

Highland Community Planning Partnership

Community Planning Board

Minutes of Meeting of the Community Planning Board held in the Main Conference Room, Police Scotland Divisional Headquarters, Perth Road, Inverness on Thursday 21 June 2018 at 10.00 am.

Present:

Representing the Highland Council (HC):

Mr A Christie
Mr S Barron
Mr B Alexander
Mr S Black
Ms A Clark

Representing Highlands and Islands Enterprise (HIE):

Mr D Oxley

Representing the Highland Third Sector Interface (HTSI):

Ms M Wylie

Representing High Life Highland (HLH):

Mr D Wilby (Substitute)

Representing NHS Highland (NHSH):

Prof E Mead
Ms C Steer

Representing Police Scotland (PS):

Ch Supt G Macdonald

In attendance:

Mr I Kyle, Children's Planning Manager, Highland Council
Supt P MacRae, Police Scotland
Mrs R Daly, Board Secretary, NHS Highland
Miss M Murray, Committee Administrator, Highland Council

Ch Supt G Macdonald in the Chair

Business

The Chair welcomed everyone to the meeting and introductions were made.

Dr D Mackinnon, Location Director for Highland and Head of Local Government, Scottish Government, informed the Board that she was moving roles and would be Head of Community Justice with effect from 2 July 2018.

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr G Moir, Mrs M Davidson, Mr B Lobban, Mr A Mackinnon, Ms M Smith, Mr D Yule, Ms E Johnston, Mr J Gibbs, Ms I Grigor, Mr D McLachlan, Mr I Murray, Dr D Alston, Prof H van Woerden, Dr M Foxley, Ms S Mackinnon, Mr D MacBeath, Mr R Kirk and Mr F Nixon.

2. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Board – 21 March 2018; and
- ii. **NOTED** the draft Note of the Chief Officers' Group – 26 April 2018.

3. Developing Community Partnerships – Updates from Chairs

There had been circulated updates from Community Partnership Chairs, as follows:

- a. Caithness (Roy Kirk, HIE)
- b. Sutherland (Iain Maclelland, Police Scotland)
- c. East Ross (Mark Loynd, SFRS)
- d. Mid Ross (Ann Clark, NHS Highland)
- e. Skye, Lochalsh and West Ross (Stuart MacPherson, Acting Chair, HIE)
- f. Lochaber (Michael Foxley, NHS Highland)
- g. Nairn (Brian Mackay, Police Scotland)
- h. Badenoch and Strathspey (Fraser Nixon, SFRS)
- i. Inverness (Graham Ross, Highland Council)

During discussion, the following issues were raised:

- discussion took place regarding Elected Member engagement, during which it was queried whether there was more that could be done in terms of briefing Elected Members and highlighting the need for local engagement. It was suggested that that should be undertaken locally by Community Partnerships rather than the Community Planning Board. In addition, it was emphasised that Elected Members were involved in a considerable number of organisations and it was suggested that, where engagement was not taking place, it was necessary to establish the reasons - eg timing of meetings or the subject matter not being relevant to their other interests;
- the role of the Citizens Advice Bureau (CAB) in relation to funeral poverty, fuel poverty, benefit poverty, debt etc was emphasised, and it was confirmed that the CAB was involved in Caithness Community Partnership;
- it was highlighted that Ian Ross was taking over as Chair of Caithness and North Sutherland Regeneration Partnership which, it was suggested, would raise the profile of the Partnership. In addition, NHS Highland had now joined the Partnership which was positive given the links between health and the economy;
- in relation to Sutherland Community Partnership and the challenge in terms of small communities requesting their own locality plans, it was suggested that this was a measure of success. It was explained that discussions had taken place with the communities in question to explain the rationale behind the areas designated as requiring a locality plan and that, whilst their community might not have a locality plan, there were issues that were pan-Sutherland or pan-Highland. In addition, they could raise specific issues at the Community Partnership if they so wished;

- Sutherland Community Partnership was cited as an exemplar and other Partnerships were encouraged to send a representative to see what could be learned;
- it was highlighted that Group Manager Mark Loynd, SFRS, had been seconded to another position and Group Manager Ricky Dibble would be taking over as Chair of East Ross Community Partnership. Thanks were expressed to Mark Loynd for his contribution;
- on the point being raised, it was confirmed that all Community Partnerships had received an Alcohol and Drugs Community Partnership Profile, produced by the Highland Alcohol and Drugs Partnership;
- Skye, Lochalsh and West Ross Community Partnership did not appear to be as active as other Community Partnerships and it was suggested that support be offered. The Acting Chair of the Partnership welcomed the offer of support and confirmed that he was keen to address any specific areas of concern;
- thanks were expressed to Ian Kyle, Children's Planning Manager, Highland Council, for his significant contribution to Inverness Community Partnership and its subgroups;
- in relation to Inverness Community Partnership, the community consultation exercise carried out by Ellie Dyce, a fourth year student at Charleston Academy, was commended and it was suggested that other Community Partnerships explore opportunities to link with local schools and Youth Forums. In terms of how to capture Ellie's experience, it was suggested that a case study be prepared and shared with Community Partnerships and Youth Forums, and that she be invited to attend a future Community Partnership Chairs' meeting. It was highlighted that the consultation exercise had come to light as a result of the Highland Youth Parliament Apprentice Day and it was suggested that broadening the scope of future Apprentice Days to include Community Partnerships be explored;
- on the point being raised, it was confirmed that a draft template for Community Partnership update reports had been prepared and would be discussed at the Chairs' meeting following the Board. The Chair suggested that update reports should include information on milestones, outcomes and challenges;
- the Chair of the Chief Officers' Group (COG) highlighted that future resourcing of Community Partnerships had been considered by the COG at its meeting on 26 April 2018 and would be discussed further following the work being carried out to identify resourcing requirements/issues, recognising the need for equity; and
- positive feedback had been received from colleagues from Northern Ireland who had attended East Ross Community Partnership as part of the recent community planning study visit.

Thereafter, the Board:

- i. **NOTED** the updates;
- ii. **AGREED** that a case study on the community consultation exercise undertaken by Ellie Dyce be prepared and shared with Community Partnerships and Youth Forums, and that she be invited to attend a future Community Partnership Chairs' meeting; and
- iii. **AGREED** to explore broadening the scope of the Highland Youth Parliament Apprenticeship Day to include Community Partnerships.

4. Sustainability

The Chief Executive, NHS Highland, in her role as Chair of the COG, referred to discussions at the COG on 26 April 2018 and explained that there were two key elements to sustainability that she wished to bring to the Board's attention, namely, workforce and the environment. Availability of workforce for specific fields had become a real issue for almost all partner organisations, particularly in remote and rural locations. There was an

economic perspective, and reference was made to the work being undertaken by the Convention of the Highlands and Islands on skills investment and talent attraction. It was necessary to bring all the various elements together, not only at a regional level but at Community Partnership level, and think creatively about how to deliver services, as well as how to evidence the impact of remoteness/rurality and give a clear message that it was becoming increasingly challenging to sustain services in Highland.

The Unit Manager – South Highland, SNH, explained that sustainability was critical in terms of the environment as a key asset for Highland. Plastic pollution was one aspect, and the COG had agreed to explore a breakthrough achievement in that regard. In addition, climate change was an issue which threatened much of what the CPP aspired to in the Highland Outcome Improvement Plan (HOIP) and it was highlighted that an opportunity for Scottish Government funding to develop a Climate Change Adaptation Plan for Highland was being pursued by the Council's Climate Change Officer. Subject to funding being secured, it was intended to hold a series of workshops and it was suggested that it would be helpful for workshops to take place at Community Partnership level.

During discussion, the following issues were raised:

- concern was expressed that if steps were not taken it would become increasingly more difficult to attract talent to Highland and services would start to reach breaking point. It was necessary to look at radical options and it was suggested that consideration be given to sharing resources, joint advertising and recruitment campaigns, working with private sector partners, and looking holistically at what was required in different areas of Highland;
- The Director of Care and Learning, Highland Council, referred to the Sustainable Education in Highland Communities programme which it had been recognised needed to be much more outward looking in terms of communication, and more rooted in communities. Rather than partners holding separate public meetings on specific issues, it was necessary to work in a more joined-up way and engage with communities more effectively, as found by the Commission on Highland Democracy. A number of strategic initiatives were being taken forward and work would also continue at a local level, examples of which were provided. In addition, it was highlighted that the Northern Alliance had committed to holding a political summit on the issue of sustainable education and would be inviting Highlands and Islands MSPs as well as leaders of public services and education across Scotland. It was anticipated that the event would take place on 14 September 2018, and it would be set out not just as an education issue but as a community planning/public sector issue;
- reference was made to the 400 new jobs associated with the Liberty project in Fort William, and the concern amongst Liberty and existing local businesses as to where staff would be recruited from;
- in addition to the existing recruitment challenges, the age of the workforce meant that a large number of people would be retiring in the near future. It was estimated that 15% of school leavers each year were needed to maintain current services and it was necessary to work with young people and promote the opportunities that existed;
- the importance of housing was emphasised. In that regard, the rise of Airbnb and the associated reduction in the availability of accommodation to rent was a challenge partners needed to be aware of;
- it would be helpful to convene a meeting of partners' Heads of HR;
- young people not only wanted their views to be heard but to hear the reality of what the future might hold in language they understood. They were the future and it was important to think about how to engage with them and ensure they were aware of the impact of the changes in demographics and took a stake in how services might be reconfigured;

- it was important to present the challenges as an opportunity rather than a crisis. There were a lot of jobs available in Highland and it was good place to come and live; and
- the need for more in-depth discussion and collaborative working having been emphasised, the Chair suggested that some time be set aside, in advance of the aforementioned political summit and the next Board, for partners to focus on the issue and formulate a pathway.

Thereafter, the Board:

- NOTED** the position;
- AGREED** to convene a meeting of partners' Heads of HR to discuss the issues surrounding workforce planning; and
- AGREED** that Ch Supt Macdonald arrange an informal meeting of partners in advance of the next Community Planning Board to discuss the issue of sustainability in more depth.

5. Review of Community Planning Partnership (CPP) Structure to deliver the HOIP

There had been circulated Report No CPB/04/18 on behalf of the HOIP Subgroup.

During discussion, the following issues were raised:

- it having been queried whether there was an opportunity to include the Local Resilience Partnership within the Safer Highland group, it was explained that the Community Safety and Resilience outcome, which the Safer Highland group would lead on, related to community resilience as opposed to emergency resilience which had its own standalone structures. There were a number of partnership arrangements in place that would continue but whose governance structures sat outwith the CPP;
- community resilience had been more effective in some areas of Highland than in others and it was suggested that there was a need for better links;
- the work that had been undertaken on the CPP structure was commended;
- whilst the proposed merger of the Community Learning and Development (CLD) Strategic Group and the Communication and Engagement Subgroup made sense given the significant overlap, it was necessary to pull together to make it work, and it was important to ensure that the focus on CLD did not diminish given the associated statutory responsibilities and inspection activity; and
- the Director of Care and Learning, Highland Council, explained that, as part of the reorganisation of support for Gaelic within the Council, a Gaelic Strategy Improvement Group had been established. However, it was considered that it should not just be a Council group and its Terms of Reference referred to, at some stage, reaching out to other partners. Given that it was proposed that there would no longer be a Gaelic thematic group, partners' views were sought as to whether they would wish to be invited to participate. Partners responded that Gaelic appeared to be dealt with in isolation at present and they would welcome a broader view and the opportunity to discuss issues and identify common actions. It was confirmed that this would be fed back to the Council.

Thereafter, the Board:

- NOTED** the work to date to review CPP structures;
- AGREED** the proposals for the future arrangements of the existing CPP thematic groups;
- AGREED** the proposed delivery structure for the Highland Outcome Improvement Plan, including leadership arrangements and group remit; and

- iv. **AGREED** to revisit the issue of expanding the Community Partnership Chairs Group in 12 to 18 months.

6. Inverness and Highland City-Region Deal Update

There had been circulated Report No CPB/05/18 by the Director of Development and Infrastructure, Highland Council.

In addition, the Director of Development and Infrastructure gave a presentation during which information was provided on the City-Region Deal vision and objectives, and he expanded upon the various projects.

During discussion, the following issues were raised:

- the overlap between the City-Region Deal projects and the HOIP outcomes was significant;
- information having been sought on the overall timescale, it was confirmed that the projects had to be delivered within a ten- year period;
- in relation to how it was intended to measure the impact of the various projects on the issues being faced in terms of fragility/sustainability of services, it was explained that it was a requirement that a monitoring and evaluation framework be put in place. In terms of integration between the various projects, there was an overall Project Board which all project leads attended and which had representation from all main partners;
- reference having been made to the new Elective Care Centre and the Inverness Justice Centre, which was the first of its kind in Scotland, it was emphasised that building a reputation for innovation in Highland would help to address the recruitment challenges being faced; and
- discussion took place regarding the centralisation of air traffic control for Highland, during which it was explained that the case had been made to Highlands and Islands Airports Limited that, in terms of digital connectivity and the A96 corridor developments in particular, Inverness was a good location for the control centre. Air traffic control was an important service with quality jobs and partners expressed their wish to see it delivered within Highland. In addition, it was highlighted that NHS Highland was making a strong case to locate the second emergency response helicopter at Dalcross, and the importance of all partners being sighted on such opportunities was emphasised.

The Board otherwise **NOTED** the report and presentation.

7. Third Sector Representation Pathway

There had been circulated Report No CPB/06/18 by the Chief Officer, Highland Third Sector Interface.

Community Partnership Chairs having emphasised the value of the relationship with existing Third Sector representatives, it was confirmed that, at a local level, it was anticipated that whoever was commissioned by HTSI would continue to support the Community Partnership. However, that was on the basis that they would be expected to demonstrate how they were supporting wider participation and engagement from the Third Sector in relation to their Community Partnership.

Thereafter, the Board **AGREED** the proposed model for Third Sector representation.

8. Highland Community Learning and Development Plan 2018-2021

There had been circulated Report No CPB/07/18 by the Director of Care and Learning, Highland Council.

During discussion, the following issues were raised:

- in response to a question regarding evaluation, it was explained that the actions set out in the CLD Plan would be developed into an action plan. In addition, long-term tracking of SIMD (Scottish Index of Multiple Deprivation) and SEP (Socio-Economic Performance) Index data would demonstrate whether improvements were being made;
- it was explained that the approach that had been taken was to focus on the identified areas of deprivation and, through the locality plans, develop CLD activity from the roots up. However, there were risks in that Education Scotland might choose to inspect CLD in an area that was not an area of deprivation and had therefore not been prioritised;
- whilst the good work by officers and the progress that had been made were acknowledged, the Chief Officer, HTSI, expressed disappointment that the Plan did not clearly set out the proposed actions in relation to CLD in Highland. It was intended to be a regional strategy but there had not been a significant amount of development at a regional level;
- Community Partnership Chairs needed to step up and make the agreed approach a reality by ensuring that CLD activity was reflected in locality plans, and it was suggested that progress be monitored at Community Partnership Chairs' meetings. In addition, self-evaluation of locality plans would be helpful in terms of identifying improvement actions;
- it was necessary to adapt to meet the needs identified by communities even if they did not align with the Plan, and there would be a period of transition as power was ceded to communities and they took ownership locally;
- in response to a question, it was confirmed that, whilst CLD might well form part of adult and children's plans, it should be rooted in locality plans as they related to a specific geographical area of deprivation; and
- in relation to Mid Ross Community Partnership, self-evaluation had provided reassurance that locality plans reflected the views of communities.

Thereafter, the Board:

- i. **AGREED** to the principle of aligning the new Community Learning and Development Plan with the Highland Outcome Improvement Plan outcomes;
- ii. **NOTED** that consultation on the draft Community Learning and Development Plan was underway with the final deadline for comment being 1 August 2018;
- iii. **NOTED** that an action plan would be developed as part of the consultation; and
- iv. **NOTED** that the Highland Council would finalise the Community Learning and Development Plan 2018-2021 at its Care, Learning and Housing Committee on 22 August 2018.

9. Breakthrough Achievement on Suicide Prevention

Ch Supt MacDonald, Police Scotland, summarised the discussions at the COG on 26 April 2018 when it had been agreed to endorse suicide prevention training and the development/implementation of a suicide prevention app as the areas of focus for a breakthrough achievement, and to identify staff within partner organisations to be trained as in-house trainers. The cost of developing the app would be in the region of £6k to £8k and partners were asked to provide financial support in that regard. Partners were also

requested to identify a single point of contact within their organisation if they had not already done so.

The Head of Health Improvement, NHS Highland, added that training for the staff identified as in-house trainers would take place on Monday 30 July 2018 at Great Glen House and Wednesday 29 August 2018 at the Centre for Health Science. Each one-day course could accommodate 12 people so there would be up to 24 trained staff who would then commit to delivering two or three courses per year to CPP staff throughout Highland. It would be helpful to identify staff from different areas of Highland, and they would be supported to ensure they were confident delivering training on what was a sensitive subject.

During discussion, the following issues were raised:

- in response to a question, it was confirmed that the delivery of training to staff by in-house trainers would take approximately 4 hours;
- it was suggested that Chief Officers lead by example and commit to being in the first cohort to be trained by the in-house trainers;
- thanks were expressed to those who had attended the recent event at Fortrose Academy, hosted by Choose Life, which had had a profound effect on the community;
- partners commended the proposed breakthrough achievement, which it was believed could make a difference and was something communities could get on board with;
- the Scottish Government Location Director drew attention to funding attached to the Scottish Government's Suicide Prevention Strategy, and confirmed that she was happy to facilitate an application. The Head of Health Improvement, NHS Highland, undertook to liaise with her in that regard;
- it was suggested that the training be opened up to the Scottish Ambulance Service; and
- some communities had already expressed an interest in undertaking suicide prevention training and, despite the potential availability of Scottish Government funding, Ch Supt Macdonald encouraged partners to consider what financial support they could contribute as having a small amount of funding would enable community events/training to be supported.

Thereafter, the Board **AGREED** the recommendations of the Chief Officers' Group, namely:

- i. to endorse suicide prevention training and the development/implementation of a suicide prevention app as the areas of focus for the breakthrough achievement;
- ii. to identify staff within partner organisations to be trained as in-house trainers who would be responsible for the delivery of awareness inputs;
- iii. to support cross-sector delivery of inputs/awareness, including local communities and events when/where appropriate, by pooling resources;
- iv. to support a joint messaging/marketing and media strategy;
- v. to provide financial support for the development of the suicide prevention app, as described in the report;
- vi. that partners have conversations within their respective organisations to ensure that suicide prevention was reflected in employee policies; and
- vii. that each partner identify a single point of contact and notify the Committee Administrator accordingly.

It was further **AGREED**:

- viii. that the report to the Chief Officers' Group on 26 April 2018 be circulated to Board Members electronically;

- ix. that Chief Officers lead by example and commit to being in the first cohort to be trained;
- x. that the Head of Health Improvement, NHS Highland, liaise with the Scottish Government Location Director regarding accessing suicide prevention funding; and
- xi. that the training be opened up to the Scottish Ambulance Service.

10. Date of Next Meeting

The Board **NOTED** that the next meeting would be held on Thursday 4 October 2018 in the Main Conference Room, Police Scotland Divisional Headquarters, Old Perth Road, Inverness.

11. Any Other Business

Following updates by partners, the Board:

- i. **NOTED** that the Life Changes Trust would be hosting a dementia event at the Mercure Hotel, Inverness, on 27 November 2018, and that further information would be available in the near future;
- ii. **NOTED** that HIE was currently undertaking a survey of young people, which partners were encouraged to promote;
- iii. **NOTED** that “Journeys in the North”, an interactive live exhibition by Care Experienced Young People, would take place on 5 and 6 July 2018 in the Old High Halls, Academy Street, Inverness, and that further information would be circulated to partners;
- iv. **AGREED** that there was a need to reflect on what aspects of the Community Planning Board agenda should be marketed and that Police Scotland’s Corporate Communications Lead attend the next meeting to capture some potential stories; and
- v. further to item 4ii, **AGREED** that informal discussions also take place on the review of the Community Planning Board, to inform an item at the October Board.

The meeting ended at 12.10 pm.