

The Highland Council
Highland Public Services Partnership Board
13.9.13

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| Agenda Item | 4 |
| Report No | |

Progress with the Community Planning Structure Review
Report by Head of Policy and Performance, Highland Council

Summary

Members are asked to hear the proposals so far for reviewing community planning arrangements by theme and to consider if any changes are required to the community planning structure being designed.

1. Steps so far in reviewing the CPP governance and accountability arrangements

- 1.1 The CPP Board agreed to undertake a review of its partnership arrangements in May 2013. It subsequently agreed principles to underpin that review along with revised governance and accountability arrangements at the meeting in June 2013. Section 11 of the SOA includes the purpose for the groups as agreed in June and this is attached at **Appendix 1**.
- 1.2 At the meeting in June, Lead officers were tasked to produce the map of proposed partnership working, including specifying partners and identifying the groups and linkages at local level. An up-date of progress will follow from each of the nine theme/policy group lead officers.
- 1.3 Developing the CPP approach to European funding and policy is dependent on further clarity at a national level and we should be able to report back to the next meeting of the Board on this matter.
- 1.4 Board members will note that in the feedback from the quality assurance panel our approach to reviewing CPP governance is seen as a strength and that there may be valuable lessons for other partnerships from our work.
- 1.5 However, as we have just started this review, it would be useful to understand if all partners are comfortable with our approach so far and whether there are any improvements or clarification points required going forward. With Board members, chief officers and thematic lead officers present at this meeting initial meeting, this is a good opportunity for views to be expressed.

2. Confirming and clarifying arrangements

2.1 The Partnership Board

The purpose of the partnership board is set out at paragraph 11.3 on **Appendix 1**. Discussion at the Board meeting in June led to clarification that the Board would be comprised of members from partner Boards and elected members from the Council and that Board meetings would involve Chief Officers from partner organisations. The following steps have been taken and some issues have emerged:

1. The Council reviewed its membership of the CPP Board at the Council meeting in June 2013, and given the need for links to its own governance arrangements, agreed that a place would be offered to the Leader of the Opposition to reflect the political balance better.
2. With Police and Fire national board membership agreed earlier this year, those partners with no previous representation from their Boards (HTSP, UHI, SNH and HIE) were asked for nominations. At the time of writing, feedback from HIE is awaited. The list of Board members is now:
 - Highland Council: Cllr Hendry (Leader), Cllr Alston (Depute Leader), Cllr Gray (Convenor) and Cllr Wilson (Opposition Leader)
 - NHS: Garry Coutts (Chair), Elaine Mead (Chief Executive)
 - Scottish Police Authority: Ian Ross
 - Scottish Fire and Rescue Service Board: Michael Foxley or Robin Iffla (they will agree attendance depending on availability)
 - HIE: TBC
 - SNH: Ian Ross
 - UHI: James Fraser
 - HTSP: Garry Sutherland
3. Partners have different accountability arrangements with e.g. the Chief Officers of NHS and of UHI also being members of their organisation's boards.
4. Given that some Board members have different roles for the same organisation and others are representing more than one organisation, Board members are asked if they seek any further changes to Board membership arrangements.
5. At this time it is proposed that the Board meets quarterly, although there may be other views.

2.2 The Chief Officers Group (COG)

The purpose of the COG is set out in paragraph 11.5 on **Appendix 1**.

Members are the Chief Officers from partner organisations or their regional lead if they are national bodies or cover a geography larger than Highland. Lead officers from the theme/policy groups would attend Chief Officer Group meetings. Chief Officers may need to meet as a group or in smaller groups more often than quarterly depending on issues.

2.3 The Thematic Policy Groups

The purpose of the thematic groups is set out in paragraph 11.7 in **Appendix 1**.

1. The support the lead officers would need is described in paragraph 11.8.

2.4 Some of the issues emerging with the new arrangements are:

- The sequence of meetings and the support for scheduling them for the right information to get to the Board;
- Whether it might be simpler for the thematic leads to attend the quarterly Board meetings, but with COG meetings to take place more often as required.

2.5 Using evidence to improve the partnership

Two new opportunities arise from the review of partnership arrangements:

- 2.5.1 Self-evaluation is highlighted as one way of knowing how we are doing as a partnership and where we need to improve. This is included as an action for our new partnership groups. Proposals on how this might be taken forward systematically can be prepared for a future Board meeting. This would draw on partnership self-evaluation we have done already, e.g. using the Public Service Improvement Framework (for employability and adult support and protection) and in preparing for external scrutiny through inspection and audits (e.g. child care inspection, proposed inspection following police and fire reform). At some point the Highland CPP will be subject to a new style community planning inspection.
- 2.5.2 Sharing approaches to gauging public opinion further would be helpful, as part of the CPP's community consultation effort. Some new work is already underway such as the work of the partnership community development group and its local testing of asset-based approaches and police and fire services using Ward Forums to consult on local plans. For public surveys an opportunity exists to share the benefits of the Council's Citizens' Panel. A briefing on the Panel is attached at **Appendix 2**.

3. Recommendation

3.1 Board members are asked:

1. To note that our approach to reviewing our governance and accountability arrangements is regarded as a strength by the quality assurance panel.
2. To confirm if they want any changes to the purpose or membership of the Partnership Board.
3. To confirm if they want any changes to the purpose of the Chief Officers Group.
4. To hear the early proposals from Lead Officers on getting partnership arrangements fit for the theme group purpose and to feedback views on proposals.
5. To review whether any changes are needed to the frequency of Board meetings and whether thematic leads should also attend Board meetings.
6. To note that a report will be brought back to a Board meeting with proposals on a systematic approach to self-evaluation for the partnership.
7. To advise if partners wish to make use of the Council's Citizens' Panel with appropriate resource contributions.

Author: Carron McDiarmid, Head of Policy and Performance, Highland Council. Tel (01463) 702852

Date: 4.9.13

Extract from SOA 2013 – chapter 11

11. Strengthening the governance, accountability and operating arrangements for community planning and delivering the SOA in the Highlands

11.1 The Highland CPP agreed to undertake a review of its partnership working arrangements in May 2013. The following principles for the review were agreed in June 2013:

1. We continuously learn from our experience and ensure the arrangements support public service reform further in the Highlands (and around the four pillars of reform –prevention, performance, people and partnership);
2. The new arrangements support the delivery of the SOA and its future development;
3. We acknowledge the accountability requirements placed on each partner individually; and
4. We address the improvement points identified in the national audit of community planning.

11.2 Developing the right governance and accountability structures for community planning

The CPP has agreed that the community planning structure needs to include a Partnership Board, a Chief Officers Group and thematic policy groups at a Highland level. As well as leading change organisationally, these need to be informed by community and practitioner views locally. The roles of the groups are described below.

11.3 The Partnership Board

This is to provide political leadership and expertise to drive and enable public service reform and better and fairer outcomes for the Highland population. This would be not only in the partnership setting, but also to make the connections required in the Boards of partner organisations and in the Council to support the changes and improvements required.

11.4 Membership would be drawn from the Boards of partners (normally the Chair) and from the Council's senior members. This would extend the current membership of the group. The members of the Chief Officer Partnership Board would be in attendance for scrutiny and challenge and for leadership support. The Partnership Board could be supported with self-evaluation of their partnership leadership within a framework of public service reform. The Partnership Board would meet quarterly.

11.5 The Chief Officer Group

The purpose of the Chief Officer Group would be to drive public service reform, including the delivery of the SOA and continuous improvement of

partnership working to achieve better and fairer outcomes by:

1. Ensuring and challenging the partnership's delivery and performance against the SOA's outcomes targets - through the thematic groups individually and together across the SOA (and any supporting plans if relevant);
2. Ensuring and challenging whether the partnership's work across all groups is reducing inequalities at the pace required;
3. Ensuring and challenging whether the partnership's work across all the groups is making the decisive shift to prevention required;
4. Ensuring and challenging whether the partnership can demonstrate best practice in community engagement through the thematic groups and across the SOA;
5. Supporting the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours.

This would help support the values adopted previously by the Partnership that

'We are here to serve the Highland people and we will do this with honesty, openness and commitment. We will challenge each other constructively when necessary to ensure we deliver beyond expectations for the Highlands.'

6. Promoting the on-going development of the SOA as a means of achieving public service reform.
7. Supporting constructive challenge of the partnership through honest reflection, structured self-evaluation, peer review, audits of community planning and any consequential improvement activity.

11.6 The group would be comprised of the Chief Officers of the partnership (represented by the local senior officers for national bodies). The lead officer from the thematic groups would attend Chief Officer Group meetings for scrutiny and challenge and to make any requests for partnership support. The Chief Officer Group would attend the Partnership Board and would meet more frequently than quarterly Board meetings.

11.7 Highland thematic policy groups
Ten groups have been identified to support the ambition of the CPP. They

are shown on the diagram below. The groups at the strategic level would be responsible for:

1. Jointly agreeing the evidence base and planning, coordinating activity, setting targets and reporting performance for that theme and as set out in the delivery plans of the SOA and any relevant supporting plans.
2. Ensuring appropriate community and stakeholder engagement in the planning and performance processes.
3. Undertaking self-evaluation in the partnership group, preparing for any audits and inspections and implementing any audit and inspection improvement points.
4. Inspiring innovative ways for partners to work together to achieve the results required.
5. On-going development the SOA and any supporting plans for that theme.

11.8 These would be officer groups at the senior level. To be able to carry out this function they would require:

- a named lead officer from the partnership (these have been identified);
- appropriate partnership engagement and input from relevant partners;
- an understanding of the total public resources available for the theme and a willingness to use that collectively (align and/or integrate resources) to meet the agreed outcomes of the joint plan;
- data support to measure performance and impact;
- an understanding of the range of engagement methods to apply and the skills required to deploy them;
- appropriate links to operational management (and sub groups if required) to ensure implementation and to understand the impacts of implementation.

11.10 The titles of some of the groups could be changed to reflect titles in-use e.g. Safer Highland for community safety and public protection or to reflect the broader partnership agenda e.g. For Highland's Children 4 instead of 'early years' and 'Strategic Commissioning for adults' instead of older people.

11.11 Making the connection locally

The diagram below also starts to map out what the connections might be through different methods of public engagement, formal engagement structures (such a Ward Forums, Area Committees, District Partnerships and Community Councils) and various practitioner and local partnership groups. It uses the policy theme of community safety as an illustration.

- 11.10 The identified lead officers of the ten theme groups are tasked to produce the map of proposed partnership working that would include specifying the partners in the strategic theme group and identifying the groups and linkages at local level as illustrated in the diagram below.
- 11.11 In taking forward the task, some key questions for the lead officer to ask with partners might be:
- What partnership sub-groups are needed to manage the plan at a Highland level?
 - Are there local partnership groups that are already working on this theme and how can they evolve/be integrated? Examples would include area regeneration groups, district partnerships for health and social care.
 - How are elected members involved in this theme locally? Can Ward Forums and Area Committees be helpful?
 - How are the general public, specific interest and third sector groups and service users formally involved in this theme/service area?
 - Are their informal arrangements on engagement to note?
 - How can we enable activists to feed in to the policy and planning groups?
- 11.12 Progress made will be reported in time for Chief Officers to feedback either current or proposed arrangements to the Partnership Board meeting in September 2013.

Figure 12: Proposed community planning partnership working structure – Highland

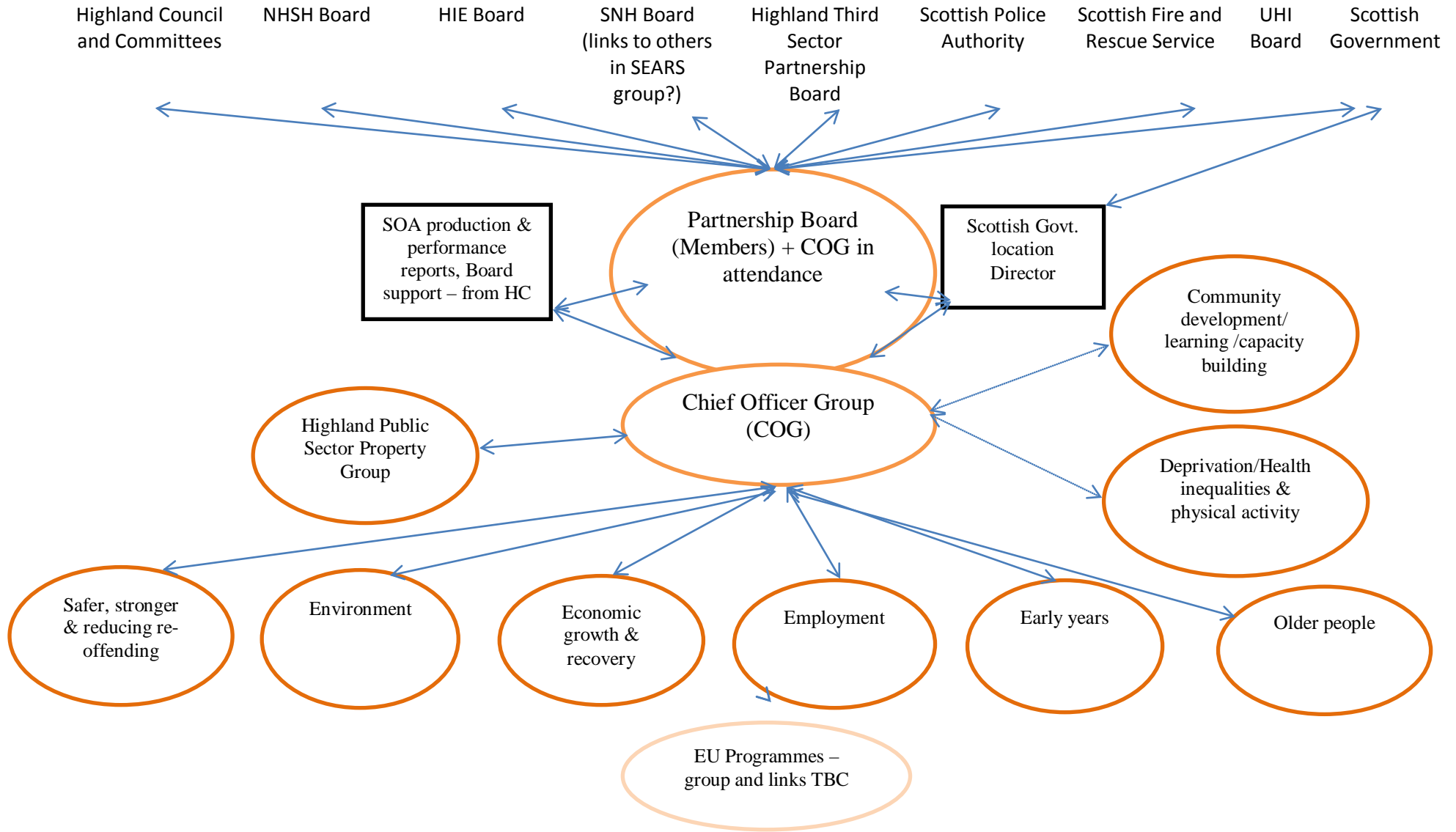
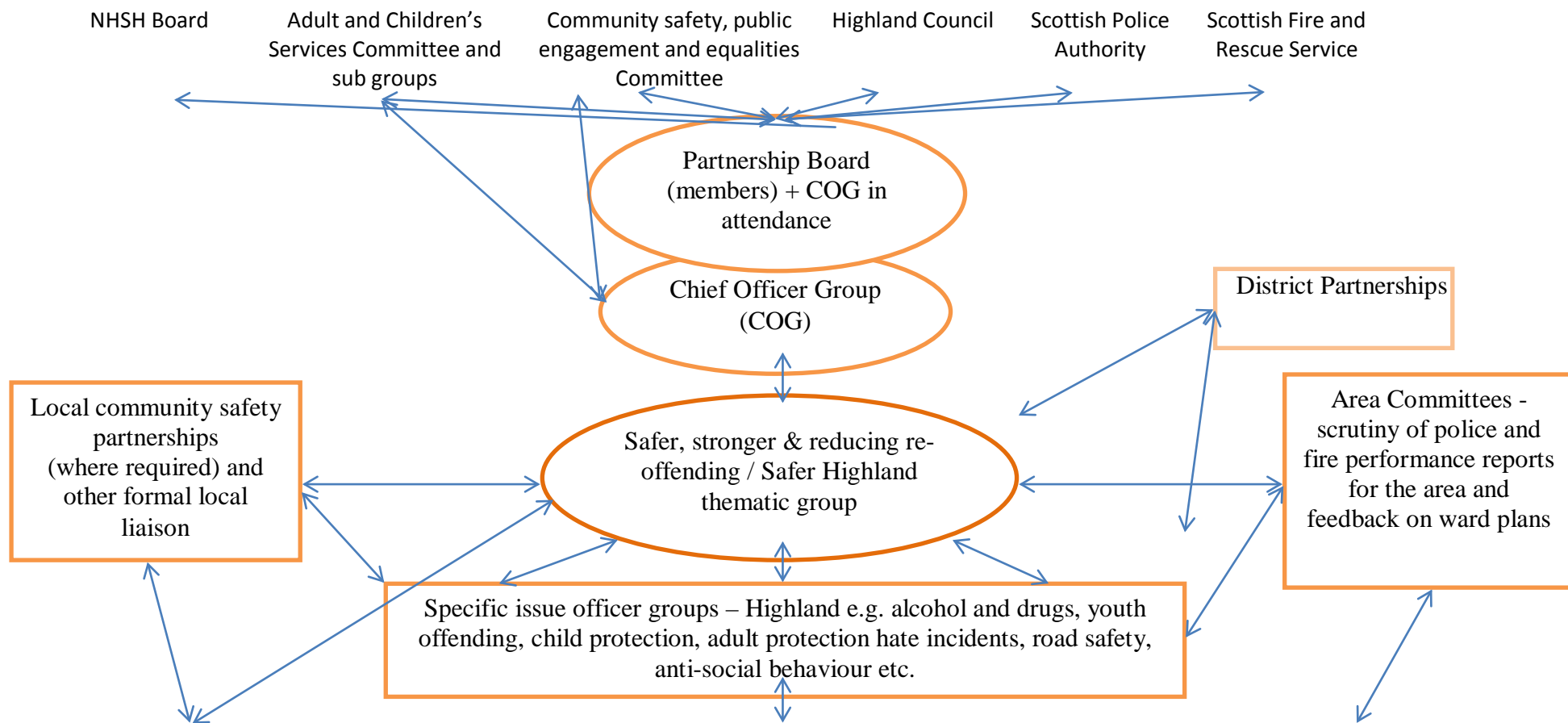


Figure 13: Starting to map out the CPP operational, local and strategic arrangements: community safety as an illustration



Engagement through: e.g.
 Ward forums & Ward meetings, community councils, local events & liaison with local 3rd sector groups, test sites x 8 (4 local health co-ordination sites and 4 fragile rural areas)
 Public surveys, focus groups, feedback from equalities groups discussions
 (NB this can cut across all themes/policy areas)

Highland Council's Citizens' Panel

Panel size and composition

The Council's Citizens' Panel was established in 2010. It has 2350 adults agreeing to take part in up to 3 surveys each year. Panel members are invited from a random sample of the electoral register. The profile of those accepting the invitation to take part is compared to the demographic profile of Highlands with further sampling done to make up any shortfall of particular groups. A third of the panel is refreshed each year to avoid survey fatigue. Around 750 people in the panel chose to take part in surveys electronically.

Effectiveness

Since its creation a response rate of around 50% is normally achieved. With over 1000 responses received to surveys we can generalise the results to the adult population as a whole with high levels of confidence.

The Council uses the survey to assess its performance overall annually. In this annual survey attitudinal questions are also asked and we gauge views on the quality of life in the Highlands. In addition the council has used the panel for budget consultations and for service specific consultation such as the policy on bulky uplifts of waste.

Panel members are asked how they find being a panel member and in the most recent annual survey:

- 89% found being a panel member useful;
- 90% found it worthwhile;
- 78% felt their views had been listened to; and
- 29% found it time consuming.

Equalities analysis of responses is possible by age, gender and disability.

Partnership interest

In the Council's annual survey there are questions of interest for partners. For example there are sections covering:

- Perceptions of community safety, with questions designed to complement the surveys previously carried out every two years by Northern Constabulary;
- Attitudinal questions on equalities and diversity;
- Engagement in volunteering;
- Views on community services generally;
- Access to the outdoors.

The most recent [survey](#) is available to view, along with the results as [reported](#) to the Council. Data input and [analysis](#) are provided by the UHI Centre for Remote and Rural Studies.

Proposal

Information from the recent annual survey of interest to partners will be shared with them. However there is scope for new partnership questions to be asked or for other

partners to use the panel for public consultations. If partners are interested in this, as other CPPs make use of Citizens' Panels in their areas, this would require:

- The Council seeking permission from panel members to respond to broader public service questions with analysis shared with partners (individual responses are all anonymous and would not be shared);
- Partners contributing to question design;
- Partners contributing to survey and analysis costs.

Costs

Postage for sending out the survey and returning it, depending on the size and weight of the envelope, are between £1200 and £1600 per survey.

Printing – up to £1000 per survey depending on the length of the questionnaire.

External data input and analysis – depends on the length of the survey and the cross tabulations requested, but the major survey with equalities analysis conducted by the Council uses around £9k of a £15k annual contract with the UHI.

Staff time on survey design and graphic design are met from in-house resources.

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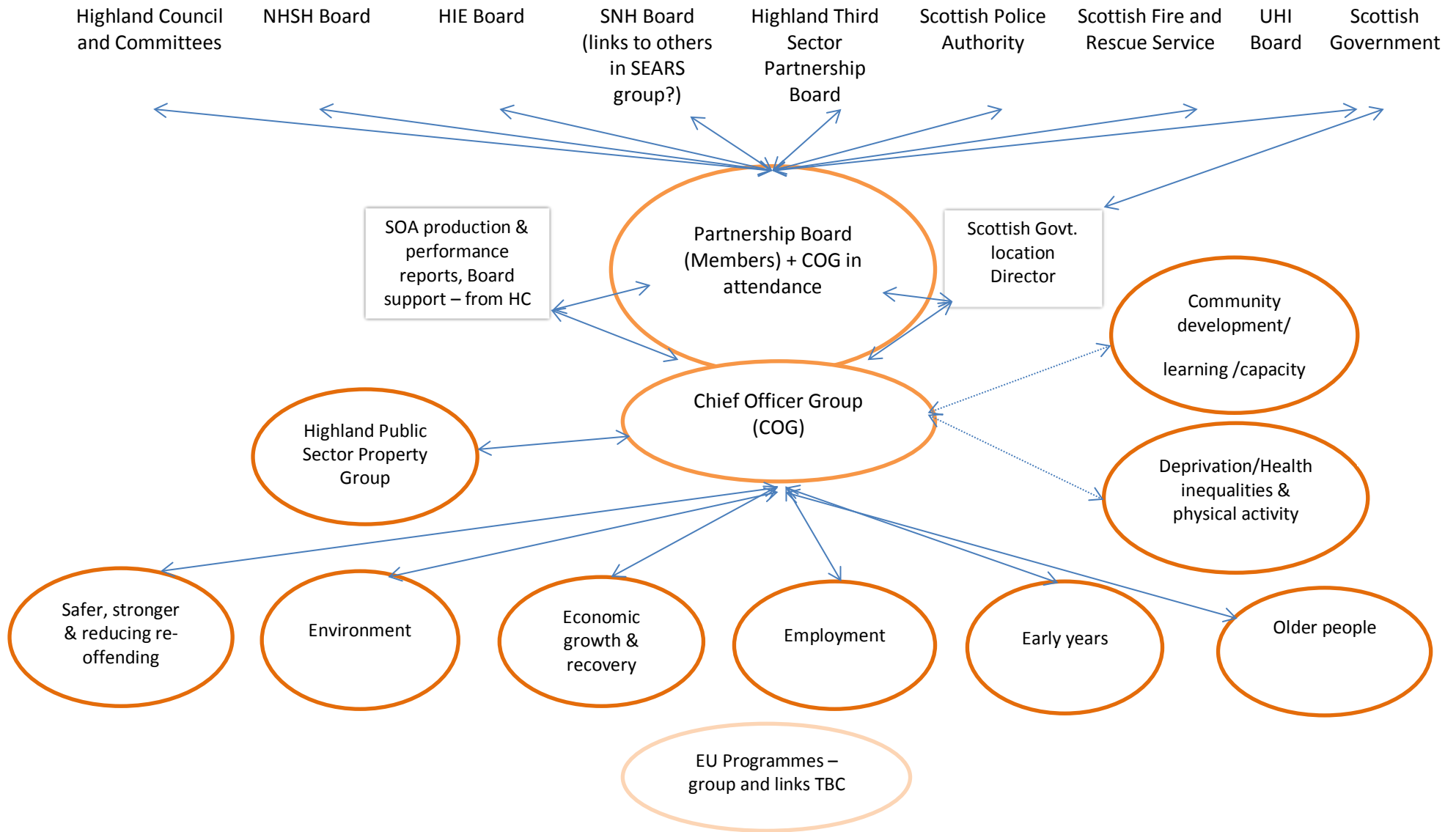
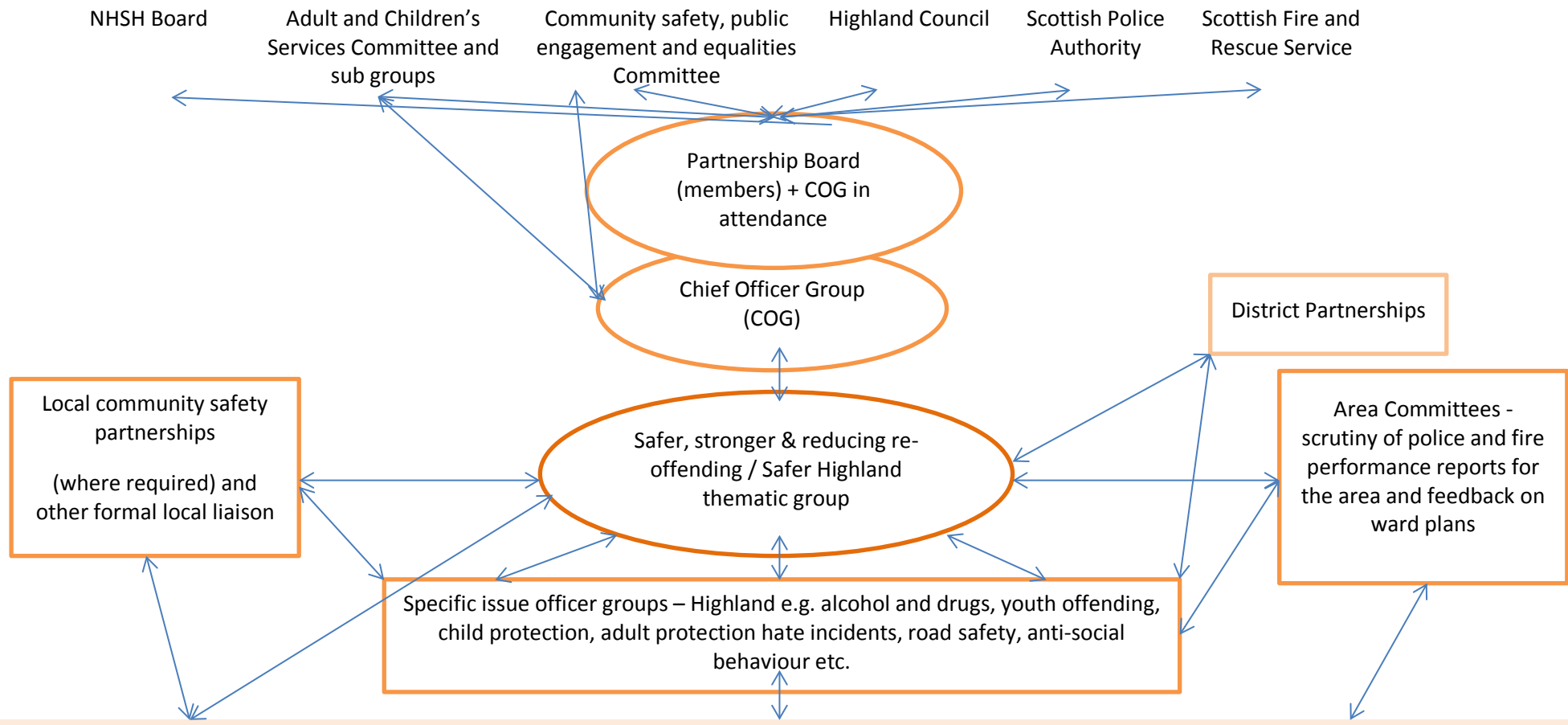


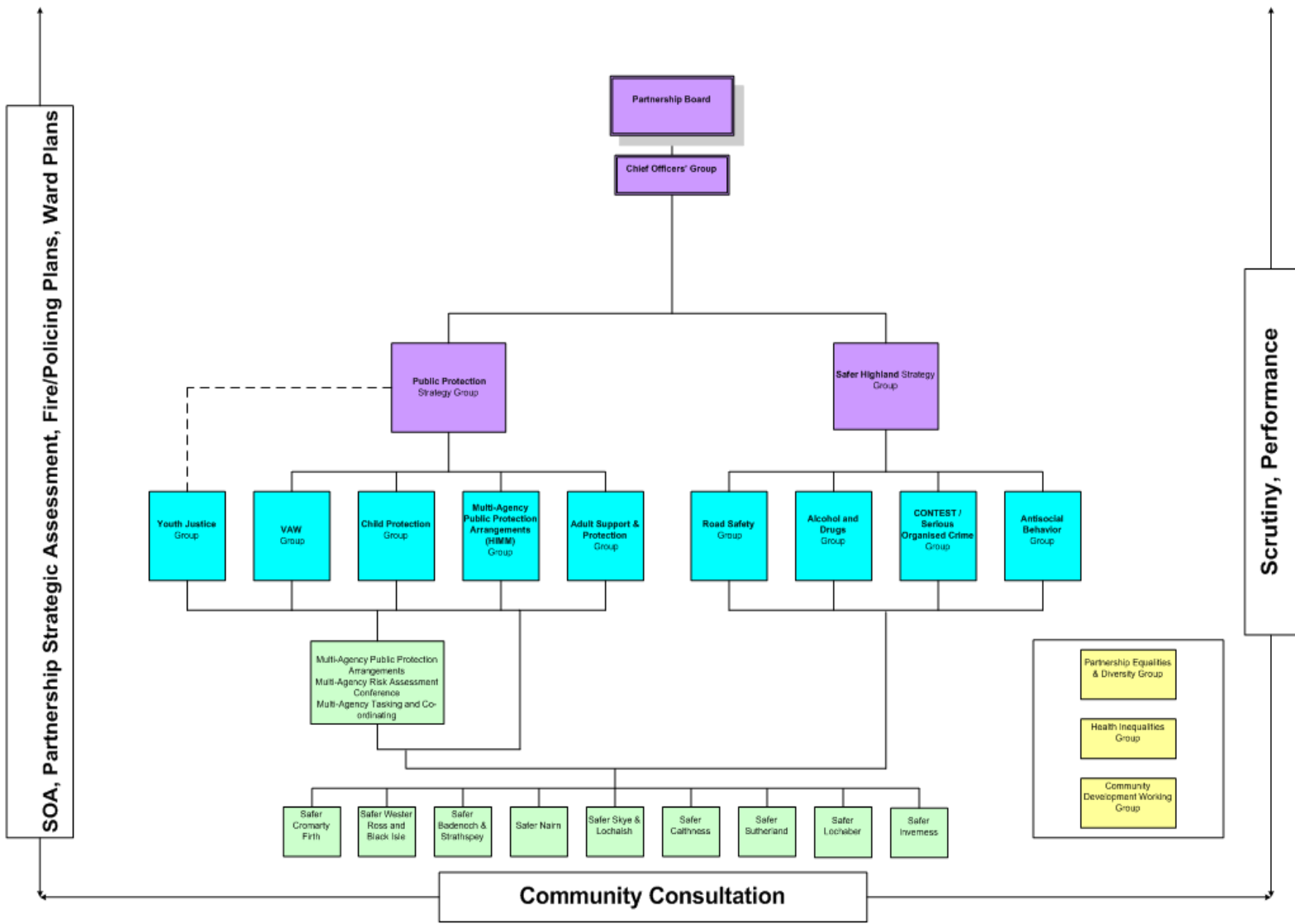
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Highland Public Services Partnership

Proposed Partnership Working in relation to Environment Theme

Purpose

- 1 The purpose of this paper is to update the Community Planning Partnership (CPP) on how it is intended to take forward the partnership working arrangements in relation to the Environment Theme of the Highland Single Outcome Agreement (SOA).

Action

- 2 The Highland Public Services Partnership is invited to:
 - **Note how it is proposed that partnership working should develop under the Environment theme of the SOA**
 - **Encourage colleagues within the organisations represented on the CPP to engage positively and supportively in the Highland Environment Forum.**

Prepared by

- 3 This paper has been prepared by George Hogg of SNH as requested following the Public Services Partnership meeting of 6 June 2013.

Background

- 4 There is, and has been for a long time, considerable environmental activity within Highland. This is not surprising given the internationally outstanding significance of the terrestrial and marine environment which Highland has been favoured with. This environment is a key asset underpinning quality of life and the economy of the Highlands. This relative importance, both intrinsically and for the communities of the Highlands, has been recognised in adding a specific environmental theme to the SOA.
- 5 There are two existing fora within Highland which were specifically created to encourage and support partnership working on environmental matters across Highland. Both were established and have been chaired and facilitated by Highland Council. These are the Highland Biodiversity Partnership (www.highlandbiodiversity.com) and the Highland Environment Forum. The former was established in January 2006 in response to the developing local biodiversity agenda. The latter was established in more recent years by the Community Planning Partnership and particularly led on the development and establishment of the Highland Climate Change Declaration, but also considers other environmental matters. There is a significant overlap in the membership and remits of the two fora.
- 6 In addition to public bodies with environmental remits there is significant commitment to and enthusiasm for a very broad range of environmental issues from communities within Highland.

This is evidenced by the very substantial range of volunteering activity, both formal and informal and engagement on environmental issues at the individual and community level during regulatory and other formal consultation processes.

Proposed Partnership Working Arrangements

- 7 It is intended to merge the Highland Biodiversity Partnership and Highland Environment Forum into a new Highland Environment Forum (HEF) which will act as the strategic theme group under the SOA. It will specifically look to foster and coordinate activity, both within and at the Highland level, on environmental matters. The Group will particularly look to take forward relevant actions identified in the SOA but will also pick up on and respond to emerging environmental agendas from the “grass roots” level within Highland and from outwith Highland. See the diagram at Annex One for how it is envisaged the proposed partnership working arrangements will function.
- 8 SNH and THC have pooled resources to contract the Highland Environment Network (HEN) to organise the meetings of HEF and key task or themed sub-groups of the forum. The first meeting of the Forum has been called for the afternoon of Tuesday 24 September. In all some 50 individuals/organisations have been invited to this inaugural meeting. These represent a very broad range of stakeholders including CPP partners, other public bodies (e.g. FCS/SEPA/SGRPID), representative bodies (e.g. NFUS/SCF/SGA) NGOs (e.g. RSPB/JMT/NTS) and the third sector (e.g. Transition Black Isle/Wester Ross Environment Network/Community Woodlands Association). The first meeting of the new forum will be chaired by Councillor George Farlow, as chair of both the predecessor fora, but it will be for the forum itself to determine its own governance arrangements thereafter. A key part of the first meeting will be a discussion on the remit of the new forum and how it relates to the environmental actions within the SOA.
- 9 It is proposed that the new forum will meet twice a year and that most of its work will be delivered through sub-groups of its membership. These sub-groups are likely to vary in nature with some effectively being standing sub-groups, e.g. on biodiversity and others having a very finite task e.g. to review priorities/initiatives in tackling wildlife crime or to organise a conference or event.
- 10 Through its very broad membership it is envisaged that HEF will act as a force to better integrate activity on environmental matters within Highland and act as a key two way communication channel between the broad range of stakeholders and the CPP. Issues will reach HEF directly or indirectly through its public, private and third sector membership and their engagement with and representation of stakeholders.

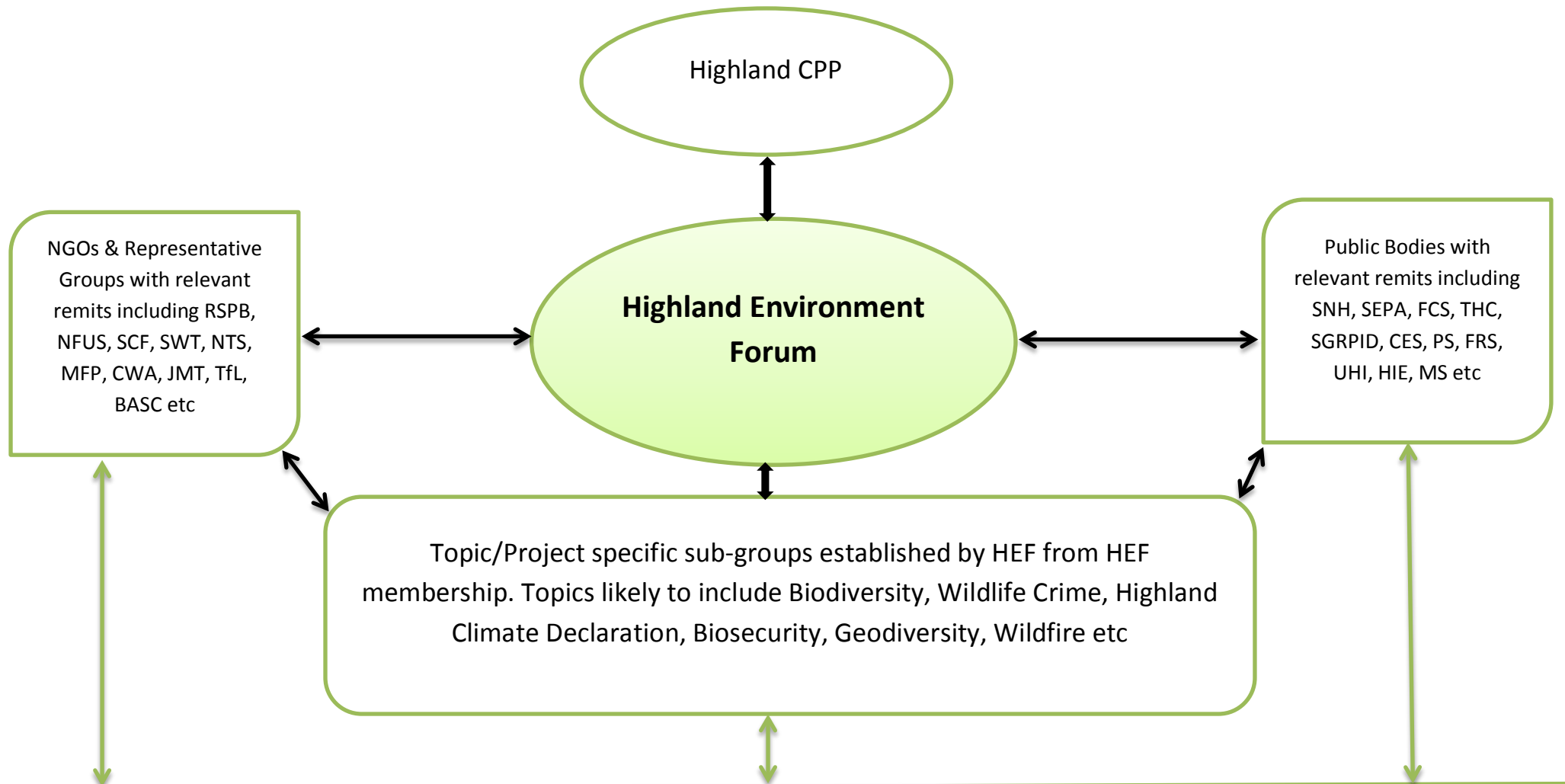
Conclusion

- 11 Key to better partnership working under the Environmental theme of the SOA will be the development of an effective Highland Environment Forum and the commitment of its members to work with each other on prioritised environmental matters. Action is already being taken to take this forward.

Further Queries

12 For further queries please contact either George Hogg (george.hogg@snh.gov.uk) or Ben Leyshon (ben.leyshon@snh.gov.uk) at SNH's Dingwall office on 01349 865333.

Annex One: Highland CPP – Mapping out the Strategic and Stakeholder Engagement around the Environment Theme



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| <p>Engagement through established environmental groups e.g. Geoparks, Highland Biological Recording Group, PAWS, Sunart Oakwood Initiative, Highland RSPB Members’ Group, Highland Ringing Group, Highland Environment Network, Transition Black Isle etc</p> | <p>Engagement through other existing fora eg Ward Forums & Ward meetings, other CPP thematic groups, Community Councils, Chambers of Commerce, Community Trusts etc.</p> | <p>Direct contact from members of the public including activists both proactively and reactively to consultations/stakeholder engagement opportunities etc.</p> |
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HIGHLAND COMMUNITY PLANNING

STRUCTURE REVIEW

DRAFT

ECONOMIC REGENERATION AND GROWTH STRAND

Introduction

This document sets out the main structures required to deliver the Economic Growth and Regeneration strand of the Highland CPP SOA.

Summary

The Economic Growth and Regeneration strand of the Highland CPP SOA has four long-term objectives:

1. Creating Successful Places;
2. Skills and Employability;
3. Support for Business; and
4. Infrastructure.

Each of these in turn has a number of Intermediate/Short-term objectives, ranging from 1 for Skills and Employability, through to 12 for Support for Businesses. These will change over time.

Each of the Intermediate/Short-term objectives will require the bringing together of stakeholders to develop and/or confirm the vision and strategy, metrics, timescales, targets and outcomes, and resources required. The specifics of each of the Intermediate/Short-term objectives will determine the breadth of participation, and the degree of planning required. Each of these is set out diagrammatically below.

For some, this maybe a relatively light touch, and be short term. For others, these are likely to be more involved, and longer term.

Each of the Intermediate/Short-term objectives will have a lead partner to coordinate activity, who will also be responsible for ensuring that the recording and reporting of the planning, activity, progress, and eventual outcome is undertaken.

It is proposed that the current Highland Economic Forum have regional oversight of the Economic Growth and Regeneration strand of the Highland CPP SOA, and that this should meet 4 times per year, to be synchronised one month ahead of the meetings of the CPP Board. This will allow time for a summary report – to be in the format of that sought by the CPP Board for all the strands of the SOA – to be developed in light of the views and comments of the Highland Economic Forum.

The secretariat of the Highland Economic Forum currently rests with The Highland Council, and it is proposed that this continue, or can be shared, alternating between HIE and THC.

With regards to engagement at a local level, or sub-regional level, then it is proposed to be pragmatic. Where current structures/forums exist, and are or can be developed to be fit-for-purpose, then these should be used. In some cases these will be Ward Forums, or Community Councils, or local forum, such as around Lochaber, for example. It is anticipated that this will be on a case by case basis, and will be ad hoc.

Where it is more appropriate to review and engage at a wider geographic basis, then it is proposed that there is a role for the current Area Committees, and that once per annum for each of the Area Committees there is a specifically Economic Growth and Regeneration themed meeting with a bespoke sederunt wider than elected members, drawing in people from communities, organisations, and agencies. This will ensure that each Area Committee and the proposed wider sederunt has a presentation once per annum on the key Economic Growth and Regeneration activities within that geography of Highland Council area.

Mapping

The Economic Growth and Regeneration strand of the Highland CPP SOA long-term objectives of:

1. Creating Successful Places;
2. Skills and Employability;
3. Support for Business; and
4. Infrastructure.

are set out below diagrammatically, with their respective Intermediate/Short-term work strands, with each respective lead partner to coordinate activity named. The likely stakeholders are also suggested.

It is anticipated that there is further work to be done, and it is important to stress that the organisations identified in each of the Intermediate/Short-term objectives is not definitive. Some organisations may feel that they want to be involved, and some may feel that they are not involved.

At this stage, linkages to the other strands of:

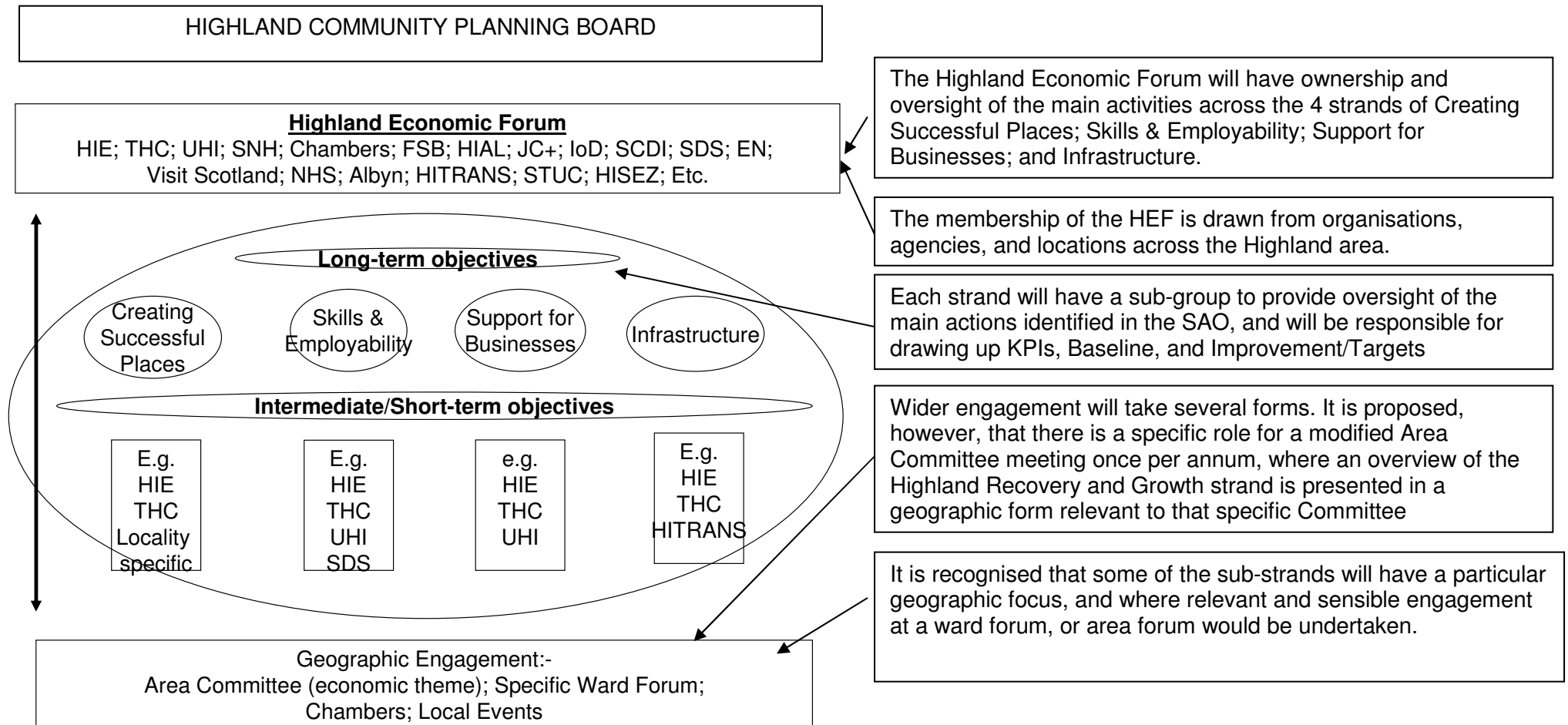
- i. Safer highland
- ii. Environment
- iii. Employment
- iv. Early years/children
- v. Older people
- vi. Deprivation/Health inequalities
- vii. Community Learning and Development
- viii. Property Group
- ix. EU programmes

has yet to be undertaken, but recognise that the mapping of each of the individual strands needs to be undertaken first, to inform this piece of work.

For example, there are clear linkages to several of the other strands around the “Targeting Regeneration & Fragile Areas”, but until the other strands’ mapping is complete, it is not possible to look for the most pragmatic means of cross working.

OVERVIEW OF ECONOMIC GROWTH AND REGENERATION STRAND

The diagram below sets of the wider model. The plans and activities are reported to the existing Highland Economic Forum, that in turn enables reporting to the Highland Community Planning Board. The Longer-Term Objectives in turn have a number of Intermediate/Short-term Objectives, each of which will have a short-term or longer-term membership. Engagement, other than via the Highland Economic Forum, is likely to be via a bespoke Area Committee, where a large part of the agenda, it is proposed, is given over to the work of the Economic Regeneration and Growth strand of the SOA, with a bespoke sederunt to provide wider community engagement; and/or engagement is with more local structures, such as Ward Forums, Chamber meetings, or local structures. This latter engagement is more likely to be on an agenda basis.



KEY

SOA Long-term Objective

Name of Intermediate/
Short-term Theme

List of likely
Stakeholder
participants

Link to proposed annual
meeting with amended
Area Committee?

Link to local structures, e.g.
Ward Forum and/or
Community Council and/or
Other Local Structure or Forum?

CREATING SUCCESSFUL PLACES

Creating Successful Places 1

Inverness – this forum already exists as the Inverness City Partnership. It will take ownership of the planning and delivery of activities required to meet the long term outcome identified in the SOA.

Highland Towns and Rural Areas – THC will lead the coordination of this strand, and once key areas are identified, sub-groups specific to that area will be created to support planning and actions. It is assumed that this will naturally lend itself to Ward Forums and/or Community Council structures.

Large Scale Employment Sites – HIE will lead on the coordination of this strand, and create specific groups to take forward. It is assumed that where appropriate, this will naturally lend itself to Ward Forums and/or Community Council.

Inverness – Successful City

The right Environment for Highland Towns and Rural Areas

Large Scale Employment Sites

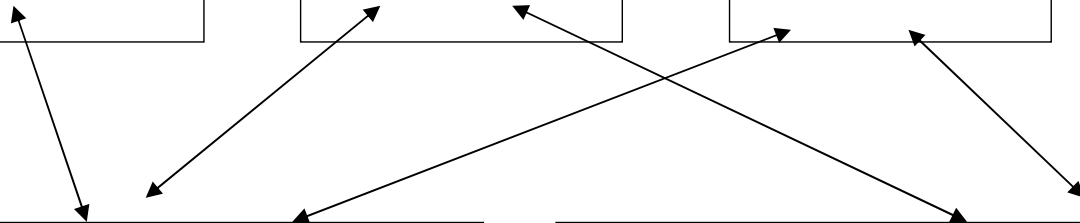
City Partnership Lead – THC
HIE; UHI
DLN/TBID
BID; CoC
JC+; SDS
NHS; Police
Etc.

Local Partnership Lead – THC
Co-opt as required
E.g. HIE
Community Council
NHS
Chamber / Bus Assoc
Etc.

Site specific P'ship Lead – HIE
Co-opt as required
E.g. THC
Site owner
JC+; SDS
UHI
Chamber / Bus Assoc
Etc.

Area Committee
Themed around economic regeneration and growth, with bespoke membership.
Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
Themed around economic regeneration and growth, with bespoke membership.
Meets ad hoc.



Creating Successful Places 2

Community Benefit From Renewables

Targeting Regeneration & Fragile Areas

Nuclear Decommissioning

Community Benefit from Renewables –THC are leading on the coordination of this strand. It is assumed that where appropriate, this will naturally lend itself to Ward Forums and/or Community Council.

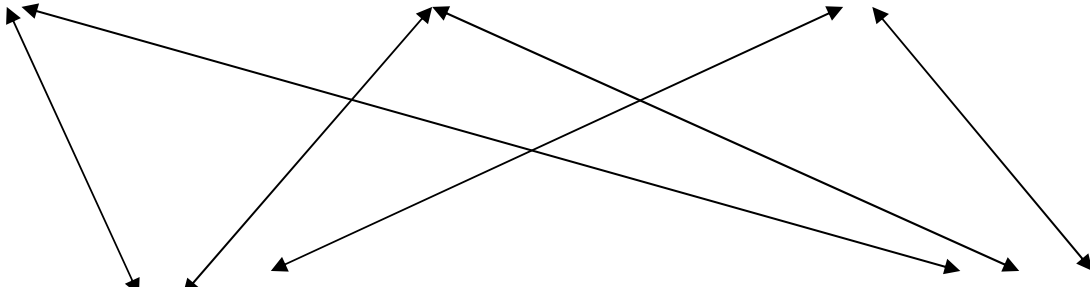
Targeting Regeneration and fragile Areas – THC will lead the coordination of this strand, and once key areas are identified, sub-groups specific to that area will be created to support planning and actions. It is assumed that this will naturally lend itself to Ward Forums and/or Community Council

Nuclear decommissioning – a forum already exists to deliver this objective, to ensure that Caithness and North Sutherland reap maximum social, community benefits from the decommissioning process.

Lead – THC
Community Councils
Community Groups
Developers
Scottish Gov't
HIE
Etc.

Local Partnership
Lead – THC
Co-opt as required
E.g. HIE
Community Council
NHS
Poilce
Chamber / Bus Assoc
Etc.

Existing P'ship
Lead – NDA
THC; HIE
Chamber / Bus Assoc
UHI; JC+
Etc.



Area Committee
Themed around economic regeneration and growth, with bespoke membership.
Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
Themed around economic regeneration and growth, with bespoke membership.
Meets ad hoc.

Creating Successful Places 3

An attractive Region
For Young People

Highland as an
International study
destination

Lead – THC
UHI
HIE
Chambers / Bus.
Associations
Etc.
=====
Cross Cutting Theme

Lead – UHI
THC
HIE
SDS
SFC
Etc.

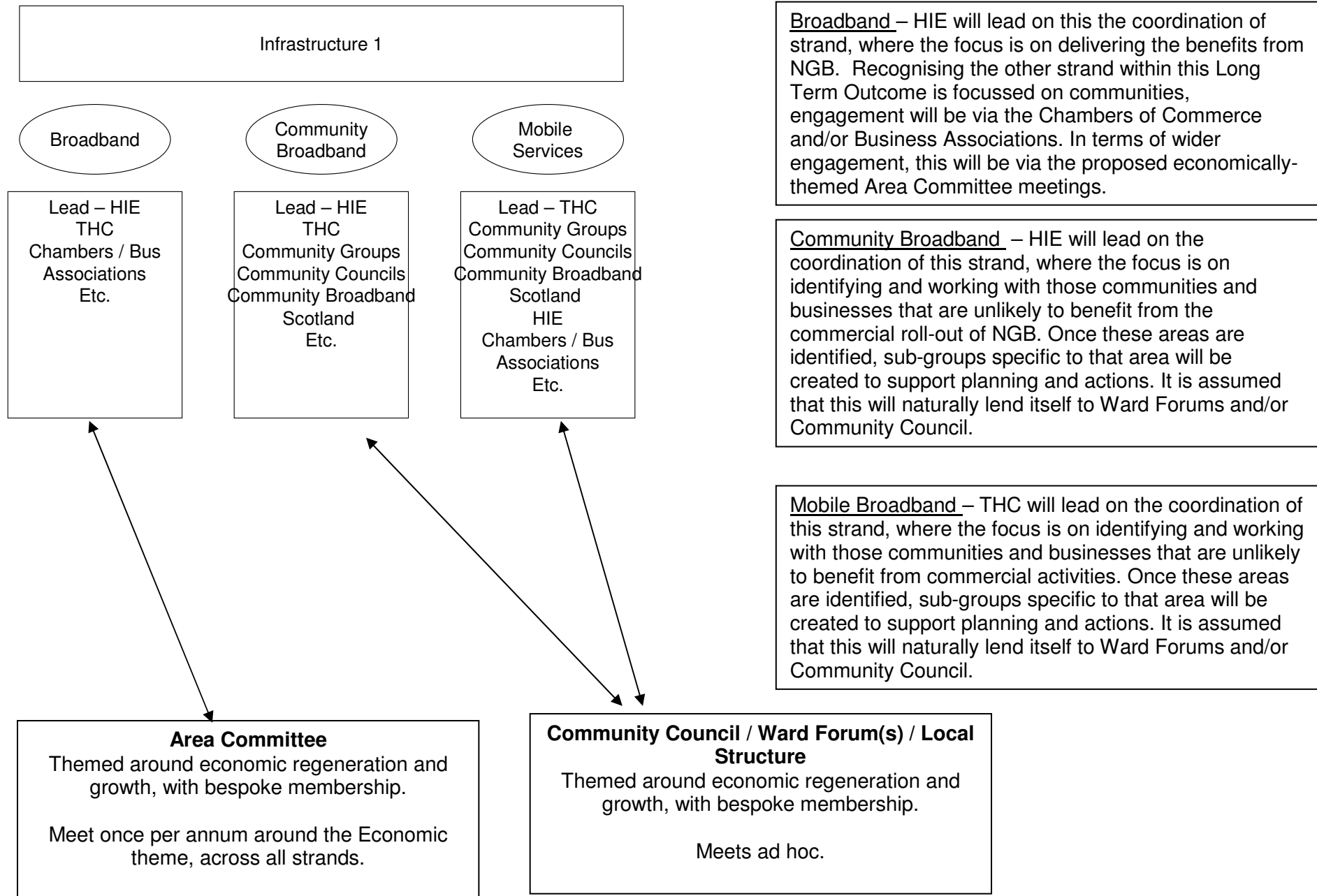
An attractive Region for Young People – THC will lead on the coordination of this strand, which will seek to identify the key characteristics required for the Region, and it is recognised that this is a cross cutting theme for, at least, the sub strands within the Economic Regeneration and Growth strand of the SOA. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Highland as an international study destination – UHI will lead on the coordination of this strand. . In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Area Committee
Themed around economic regeneration and growth, with bespoke membership.
Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
Themed around economic regeneration and growth, with bespoke membership.
Meets ad hoc.

INFRASTRUCTURE



Infrastructure 2

Transport

Economic Land

Development of Ports

Lead – HITRANS
 THC
 HIE
 HIAL
 Cal Mac
 Chambers / Bus Associations
 Etc

Lead – HIE
 THC
 Chambers / Bus Associations
 Relevant Community Councils
 Etc.

Site specific P'ship
 Lead – HIE
 Co-opt as required
 E.g. THC
 Port owner
 Scottish Govt
 Etc

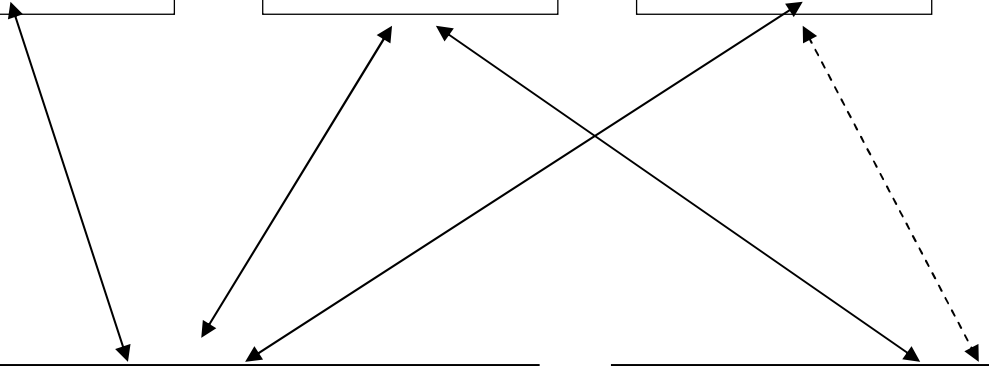
Transport Communications – HITRANS will lead on this strand, and will work through existing forum and structures to identify plans and actions required. . In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings. Maybe specific points/tasks/projects for/from Ward Forums.

Supply of Economic Land – HIE will lead on demand surveys, working closely with THC and work related to the Local Plan and supporting activity. Once these areas are identified, sub-groups specific to that area will be created to support planning and actions. It is assumed that this will naturally lend itself to Ward Forums and/or Community Council.

Development of key ports – HIE will lead the coordination of this strand, working closely with THC and work related to NRIP. By its nature, these will be site/port specific and specific groups formed. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings, and may lend itself to Ward Forums and/or Community Councils.

Area Committee
 Themed around economic regeneration and growth, with bespoke membership.
 Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
 Themed around economic regeneration and growth, with bespoke membership.
 Meets ad hoc.



Infrastructure 2

Transport

Economic Land

Development of Ports

Lead – HITRANS
 THC
 HIE
 HIAL
 Cal Mac
 Chambers / Bus
 Associations
 Etc

Lead – HIE
 THC
 Chambers / Bus
 Associations
 Relevant Community
 Councils
 Etc.

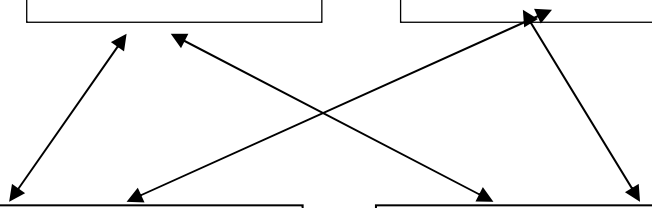
Site specific P'ship
 Lead – HIE
 Co-opt as required
 E.g. THC
 Port owner
 Scottish Govt
 Etc

Grid Connection – HIE will lead on the coordination of this strand, and will work through existing forum and structures to identify plans and actions required. . In terms of wider engagement, this will be via the planning process, if relevant, and via the proposed economically-themed Area Committee meetings.

Housing – THC will lead on the coordination of this strand, and will work through existing forum and structures to identify plans and actions required. Once these areas are identified, sub-groups specific to that area will be created to support planning and actions. It is assumed that this will naturally lend itself to Ward Forums and/or Community Council.

Area Committee
 Themed around economic regeneration and growth, with bespoke membership.
 Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
 Themed around economic regeneration and growth, with bespoke membership.
 Meets ad hoc.



BUSINESS SUPPORT

Business Support 1

Inward Investment – HIE will lead on coordination of this strand, which will form a cross cutting theme of the Sector Route Maps, and other geographic strands, such as ports and sites of major employment opportunities, and regeneration areas and fragile areas. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings. Maybe specific points/tasks/projects for/from Ward Forums.

Inward Investment

Route Map:
Tourism

Route Map:
Energy

Tourism – HIE will lead on coordination of this strand, which will build on existing forum, such as Highland Tourism Partnership, and draw in others as required to the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Lead – HIE
THC
SDI
UHI
Etc.
Industry Specific
Site Specific
Etc.

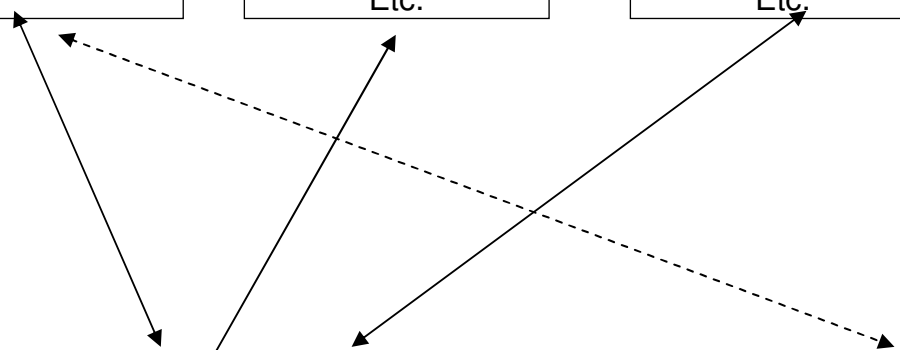
Lead – HIE
THC
Visit Scotland
CNPA
Industry Specific
UHI; SDS
JC+; SDI
DOs / Chambers /
Bus Associations
Etc.

Lead – HIE
THC
Scottish Gov't
Port Owners
Industry Specific
SDS; UHI
JC+; SDI
En / Chambers /
Bus Associations
Etc.

Energy – HIE will lead on coordination of this strand, which will build on existing forum, such as the North of Scotland Taskforce, and draw in others as required to the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Area Committee
Themed around economic regeneration and growth, with bespoke membership.
Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure
Themed around economic regeneration and growth, with bespoke membership.
Meets ad hoc.



Business Support 2

Route Map:
Life Sciences

Route Map:
FBS

Route Map:
Food & Drink

Lead – HIE
THC; SDI
UHI; CRH
CRF ;NHS
Industry Specific
Site Specific
Etc.

Lead – HIE
THC
SDI
UHI
Industry Specific
Site Specific
Etc.

Lead – HIE
THC
SDI
UHI
Industry Specific
Site Specific
Etc.

Area Committee

Themed around economic regeneration and growth, with bespoke membership.

Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure

Themed around economic regeneration and growth, with bespoke membership.

Meets ad hoc.

Life Sciences HIE will lead on coordination of this strand, which will build on existing forum, such, and draw in others as required to the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

FBS – HIE will lead on the coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Food & Drink– HIE will lead on the coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Business Support 3

Route Map:
Creative Industries

Route Map:
Universities

Social Enterprise

Lead – HIE
THC
SDI
UHI
Industry Specific
Site Specific
Etc.

Lead – HIE
THC
SDI
UHI
Industry Specific
Site Specific
Etc.

Lead – HIE
THC
Scottish Gov't
Current Forum
Members
Etc.

Creative Industries– HIE will lead on coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Universities– HIE will lead on this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

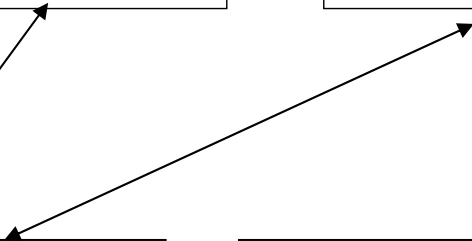
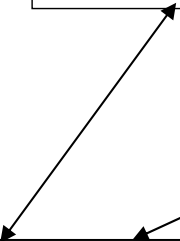
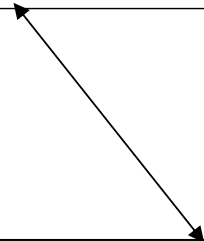
Social Enterprise– HIE will lead on coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings. Maybe specific points/tasks/projects for/from Ward Forums.

Area Committee

Themed around economic regeneration and growth, with bespoke membership.
Meet once per annum around the Economic theme, across all strands.

Community Council / Ward Forum(s) / Local Structure

Themed around economic regeneration and growth, with bespoke membership.
Meets ad hoc.



Business Support 4

Business Start Ups

Access to Finance

Gaelic

Lead – THC
HIE
Chambers /
Bus Associations
JC+; SDS
Etc

Lead – THC
HIE
Chambers /
Bus Associations
Etc

Lead – THC
HIE
CnG / BnG
Scottish Gov't
Chambers / Bus
Associations
Etc

Business Start Up– HIE will lead on the coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings. Maybe specific points/tasks/projects for/from Ward Forums.

Access to Finance– THC will lead on the coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Gaelic– HIE will lead on coordination of this strand, which will create a new forum to aid the planning and delivery. In terms of wider engagement, this will be via the proposed economically-themed Area Committee meetings.

Area Committee

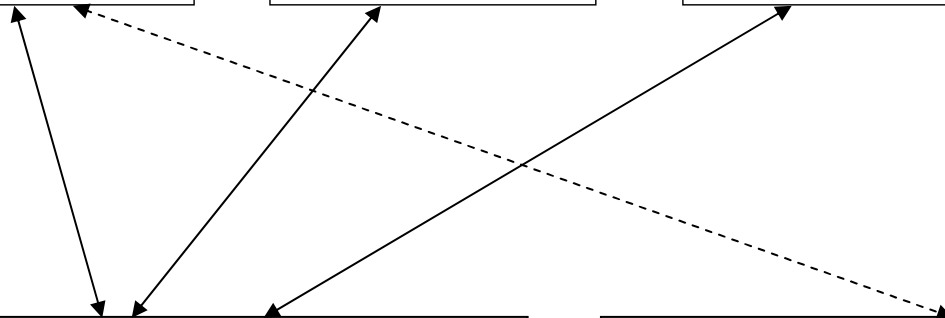
Themed around economic regeneration and growth, with bespoke membership.

Meet once per annum around the Economic theme, across all strands.

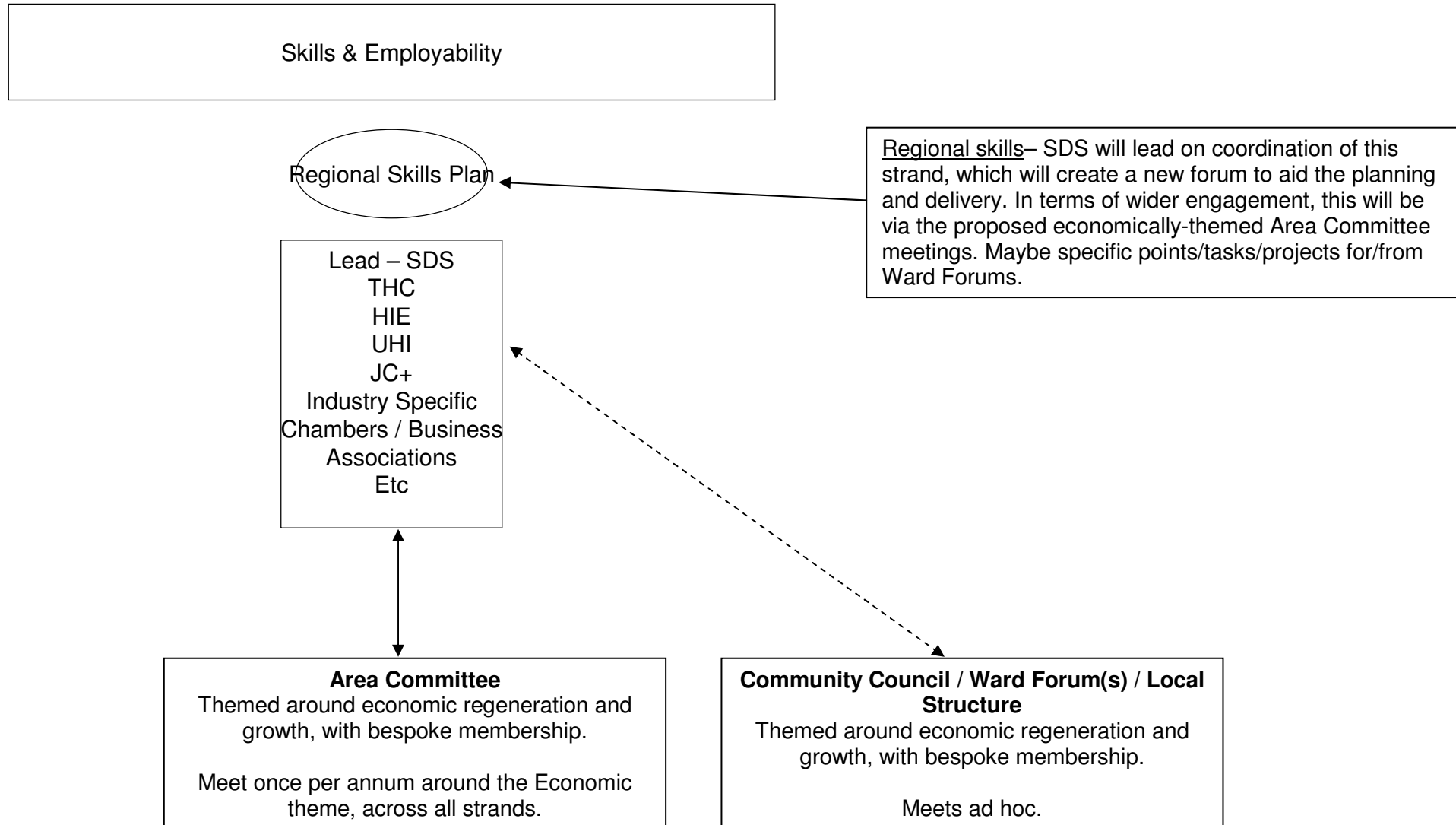
Community Council / Ward Forum(s) / Local Structure

Themed around economic regeneration and growth, with bespoke membership.

Meets ad hoc.



SKILLS AND EMPLOYABILITY



Highland Works for Employment (Strategic Partnership)

Remit:

- Sets vision and priorities (SOA outcomes)
- Performance Management, including
- Prevention/Equalities
- Risk Management

Membership:

- Highland Council; Department of Work and Pensions/JC+; Skills Development Scotland; University of the Highlands and Islands (HE & FE), NHS Highland
In consultation with business organisations: Federation of Small Business, SCDI and Chambers of Commerce

Business Asks and Offers (Strategic Working Group)

Remit:

- Alignment of Programmes and Pathways for Sectors and Businesses
(HE/FE advanced programmes, training and no-advanced programmes, training and recruitment offers, sector skills requirements)
- Marketing and delivery of offers to business
(marketing, media, cross agency working arrangements, adviser training and awareness)

Membership:

- Highland Council/Business Gateway; HIE; Skills Development Scotland; UHI, DWP/JC+

Client Services (Strategic Working Group)

Remit:

- Design and delivery of occupational skills and work preparation programmes
(Skills investment plans/business intelligence, employment/unemployment data, alignment of provision/(co-)commissioning, inform/advice and guidance)
- Marketing and delivery of offers to individuals and groups
(Shared assessment, individual/group training programmes, job seeking/work prep., core skills/wk. experience, client adviser training/awareness)

Membership:

- Highland Council/Business Gateway; HIE; Skills Development Scotland; UHI, DWP/JC+

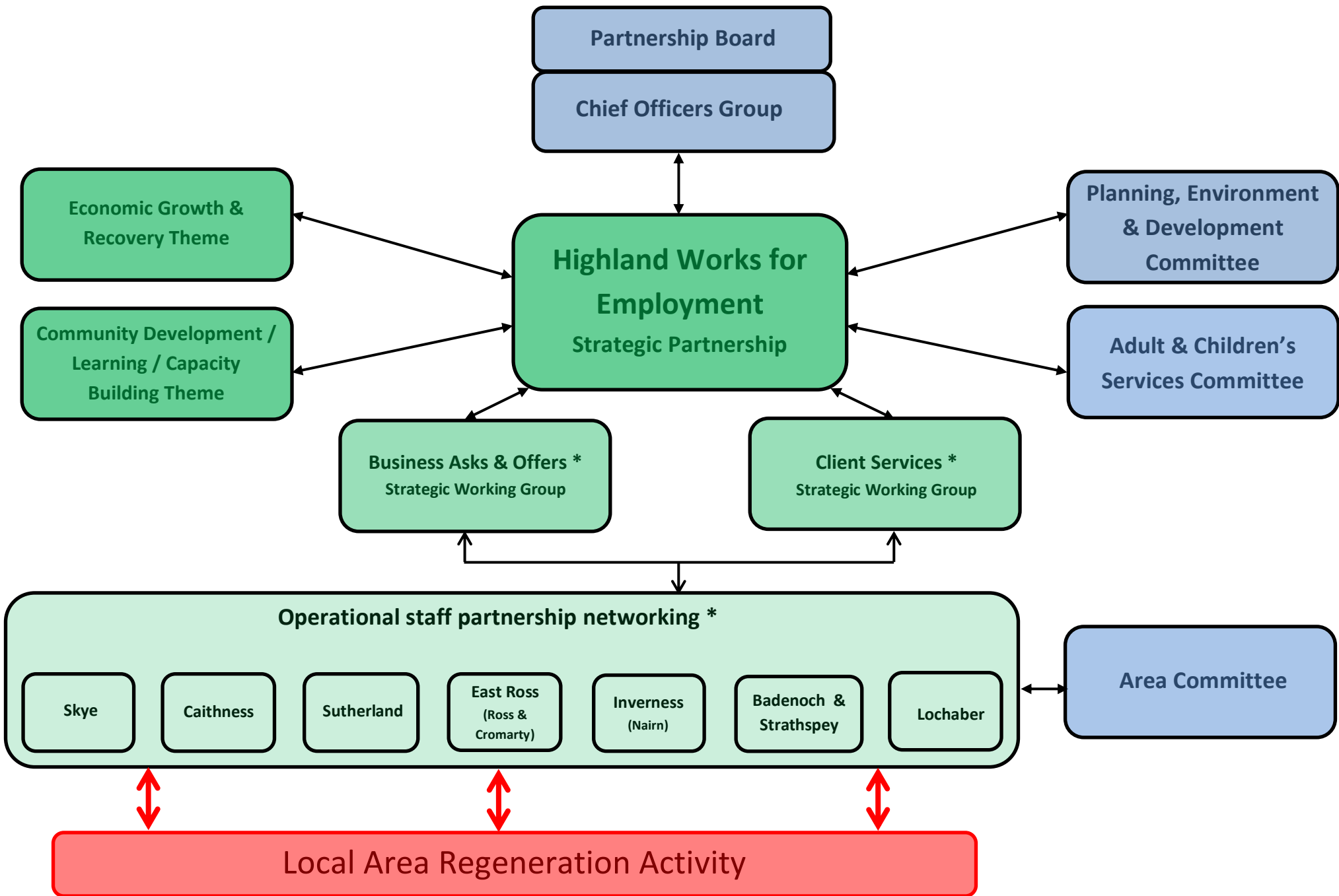
Operational Staff Partnership Networking

Remit:

- Working to agreed local priorities and coordinating data sharing and delivery

Membership:

- Highland Council/Business Gateway; HIE; Skills Development Scotland; UHI, DWP/JC+



* Strategic Working Groups Operation and Local Networking engagement with business, client and local area groups

Early Years and Children strategic planning arrangements

Background

- 1.1 There is a requirement for local partnerships to ensure the integrated planning of children's services. This responsibility is also embedded in the Children & Young people's Bill, which will further require annual reporting on the achievement of outcomes.
- 1.2 Work is presently well advanced on *For Highlands Children - Volume 4 (FHC4)*, which will be the Children's Service Plan for the Health & Social Care and Education, Culture & Sport Services within Highland Council, and will incorporate as far as possible, the contribution of children's services delivered by NHS Highland.
- 1.3 The plan will include an assessment of needs across the Highland population, and incorporate the annual report of the Director of Public Health. It will identify outcomes for children and their families and improvement priorities for the next five years.
- 1.3 The plan incorporates and builds upon outcomes identified within existing policy commitments of Highland Council, and on the Performance Management Framework developed as part of the partnership agreement which established Highland Council as the Lead Agency for delivering services to children.
- 1.4 This includes full commitment to early years intervention, preventative services, and the achievement of the stretch aims of the Early Years Collaborative.

2. The Planning and Operational Structure

- 2.1 The map of the planning and operational structure to support *For Highland's Children 4* and the Early Years Collaborative, is attached.
- 2.2 *For Highlands Children 4* uses a service improvement model to determine outcomes, identify priorities and quality assure the plan
- 2.3 A leadership group has been established to overview the on-going work of the plan. This group has broad membership, including lead officers from Highland Council and NHS Highland, SCRA and Northern Constabulary. In addition there are staff representatives from NHS Highland and Highland Council, third sector partners and elected members, including the Children's Champion.
- 2.4 To support the improvement model, a number of improvement groups lead on specific areas of service delivery: Early Years; Curriculum for Excellence; Child Protection; LAC; Youth Action; Mental Health; Additional Learning Needs and Disability; Young Carers; Play; Transitions; Health Improvement; Supporting Parents; Practice model.

3. The Improvement Framework

- 3.1 The achievement of better outcomes for Highlands's children, their families and the communities in which they live is the overarching objective for children's services.
- 3.2 The key outcomes detailed in *For Highlands Children 4* are focused on ensuring children are safe, healthy, achieving, nurtured, active, respected & responsible and included, by:

- Improving the wellbeing of children and young people.
- Improving the wellbeing of families to support children and young people
- Improving the ways in which communities participate and are empowered
- Improving the help and support provided at an early stage
- Improving the involvement and participation of children, young people, their families and stakeholders

3.3 Each improvement group has developed a workplan with a common format. The plans show all current improvement priorities, centred on the key outcomes.

3.4 The plans are dynamic and will be monitored and updated regularly. Each plan will be formally evaluated on an annual basis. Improvement plans will be maintained on the For Highlands Children Website

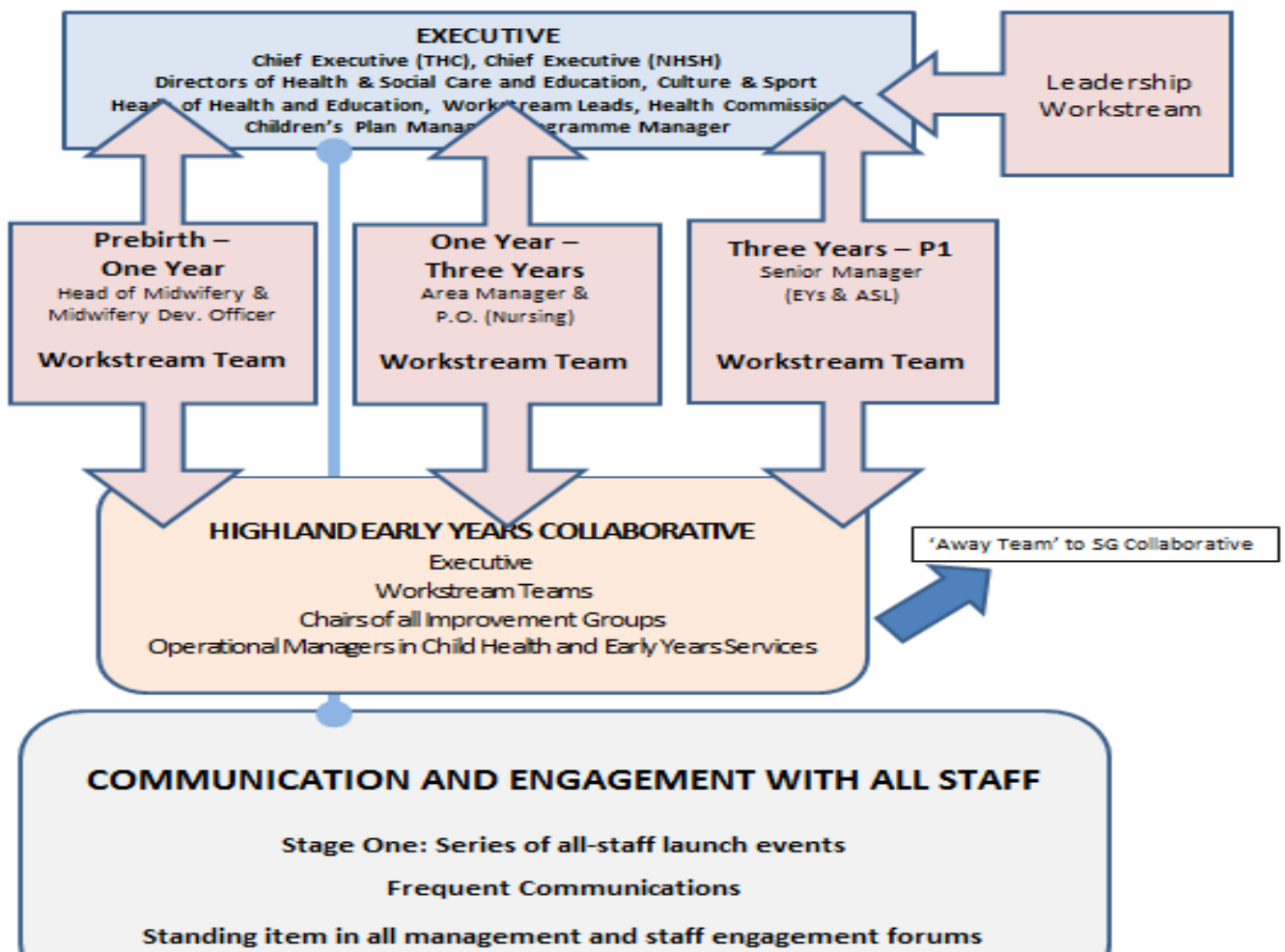
3.5 The plan provides a framework for monitoring and scrutinising the outcomes and priorities. The framework articulates the mechanism agreed for evaluating and measuring outcomes, responsibilities and timescales.

3.6 Publication of *For Highland's Children 4* will follow the imminent inspection of children's services, to ensure that the conclusions from that inspection are included in the improvement plans.

4 Early Years Collaborative

4.1 The Highland Early Years Collaborative is directed by an Executive Group that involves: both Chief Executives; the Directors of Health & Social Care and Education, Culture & Sport; Heads of Health and Education; Child Health Commissioner; Children's Plan Manager; Workstream Leads; and the Programme Manager.

4.2 Further groups then interface with the rest of the FHC4 planning and operational structure.



4.3 The Executive Group has responsibility for the Leadership workstream, and there are three workstream groups associated with stretch aims one, two and three. The workstream group for the intended new stretch aim, for 5 – 8 year olds, has yet to be established.

4.4 Each workstream group has co-leaders, and involves broad membership from health, social care and education practitioners, and key stakeholders and partners. Links are made to practice through direct relationships and the involvement of operational managers and front line staff.

5 Localities

5.1 Local consideration of the planning and delivery of children's services, takes place at District Partnerships.

5.2 Fifteen years ago, Childcare Partnerships were set up in every local authority area, bringing together all those with an interest in childcare to promote its expansion in line with parental demand. Ministers wanted a new approach to childcare. They believed that the national Childcare Strategy couldn't be achieved by central or local government alone. It needed the contribution of the private and voluntary sectors, parents, the community – indeed all those with a key interest in childcare locally.

5.3 In 2006, following consultation Highland moved away from having Childcare and Family Resource Partnerships in seven of the eight former Highland Council administrative areas, and followed the new Administrative areas, reducing the number of Partnerships by four.

5.4 Membership over the years has reduced, and it has proved difficult to sustain representation in relation to issues around employment (both in terms of employing people in the sector and being aware of where childcare may be required), planning, business support, health and education .

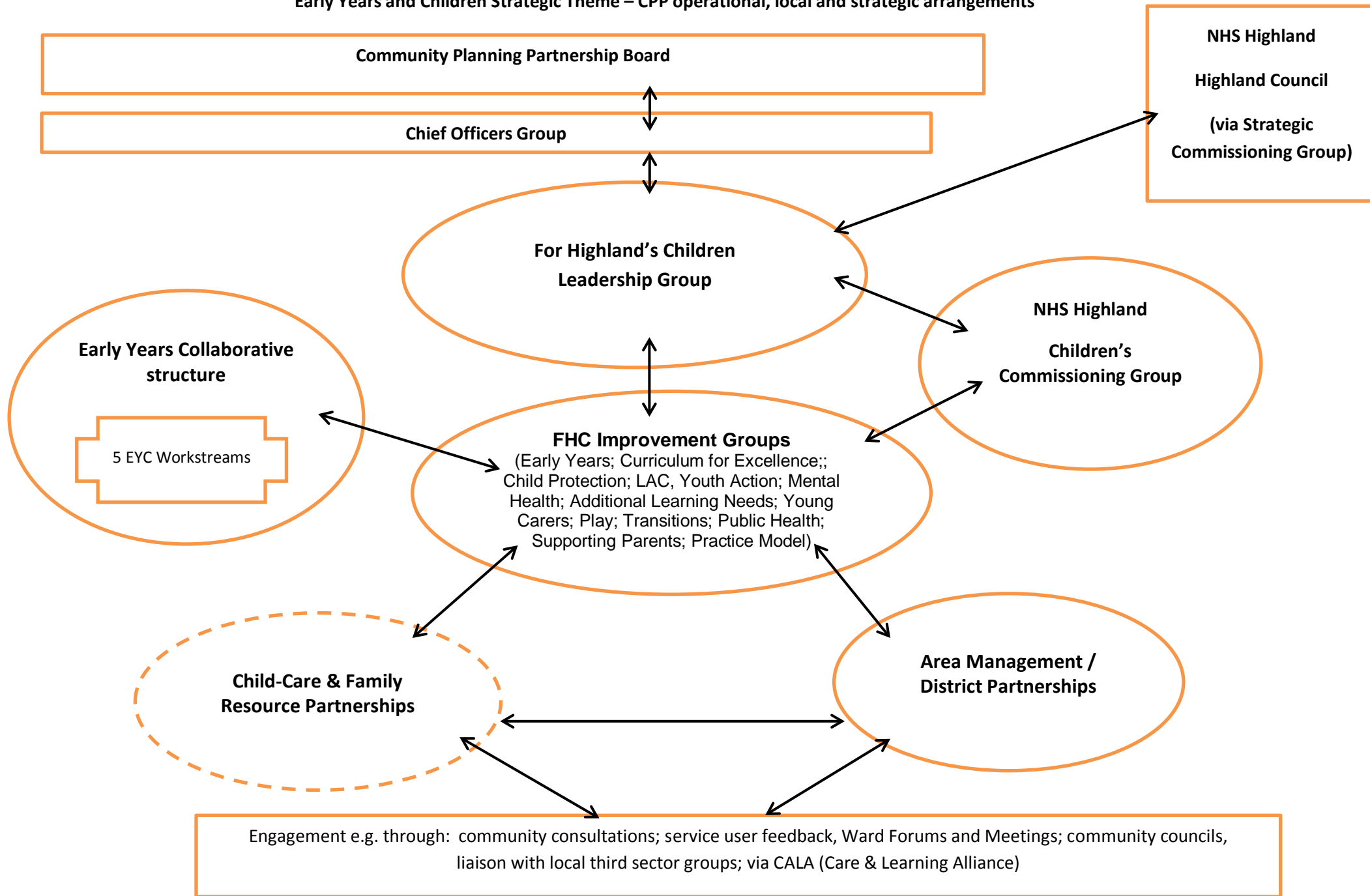
5.5 The consultation on new integrated Children & Family Teams has afforded an opportunity to look again the operation of the Partnerships. There is a clear view that we need strong local Partnerships to ensure the new teams are grounded in local communities. Local Partnerships would also provide a natural forum for discussion of implementation of the additional hours of early learning and childcare.

5.6 It is therefore intended that a discussion paper is prepared for District Partnerships, proposing that each of the new Districts supports a local Childcare and Family Resource Partnership. It is envisaged that these should involve the broad membership involved in the initial Partnerships from 1998.

Bill Alexander, Director of Health & Social Care

03.09.13

Early Years and Children Strategic Theme – CPP operational, local and strategic arrangements



Highland Public Sector Partnership
Community Planning Arrangements – Older People

Background: From April 2012, NHS Highland became the Lead Agency for Adult services – including older adults, entering into a five year Partnership agreement with Highland Council.

This agreement set out the desired outcomes as previously agreed in the Single Outcome Agreement and Community Care Plan. A performance framework and governance structure across the Health Board and Council were agreed to ensure performance management and assurance for both partners. These were used as the basis for the draft SOA chapter and were expanded to reflect the interests and contributions of the Community Planning Partnership (APPENDIX 1)

It was always recognised however, that to improve on the delivery of outcomes for older people, wider partnership working would be required across other public sector partners as well as the independent and third sectors. The membership of the Improvement groups is intended to reflect this and continues to evolve but as standard, must reflect the wide range of stakeholders across public, Independent and third sectors as well as service users and carers.

Community planning partners are readily engaged at local level but this is not always apparent at more strategic tables. It is suggested that these delivery groups would be the appropriate forums to ensure the wider CPP engagement and it is proposed that members be encouraged and invited to join these groups. As previously mentioned these groups continue to evolve and their effectiveness in engaging all appropriate partners must be regularly reviewed and other alternatives considered.

A generic role and remit for all adult services improvement groups is attached at APPENDIX 2. and a schematic illustrating the relationships within the Health Board is attached at APPENDIX 3. It is recognised that consideration needs to be given to how delivery and governance of the wider SOA priority outcomes & performance framework on older people is enacted.

It is important to note the relationship with Strategic Commissioning as this has now been adopted by NHS Highland as the way we will develop services in the future.

The Five Year Plan: The Partnership Agreement recognised the significant change programme that would be required to progress outcomes for adults as anticipated. Fundamental to this is the understanding that this is a long term strategy and an initial five year plan has been developed - outlining the year-on-year outputs that are anticipated if the agreed outcomes are to be achieved.

It is anticipated that this change programme and delivery of the outcomes is dependent on a number of strands of work being taken forward namely-

- Strategic Commissioning
- Co-production
- Shifting the balance of care
- Integrated service delivery
- Community Development

- Self care
- Anticipatory care planning
- Outcome-focussed approach
- Self Directed Support approach
- Health Improvement

This is not presented as a definitive list.

The Role of the District Partnerships: As the Framework for Strategic Governance around the integrated services for Children and Adults has been evolving, the Partnership of the Council and Health Board has recognised the unique responsibility held by elected Councillors.

As well as ensuring the efficient and effective management of services for which they are accountable, they are also general advocates on behalf of their constituents in relation to a wide range of issues impacting on their communities.

The Partnership of the Council and Health Board has recognised this role by proposing the establishment of a series of District Partnerships. These will be action focussed and will provide a clear two-way link between strategic direction and local solutions.

They will involve Councillors, relevant managers, community representatives and representatives of professional groups (Social Work, Nursing, GPs etc.).

District Partnerships have continued to evolved locally over the last eighteen months and are still functioning in different ways.

Recurring themes across District Partnerships are starting to emerge:

- Adult Services integration
- Early Years integration
- Patient Transport
- Transitions
- Expenses for Third Sector representation
- Home Carers
- Health Inequalities
- Communications

It is hoped that the District Partnerships will move into a more pro-active mode looking further into the future to support planning and commissioning. Much of the information needed for this role such as local needs data, community assets and existing resources and facilities is now readily available at a District level and it is by examining and exploring this information that communities can plan for the future.

It is now vital that all organisations working to sustain Highland life engage together at this local as well as strategic level. It is incumbent on all partners to now consider how to take this forward so that the vision across the Community Planning Partnership can be realised.

Outcome and Performance Frameworks

The Partnership Agreement confirms that the Lead Agency will adopt and pursue implementation of the aims that are detailed in the strategies and plans that underpin adult community care provision.

The key document has been the Highland Joint Community Care Plan 2010/13. This sets out the outcomes to be achieved across services for adults as:-

Outcome 1 - people are healthy and have a good quality of life

The outcomes are that people's health needs are met at the earliest and most local level possible, that people's health needs are anticipated and planned for and that people are supported to recover from illness, mental illness and drug dependencies.

Outcome 2 - people are supported and protected to stay safe

This theme's outcomes are that people gain and retain the skills which keep them safe at home and in the community.

Outcome 3 - people are supported to maximise their independence

The outcomes are that people remain at, or return, home with appropriate support, that Carers feel able to continue in their caring role, and that people are active participants in meeting their own care needs.

Outcome 4 - people retain dignity and are free from stigma and discrimination

This theme's outcomes are that people are supported to tackle stigma and discrimination, that our services and those we commission actively promote equality, that people's incomes are maximised.

Outcome 5 - people and their carers are informed and in control of their care

The outcomes are that people know how to stay as healthy and fit as possible, that people are in control of decisions that are made about their care and the care they receive and that people know about the services we provide and how to access them.

Outcome 6 - people are supported to realise their potential

This outcomes theme is that people have access to training, employment and volunteering opportunities and that people have access to a range of community based development opportunities.

Outcome 7 - people are socially and geographically connected

The themes for this outcome are that Voluntary and community effort contributes to more supportive communities, that people have access to a range of transport to maintain their networks and that people do not become socially isolated.

Outcome 8 - we deliver Community Care services effectively, efficiently and jointly

The outcomes under this theme are care is delivered using joined-up core processes, that resources are accessed quickly and equitably and that decisions about the allocation of resources are made jointly.

The Five year plan will continue to be reviewed and developed as part of the overall approach to strategic planning and strategic commissioning. This will involve appropriate officers from each agency, 3rd and independent sector partners, and service users and carer representatives, reporting to the Strategic Commissioning Group.

The Partnership Agreement committed to a Performance Management Framework for Adult services which would:

1. Enable monitoring and evaluation of performance across the outcomes identified in the Highland Joint Community Plan.
2. Provide assurance to The Highland Council regarding the services that are commissioned as part of the lead agency arrangement.

NHS Highland will also continue to collate the full range of performance information, required for local and national reporting purposes, for both lead agencies

DRAFT

Highland Quality Approach to Adult Care - Improvement Groups

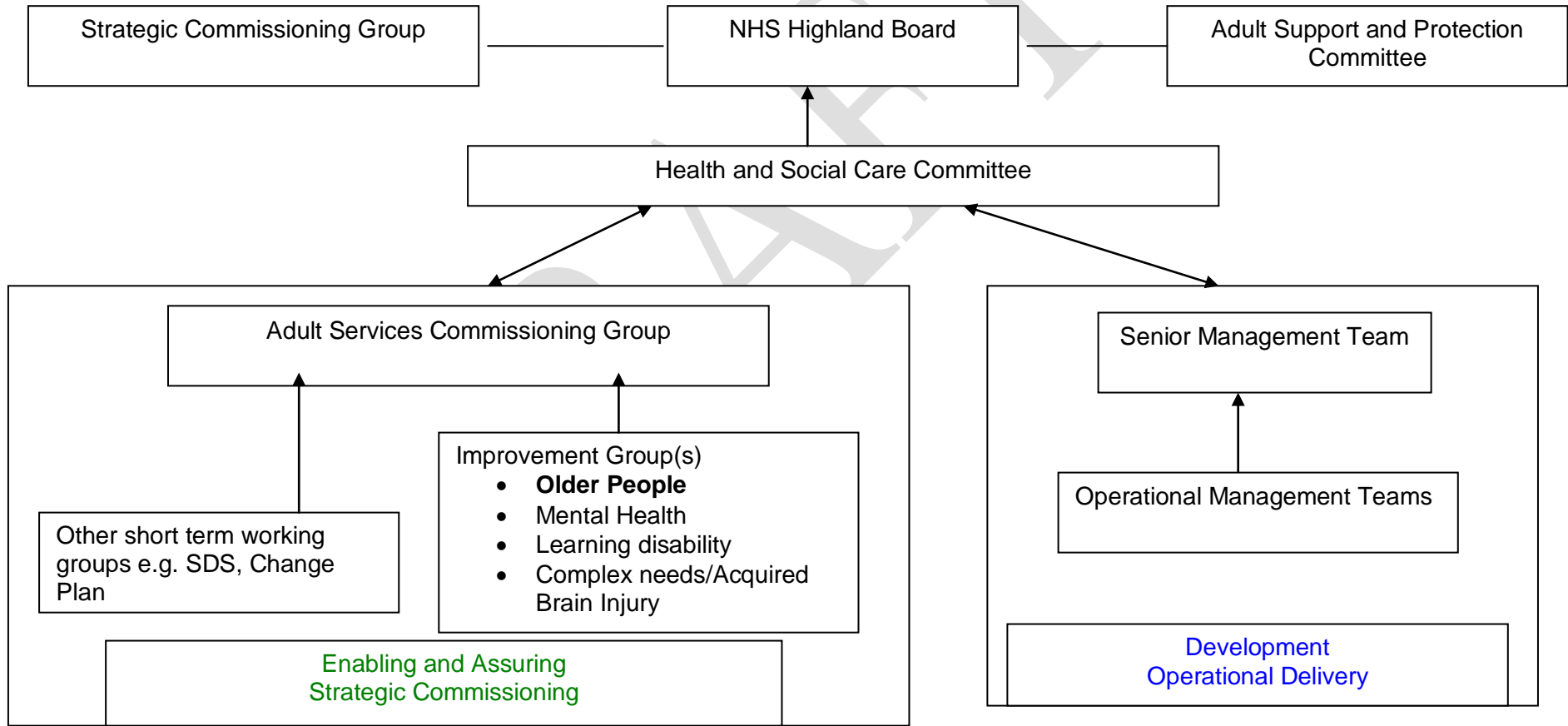
Role and Remit – the following is the proposed role and remit for all improvement groups across Adult Care in NHS Highland. This is intended as a generic role and remit to ensure a consistent approach and the categories covered at this stage are Older People, Learning Disability, Mental Health and Complex Needs/ Acquired Brain Injury recognising that are other groups may need to evolve.

- To consider identified needs, and where necessary commission needs assessments, that relate to the health and wellbeing of people in this category and their carers across the Highland Health Board area.
- To consider the impact of policy, regulatory and statutory requirements on services for people in this category
- To take account of best practice in the area of care for people within this category and in other areas that may impact on the health and well being of people in this category and ensure this is fully utilised.
- To listen to service user and carer views, and the perspective of all service providers, including as members of the group or through other appropriate means
- To consider and develop an ongoing strategic improvement plan that takes account of needs, statutory and regulatory requirements that relate to the health and wellbeing of people within this category.
- Articulate the contribution of the category specific Strategic Improvement plan to improving outcomes for people within the category and ensure this is captured in Integrated Service Plans within operational units.
- To monitor, evidence and report on progress on the strategic plan and, if necessary, commission evidence gathering to demonstrate improved outcomes for people within the category.

The proposed membership should be appropriate to ensure delivery of the role of the group and will vary across categories. It is expected that management teams across Operational units will develop portfolio roles to ensure effective leadership and efficient management of this function.

These groups are essential to the support of Strategic Commissioning as it is developed, implemented and reviewed and will report directly into the Adult Service Commissioning Group.

GOVERNANCE OF THE HIGHLAND QUALITY APPROACH TO ADULT CARE



This revised draft is intended to show the emerging relationships relative to the development of Strategic Commissioning. A generic role and remit for Improvement Groups has also been drafted and will enable consistency of approach and facilitate the development of portfolio working across management teams. Membership of groups should be determined by the subject matter but must reflect the widest number of stakeholders.

Update on Inequalities

Report by Dr. Margaret Somerville, Director of Public Health

Summary

The Community Planning Partnership is asked to note the update and advise on effective communication methods across the partnership

1. Background

Inequalities in health have been identified as a specific theme for community planning partnerships to address. Highland has recognised the need to consider inequalities both through the work of a specific CPP sub-group and as a cross-cutting issue for all other theme groups to consider in their workstreams.

This report updates the CPP on

- actions on inequalities that have taken place over the last 6 months
- progress with the CPP review of working arrangements
- planned activity over the next 6 months

2. Recent Actions on Inequalities

- 2.1 A conference on inequalities in health, Closing the Gap, was held at Eden Court in April, attended by over 400 people. The key speaker was the Chief Medical Officer, Sir Harry Burns and many local projects and organisations presented their work. This was followed by an event on asset based approaches for managers and practitioners which was attended by more than 40 people from a range of statutory and third sector organisations.

The Highland Council through its preventative spend on those struggling with deprivation, and NHS Highland through the Change Fund have allocated specific resource to community development. Recruitment to new posts is in progress and local accountabilities, structures and relationships are being developed to support this additional resource. A brief overview of this work is set out in the attached position statement which is being circulated to elected members and relevant staff in the Council, NHS and third sector (Appendix 1).

Health Scotland ran a half day workshop with the Inequalities Group in August and introduced a framework for considering current activity on inequalities (Appendix 2). The lead officers for each CPP theme sub-group have been asked to consider their workstreams in the light of this framework.

Two developmental sessions have been held with members for the Highland Health and Social Care Partnership Board and the Health Board, using the Health Scotland framework. Further discussions with other groups in the NHS are planned, to inform a more detailed action plan on inequalities for NHS Highland.

Inequalities have been discussed at one District Partnership (Inverness West) and others are planned (Lochaber and Sutherland).

3. Progress with the CPP working arrangements

- 3.1 Mapping of local work, resources and partnerships is in progress. There will be a limit to how much can be done on a Highland-wide basis and it is anticipated that detailed local mapping will continue as a key first task for the local community development teams once in post. The inequalities group will maintain an overview of this work and provide the CPP with progress reports. A follow-up event to the Closing the Gap conference is planned for early 2014 to share learning and develop effective actions. Local communities, district partnerships and voluntary groups will be actively encouraged to participate in the local mapping work.

Welfare Reform, Employability and Health and Homelessness have been identified as existing groups whose work is relevant to incorporate into this theme. The work of the Community Development Group will also be included as it progresses, as it will support the new community development arrangements at local level.

The Inequalities Group will take its next few meetings to discuss the findings from the mapping, invite presentations and discussion from the identified existing groups, establish the reporting arrangements for the community development resource and develop its framework targeting effective action to reduce inequalities.

Effective communication of current activities to all partners will be an essential part of the action plan.

4. Implications

- 4.1 Bringing actions on inequalities from all partners together in a single framework is expected to reduce confusion and duplication of effort, leading to improved use of resources and more effective action to reduce inequalities across Highland.

Further work to assess implications for climate change and carbon clever is required.

Designation:

Date:

Author: Margaret Somerville, Director of Public Health

Position Statement on Preventative Spend and Community Development in Highland

1. Highland Council have provided £1 million to support people in deprived communities; of which £450,000 will be used to fund 4 community health coordinators and community dieticians in the 4 key deprived areas of Highland: Inverness Merkinch, Alness/East Ross, Wick and Fort William/Kinlochleven
 - a. The role of the Community Health Coordinators (CHCs) will be to provide leadership, specialist expertise, coordination, advice and support in the specific geographical areas of Highland mentioned above to support communities to develop strategies to reduce health inequalities. The posts will be required to provide effective high level community engagement across all functions, liaising with relevant organisations and community groups.
 - b. The community healthy weight/dietetic posts will focus efforts on developing the delivery of group interventions for lifestyle change to support the maintenance of healthy weight, and work with communities to improve the access and availability of healthy food, and opportunities for physical and social activities

NHS Highland already have 3 community development officer (CDO) posts, of which one is currently vacant; as the latter's geographical area of work is now split between two operational units, discussions are in progress on how best to reconfigure the post. In addition, the voluntary sector is in the process of recruiting community networkers across Highland, with the intention of having provision in each district.

There are also various existing community development roles in other agencies, of which some are listed in the attached appendix along with the posts described above.

2. NHS Highland will bring the new and existing NHS posts of CDOs, dieticians, voluntary sector community networkers and CHCs together in local teams based in each district under the relevant locality manager to ensure good communication and avoid duplication of action. It is anticipated that the first tasks of the CHCs will be to make links with other existing community workers and community activities (eg deprived area funding, community account managers) from the public, voluntary and independent sectors and to develop collaborative working that builds on existing provision, using participatory appraisal and community engagement.
3. The existing Council structure of local Community Planning Partnerships (where they exist) and the network of 9 District Partnerships, facilitated by Ward Managers, will provide a supportive environment for these teams to link into. Some further development work to ensure clarity of structures and contacts may be needed to engage with other local community based partnerships.
4. Work is also in progress to ensure that the Community Planning Partnership has in place a strategic framework and action plan to deliver a realigned approach to community development and capacity building and much stronger and more explicit co-operation and coordination of effort around community development, community learning and community capacity building activities. The community development working group will:

- provide guidance to improve leadership and strengthen co-ordination, collaboration and co-operation, reduce duplication, and support the sharing of resources where possible
- support shared learning within and between communities and partner agencies and groups and develop a suite of supportive resources applicable to other areas
- develop an action research approach to implementation, involving testing out in practice how alignment and coordination can best work in the 4 areas of multiple deprivation already identified as the focus for developing our approach to addressing inequalities. The approach may be extended to other areas in the future.

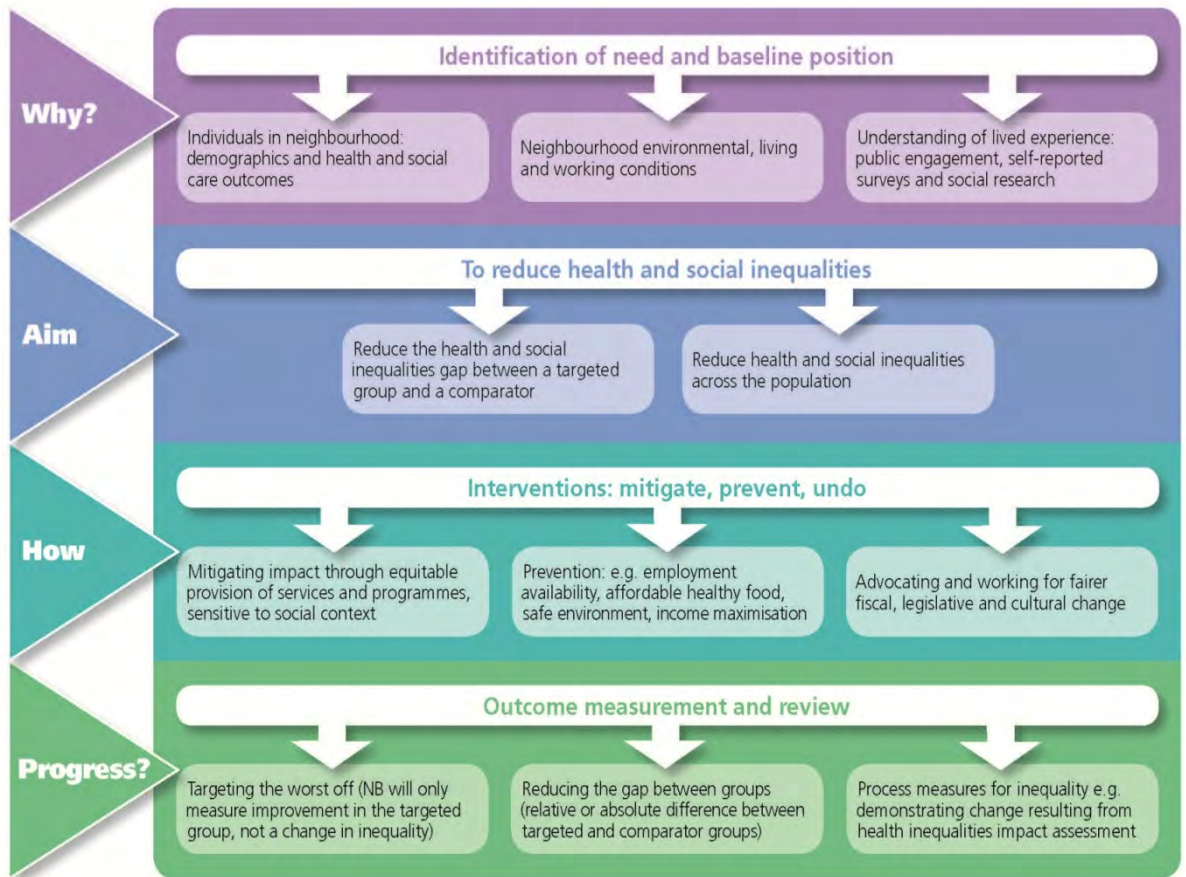
Margaret Somerville
Director of Public Health, NHS Highland

Bill Alexander
Director of Health and Social Care, Highland Council

September 2013

| Posts | Funding source | Employer | Location |
|--|--|---|--|
| Community Health Coordinators NEW | 4 Preventative spend HC | NHS Recruitment to start September | Fort William Wick Merkinch Alness |
| Community Healthy Weight/ Dietitians NEW | Preventative spend HC | NHS Recruitment to start September | Fort William Wick Merkinch Alness |
| Community Development Officers | 3 Change Fund | NHS 2 in post, 1 vacancy | Caithness Inverness One vacancy, tba |
| Community Networkers NEW | 11 Change Fund | Voluntary sector | 1-2 in each district |
| Project funding | *Highland Council - Deprived Area Funds | Pulteneytown People's Project (employment activity) | Wick |
| Community Support Workers | | High Life Highland | 0.5 Seaboard; 1 FT – Cromarty Ward (Alness/ Invergordon) |
| Development Worker Sports Project Worker Arts Project Worker | | Merkinch Partnership | 3 FTE Merkinch Inverness |
| Strengthening Communities Programme | HIE – Advice and Financial Support to Community led development | HIE | Core Team and local offices. |
| Local Development Workers | HIE Strengthening Communities – (Revenue generating) | Local Development Groups | 16 rural locations – Sutherland, Caithness, Skye West Ross, Lochaber |

Framework to review action on health and social inequalities



13 September 2013

Item 4b(viii)

Highland Public Service Partnership Board
Progress with Community Planning Structure Review – Community
Development

1. Introduction/Context

1.1 The Partnership agreed to review theme groups for delivering the SOA. At its meeting in April 2013, it was agreed that the work programme underway on Community Development was of a different nature to the other theme groups identified as the vehicles for delivery and accountability for their 'chapter' of the SOA.

1.2 Nevertheless it was agreed that a brief review of the Community Development working group would be undertaken and reported to the Partnership.

1.3 The work programme on community development was established because it was recognised that

- Community development and capacity building are enabling activities - they are core to the delivery of the public sector reform agenda and to delivery of all the priorities reflected in the SOA.
- There is considerable investment in community development and capacity building activity across public, third, community and private sectors in Highland.
- This activity is, however, largely uncoordinated, and it is unclear the extent to which there is duplication of effort or conflicting priorities, nor it is clear the scope for more alignment and a different approach across the partnership.

1.4 The agreed work programme was 'to ensure that the Community Planning Partnership has in place a strategic framework and action plan to deliver a realigned approach to community development and capacity building and much stronger and more explicit co-operation and coordination of effort around community development, community learning and community capacity building activities.' In particular, the community development working group was tasked with:

- providing guidance to improve leadership and strengthen co-ordination, collaboration and co-operation, reduce duplication, and support the sharing of resources where possible
- support shared learning within and between communities and partner agencies and groups and develop a suite of supportive resources applicable to other areas
- developing an action research approach to implementation, involving testing out in practice how alignment and coordination can best work in the 4 areas of multiple deprivation already identified as the focus for developing our approach to addressing inequalities, and to four remote and rural areas currently supported by HIE.

2. Review

- 2.1 **Membership:** Whilst there is membership from all community planning partner agencies, it is proposed that, given the statutory duties conferred upon the Education Authority by the recent SSDI on Community Learning & Development, the membership be supplemented by an officer from Education.
- 2.2 **Delivery Programme/Methodology:** The partnership has on several occasions agreed the approach proposed by the working group (ie to take an action research approach in the 4 areas of deprivation and in 4 remote & rural areas), and that the work being driven by the Partnership Inequalities Group in the 4 areas of deprivation would form the core of the delivery vehicle for this approach to aligning community development support in these 4 areas.
- 2.3 NHS and The Highland Council have recently agreed that NHS Highland will bring the new and existing NHS posts of Community Development Officers, dieticians, voluntary sector community networkers and Community Health Co-ordinators together in local teams based in each district under the relevant locality manager to ensure good communication and avoid duplication of action. It is anticipated that the first tasks of the Community Health Co-ordinators will be to make links with other existing community workers and community activities (eg deprived area funding, community account managers) from the public, voluntary and independent sectors and to develop collaborative working.
- 2.4 The existing Council structure of local Community Planning Partnerships (where they exist) and the network of 9 District Partnerships, facilitated by Ward Managers, will provide a supportive environment for these teams to link into. Some further development work to ensure clarity of structures and contacts may be needed to engage with other local community based partnerships.
- 2.5 It has very recently been agreed, following an analysis of the relevant SIMD data and discussion with the communities themselves and the local Account Managers for these areas, that the rural areas within which we will seek to align partnership support for community development and community empowerment will be Helmsdale/Strath Kildonan, Melness/Tongue/Skerry, Lochcarron and Staffin. Detailed discussions on how we approach this work in each of these areas will now commence .
- 2.6 The Partnership Board are aware that Education Scotland have been invited to attend the December meeting to present and discuss the new SSI and the Strategic Guidance on Community Learning & Development for CPPs.

3. Issues

- 3.1 As noted, the remit of this group is to promote & support better alignment and increased efficiency and effectiveness in community development/community capacity building activity & support. Whilst there is clearly a link with community engagement, and the need for agencies to co-operate more closely in their community consultation & engagement work is also clear, the work programme being progressed by the group is not an appropriate vehicle for directly progressing specific consultation exercises with communities.

- 3.2 The Community Development group is a task group, not a CPP Community Learning & Development Partnership as described in the Strategic Guidance. The group have proposed that, following the discussion with education Scotland in December, there be an event planned for February to bring together community development & community learning practitioners and activists and that further discussion then and thereafter take place to determine whether and how a formal CLD Partnership be formed.
- 3.3 It is evident that there is a range of understandings both within and between agencies, sectors and communities, about the purpose, the approach, the value base, the potential outcomes, the evidence base, and a range of other issues in respect of community development and community capacity building. One of the tasks of the working group is to initiate, facilitate and support discussion within and between agencies, sectors and communities with a view to closer alignment of these views.

Moir Paton
5 September 2013