highland land use strategy will be put in place by 2018 through a stakeholder process under the auspices of the Highland Environment Forum.
	Projects will be delivered to address the key strategic issues identified in the Highland Biodiversity Action Plan.	The Highland Council (Janet Bromham/Jonathan Willet)	The Highland BAP (2011-2013). In 2013 projects were underway to address 3 of the 10 key strategic issues identified in the Highland BAP.	Review the current Highland BAP and produce a new BAP (for 2015-2020) by end 2014. Projects underway to address all key strategic issues identified in the new Highland BAP by end 2016.

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
	Projects to address priority Invasive Non-Native Species in Highland will be carried out.	The Highland Council Invasive Species Group	In February 2013, the area of rhododendron infected National Forest Estate was *circa* 13,143ha with mature bushes being treated within 3,049ha of that area.	National Forest Estate free from rhododendron by 2025.
			In 2013 none of the four priority zones outwith National Forest Estate was under control.	In 2016, three of the priority zones outwith National Forest Estate will have rhododendron clearance underway.
			In 2013 there were no breeding mink in the control zone.	No breeding mink in the control zone will be maintained in 2016.
			In 2013 Invasive Non-Native Plant Species (INNPS) eradication programmes were underway in 3 catchments covered by the West Sutherland Fisheries Trust (18 sites), the Cromarty Firth FT (7 sites) and the upper and middle catchment of the Findhorn-Nairn-Lossie FT (12 sites).	In 2016 the INNPS eradication programmes will be maintained and invasive plants will be kept at low levels or eradicated. A further 4 control sites will be established within the Cromarty Firth FT catchment area.
			There is currently no rapid response mechanism for dealing with new INNPS.	By 2016 a rapid response mechanism will be in place to deal with newly established INNPS.
The effects of climate change in the Highlands will be minimised and managed	The development and use of renewable energy will be increased through investment in appropriate opportunities, particularly wave and tidal power.	The Highland Council (David Cowie)	In 2013 the current installed capacity of renewable energy was 1471 MW. In 2014 it was 5080 MW. (NB These figures do not	The current 2017 target for installed capacity of renewable energy is 2908 MW. This target has already been surpassed. THC is reviewing the target and the SOA will be

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
			distinguish between large and small schemes or between onshore and offshore).	updated accordingly. Three wave and tidal projects will be implemented by 2017.
	A carbon neutral Inverness will be achieved in a low carbon Highland by 2025. The Highland Climate Change Declaration will be refreshed in line with other national programmes and there will be improved networking to better share, develop and implement good practice on climate change across all sectors.	The Highland Council (Stephen Carr) Scottish Natural Heritage (Sheila Curry)	The indicator organisations for this outcome are SNH and THC. In 2003-04, SNH set a target to reduce the 2000–01 CO2e emissions by 42% by 2019-20. For Highland the 2000-01 baseline was 987 tonnes CO2/year from work-related emissions. In 2011-12 the CO2/year from SNH work-related emissions was 640 tonnes i.e. a reduction of 35% for this time period. THC emissions base-line for 2011/12 was 63,374 tonnes CO2e.	SNH expects to achieve its 2019-20 target during 2014-15. SNH will achieve a reduction of CO2/year from work-related emissions of 50% between 2000 to 2020. Between 2011 to 2020, SNH will reduce work-related CO2e emissions by 23%, as well as what is achieved from decarbonisation of the grid electricity, public transport networks and other wider social changes. An update on THC carbon emissions will be presented to committee in November 2014. Indicative figures indicate a 6% reduction in CO2 emissions over the past two years. THC will reduce emissions by 21% by 2020 - this equates to a reduction in emissions of 1,901 tonnes CO2e per annum.
			There were 21 public, 3rd sector and private bodies signed up to Highland Climate Change Declaration before the review in	The Highland Climate Change Declaration was refreshed and rebranded as the Carbon CLEVER Declaration in 2013/14. There will

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
			2013.	be 50 public, 3rd sector and private bodies signed up to Carbon CLEVER Declaration by September 2014. THC will monitor progress towards a Carbon CLEVER Highlands through a survey of Highland residents by 2015. For 2014/15, the full £1 million capital budget allowance is expected to be fully committed by October 2014 for in financial year spend. From 2015/16 this will include a £200,000 allowance for a Carbon Clever community grant fund.
			Allocate £1 million of capital projects per annum from the Carbon CLEVER Highland Council capital budget allocation from 2014/15. These projects will be in-line with the Carbon CLEVER objectives.	
	Carbon emissions from domestic dwellings will be reduced by: • Increasing the carbon efficiency of the Highland housing stock. • Helping householders change their behaviour so that they use energy more efficiently. • Reducing fuel poverty as a result of awareness-raising through good quality information and advice.	Highland Affordable Warmth Forum Home Energy Scotland Community groups	On 31st March 2014, 72% of the Highland Council domestic housing stock passed the Scottish Housing Quality Standard (SHQS). In 2013 there were zero private households receiving measures under the Home Energy Efficiency Programmes for the Highland Area-based Scheme.	By December 2015, 100% Highland Council social housing stock will pass the SHQS. The target number of private households receiving measures under the Home Energy Efficiency Programmes for Highland will be: Area-based scheme year ended 30th September 2014 - 300 External wall insulation; Area-based scheme year ended 30th September 2015 - 500 External wall insulation; 500 Cavity wall insulation;

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
				<u>Energy Assistance scheme year ended 31st March 2015 -</u> 350 installs.
			The estimate baseline CO2 emissions for domestic Highland properties in 2014 is modelled using Home Analytics v3 at 593,000 tCO2 pa.	Achieve 30,000 lifetime CO2 tonnes savings for year ended 31 March 2015 through mix of domestic renewable installs and energy efficiency measures in private homes; and implementing energy saving behaviours.
			The number of unique Highland households where advice was provided in y/e 31st March 2014 was 4,801.	Provision of energy saving advice to 4,850 unique households during the year end 31st March 2015.
			In Highland, the EPC ratings of domestic dwellings is modelled using Home Analytics v3 at: A and B: 1,288 C: 22,039 D: 42,271 E: 25,506 F and G: 16,721	Review Home Analytics data modelling for Highland homes with an aim to improve the accuracy of model for EPC ratings by March 2018.
	The number and severity of accidental wildfires will be reduced through increased awareness, pre-planning, incident liaison and engagement with stakeholders. SFRS will promote partnership working through the creation of wildfire groups and increase pre-planning in preparation of peak	Scottish Fire and Rescue Service (Phil Green)	In 2013 there were 2 local wildfire groups known to the SFRS in Highland.	The number and location of active wildlife groups will be quantified by March 2015. In 2014/15 the SFRS will promote and collate the coverage of wildfire groups so they will be sufficient to deal effectively with accidental wildfires should they occur.

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
	wildfire periods. Private land owners and managers will support SFRS through the identification of human resources and physical assets.		In 2013 there were 120 wildfire plans held by Operations Control. There has been a Scottish Wildfire Forum in place for 10 years but it requires re-invigoration following the creation of the Scottish Fire and Rescue Service.	In 2014/15 the number of local Wildfire plans held along with those submitted by stakeholders will be reviewed to ensure they are accurate, up to date and tested. The Scottish Wildfire Forum will be re-invigorated by October 2013. By 2014 the Forum will create strategic priorities and activities for Scotland - including for Highland - and these will relate to promoting wildfire reduction through specialist training, education, awareness raising and communication.
People will have greater outdoor access and volunteering opportunities across Highland	The number of access/health related projects in Highland and/or in the 4 most deprived areas including Green Gyms and all abilities access will be increased. The Highland Core Path Implementation project (HCPIP) will be implemented and completed. There will be an annual increase in physical activity levels.	The Highland Council Access Officers and Health Co-ordinators (George Duff)	In 2013 there were approximately 2500 km of Core Paths in Highland Council area. In 2013 there was no baseline for the length of signed Highland Council Core Paths. In 2013 there was no baseline of the number of access projects in the 4 most deprived areas. In 2013 there was no baseline of the participation rate in access/ranger related events in the 4 most deprived areas.	Maintain the length of the core path network and improve the quality of these paths with both revenue and capital investment. Establish a baseline of the length of Highland Council Core Paths currently signed by 2015 and increase this by 20% by 2018. Establish a baseline of the number of access projects in the 4 most deprived areas by 2015 and increase this by 10% by 2018. Establish a baseline of the participation rate in access/ranger related events in the 4 most deprived areas by 2015 and increase this by 5% each year to

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
				2018.
	The Council will support allotments, especially in the 4 most deprived areas.	The Highland Council	In 2013 The Highland Council supported 9 allotment sites, with 314 allotment plots.	By May 2015, the Council will review the allotment policy in the light of the Community Empowerment Bill and new improved targets will be set.
	The number of environmental volunteering opportunities will be increased in 4 most deprived areas.

The number of people involved in environmental volunteering will increase. | Trees for Life (TfL) The Conservation Volunteers (TCV) Scottish Waterways Trust (SWT) | The indicator organisations for this outcome are TfL, TCV and SWT.

TfL created 536 environmental volunteer opportunities in 2013. Within this overall figure, 4 opportunities were taken up by people from one of the 4 most deprived areas.

In 2013 TCV created 544 environmental volunteer opportunities in Highland. In addition, 376 opportunities were created through the green gym projects in Merkinch and 120 in Newcraigs.

In 2013 SWT enabled 97.5 volunteer days worked. | In 2017, TfL will create 767 volunteer opportunities. This will include 41 opportunities being taken up by people from one of the 4 most deprived areas.

TCV will seek to secure long term and sustainable funding to maintain and increase the number of volunteer opportunities they offer.

In 2015 TCV will explore the possibility of developing a Service Level Statement with THC to deliver agreed volunteering targets in Highland.

By May 2015 SWT will review the 'Canal College' programme, currently working well in the central belt canal systems and it will investigate development of same for |

Long Term Outcomes	Intermediate/Short Term Outcomes	Inputs/Resources Partners TBI	Indicators & Baseline info	Improvement/ Targets
				the Caledonian Canal based at Muirtown, Inverness. Promotion and delivery on the edge of Merkinch. Aims - to increase employability and provide skills and motivation. Possible 12 people on 12 week rolling programme. Potential of 720 volunteer days per programme. 2016-2018 continue to offer innovative and useful short term volunteering opportunities for mutual benefit to canal and community. Aim to increase volunteer days to 200 per annum in this period.

The Highland Community Planning Partnership	Agenda Item	4(ii)(h)
Community Planning Board - 13 October 2014	Report No	

CPP / SOA Development Plan

Report by Head of Policy and Reform, Highland Council

Summary
This report proposes a programme for improving the operation and effectiveness of the CPP. It draws on decisions made already in the Board over the past 9 months, emerging issues and finalising some actions from the earlier development plan.

1.   Background

1.1   The CPP agreed a development plan with the Scottish Government following the feedback from the SOA Quality Assurance process in June 2013. Board members have been circulated with the progress report for that plan. While most of the actions have been completed, some still require work and new priorities have emerged that need to be progressed. In addition the legislative context for community planning is changing with the Community Empowerment legislation, due to be enacted in summer 2015.

2.   New development priorities

2.1   The Board previously agreed that it would use the four key lines of enquiry identified by Audit Scotland to focus CPP improvement activity. Presented in December 2013 these were:

- **Clear strategic priorities** – has the CPP identified the key issues facing the area, and agreed clear priorities that reflect a shift in approach from responding to symptoms to tackling causes?
- **Shared leadership and governance** – are the priorities embedded across the partnership and reflected in actions, leadership behaviours and the alignment of resources of each partner organisation?
- **Promoting collaboration –** does the CPP encourage, support, and reward collaborative behaviour amongst staff?
- **Performance management** – is the CPP effectively managing partnership performance against the SOA outcomes to allow it to demonstrate that its actions are making a difference for the area and improving outcomes for local people?

2.2   The Board agreed these would be considered in turn. Clear strategic priorities were seen to be set out in the SOA in terms of outcomes to achieve along with the evidence for selecting them. However further work from the Chief Officers Group (COG) identified that there were process improvements that would support the delivery of outcomes. These were agreed in June 2014. They were to:

1. Maximise the use of collective resources to achieve best outcomes, demonstrating a shift to prevention and the re-allocation of resources between CPP 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.

Some of these will also cover other key lines of enquiry set out in paragraph 2.1.

2.3 The self-assessment undertaken by the Board in June reinforces the need to undertake improvements to performance management and reporting and developing greater clarity on resources, including their integration, allocation and use.

2.4 The National Community Planning Group (NCPG) has requested that CPPs report on the extent of their joint resourcing. The Highland submission in December 2013 highlighted strong progress in some areas, notably around integration and co-location of services, but less progress in other areas. This is likely to remain important as budget settlements continue to be challenging. Similarly joint work on shifting resources and practice to prevention is likely to remain a requirement of CPPs. The NCPG has also asked the Improvement Service to support CPPs with the new SOA agenda. This includes work on prevention and on developing comparable performance indicators for CPPs to use.

2.5 The new Community Empowerment Bill currently being considered in Parliament includes provisions for changing the way Community Planning Partnerships operate and how they support the involvement of community bodies to participate in CPPs, to improve outcomes, to own assets and to run local services. The new legislation will have implications for the CPP; although the third process priority in paragraph 2.2 will enable us to be ready.

2.6 Revisions to the Bill may be influenced by the Commission on Strengthening Local Democracy. There may also be implications for CPPs arising from the Smith Commission on Further Powers for the Scottish Parliament.

3. Proposed development programme

3.1 Based on the progress with the first development programme and the new and emerging priorities for the partnership set out above, a proposed development plan from 2014 onwards is set out in Appendix 1.

4. Recommendation
4.1 Board members are asked to consider and agree any amendments to the programme appended. This final programme requires to be submitted to the Government for consideration as well.

Author: Carron McDiarmid

Date: 6.10.14

Highland CPP Development Plan 2014 to 2018

Area for improvement	Source	Improvement Activity	Timescale
Partnership Performance Management and reporting	Quality Assurance Panel 2013

CPP Board self-assessment 2014

Audit Scotland | 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. | 1. Oct 2014
2. Quarterly
3. Dec 2014
4. TBC
5. Sept 2015
6. Dec 2015 |
| Maximise the use of collective resources to achieve best outcomes, demonstrating a shift to prevention and the re-allocation of resources between CPP members where this represents best value. | CPP review of process priorities

CPP Board self-assessment 2014

National Community Planning Group

Audit Scotland | 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 | 1. June 2014
2. Feb 2015
3. 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	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	1. March 2015 2. Dec 2014 3. March 2015 4. March 2015
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	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? *Task to be allocated.*	1. June 2014 2. Dec 2014 3. March 2015 4. June 2015
Tackle deprivation and inequalities including by improving access and connectedness for communities	CPP review of process priorities	1. Being taken forward through the health inequalities group. 2. Quarterly progress/performance reports to the Board	1. From Oct 2014 2. From Dec 2014
Value and be positive about Highland life to attract people, jobs and investment.	CPP review of process priorities	1. To be woven through CPP activity, events and promotions. 2. Communications officers from across the CPP liaise on publicity	Ongoing activity