

Highland Community Planning Partnership

Chief Officers' Group

Note of Meeting of the Chief Officers' Group held in Committee Room 2, Council Headquarters, Glenurquhart Road, Inverness on Monday 23 February 2015 at 2.30 pm.

Present:

Representing the Highland Council (HC):

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

Representing the Highland Third Sector Interface (HTSI):

Ms M Gillies

Representing High Life Highland (HLH):

Mr I Murray

Representing NHS Highland (NHSH):

Ms E Mead
Ms C Steer
Dr H van Woerden
Mr K Oliver

Representing Police Scotland (PS):

Supt A Macpherson

In attendance:

Ms E Barrie, HR Manager, Corporate Development Service, HC
Mr K Murray, Gaelic Development Manager, Care and Learning Service, HC
Miss M Murray, Committee Administrator, Corporate Development Service, HC

Also in attendance:

Mr D Stewart, Welfare Reform Business Adviser, Scottish Business in the Community
Mr T Henderson, Welfare Reform and Regional Manager (North), Scottish Business in the Community

Mr S Hay in the Chair

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Ms M Morris, Mr B Alexander, Mr S Black, Mr D Yule, Mr M Johnson, Ms M Wylie, Mrs J Baird and Ch Supt J Innes.

2. Presentation by Scottish Business in the Community

Mr D Stewart, Welfare Reform Business Adviser, and Mr T Henderson, Welfare Reform and Regional Manager, Scottish Business in the Community, undertook a presentation on tackling in-work poverty during which it was explained that approximately 220,000 (22%) children in Scotland were living in poverty, half of which were in working families. Detailed information was provided on the impact of Welfare Reform and the implementation of Universal Credit as well as their impact on businesses and, in particular, how employers could help. Staff could be signposted to a number of organisations, details of which were provided. In addition, a film clip was shown which provided statistics on poverty throughout Scotland.

It was explained that Scottish Business in the Community were working with the Scottish Government and were specifically speaking to employers about the tackling in-work poverty agenda. Opportunities to meet with partner agencies would be welcomed.

Following discussion, the Group, having thanked Mr Stewart and Mr Henderson for their presentation, **NOTED** the issues raised and **AGREED:-**

- i. that partners consider their role as employers and opportunities for presentations by Scottish Business in the Community within their organisations; and
- ii. that the Welfare Reform update report to be considered by the Council's Resources Committee on 25 February 2015 be circulated to partners for information.

All

**WG/
MMurray**

3. Chief Officers' Group

i. Note of Meeting

The Note of Meeting of the Chief Officers' Group held on 7 November 2014 was **APPROVED**.

ii. Matters Arising

- a. Given the new duties arising from the Community Empowerment Bill, partners were asked to nominate officers to work together on designing a process for participation requests and asset transfers. In

particular, nominations were sought from HIE and NHSH.

The Group:-

- i. **NOTED** that Graham Bull, Corporate Property Asset Manager, and Douglas Wilby, Head of Performance, were to be included for HC and HLH respectively; and
- ii. **AGREED** that nominations in respect of HIE, NHSH and any other partners that wanted to participate be provided to the Head of Policy and Reform by mid-March 2015.

**CM/
GHamilton**

MJ/EM/All

b. **Community Planning Partnership (CPP) Membership Requests from the Cairngorms National Park Authority (CNPA) and Skills Development Scotland (SDS)**

There was tabled Report No COG/01/15 by the Head of Policy and Reform which dealt with requests for fuller engagement with the Highland CPP from the CNPA and SDS.

The Group **AGREED** to recommend to the Board that a Chief Officer and Board Member from both the CNPA and SDS be invited to participate in the COG and Board meetings of the CPP, subject to their contribution to those meetings as set out in paragraph 4.1 of the report.

CM

c. **Gaelic Strategic Planning and Development in the Highland CPP**

There had been circulated Report No COG/02/15 by the CEO of Bòrd na Gàidhlig and the Gaelic Development Manager which outlined the outcomes from the first meeting of the Short-Life Working Group on Gaelic.

During discussion regarding the proposed Statement of Ambition, officers questioned the ability of the CPP to take on a responsibility to “maximise” the contribution of Gaelic to the SOA outcome areas and it was suggested that “promote” would be more suitable. In addition, it was difficult to see the links to some themes and it was suggested that the Statement should refer to “appropriate” SOA outcome areas. Officers also suggested changing the emphasis of the second sentence and undertook to provide an appropriate form of words following the meeting.

EM

Thereafter, the Group **AGREED**:-

KM

- i. that the Statement of Ambition be amended to reflect the points raised during discussion; and
- ii. to recommend to the Board:-
 - the revised overarching Statement of Ambition;
 - that a Thematic Policy Group on Gaelic Strategic Planning and Development be established within the CPP, with a Remit to be drafted by the Short Life Working Group;
 - that partners identify the Lead Officers who would represent them on the Gaelic Strategic Planning and Development Thematic Policy Group; and
 - that there be discussion to identify how the Gaelic Strategic Planning and Development Thematic Policy Group could support the work of the Highland Strategic Culture Board.

4. Community Planning Board

The draft Minutes of the Community Planning Board held on 5 December 2014 were **NOTED**.

5. Audit Scotland Report: Community Planning – Turning Ambition into Action

There had been circulated Report No COG/03/15 by the Head of Policy and Reform which summarised the key findings from the national Audit Scotland report on community planning. It identified the implications for the Highland CPP and considered how the CPP could take forward the recommendations in the audit report. The COG's view on the report would inform the recommendations to the CPP Board meeting in March. A report would also be provided to the Council's Community Safety, Public Engagement and Equalities Committee and its Audit and Scrutiny Committee.

During discussion, the following points were raised:-

- in relation to joint resourcing, there was a lack of clarity regarding how to deliver it and it would be helpful to see examples of where it was working well. In addition, it was suggested that it was a matter of identifying specific issues that needed to be resolved and allocating resources, human and/or financial, to them. There was evidence of that at the next level - for example, there had been a financial commitment from a number of organisations on the Safer Highland group - and it was a matter of how it was reported to the CPP;

- whilst supporting the need to increase the pace of some areas of work, matters such as localising the SOA, increasing the membership of the CPP and potentially changing local democratic arrangements would slow things down;
- there were opportunities for partners to work together in relatively small groups and still bring it to the CPP as community planning;
- HIE were key to what happened in the Highlands and more involvement from their Chief Executive would be welcomed; and
- information sharing allowed useful analysis to be undertaken that could not be done with an individual organisation's data.

Thereafter, the Group:-

- NOTED** the audit findings and the implications for Highland as set out in the report; and
- AGREED** the action arising from the audit and the proposed next steps set out in the report, subject to the points raised during discussion, and that they be recommended to the Board.

CM

6. Delivery Plans – Update and Performance Reporting on SOA3

There had been circulated Report No COG/04/15 by the Corporate Performance Manager which explained that the CPP Board's remit included ensuring and challenging the partnership's delivery and performance against the SOA's outcomes. The SOA was agreed along with a development plan. This included performance reporting and agreement that delivery plans for the seven themes within the SOA would be updated and systems would be in place for performance data to be gathered, base-lines set, data analysed and reported as part of the new governance arrangements for the CPP.

During discussion, the following points were raised:-

- it was frustrating that updated delivery plans had not yet been signed off and anything that could be done to expedite the process and enable publication of the revised plans would be welcomed;
- Lead Officers were reminded of the need for indicators to have baseline data, trends and targets for performance management and reporting purposes;
- support was expressed for a standard approach to reporting. With regard to the Council's electronic performance system, it was explained that reports could be generated on the basis of agreed performance indicators loaded on to the system. It was possible to produce "traffic light" reports but they were dependent on the provision of targets;
- identifying a small number of performance indicators that provided an overview of progress was a useful suggestion and

it was suggested that Lead Officers, in consultation with practitioners, give consideration to weighting and importance and identify the key indicators. Reference was made to a national project looking at CPP benchmarking indicators and it would be helpful to present data already being collected rather than having to start collecting new data as a result of the national work; and

- the Chief Executive of NHSH undertook to address the Outcomes for Older People delivery plan as a matter of urgency. In that regard, it was confirmed that it was a case of refreshing the current delivery plan, which was in a standardised format from SOA3, a copy of which could be provided.

The Group **AGREED**:-

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|------|---|----------------------|
| i. | the need for Lead Officers to ensure that delivery plans included baseline data, trends and targets; | Lead Officers |
| ii. | that updated delivery plans be made available on the Council's website with others to be published when they were available; | CM |
| iii. | that Lead Officers, in consultation with practitioners, identify a small number of key performance indicators that would provide an overview of progress no later than the end of June 2015; | Lead Officers |
| iv. | to use a standard approach to performance reporting, based on the delivery plans, with partners able to use the Council's electronic performance system to collect quantitative data. This could be provided to Lead Officers and they would prepare the narrative of progress; | EJ |
| v. | that the Outcomes for Older People delivery plan be updated as a matter of urgency and that a copy of the current delivery plan be provided to the Chief Executive of NHSH for information. | EM/EJ |

7. Local Democratic Experiments

i. Participatory Budgeting

Mr P Mascarenhas, Community and Democratic Engagement Manager, undertook a presentation during which it was explained that the work being carried out by the Council in relation to participatory budgeting had been driven by the Commission on Strengthening Democracy, the Commission on the Future Delivery of Public Services and the Community Empowerment Bill. Participatory budgeting was about letting local people decide how to allocate part of a public budget and information was provided on the benefits which included increasing local capacity, involvement of non-Council bodies and trust in politicians and institutions. The presentation was accompanied by a video clip which highlighted some of the participatory

budgeting initiatives that had been carried out in local authorities throughout the UK. Discussions had taken place with Elected Members and managers regarding what budgets might be suitable for participatory budgeting and where it might be piloted. Ward Discretionary Budgets had initially been identified and it was likely that examples of participatory budgeting events would be available over the next 12 months. It was anticipated that up to £20k of individual Ward Discretionary Budgets would be available for distribution at such events.

During discussion, it was suggested that grants budgets were more appropriate for participatory budgeting exercises than mainstream budgets and there might be opportunities to utilise elements of LEADER funding, subject to a basic eligibility check.

Thereafter, having expressed a general interest in pursuing the approach, the Group:-

- i. **NOTED** the presentation;
- ii. **NOTED** that the Council was likely to pursue the approach in 2015 in some areas and that partners were invited to participate where they were able or willing; and
- iii. **AGREED** that a link to the video clip on participatory budgeting be circulated to partners.

**PM/
MMurray**

ii. Local Community Planning – Forums, Governance and Community Participation

There had been circulated Report No COG/05/15 by the Head of Policy and Reform which sought to prompt discussion with partners on local community planning arrangements with a view to making recommendations to the Board on how District Partnerships might be forums for local community planning.

During discussion, the following points were raised:-

- the nature of some of the issues meant that Environment was better managed on a thematic basis with geographic elements and inputs;
- it was important not to split work thematically and then also try and manage it geographically;
- whilst partners supported a bottom-up approach to community planning there were top-down elements and how the two met was challenging;
- in terms of organisations producing reports for District Partnerships and Area Committees, coterminous boundaries would be helpful;
- District Partnerships had been specifically established as

part of the integration of health and social care and any changes to their remit would require the approval of both the Council and the NHS Board;

- consideration needed to be given to the various inspectorates that partners reported to – for example, Education Scotland worked to Associated School Group boundaries;
- the role of Community Councils also needed to be taken into consideration;
- scrutiny was important but it was often more impartial from a distance and it was suggested that any new forum should focus on local priorities and maximising local knowledge;
- UHI would contribute where possible but there would be resource implications in covering several local community planning forums;
- support was expressed for trying out new ways of working, if there was a willingness in a particular locality, without predetermining what they might be; and
- in terms of recommendations to the Board, it was suggested that the review continue and that local engagement be carried out on alternative models that strengthened local community planning but minimised duplication.

Thereafter, the Group:-

- i. **NOTED** that the Council would be reviewing its current Area Committee structure; and
- ii. **AGREED** that proposals be prepared, taking into account the points raised during discussion, recommending that the Board enable the development of proposals for local community planning.

CM

8. Proposal for a City Deal for Inverness

The Head of Environment and Development provided a verbal update, during which it was explained that the Council had been working with Ernst & Young, who had been employed by Scottish Futures Trust to prepare a feasibility study, based on the Growth Accelerator Model, which would form the basis for a City Deal for Inverness. The feasibility study included a range of large infrastructure projects such as the Longman Interchange improvements, the Trunk Road West Link and city centre regeneration. There were a number of significant economic benefits arising from these projects including the creation of an estimated 2000 construction jobs which would contribute in the region of £100m to the Scottish economy. In addition, it was estimated that £33m would be contributed to the local tourism economy. Positive discussions had taken place with the Scottish and UK Governments and the next step was to refine the projects in terms of costs, benefits, economic outputs etc in order to present

as strong a case as possible. The Director of Development and Infrastructure would meet with HIE and Government officials on 3 March 2015 and further updates would be provided to partners in due course.

During discussion, it was suggested that, if the City Deal came to fruition, there might be opportunities to utilise the capital funding available to the Council for partnership projects that would not be possible independently. In addition, it was suggested that consideration be given to initiatives such as Active Transport, which was a powerful linking theme.

It having been confirmed that the points raised would be fed back to the Council's Administration Leaders, the Group **NOTED** the position.

SBarron

9. Delivering Partnership Outcomes

Confirmation was sought that progress reports would be provided for the March Board on the following items:-

- i. Economic Growth and Regeneration (Martin Johnson, HIE)
- ii. Employability – (Stuart Black, HC)
- iii. Early Years/Children (Bill Alexander, HC)
- iv. Safer and Stronger Communities (Julian Innes, Police Scotland)
- v. Health Inequalities and Physical Inactivity (Cathy Steer, NHSH)
- vi. Outcomes for Older People (Jan Baird, NHSH)
- vii. Environmental Outcomes (George Hogg, SNH)
- viii. Community Learning and Development (Bill Alexander, HC)
- ix. SOA Development Plan (Carron McDiarmid, HC)
- x. Maximising collective resources, shifting to prevention and re-allocating resources between partners for best value (Bill Alexander/Derek Yule, HC)
- xi. Workforce Planning and Skills Development (Martin Johnson, HIE)

The Group **NOTED**:-

- i. the progress report that had been circulated in respect of Safer and Stronger Communities;
- ii. that a verbal update would be provided to the Board on Maximising collective resources etc; and
- iii. that, following a meeting with partners, it would be recommended to the Board that Workforce Planning and Skills Development become part of the Employability agenda.

BA/DY

MJ

It was otherwise **AGREED** that progress reports would be provided for the March Board by 24 February 2015.

All

10. National Public Health Review Consultation/Engagement – Highland Community Planning Partnership Response

There had been circulated Report No COG/06/15 by the North of Scotland Public Health Network Co-ordinator, the Head of Health Improvement and the Director of Public Health and Health Policy, NHS Highland, which set out the background to the National Public Health Review and proposed that the Public Health Directorate of NHS Highland coordinate the Community Planning Partnership's response to the consultation in accordance with the timetable set out in the report.

Having acknowledged that it would be challenging to produce a fully representative response by the deadline of 12 March 2015, the Group **AGREED**:-

HvW/CS

- i. that a draft CPP response to the consultation be produced by the Public Health Directorate of NHS Highland in accordance with the timetable set out in the report; and
- ii. that the draft response prepared by NHS Highland be circulated to the CPP Board/COG as a basis for generating further comment.

11. Community Planning Conference – Request for Input

There had been circulated email from the Scottish Government inviting the CPP to contribute to a potential Community Planning event in summer 2015 to celebrate the exciting improvements taking place and continue to boost momentum for change.

The Group **AGREED** that partners' views be submitted to the Head of Policy and Reform by Friday 6 March 2015.

All

12. Future Agenda Items – Community Planning Board

It having been emphasised that the Council would welcome contributions from partners to future agendas, the Group **AGREED** the following list of agenda items for the Community Planning Board on 4 March 2015:-

- i. Quarterly progress reports against SOA delivery plans and partnership priorities (as per item 9 above) **All**
- ii. Presentation on the value of Gaelic to the Highlands and a proposed partnership approach to Gaelic language planning **KM**
- iii. Audit Scotland report on Community Planning - actions proposed for the Highland CPP **CM**
- iv. Local Democratic Experiments (as per item 7 above):-
 - a. Participatory Budgeting **PM**
 - b. Local Community Planning – Forums, Governance and Community Participation **CM**

- v. CPP membership applications from CNPA and SDS **CM**
- vi. National Public Health Review Consultation/Engagement – Highland Community Planning Partnership Response **HvW/CS**

13. Future Agenda Items – Chief Officers’ Group

The Group **AGREED** the following list of agenda items for future meetings of the Chief Officers’ Group:-

- i. Responding to the recommendations in the Director of Public Health’s Annual Report **HvW/CS**
- ii. Proposals for conference on CPP anti-poverty strategy – end May 2015 **CM/CS**
- iii. Future Model for Community Justice in Scotland – HC lead **BA/FP**
- iv. Re-launch of the Highland Compact - HTSI lead **MW**
- v. Local Democratic Experiments and Community Empowerment:-
 - a. Proposal for learning from community groups – what works and what would make it even better? – joint paper by HC and HTSI **MW/PM**
 - b. Planning time with Oliver Escobar and Fiona Garven (SCDC) at June Board **CM**
- vi. Update on partnership action to tackle digital exclusion in Highland **MMorris**
- vii. CPP view of “fragile” areas – recommendations from the Health Inequalities Group **CS/CM**
- viii. Partnership approach to improvement methodologies
- ix. Care Experienced Champions Board – report by Director of Care and Learning **BA**
- x. Co-located Community Safety Team in Inverness – evaluation and roll-out **Jl**

It was further **AGREED** that NHS Highland, in partnership with the Council, would lead on a partnership approach to improvement methodologies, with a view to a report being submitted to the COG on 27 May 2015. **EM/ GHamilton**

13i. Additional Item: 5x50 Challenge

There had been circulated information provided by NHS Highland on the 5x50 Challenge, a strand of work to encourage people to become more active. The initiative had been found locally in 2012 but had become a worldwide event and it was hoped that the 2015 Challenge would be the most inclusive to date, offering platforms for fitter challengers as well as beginners wishing to become fitter and healthier.

The Group **AGREED** that consideration be given to promoting the 5x50 Challenge throughout the CPP organisations to encourage staff participation. **All**

14. Future Meeting Dates

It having been confirmed that the principle of rotating the Chair would continue and offers would be sought outwith the meeting, the Group **NOTED** the following meeting dates for 2015, as previously notified:-

All

Thursday 26 March, 2.00 pm
Wednesday 27 May, 2.00 pm
Thursday 13 August, 2.30 pm
Wednesday 11 November, 2.30 pm

The meeting ended at 4.55 pm.