

Highland Community Planning Partnership Performance Board

Economic Growth and Regeneration Strand Update May 2014

The strand has 4 long-term outcomes: High quality infrastructure secures Highland's competitive success; Business support activities are aligned to help businesses prosper; Workforce skills are matched to the needs of key growth sectors and businesses; Create successful places – Highland towns, and Industrial and rural areas prosper as a result of the right environment to make them attractive for people and investment. This paper sets out the main activities under these:

The Training and Employment Research Unit at the University of Glasgow is delivering the economic baseline study that will allow economic progress to be measured over the period of the current SOA. In addition, HIE has commissioned a study to identify the rural areas that are the most fragile. This report is being finalised.

The following represents figures for 2013/14 and the first two months of 2014/15.

Jobs

For the financial year 2013/14 just under 1,600 jobs are projected to be created or safeguarded by projects being taken forward by companies based in the Highlands. For the first two months of 2014/15 a further 253 jobs are projected to be created or safeguarded in the Highlands.

International trade

Planned investment by Highland companies projects an increase of £12.9M in International sales in 2013/14. In the first two months a further £34.6m of International sales is projected.

Fragile areas

HIE is reviewing its definition of which areas are fragile. It continues to focus on interventions to those communities to increase resilience. In 2013/14 26 jobs have been created / safeguarded so far in those areas designated as fragile. A further 12 jobs are projected in the fragile areas of the Highlands.

Key Projects

The roll out of Next Generation Broadband is well underway, with communities around Highland Council Area beginning to receive this. Where there are gaps in the roll-out of the commercial contact, Community Broadband Scotland are working with communities to support them identify and implement different solutions.

Work with a range of partners continues to develop the Regional Skills Strategy. This will provide a framework for skills and training (on both the demand and supply side) across Highland, and will link into the Route Maps for the key growth sectors.

Highland Community Planning Partnership Performance Board Employment Theme Progress Report: June 2014

Overview

Highland Works Strategic Group met on 27th May when each of the CPP Action Plan organisational leads reported on progress. Activity progress linked to this work is listed below:

- Equalities Impact Assessment
A Graduate Intern has been appointed and is undertaking preparatory work on the Youth 16+ Equality Impact Assessment and Action Plan. A Partnership Working Group meets on 5th June to review the evidence gathering to date, to further refine the scope and develop an action plan for reporting. This work will also contribute to a 16+ Transitions Plan for young people with disabilities to access further learning and training as well as employment.
- Youth Employment Partnership Commitment and Action Plan
The Highland Council's Employability Board have reviewed and refreshed the Council's Youth Employment Action Plan. Partners have committed to reviewing their own activity and to report on delivery. The Council is reviewing its Work Experience Programme with a view to developing a partnership approach across the public sector using a work based academy approach as part of the new EU Programme.
- Alignment of Programmes and Pathways for Sectors and Businesses
This workgroup met on 11 February and agreed to take the SDS Regional Skills Investment Plan (RSIP) as the basis for further research into employer and sectoral requirements at a sub-regional level. Included in this will be the collation of the relevant statistics held by all the business support and educational/training agencies in the region, including the outcomes required of UHI and its academic partners. This mapping of needs versus supply will then inform the group of the necessary steps to plan and deliver a suite of complementary national and local pre-employment, work experience and recruitment services. With the imminent publication of the RSIP, this work will commence shortly.
- Design of Occupational Skills and Work Preparation Programmes
The core Skills Development Scotland Employability Fund contracts have been let for 2014-15 and a joint commissioning group has been established to assist with the co-ordination and alignment of Highland Council and partner service provision in accordance with the strategic skills pipeline. Meetings will be held shortly with UHI FE provision to discuss collaboration and planning of College Regional Outcome Agreements and with 3rd sector employability service providers – again aligned to core funding as well as the emerging new EU programme planning. A number of partnership events have been organised throughout Highland bringing businesses together with recruitment and training agencies. .
- Digital Inclusion
The project with Citizen's Online commences Monday 2nd June and a digital inclusion partnership group will be established to coordinate partnership activity as part of the Council Welfare Fund initiative covered elsewhere on the agenda.



BRIEFING PAPER

29 May 2014

CPP Board meeting – update

Safer Highland

The second meeting of Safer Highland was held at Divisional HQ, Inverness on 23 May 2014. The restructuring of the various groups has now been completed. The next meeting is due to take place on 28 August and following this there will be a conference on 28 November. This will have a “Speed Dating” format which will involve a rotation of the various Group Chairs who will give five minute inputs on their work plans. It is anticipated that anybody else required to attend will be identified at the August meeting. After the “Speed Dating” there will be a Q & A session involving members. The Group leads/deputies that provided updates to Safer Highland are summarised as follows:

Violence against Women Partnership – Moira Paton

Funding was received from Scottish Government so a manager was appointed and starts in June. An open day for potential board members is to take place by autumn. The partnership will move towards an excellent service being in place for sexual violence improvement work.

Child Protection Committee – DCI Pam Ross

Last meeting covered the development of the improvement plan and a recent Care Inspectorate report which gives positive scores in all areas. A significant case review has now been commenced for baby Clyde. A person to take this review forward has still to be identified. Internet safety is being looked at in respect of Cyber bullying and legality. Information sharing improvements are being made.

Multi-Agency Public Protection Arrangements (HIMM) – DSU Kenny Anderson

The Strategic Oversight Group met on 8 May and HIMM met on 29 May. A number of issues are being progressed including the MAPPa extension project which will see the inclusion of serious violent offenders into the MAPPa process. A thematic inspection of MAPPa involving the Care Commission has been intimated and will take place later in the year, dates to be confirmed.

Adult Support & Protection Committee – Pam Courcha

Meeting planned for next week and training recently given to Care Home Managers with a lot of positive learning gained. More targeted training required. Five primary areas highlighted by the Scottish Government are still at draft stage but some very positive work being developed.

Alcohol & Drugs Partnership – Margaret Somerville

Set up as a requirement of the Scottish Government and there are now 32 in Scotland. The current strategy is to be refreshed next year. There are four work streams being progressed. This partnership links into most of the other groups.

Road Safety – David Mckechnie

Road Safety Group largely based on the Highland Road Safety Action Plan (HRSAP) which links to the SOA. The HRSAP should be finalised by June. Group also links to the A9 Safety group and is planning a rollout of works/education to schools and colleges.

Contest/Serious & Organised Crime (SOC) – Supt. Stevie Mackay

Contest structures have now been set up and terms of reference have been circulated. There is a good cross-section represented and group is linking into the Single Outcome Agreement (SOA). Serious & Organised Crime (SOC) structures should mature over the next 12 months.

Antisocial Behaviour Group – Scott Hay

There has been recognition that antisocial behaviour is coming down overall. Meeting next week will analyse available figures to see how things progress forwards.

Single Outcome Agreement actions have been allocated to Lead Officers for updates to be returned within the month. On completion the amended version will be submitted to Carron McDiarmid, Head of Policy and Reform, Highland Council.

Chief Superintendent Julian Innes

CPP Inequalities Theme Group Update

June 2014

The Highland CPP are asked to note progress in

- **the work programme for the group**
- **local community development networks**

1. Since the last update in December 2013, the group has
 - a. Met at two monthly intervals; the latest meeting took place on May 30th
 - b. Facilitated a discussion with the COG on reflecting inequalities in each SOA theme (summary attached as appendix)
 - c. Is developing a workplan and monitoring framework

2. Emerging Themes for further action

- a. Transport continues to emerge from third sector and agency discussions as a major issue that prevents older people and those with mobility problems from engaging with their communities, attending appointments and participating in social and leisure activities of their choice. The CPP is asked to discuss a more collaborative approach across partners to remove barriers to access
- b. Fuel poverty and housing conditions will be discussed at the August meeting of the group
- c. Linking welfare, employability, housing, money advice and other support into a single universal service was discussed as a way of improving engagement and access for those most in need to all services that could provide support
- d. Promoting the use of local community assets, such as village halls/community centres and allotments for as wide a range of activities, including the delivery of services, as possible.

3. Update on THC preventative spend

The four community health coordinators and three community food workers are now in post. They are currently getting to know their communities, pulling together existing mapping activities and undertaking some stakeholder analysis. A workshop, jointly chaired by the third sector interface and public health, was held on May 22nd to bring these new postholders together with other community development workers, the voluntary sector and other public sector partners to develop networks and share good practice. A report on the day will be available shortly.

4. Update on physical activity

Physical activity was discussed briefly on May 30th. There is an extensive programme of work underway, with links to Sport Scotland, Cairngorm National Park, Sustrans and other cycling and walking organisations. An initial meeting of the relevant partners has been arranged for June 23rd and the Health Inequalities Group will discuss the result of that meeting at its August meeting.

The group needs to promote physical activity to all theme groups in the same way that all themes need to give explicit consideration to addressing inequalities. Physical activity should be promoted as one aspect of improving the health of older people and in early years, as well as an effective way of engaging young people in the criminal justice system (or at risk of it) in diversionary activities, promoting health and well-being to those with employment issues and for inclusion in planning the built environment.

5. A comprehensive update on inequalities for the NHS Board is planned for August 2014 and the report will be shared with the CPP.

Margaret Somerville

May 30th 2014

Appendix 1 Summary of COG discussion

Chief and lead officers were asked to allocate the actions from the theme groups, as set out in the SOA, to the categories in the Health Scotland Health Inequalities Framework (prevent, mitigate and undo). The exercise resulted in the largest number of actions being allocated under prevention, with mitigation receiving fewer and undo the least number of actions. However, a large number of actions were classified as unsure of their impact on inequalities. The following points were made in discussion:

- The mix of outcomes and actions was difficult to assess for impact on inequalities
- For many actions and outcomes, it was not clear what the expected impact would be because they were universal statements that did not make any explicit reference to engaging hard to reach, vulnerable or deprived groups
- There were too many actions for the CPP to be able to oversee or be clear it would make a difference to the outcome

Proposed actions for COG

- Each theme group to review its action plan to
 - categorise its actions as undertaken within one agency or in need of a multi-agency approach
 - make explicit reference where appropriate to reducing inequalities through specific pro-active work to engage vulnerable and hard to reach groups and those most likely to benefit from the proposed work
 - identify one or two key actions or programmes of work that should be a specific focus for the COG and CPP
- COG to debate the merits of identifying a small number of key areas that would benefit from a partnership approach and set some criteria for their identification, which could include
 - Potential impact on inequalities
 - Involves more than two agencies
 - A gap in current work programmes for individual agencies
 - In need of strategic direction and leadership
 - Agreed major issue in terms of numbers/impact/service activity
- Further discussion of proposed areas of CPP work and development of multiagency plans:
 - Employability
 - Difficult families
 - Obesity
 - Sustainability

Application of community development as main tool to focus engagement and work in local communities

Highland Public Services Partnership

Community Planning Arrangements – Older People

Update June 2014

Building on the Partnership Agreement of 2012 and the five year plan, a Change and Improvement plan has now been drafted to focus on the final 3 years of the PA. This document reiterates the expected outputs and outcomes and captures the high level actions and timescales required to deliver them. The plan is being translated in to local plans at a District level to provide more detail of the what, when, how. This update captures some of the significant progress that is ongoing.

Care at Home

The in-house service has now been registered with the Care Inspectorate as 2 separate services, reflecting the Operational Unit structure. New managers have been appointed, service priorities identified and a quality framework agreed.

The Care Inspectorate revisited in February and the report has shown an increase in grades across all areas reflecting the significant work that the managers and staff have progressed in response to the initial report.

The strategic commissioning approach with the sector continues to grow with the testing at local level of joint allocation meetings and a greater sharing and understanding of service pressures and demand. This partnership working has enabled a more person-centred approach focussing on reablement and maximising independence. There remains the focus on local solutions that involve families and communities in keeping people safe and well and involved in their own home and community.

Care Homes

New models of care involving care homes and all other local services and facilities are being explored at local level. This will impact on employment models, community resilience and involve local discussions and proposals.

A review of clinical input to care homes is now underway in light of previously reported failings in quality. This involves a wide range of services and will support the drive to more consistently meet Care Inspectorate standards.

Older People's Improvement Group

This group is key in completing the self assessment and evidence gathering ahead of the inspection of integrated adult services proposed for November. Further work on performance indicators and user feedback have also been progressed recently.

See Hear Improvement Group

A new group has evolved to oversee and drive the implementation of See Hear- the strategic framework for meeting the needs of people with a sensory impairment in Highland. This is a significant strategy for older people many of whom develop difficulties with both hearing and vision and builds on the one-stop-shop approach

developed over the last couple of years. The approach is established in Caithness and developing in Lochaber and Inverness.

Community Development

Some of the benefits of this work are now being seen in the emergence of a range of groups and activities. Sustainability of these groups and the sharing of good practice is now the priority.

Health and Social Care Co-ordination

Evaluations are underway and the general view is that the single point of access is effective and should be rolled out. How this is delivered will vary according to geography etc. Valuable learning will be captured as to the role of the Health and Social Care coordinator.

Strategic Commissioning

Draft plan now developed and agreed by Health and Social Care Committee describing vision, priorities and high level shifts in cost and activity. Introduction of training and development to establish commissioning skills and capabilities. Introduction of new methodologies such as Programme Budgeting Marginal Analysis.

Carers

New strategy developed for carers by carers in partnership with Connecting carers presented to the Health Board. Key theme in all improvement groups where implementation will be monitored.

Telecare

Proposals for new models of management of this service are being considered with Operational Units and the current coordinators. There are areas of very good practice that should be supported and a consistent high quality service across all of Highland is the aim.

Scottish Fire and Rescue Service (SFRS)

Committed to improving the safety of our communities which includes the targeting of specific groups of people where there is known to be an increased or specific risk, the SFRS recognises there is an increased risk from fire and fire related injuries within the older aged population and as such have engaged in partnership working to deliver Community Safety activity and Fire Safety Enforcement activity to control, reduce and eliminate the risk.

The SFRS works in partnership with NHS Highland in the fitting of Telecare systems, where the NHS identify the property/occupant and the SFRS will attend to fit the appropriate Telecare installation whilst at the same time undertaking a Home Fire Safety Visit (HFSV).

The HFSVs routinely carried out by the SFRS personnel, whilst available to anyone in the community, also target high risk situations where risks are identified, advice and guidance offered and where necessary domestic smoke alarms are installed.

The identification of high risk persons is regularly achieved through partnership referrals as well as the application of local knowledge of fire crews and the SFRS

Community Safety Advocates work closely with colleagues from partner agencies to provide them with training on the identification of fire risks within the home so that during a routine visit a partner can either take remedial action or refer the property to SFRS personnel.

In addition to the community safety activity, the SFRS also targets Fire Safety Enforcement activity towards the highest risk premises. This is achieved through an undertaking to visit all high risk mandatory premises every year to conduct a fire safety audit which ensures the duty holders are complying with fire safety law.

Throughout Scotland all premises registered with the Care Inspectorate come within this mandatory category and this includes nursing homes and care homes.

Highland Public Services Partnership

Partnership Board Meeting of 5 June 2014

Update in relation to delivery of Single Outcome Agreement Environment Theme Actions

Highlights

1. The Highland Environment Forum met on 18th March to discuss how it interacts with the SOA, to review progress on actions agreed at its previous meeting and to review its priorities for new action looking forward. The meeting was well attended with a mixture of attendees from the public, private and third sectors.
2. HEF approved the revision of the Highland Climate Change Declaration and in particular its close alignment with the Carbon Clever initiative of a carbon neutral Inverness within a low carbon Highlands by 2025. It also received feedback on and discussed extant actions on wildfires, wildlife crime, biodiversity and sustainable procurement.
3. Looking forwards HEF identified actions on: developing a Highland specific land use strategy; enabling communities to adapt to climate change; and, remote and rural collaborative working. These were all considered priorities for action by HEF members and fit well with the SOA.
4. On 30th April THC hosted a very successful public launch of the Highland Climate Change Declaration. This was well attended by around 80 people from public, private and third sectors. In particular the business community was well represented and showed considerable interest. Those bodies who had previously signed up to the Declaration were invited to re-commit to it and a number of new bodies signed up.
5. Since the Board last met the appalling raptor poisoning incident on the Black Isle has hit the news. At the time of writing some 22 dead birds have been located – 16 Red Kites and 6 Buzzards. It has been confirmed that 12 of the birds were poisoned with banned substances whilst the remaining bodies were too decomposed for analysis. The police investigation into the incident is ongoing. As one of the worst incidents of this type there has been very considerable press interest and reward money has been put up by both NGO's through public subscription and local concerned land managers. I would particularly note that THC through a debate in Committee and adoption of a cross-party resolution condemned the incident both for its impact on the species concerned and the damage done to the reputation of the Black Isle and Highlands.

Issues

6. As a result of the Black Isle bird poisonings it might be worth considering how the CPP is able to raise the profile of community planning and the SOA when

issues relating to the actions/outcomes of the SOA arise. Whether good or bad these are an opportunity to raise awareness of the SOA and community planning.

Conclusion

7. The Highland Environment Forum continues to develop its role in both pulling together a wide range of interests from across Highland to take action on environmental matters, and particularly to further the relevant actions identified within the SOA. The next meeting of the Forum will be in September.

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

George Hogg
Scottish Natural Heritage.

Highland Single Outcome Agreement 2013/14-2018/19: Development Actions
Update as at June 2014

Development actions

The Quality Assurance process for the Highland SOA 2013-18 highlighted six areas for improvement. These are listed below along with proposed improvement activity. ***Updates are shown in italics and bold.***

Area for Improvement	Improvement Activity	Timescale
SOA to capture sufficient details about delivery, measures and the performance framework against which progress can be evaluated.	<ol style="list-style-type: none"> 1. Delivery plans for the seven themes within the SOA to be finalised. 2. Systems to be in place for performance data to be gathered, base-lines set, data analysed and reported and as part of the new governance arrangements for the CPP. 3. An interim performance report drawing on available indicators and a narrative update on progress with the SOA for 2013/14 to be produced. 4. First performance report covering all themes and indicators will be for the 2014/15 period. 	<ul style="list-style-type: none"> • Before March 2014 • March 2014 • September/October 2014 • September/ October 2015
Update as at June 2014	<p><i>Delivery plans are being refreshed, with streamlined performance information, by each responsible officer for 2014/15 – these will be available for the next Board meeting (September 2015) and follow from the annual report from 2013/14.</i></p> <p><i>Quarterly up-dates of progress provided for each them in the SOA to CPP Board. Discussion around performance reporting took place in the COG in January, February and April 2014. This will continue.</i></p>	

Area for Improvement	Improvement Activity	Timescale
Develop a strategic partnership approach to tackling inequalities and prevention	<ol style="list-style-type: none"> 1. Establish the remit and working arrangements for the partnership theme group at Director level on deprivation and health inequalities, as part of the CP structure review. 2. Establish the new Chief Officers Group with its role to ensure and challenge whether the CPP's work is reducing inequalities at the pace required and whether 	<ul style="list-style-type: none"> • October 2013 • September 2013

	<p>it is making the shift to prevention required (part of the CP structure review).</p> <ol style="list-style-type: none"> 3. Continue to develop the Partnership Prevention Plan. Contribute to any further work done nationally. 4. Annual review of progress with the Partnership Prevention Plan to be reported. 	<ul style="list-style-type: none"> • On-going • First annual review June 2014
Update as at June 2014	<i>First two actions completed. Highland prevention plan seen as good practice nationally and its development was shared with other CPPs at an event in April 2014. Highland CPP asked to present its approach at the national CPP event 5.6.14 but declined (date clash). First annual report on the agenda for June 2014.</i>	

Area for Improvement	Improvement Activity	Timescale
Develop a clear line of sight between SOA priorities and local needs and intervention	<ol style="list-style-type: none"> 1. Complete the review of community planning arrangements, including mapping out the links across operational, local and strategic arrangements 2. Key role for the thematic groups to ensure appropriate community and stakeholder engagement in planning and performance processes 3. Each thematic group identifies how to reflect local variation in delivery plans 	<ul style="list-style-type: none"> • By March 2014 • From October 2013 • March 2014
Update as at June 2014	<p><i>1. District Partnerships are evolving to take on a broader community planning remit, initially for community safety. Potential for community development and engagement to be another area for District Partnership – paper on Board agenda June 2014.</i></p> <p><i>2. Update on community and stakeholder engagement for each theme group can be provided for a future Board meeting. All partners have access to the Council's Citizens' Panel and a Communities Panel is to be created for September 2014.</i></p> <p><i>3. Local variation can be considered through District Partnerships. The Council is developing a community impact tool it can share with partners.</i></p>	

Area for Improvement	Improvement Activity	Timescale
Ensure local communities' needs drive the partnership action in areas of deprivation and rural fragility	Through the partnership group on community learning and development: <ol style="list-style-type: none"> 1. Develop an asset-based approach and the employment of local health co-ordinators in the four most multiply deprived communities. 2. Develop further the asset-based approach in four fragile rural communities to be identified 	<ul style="list-style-type: none"> • Co-ordinators recruited September 2013 • Approach developed 2013
Update as at June 2014	<i>Local health co-ordinators are appointed and in place and HIE reporting on local community plans in four account managed rural communities. This work is to form part of the partnership approach to CLD on Board agenda for June 2014.</i>	

Area for Improvement	Improvement Activity	Timescale
Culture of partnership working supported at operational as well as strategic levels	<ol style="list-style-type: none"> 1. Partnership self-evaluation supported across groups. Develop a programme of self-evaluation. 2. The thematic groups (at Director level) have a role to inspire innovative ways for partners to work together to achieve the results required. 3. The Chief Officers Group has a role to support the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours. 4. The Chief Officers Group learns from approaches elsewhere on partnership management and leadership development to agree the process for the Highland CPP 	<ul style="list-style-type: none"> • Programme agreed by March 2014 • From October 2013 • From September 2013 • By March 2014
Update as at June 2014	<i>1. Approach to self-evaluation agreed by the Board in December 2013. Board undertaking self-evaluation, beginning at the June Board meeting. 2 and 3 underway. COG has identified 5 partnership processes to support a collaborative culture. 4. Board agreed to use the Audit Scotland 4 key Lines of Enquiry. Attention to date has been on identifying strategic priorities. Next step is to consider shared leadership and governance.</i>	

Area for Improvement	Improvement Activity	Timescale
Identifying joint resources	1. Partnership resources for shared outcomes to be identified by each	• During 2013-18

	<p>theme group and then aligned and integrated where appropriate.</p> <p>2. Through the development of the Partnership Prevention Plan, partner resources will be identified. This will be reported in the annual report as noted above.</p>	
<p><i>1 and 2: Submission to National CPP Group Nov 2013 and COHI presentation March 2014 on shared resources. Annual prevention plan reported June 2014.</i></p>		

Strengths identified:

The Quality Assurance process for the Highland SOA 2013-18 highlighted the following strengths:

- The CPP is mature, results oriented and relationships are well developed amongst partners.
- The CPP is taking steps to develop its SOA and has good self-awareness of what needs to be done to sharpen the SOA and deliver further improvement.
- There is a strong ethos and growing momentum for partnership delivery with the integration of health and social care and the £3m prevention fund and plan highlighted.
- The SOA provides a sense of industry and energy and shows successful partnership approaches.
- Key partners have had a significant role in producing the SOA and with commitment.
- The SOA shows a clear sense of place and makes national priorities meaningful for the Highlands.
- The SOA covers all 6 national policy priorities and feels like a genuine plan that can be translated into delivery.
- The CPP is making good progress to develop effective governance around community planning – the current review is seen as a positive step.
- The CPP is self-aware with the work on community engagement to help shape priorities noted, including the role of the third sector interface in supporting this work.

CPP request for support nationally

The CPP is seen to have a strong expectation of what is needed nationally to support further progress within the partnership. Those identified at the meeting on 13th June 2013 are listed below. The Highland CPP will work with Government on these issues.

- Support to develop and facilitate joint resourcing.
- Clarity on the scope and definition around prevention and how impacts, including financial impact, may be measured.
- Support on managing any potential conflicts for partners in reporting their performance locally and nationally.
- Support for further integration of services (given the benefit of the support provided for integrating health and social care).