

**Highland Community Planning Partnership – 6 March 2014****ECONOMIC GROWTH AND REGENERATION STRAND UP DATE**

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:

HIE has commissioned an economic base-line report, from which progress can 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 deprived/fragile. Both of these reports are anticipated to be available for the time line for measurement for the current SOA.

Aggregated reporting will require further work, and this will be taken up in Q1 of 2014/15. For the FY to date, the following is of note:

**Jobs**

Just under 1,600 jobs are projected to be created or safeguarded by projects being taken forward by companies based in the Highlands.

**International trade**

Planned investment by Highland companies projects an increase of £12.9M in International sales.

**Fragile areas**

HIE is reviewing its definition of which areas are fragile. It continues to focus on interventions to those communities to increase resilience. This year 26 jobs have been created / safeguarded so far in those areas designated as fragile.

**Key Projects**

Inner Moray Firth – Within the Inner Moray Firth area, there has been a focus on port infrastructure, and whilst not yet in the public domain HIE is anticipating Ministerial announcements about investment totalling some £60m (some £10m from HIE), which is anticipated to support upwards of 1,800 jobs in the wider economy. The associated development of a workforce and businesses in the supply chain remains a key focus for the remainder of this year, and into the foreseeable future.

Caithness and Sutherland – Work continues to diversify the economy of Caithness and North Sutherland in light of the run down of the nuclear facility at Dounreay. Progress is being made in attracting companies currently active in Aberdeen to consider investment in the area. Further work will develop the potential of the Pentland Firth and marine energy. A number of projects are developing Dornoch as a tourism destination along with the North Coastal route as an international driving route.

Lochaber Skye & Wester Ross – The development of Kishorn as a base for investment continues to progress.

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

Key sector development strategies and action plans – Route Maps – have been developed, and these are in the process of being shared with CPP and wider stakeholders across Highland area. This will result in a Regional and Sub-Regional set of iterative plans. Oversight and ownership will be provided by the Highland Economic Forum.

SDS have drafted the Regional Skills Strategy, which has been discussed at COHI, and further work is ongoing, involving THC, SDS, UHI, and other CP Partners. Whilst nascent, 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

### Early Years Improving Outcomes – Update February 2014

Partnership action to support improved outcomes for the early years will contribute to the following national outcomes: 4, 5, 6, 7 and 8:

- Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- Our children have the best start in life and are ready to succeed
- We live longer, healthier lives
- We have tackled the significant inequalities in Scottish society
- We have improved the life chances for children, young people and families at risk

The translation of the Single Outcome Agreement into a service plan (For Highland's Children 4) is in the final stages of development, and is planned to go to the Adult & Children's Committee in May 2014. It reflects the commitments of the council and blends the stretch aims of the Early Years Collaborative with the improvement priorities of the Improvement Groups working across Children's Services.

The leadership group with the support of the improvement groups are developing the performance management framework which will enable progress against the deliverables within FHC4 to be tracked. They will be consistent with the high level SOA outcomes and the EYC stretch aims. This framework will focus on 18 outcomes, built around the well-being indicators and will have a range of performance measures included. Each performance measure will be owned by an identified improvement group who will take responsibility for the delivery of the outcome.

Data Measurement will be available at different levels e.g.

- National performance measures such as breastfeeding rates, women booked for antenatal care by 12 weeks gestation, still and infant mortality, % of children who have had a developmental assessment at 27 -30 months
- Highland CPP data gathered locally – % of Looked After Children who have had their health assessment carried out within 4 weeks and assessment included in the child's plan at 6 weeks.
- Local improvement measures using the EYC collaborative improvement methodology and tests of change – reported locally through the EYC collaborative workstreams and improvement groups e.g. audit of the quality of antenatal handover from midwife to health visitor, designing and imbedding training programme for staff to improve their understanding of early brain development and its impact on outcomes, improving the return rate of the 6-8 week assessment by GP practices. Whilst not performance measures themselves, these measures will assist and evidence improvement activity and contribute to the achievement of national and local performance targets.
- The improvement groups will consider other measures which support specific improvement activity and this will be reported locally through the improvement groups. E.g. uptake of healthy start vitamins

It should be noted that Change that is achieved in the early years will not only impact early, but also throughout life. Key partnership priorities will be:

- To meet public health targets for young children, including breastfeeding rates;
- To meet health plan indicators within 6-8 weeks of birth;
- To provide health weight interventions and outcomes for young children;
- To reduce numbers of children and young people misusing substances;
- To reduce numbers of children looked after away from home;
- To improved educational attainment (see Section 4 above on employability);
- To reduce youth offending

**SOA Delivery Plan Outcomes / Measures  
(now linked to *For Highlands Children 4 Outcomes*)**

<b>Outcome</b>	<b>Commentary / Baseline Measures</b>	<b>Progress</b>
Children receive the help and support they need	Range of baseline measures under development	Amber
Children get the best start in life	Health Plan Indicator allocated by the time a baby is 6-8 weeks old Increase the % of mothers exclusively breastfeeding at 6 weeks	Green Amber
Reduce deaths and injury in the first years of life	Reduce the number of stillbirths Reduce the number of neonatal deaths Reduce the number of injuries in the first year of life	Static (low numbers)
Increase the number of children achieving age appropriate milestones  Earlier diagnosis of developmental delay and learning needs	Increase the % of children receiving an assessment at 27 – 30 months. (baseline now available) Agree and pilot assessment tools to be used at key milestones (12-15 months, 27-30 months, 3-4 years) – work ongoing through the early years collaborative	Amber Amber
To work with others to ensure effective transitions	Transition group established with a workplan in place	Amber
Improve the % of parents rating their neighbourhood as a good place to live	Baseline data and methodology to be established	Red
Ensure children with Additional Support Needs have good quality Child's Plans	Reduction in the number of children with ASN who are not in school full time. Six monthly updates are now being collected from schools by ASNO's who review and action the findings  Increase the children with ASN who have a child's plan that has been evaluated as fit for purpose (audit underway to set baseline). An evaluation tool has been developed to determine the quality of child's plans and is being used across children's services.	Amber

Parental confidence and parenting skills are increased	Roll out of parenting programmes across Highland – mapping work being undertaken to identify gaps and what required	Amber
Services are built around the needs of children, young people and families	Wraparound childcare continues to be available where required in all ASG's Develop of family team model – to be in place by end of 2014 Health Needs assessment under development – to be completed by end of 2014	Green Amber Amber
To improve the help and support provided to children at an early stage	Increase the number of children and families receiving a Self Directed support package Increase in the number of integrated teams set around associated school groups Implement 600 hours child-care and early learning Improvement measures included within FCH4	Green Green Amber Green
Children are protected from abuse neglect or harm	Reduce the number of children on the child protection register who have been registered previously	
Children are physically active and experience healthy growth and development	Improvement measures included within FCH4	
To improve the involvement and participation of children, families and stakeholders	Measures around participation and engagement with children and families currently contained within FHC4 Care Inspectorate inspection report (March 2014) identifies this as a strength	Green Green
Children thrive as a result of nurturing relationships and stable environments	Reduce the time it takes between LAC permanency decisions and matching Increase the proportion of children who are looked after at home. Increase the number of children supported in Kinship Care Increase the number of children supported through the Family Firm Scheme Fewer LAC in OOA placements	Amber Amber Green Amber Amber

**Early Years Collaborative -  
Stretch Aims, Drivers and Examples of Improvement bundles.**

<b>Aim</b>	<b>Drivers</b>	<b>Bundles / Areas of Improvement work</b>
To ensure that women experience positive pregnancies which result in the birth of more healthy babies (15% reduction in stillbirths and infant mortality)	Pre-birth (substance misuse, mental health & wellbeing, nutrition) Early access to antenatal care Post birth (building positive relationships, parenting skills, mental health & wellbeing)	Encouraging parents to stop smoking – all pregnant women offered CO (carbon monoxide) monitoring) Increase % of women who are booked for antenatal care by 12 weeks gestation Good quality antenatal plans and handover from Midwife to Health Visitor Encourage breast feeding.
To ensure that 85% of all children reach all of their expected developmental milestones at the time of the child's 27-30 month child health review, by Dec 2016	Early learning and play Health Positive relationships Additional support when required	Earlier identification of child's or family needs at key transition points (standardised assessment)
To ensure that 90% of all children reach all of their expected developmental milestones at the time the child starts primary school	Early learning and play Health Positive Relationships Additional support when required	Developing assessment tools that identify needs early

Sheena MacLeod  
Head of Health  
February 2014

## Highland Community Planning Partnership

### Update – Item 3.4

<b>****FOR NOTING****</b>			
Disclosable under FOISA 2002		<b>YES/NO</b>	
Author/Contact	<b>CS Julian Innes</b>	Department / Unit	Police Scotland
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Attachments:			

## Item 3

### 3.4 Safer and Stronger Communities

The Single Outcome Agreement (SOA) actions are all ongoing. They are being actioned and will be monitored and driven forward through the Safer Highland Leadership Group reporting to the Chief Officers Group. Lead officers will be held to account at the next Leadership Group in late March at which time a full progress report in relation to the SOA will be available.

Recent energy has been focussed on the restructuring of the groups under the Safer Highland banner. Individual professionals have met separately and together in order to reach consensus about the most effective and efficient way forward. This has not been without challenge but the direction of travel is now clear.

Considerable progress is being made to have the new structure in place for the 31<sup>st</sup> March 2014

Highland Community Planning Partnership Inequalities Theme Group Update

February 2014

CPP are asked to note progress in

- Identifying and linking existing work aimed at reducing inequalities
- Appointing community health co-ordinators and community food workers through the preventative spend initiative
- Developing a work plan for the group that prioritises areas for development/support for 2014-15

## 1. Introduction

The health inequalities theme group is overseeing the development and implementation of partnership work to support a reduction in health inequalities in Highland. The following information aims to provide the Public Services Partnership Board with an update on the main areas of work being progressed by the theme group

## 2. Health inequalities across the Community Planning Partnership

Over the past few months discussions have taken place with the lead officers of each of the Community Planning Partnership theme groups to look at how inequalities is reflected in all the theme group outcomes and work plans. A workshop with the Chief Officers Group on 30 January looked at the fit between the actions and outcomes across all the Community Planning Partnership theme groups and the Health Scotland health inequalities framework. The workshop highlighted that:

- The mix of outcomes and actions within the various theme group plans was difficult to assess for impact on inequalities
- For many actions and outcomes, it was not clear what the expected impact would be on inequalities as 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

As a result of this workshop, a number of actions were proposed to develop the work of the CPP and to more firmly place inequalities at the centre of its agenda. It was agreed that the following should be considered further:

- Each theme group to review its action/delivery plan to:
  - categorise its actions as requiring single or multiagency response
  - make specific reference to reducing inequalities through pro-active work to engage hard to reach groups
  - identify one or two key actions or programmes of work that should be a specific focus for the CPP
- The COG to debate the merits of identifying a small number of key areas that would benefit from a partnership approach and set criteria for their identification, including:

- Potential impact on inequalities
  - Needs more than one agency involved
  - Gaps in current work programmes for individual agencies
  - In need of strategic direction and leadership
  - Agreed major issue in terms of numbers/impact/service activity
- To have further discussion on:
    - Employability
    - Families with complex needs
    - Healthy weight/obesity
    - Sustainability
    - Application of community development approaches

### 3. Welfare reform

The multiagency welfare reform group now reports to the inequalities theme group. A number of initiatives are being progressed to mitigate against the impact of welfare reform including a review of what work is being undertaken across services, development of a welfare reform mitigation plan and implementation of a NHS-led partnership pilot project to support those with health conditions and vulnerable groups who are affected by the changes to the welfare benefits system.

### 3. Preventative spend

The preventative spend funding has been made available to support people in deprived communities. The Community Planning Partnership agreed to target activity at four specific areas; Wick, Alness, Inverness, Merkinch and Fort William. Seven posts have been developed to support community capacity building in these areas and do develop community based work around healthy weight/food and health. All seven posts have now been appointed to, four community health co-ordinators who are now in post and 3 community food workers who will take up post in March.

A number of events have taken place or are planned to bring together the new posts under the preventative spend initiative with the existing community development posts for older adults, the community networker posts and other relevant initiatives. On 29 January a 'Who's doing what in community asset mapping' event started the process of mapping and linking contributions that are being made to asset mapping across various organisations and strands of work. Health issues in the community training is being offered to the community health co-ordinators, community development officers and community networkers at the end of March and an event in May will bring these groups of staff together to share experiences and ensure that the initiatives are making appropriate links.



#### 4. Health, Housing and Homelessness

A number of single and multiagency groups are currently undertaking work on health, housing and homelessness. At the January meeting of the CPP inequalities theme group, discussion revealed a degree of overlap and duplication in relation to the work of these groups. As a result, work is underway to review function and format of the groups with a view to developing and rationalising this programme of work. Recommendations on structures and priorities will be brought back to a future meeting of the inequalities theme group

#### 5. Physical activity

Work is underway to scope and map current work on physical activity across the community planning partnership. Recommendations on appropriate structures to take this work forward will be brought back to a future meeting of the inequalities theme group.

#### 6. Next steps

The inequalities theme group is developing an action plan that sets out the main areas to focus on during 2014/15. It is hope that this will be signed off by the group at their March meeting and will be presented to the next Highland Public Services Partnership Board.

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

**Update March 2014**

Work continues across a number of areas to build on the integrated approach to caring for older people. Much of the work relates to all adults but for the purpose of this update can be read in the context of older people.

**Care at Home**

Work continues to prepare this service for devolution to Operational Units – scheduled and on track for April 1<sup>st</sup>.

Quality improvements in relation to Care Inspectorate findings in February 2013 continue and a quality framework has been developed to enable the service to move from a reactive to a pro-active approach to quality improvement. This work will produce a service specification and service improvement plan for the Operational units which been developed alongside District Managers.

From April 1<sup>st</sup> there will be two registered services in the NHS Highland area reflecting the two geographical units. However it is anticipated that there will be one service improvement plan supported by separate action plans which will reflect the differences in operational models.

This emphasis on continuous quality improvement will be reflected also in the services commissioned from the independent and voluntary sectors in the future with quality schedules forming a part of the contracts and monitoring process.

The demand for the service remains high – across the sectors, perhaps an indication that the culture of independence and reablement is beginning to embed. However there is still a need to 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**

Quality work continues in care homes where considerable effort has had to be deployed in some areas where there have been failings in the Independent sector providers. Tools and processes used in the Scottish Patient Safety Programme are being considered to promote a proactive approach which will evidence ongoing improvements.

Again the emphasis will be across the sectors on developing different models of care to meet local needs. Discussions have begun with the independent sector on the provision of intermediate care to enable people to remain at home with added support and these discussions have been very positive. In rural areas it is clear that there are opportunities to use facilities and staff more flexibly now that they are employed within one organisation and staff are showing considerable initiative in their drive to keep people locally and at home. The work being progressed by Community Connectors and the Community Development Officers is key to this approach.

### **Older people's Improvement Group**

This group have now agreed their priorities for inclusion in the Strategic Commissioning Plan as follows –

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

The improvement group now has access to the key performance indicators that relate to older people so that monitoring and support can be channelled. The group is also progressing a self assessment against the emerging Integrated Adult Services Performance Framework.

### **Health and Social Care coordination**

Evaluation of the four test sites is being planned and this is expected to inform the Highland model. Across the test sites there have been opportunities to test new documentation – personal outcome plans, single point of access and person centred approaches.

### **Strategic Commissioning**

The timescale for production of the plan has been agreed and as part of the information and idea gathering a successful workshop was held with over 80 attendees – mostly representing Independent and voluntary sector providers. The workshop – run in Inverness – was supported by colleagues across the sectors and Scottish Government giving the opportunity for sharing of ideas as well as examples of change happening across communities.

**Highland Public Services Partnership**

**Partnership Board Meeting of 6 March 2014**

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

**Highlights**

1. The Highland Biodiversity conference is being held in Inverness today - on 26<sup>th</sup> February. It should be well attended – around 70 booked – with attendees coming principally from the public and third sectors. This is a good opportunity to both promote biodiversity and consider how work on biodiversity can contribute to the aims of the SOA.
2. The working group established to review the Highland Climate Change Declaration has met and made significant progress. The current Declaration, which was relatively ground breaking at the time, has been largely overtaken by other initiatives at the national level on climate change and carbon management. It is intended that the revised Declaration should be aligned with the Carbon Clever initiative launched at the back end of last year and better meet the needs of public, private and third sector signatories.
3. Wildfire – Scottish Fire & Rescue Service and other partners have been working on improving our approach to both preventing and dealing with wildfires at the national level. Work is underway, under the auspices of the Highland Environment Forum, to complement this at the Highland level. We will soon be into the period of highest risk for moorland wildfires again.
4. The Highland Environment Forum's next meeting is on 18<sup>th</sup> March. As well as reviewing a number of the actions at the previous meeting this will be an opportunity to consider where the future focus of attention on environmental related issues should be, and how the priorities might be taken forward collectively. Whilst the remit of HEF goes beyond the SOA, it is an opportunity to promote relevant activities which will support achieving the agreed outcomes. It is also an opportunity to engage a range of stakeholders in taking ownership of the relevant SOA outcomes.
5. Work has been done with relevant lead bodies to smarten some of the actions identified within the current Environmental delivery plan within the SOA. This will be taken forward but, of course, is subject to the current consideration of how the current SOA might be refined and better focussed on key partnership activity.
6. At their invitation I gave a presentation to Forestry Commission Scotland's Inverness Forest District Management Team. The presentation was well received and it was apparent that much of the work they are undertaking is and could assist in achievement of outcomes across most of the SOA's themes. It was notable though that few of those present were more than vaguely aware of Community Planning and the SOA.

**Issues**

7. The coming HEF meeting will be the second one since its role was broadened to fulfil the role of the Environment theme. It still very much needs to gain credibility and it would be good if all partners to the SOA could ensure that they were represented.
8. Whilst not surprising it is notable that the FCS staff I met with recently were only vaguely aware of the SOA. There is an awareness raising/communication effort needed to both

ensure that we're aware of what is currently being done within Highland which contributes to the delivery of the SOA, and that decisions about future resource allocations across all public bodies take account of the SOA outcomes.

### **Conclusion**

9. Progress continues to be made in developing the Highland Environment Forum in its key role of engaging people and promoting partnership to contribute to achieving the aspirations of the SOA. Collectively we need to continue to raise awareness of and promote the SOA.

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

George Hogg  
Scottish Natural Heritage.