

Highland Community Planning Partnership

Chief Officers' Group – 9 November 2018

Agenda Item	5.
Report No	COG 17/18

Highland Public Sector Property Group - Annual Report for 2017-18

1 Introduction

- 1.1 The Highland Public Sector Property Group (HPSPG) is a constituted, thematic public sector property group, operating under the umbrella of the Highland Community Planning Partnership (HCPP). The HPSPG brings together the senior officers, with responsibility for property, from the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the HCPP territory, together with (property) officers from other public sector partner organisations and sectors across the Highlands/HCCP region.

Core membership of the HPSPG is drawn from property representatives from the five statutory community planning partners, namely:

- The Highland Council (THC)
- Highlands and Islands Enterprise (HIE)
- NHS Highland (NHS)
- Police Scotland (PS)
- Scottish Fire and Rescue Service (SFRS)

Other affiliate public sector organisations with land and property, or service delivery, interests in the Highland Council local authority area also participate within the group, and/or are invited to attend and participate in the Group's activities, namely:-

- Cairngorm National Park Authority (CNPA)
- Department of Work and Pensions (DWP)
- District Valuer (DV)
- Forestry Commission (FC)
- Highlands and Islands Airports Ltd (HIAL)
- Scottish Ambulance Service (SAS)
- Scottish Environment Protection Agency (SEPA)
- Scottish Government (SG)
- Scottish Natural Heritage (SNH)
- Scottish Water (SW)
- Hub North Scotland (hNS)

2 Meetings of the Property Group

- 2.1. The HPSPG chair moved from SNH (Graham Boyle) to HIE (Keith Bryers) with effect from 1 April 2017. The group's quarterly meetings were held on 14 June 2017; 6 September 2017; 7 December 2017, and 15 March 2018. Attendance at meetings has varied between 60-100% of the core membership during the year, augmented through regular/varied attendance and participation by affiliate members for FC, HIAL, SEPA,

SG, SNH. There has not been a representative from NHH attend the Group meetings since 06/09/17.

2.2 The chair of the HPSPG passed to The Highland Council (Graham Bull) in March 2018 and the group continues to meet regularly on a quarterly basis.

2.2. During the 2017-18 reporting period, the HPSHG has been hosted by HIE and Police Scotland. Like, Scottish Natural Heritage, HIE offers the group an online portal, Objective Connect, through which documents of common interest can be shared.

2.3. Engagement from neighboring agencies out with our geographical area continues to be developed. During the year the HPSPG hosted representatives at some meetings from the “North Territory Hub Co” Directorate and Scottish Futures Trust.

3. Business

3.1. The HPSPG’s business is to work openly and closely with all HPSPG members; to serve as a link between local and national agencies on public sector property matters, as well as dealing with on-going and emerging property related issues which are of mutual interest to members within the group. Some of the key areas of collaboration that have taken place within/across the Group have been:-

- ‘**Smarter Office**’ - sharing/reviewing modern office working practices
- **Benchmarking - Efficient Property Estate** - benchmarking modern office use/space utilisation
- **Procurement** – exploring shared procurement opportunities (eg. property service contracts & maintenance)
- **Community Empowerment** – shared/joint approach to Community Empowerment obligations/experiences
- **Sharing property data** - mapping partners land and property interests
- **Effective shared use of surplus space** in our public estate – opportunities for collocation and provision of ‘drop-in’ shared use of partner properties explored
- **Occupancy agreements** - Review of SG/SFT standard occupancy agreement model between public bodies

3.2 Some of the key benefits and advantages of HPSPG membership are cited by current members as:-

- Capturing and disseminating individual organisational ‘wins’ and ‘challenges’ to provide shared knowledge and experience
- Meet/discuss with like-minded professionals about difficult experiences/matters relating to owning/occupying large property portfolios
- Helps to maintain a national perspective/picture of what is happening across Scotland/various partner organisations
- Seeking and sharing ideas/opportunities for collaborative and beneficial development, collocate, property rationalization/disposal opportunities.

3.3 The HPSPG’s reviewed, updated and agreed its constitution at its meeting, 18/08/18. The updated constitution is included at Appendix 1.

3.3 For the period 2017-18, the group was able to progress the following key areas of work (per the HPSPG's Constitution which has been reviewed, updated and agreed at its meeting, 18/08/18):

1.	Form and maintain a common database of owned/leased property and land that is accessible to all members
	<p>Lead Partner Highland Council</p>
	<p>Progress The most important piece of development work for the Group during the year was the development and implementation (Dec 2017), by the Highland Council, of a joint GIS (Arc) Map of Highland Public Sector Partner land and property interests across the Highland Council local authority area.</p> <p>This map tool enables any person, including members of the public, to have ready access to a location map of basic public sector land and property information, by organisation, across the Highlands, via a web portal (hyperlink below):-</p> <p>http://highland.maps.arcgis.com/apps/webappviewer/index.html?id=d29065c2a0734c908ab0794a28d1f12e</p> <p>There are currently 9 participating HPSPG Partners:-</p> <ul style="list-style-type: none"> • The Highland Council (3434 records) • Highlands and Islands Enterprise (80 records) • NHS Highland Council (125 records) • Police Scotland (158 records) • Scottish Fire and Rescue Services (108 records) • Highlands and Islands Airports Ltd (2 records) • Scottish Ambulance Service (14 records) • Scottish Environmental Protection Agency (11 records) • Scottish Natural Heritage (59 records) <p>All HPSPG partners have been invited and are encouraged to join this collaborative initiative, and this joint mapping tool remains open to other Highland Public Sector Partners. Participants agree to update their property data annually (in the appropriate format supplied to THC in April each year).</p> <p>This joint mapping tool is utilised by the Council's Corporate Property Asset Management Team, and has been shared with other Council services (incl. Development & Infrastructure - Service Management Team; CEX - Ward Management Group), and also externally with Scottish Future Trust. HIE have shared the mapping tool widely for use within their own organisation.</p> <p>The HPSPG acknowledged and were appreciative of the considerable efforts of the Council (Graham Bull and his colleagues) in developing and enabling this project to be undertaken.</p>
	<p>2018-19 Action:</p> <ul style="list-style-type: none"> • Annual mapping data refreshed, May 2018 – complete. • Nine (9) HPSPG members are now sharing land & property data via the map tool • 2 new members (SAS; SEPA) have joined this year (2018) • A further 2 members (DWP; Scottish Water) have indicated interest but have

	<p>yet to submit their property data.</p> <ul style="list-style-type: none"> • Map tool can be used for the purpose of conducting area property reviews; sharing property information with Community Partnerships and local Members; seeking property rationalisation, co-location and shared service opportunities across the partnership • Continue to use and share the map tool in seeking property rationalisation, co-location and shared service opportunities across the partnership • HPSPG members to encourage wider participation & membership of the map tool across the partnership affiliate members
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2.	<p>Seeking opportunities for sharing, collocation and integration of property/land to aid the Highland Outcome Improvement Plan (HOIP) and the local action plans of the Community Partnerships.</p>
	<p>Lead Partner Highland Council (wef. April 2018)</p>
	<p>Progress No substantive progress made during 2017-18 reporting period.</p>
	<p>2018-19 Action:</p> <ul style="list-style-type: none"> • Community Planning is now a statutory duty, under the Community Empowerment (Scotland) Act 2015, on all 5 key Public Sector Partners (ie. Highland Council; Police Scotland; Scottish Fire & Rescue Services; National Health Service Highland; Highlands & Island Enterprise) – ie. no longer just local authority’s lead responsibility. • The Single Outcome Agreement (SOA) has now been superseded by the ‘Highland Outcome Improvement Plan’ developed/being progressed under the Highland Community Planning Partnership, along with local action plans developed by the 9 Highland Community Partnerships. • As a Thematic Group (Property) operating under the umbrella of the Highland Community Planning Partnership (HCPP) the HPSPG need to better understand how its aims, objectives & priorities are aligned with/support the Highland Outcome Improvement Plan and the local action plans developed by the 9 Highland Community Partnerships. • THC arranged for a speaker from THC/ CPP to attend the HPSPG meeting (May18) to brief the Group on (Highland) Community Planning approaches and progress – Complete. • THC are the lead partner for the Group on the piloting/development of an Area Property Review approach (based on the 9 Community Partnership Areas) looking at the public sector property estate in each area. • Arrangements in hand to meet with the Caithness Community Partnership (CP) Chair (September18) to discuss links between the Caithness CP and the HPSPG (land & property holdings; capital programmes within the Caithness CP area). • Similar meetings with other Community Partnership Chairs are to follow.

3.	Seek opportunities for jointly considering combining property (re) development, regeneration and disposals to aid co-location and financial benefit to the public purse.
	Lead Partner 1. All Partners 2. Links to HPSPG Action 2
	Progress <ul style="list-style-type: none"> • No formal mechanism/process is in place between non/Scottish Government agencies to share property disposal information who operate under different protocols/procedures. • The Group has made some progress informally sharing property disposal information across partners at meetings, and some partners have used email/make direct contact to other partners if seeking specific co-location opportunities with other partners
	2018-19 Action: <ul style="list-style-type: none"> • Combining development and disposals to aid co-location and financial benefit to the public purse is a key constitutional HPSPG objective, and this is an area that the Group needs to focus on and prioritise to support achievement of the wider strategic objectives. • The HPSPG meeting agenda includes an item for partners (present) to share development, regeneration, property rationalisation and disposal information at HPSPG meetings. • THC is piloting the development of an Area Property Review approach (referred at HPSPG Action 2) (based on the 9 Community Partnership Areas) looking at the public sector property estate in each area. The Council will be liaising with key HPSPG partners about their property development and disposals in each area as each Area Review is taken forward. • Arrangements are in hand to meet with the Caithness Community Partnership (C-CP) Chair (September18) to discuss links between the Caithness CP and the HPSPG (land & property holdings; capital programmes within the Caithness CP area).
4.	Align as far as reasonably practicable the agencies' property asset management strategies and capital programmes (relating to strategic property asset investment).
	Lead Partner 1. All Partners 2. Links with HPSPG Action 3
	Progress No substantive progress made during 2017-18 reporting period.
	2018-19 Action: 1. The HPSPG meeting agenda includes an item for partners (present) to share

	<p>development, regeneration, collocation, property rationalisation and disposal information at HPSPG meetings.</p> <p>2. THC has shared its capital programme (2018-19 to 2022-23), agreed by Council (07/03/18), with the Group (May18).</p> <p>3. Other Partners are requested to share their capital programmes, or confirm timescales to share, at the HPSPG meeting (21/08/18)</p> <p>4. See also HPSPG Action 3 - THC is piloting the development of an Area Property Review approach (based on the 9 Community Partnership Areas) that will include liaising with key HPSPG partners about their development, regeneration, property rationalisation/disposal, collocation opportunities in each area as each Area Review is taken forward.</p>
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5.	Share expertise/knowledge with HPSPG representatives.
	<p>Lead Partner All partners</p>
	<p>Progress This action is on-going and is a key focus and priority of the group.</p> <p>Good progress has been made sharing knowledge/expertise within group and through external parties invited to attend/present at Group meetings, eg..the following external parties have attended group meetings during the reporting period:-</p> <p>1. Scottish Futures Trust – National Progress/Update; Placed Based Assets Reviews; Occupancy Agreements (Peter Cairns) (15/03/17)</p>
	<p>2018-19 Action:</p> <p>1. The Council’s Community and Democratic Engagement Manager gave a presentation at the HPSPG meeting on (Highland) Community Planning, with ensuing Group discussion (May18).</p> <p>2. Partners to continue to share knowledge/expertise within the group and through external parties invited to attend/present at Group Meetings.</p> <p>3. HPSPG will also consider, from time to time, whether there are any specific external parties that the Group would wish to invite/hear from at its future meetings, or even attend site visits (by arrangement).</p>

6.	Identify areas of conflict between members’ mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.
	<p>Lead Partner N/A – case specific – HPSPG to agree Group lead officer where need arises.</p>
	<p>Progress</p> <p>Scottish Futures Trust – attended and updated (15/03/18) the Group on progress towards the development of a common Public Sector ‘Occupancy Agreement’ (in</p>

	conjunction with Burness Paul Solicitors) across public sector organisations. Scottish Government Legal Office to agree before issue for use across the public sector.
	2018-19 Action (for review & agreement by HPSPG): Group members will continue to raise, as and when, specific areas of conflict to be considered by the Group and any actions/Group lead officer to be agreed.

7.	Develop an agreed protocol for sharing property disposal information for public sector assets.
	Lead Partner 1. HPSPG Chair 2. Highland Council, wef. 2018-19 3. Links to HPSPG Action 3
	Progress Previously reviewed and noted by the Group – that differing policy/standards apply to (non)-Government agencies (e.g. Scottish Public Sector Finance Manual does not apply to non-Government agencies).
	2018-19 Action: Estate property rationalisation/disposal information to be shared across the group/at group meetings – consider under standard meeting agenda item. Arrangements for transfer of property assets between public sector organisations to be considered on a ‘case by case’ basis and subject to negotiations between the participating partners.

8.	Share information/data relating space standards (per workstation/person) to aid target setting, co-location and sharing of public sector buildings.
	Lead Partner Individual Partners share space standards/information on a ‘case by case’ basis.
	Progress <ul style="list-style-type: none"> Partner organisations have shared with the Group property data relevant to their own organisation’s modernisation and efficiency programmes. Different organisations were found to have different occupancy space standards depending upon service function and maturation of each individual organisation’s approach to implementation of modern space standards/flexible working etc.
	2018-19 Action: <ul style="list-style-type: none"> The Council and public sector partners (DWP; HIE; ChangeWorks; HLH) co-locating within the Council’s office premises in Wick and Fort William (2018) were found to have differing space requirements/standards based on their own organisational or specific location/functional needs/requirements. Groups members will continue to share space standards/information on a ‘case by case’ basis.

9.	Each member organisation, when planning and evaluating their property needs, will pay due regard to the property needs of other partners for a given geographical area.
	Lead Partner Individual Partners Links also with HPSPG Action 3 – Area Reviews; 4 – Capital Programmes
	Progress <ul style="list-style-type: none"> • The Group/partnership network enables any member organisation to contact any other member organisation to seek opportunities for co-location and sharing. • Good progress made, with specific examples across the partnership of co-location, premises and property cost sharing with other HPSPG members, eg:- <ul style="list-style-type: none"> ○ THC Caithness House, Wick – DWP collocated with THC (10year lease arrangement) from 12/17. ○ THC Charles Kennedy Building, Fort William – DWP co-located with THC (10-year lease arrangement) from 12/17 on THC's new office development site in Fort William. ○ SNH – have developed further co-locations with Public Sector Partners at Great Glen House, Inverness, Golspie and Aviemore.
	2018-19 Action (for review & agreement by HPSPG): THC Alexander Ross Building, Fort William – HIE, ChangeWorks, HLH are due to co-locate (June18) with THC on THC's new office development site in Fort William (alongside other Council Services; DWP). Continued/further opportunities for co-location, premises and property cost sharing to be sought through the Group, and through other initiatives, such as, the Council's Area Review approach (HPSPG Action 3)
10.	In principle, the property owning agency will do no more than recover the cost of occupying, owning, leasing the property from HPSPG partners.
	Lead Partner Individual Partners
	Progress This principle has been applied by THC in respect of the office collocations with public sector partners at its Council offices – Caithness House, Wick (DWP); Charles Kennedy Building, Fort William (DWP).
	2018-19 Action: This principle has also been applied by:- THC - in respect of the office co-locations agreed with public sector partners at its Council offices – Alexander Ross House, Fort William (HIE; ChangeWorks). SNH – various public sector partner organisations are collocated with SNH at Great Glen House, Inverness

11.	As appropriate, support and engage with Hub North Scotland Ltd and the SFT.
	Lead Partner Individual Partners
	<p>Progress</p> <ul style="list-style-type: none"> • Hub North Executives have previously been invited to and have attended HPSPG meeting. • SFT representatives have been invited to and have attended an HPSPG meeting (15/03/18). • Various Group members have been/are working directly with hub North Scotland and/or Scottish Futures Trust on specific organisational initiatives/projects, eg: <ul style="list-style-type: none"> ○ SNH have worked with SFT on the development and implementation of Smarter Working across its property estate. ○ THC – Schools – Inverness Royal Academy; Wick 3-18 Campus ○ SEPA – working with SFT across the SPEA estate during 1718 (and on-going) ○ NHSH – have been working with SFT on their ‘Smarter Offices’ programme.
	<p>2018-19 Action:</p> <p>Group members continue to work directly with hub North Scotland Ltd and/or Scottish Futures Trust on specific organisational initiatives/projects, eg:-</p> <ul style="list-style-type: none"> • THC – Alness Academy

HPSPG Annual Report

Chair (for period 2017-18): Keith Bryers, HIE

Report Author: Graham Bull, THC (20/07/18)

CONSTITUTION

For the

HIGHLAND PUBLIC SECTOR PROPERTY GROUP

1. Preamble

The Highland Public Sector Property Group (HPSPG) met for the first time in September 2011 having been originally established by the Highland Public Services Partnership Board.

The HSPSG is now one of a range of Thematic Groups operating under the umbrella of the Highland Community Planning Partnership (HCPP) which brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes (Appendix A).

The HCPP works through a series of geographical local Community Partnerships and regional thematic groups, which, ultimately, deliver the Local Outcome Improvement Plan (LOIP) for the Highlands (aka. the Highland Outcome Improvement Plan, or HOIP).

[The HOIP is a ten year strategic plan agreed in October 2017](#), which outlines the HCPP's aspirations for Highland and the specific actions it will be implementing to deliver them. The HOIP is both informed and informs local action plans through the nine Community Partnerships. Over the course of the ensuing twelve months the HCPP will be considering evidence and further engagement with communities and other stakeholders with the development of detailed action plans which will deliver the changes and outcomes expressed in the HOIP.

The HPSPG feeds into the Chief Officers Group (COG) which brings together the senior officers from within the named statutory organisations within the Community Empowerment (Scotland) Act 2015 with Partners from other organisations and sectors. The Chief Officers Group reports into the Highland Community Planning Board (which is the governance board for the HCPP).

This constitution provides a framework for co-operation and joint working between the members of the Highland Public Sector Property Group in the management of public property assets across the HCPP territory.

2. Purpose and Aims

2.1 The purpose of the HPSPG is to establish close working relationships with all members so that the planning of property developments, disposals, excambions and leases - in effect the strategic property asset management - is considered by all members to:

- Support the delivery of service strategies.
- Support the achievement of the Highland Outcome Improvement Plan (HOIP) and the local action plans developed by the nine Community Partnerships.
- Serve as a link between local and national public sector agencies, to achieve joint working within strategic property asset management delivering a capital base that provides best value for the public purse.
- Focus on strategic/performance issues.
- Encourage innovation and better ways of working and ultimately free capital/revenue resources from property to better support the delivery of service strategy.
- Align all potential future investment in strategic property asset management ensuring all opportunities of co-location but more importantly joint working are maximised.

2.2 The purpose and aims of the HPSPG will be achieved by:

- Working openly and jointly with, and co-operating with, all members of the HPSPG and including other public sector agencies as appropriate who are not members of the HPSPG.
- Entering partnerships with and contracting with members of the HPSPG in agreeing particular property asset objectives and delivering integrated best value services.
- Initiating innovative approaches to resolving strategic property asset related matters which support flexibility and alternative work styles.
- Working with the Scottish Futures Trust (SFT) as appropriate.
- Recognise and work with hub North Scotland Limited where appropriate to develop solutions in support of our aims and objectives.
- Aligning as far as reasonably practical the agencies respective capital and revenue plans relating to strategic property asset investment.

3. Membership and Organisation of the HPSPG

3.1 The HPSPG brings together the senior officers, with responsibility for property, from the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the HCPP territory, together with (property) officers from other partner organisations and sectors across the Highlands region.

3.2 Membership of the HPSPG may not be restricted to those agencies represented within the Community Planning Partnership (CPP) Board. It is also recognised that the membership of the Group does not include all of the organisations who own and manage public sector property assets in the Highlands, nor does it include organisations who overlap or share our geographic boundaries.

3.3 The HPSPG will therefore, by agreement of a majority of the core members, have the power to invite Affiliate Members to attend meetings and be involved in the work of sub-groups.

3.4 The current HPSPG organisational membership includes:-

Core Membership

Comprised of the five named statutory organisations within the Community Empowerment (Scotland) Act 2015 that share a statutory duty to facilitate community planning in the Highland Council local authority area:-

- The Highland Council
- NHS Highland
- Highlands and Islands Enterprise
- Police Scotland
- Scottish Fire and Rescue Service

Affiliate Membership

Can be any public sector organisation with land and property, or service delivery, interests in the HCPP area. Current Affiliate Membership of the HPSPG is:-

- Cairngorm National Park Authority
- Department of Work and Pensions
- District Valuer
- Forestry Commission
- Highlands & Islands Airports Ltd
- Scottish Ambulance Service

- Scottish Government
 - Scottish Natural Heritage
 - Scottish Water
 - Scottish Environment Protection Agency
 - University of the Highlands and Islands
 - hub North Scotland Ltd
- 3.2 A detailed list of the current nominated organisational representatives shall be maintained by the Chair and shall be reviewed and distributed annually.
- 3.3 Member representatives will be provided by the organisations to participate fully in the purpose and aims and will be empowered by their organisation to commit time and resources to the achievement of the objectives of the Group.
- 3.4 The Chair of the HPSPG will be appointed/approved by the HPSPG on annual basis (in March each year). The Chair will be responsible for setting out the framework for the number of meetings, duration, frequency and reporting the Group's Annual Report to the COG for approval/comment/instruction.
- 3.5 A Vice-Chair will be appointed/approved by the HPSPG to conduct the business of the meeting in the absence of the Chair.
- 3.6 Sub-groups may be established by the HPSPG to take forward any strategic asset management projects requiring detailed work. These groups will normally report to the HPSPG in writing at each meeting.
- 3.7 A record of the HPSPG meeting decisions and actions will be drawn up and submitted to the next HPSPG meeting for approval.
- 3.8 The overarching secretariat will be provided by the Chair's Office. However, at visiting venues a minute secretary will be provided by the member hosting the meeting, or by one of the Group Members present (other than the Chair/VC, if chairing the meeting) if the host member is unable to provide a minute secretary. The first draft minute taken by the host member requires to be passed to the Chair within 5 working days. All minutes will be circulated in draft within 10 working days.
- 3.9 Meetings will generally be held in the Inverness offices of one of the Group's members. A quorum is required of three members being present that shall include at least two core group members and the Chair/Vice Chair (where the Vice-Chair is standing in for the Chair) before any decision can be taken.
- 3.10 The incumbent Chair (at the end of their annual term) will provide the COG with an annual report by 31 March each calendar year that includes:-
- A review of the HPSPG's constitution, remit and management arrangements
 - An annual progress/update report against key work tasks/priorities for the Group
4. Key Areas of Work Priorities for the Group:
1. Form and maintain a common database of owned/leased property and land that is accessible to all members
 2. Seek opportunities for sharing, collocation and integration of property/land to aid the Highland Outcome Improvement Plan (HOIP) and the local action plans of the Community Partnerships.

3. Seek opportunities for jointly considering combining property (re) development, regeneration and disposals to aid co-location and financial benefit to the public purse.
 4. Align as far as reasonably practicable the agencies' property asset management strategies and capital programmes (relating to strategic property asset investment).
 5. Share expertise/knowledge with HPSPG representatives.
 6. Identify areas of conflict between members' mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.
 7. Develop an agreed protocol for sharing property disposal information for public sector assets.
 8. Share information/data relating space standards (per workstation/person) to aid target setting, co-location and sharing of public sector buildings.
 9. Each member organisation, when planning and evaluating their property needs, will pay due regard to the property needs of other partners for a given geographical area.
 10. In principle, the property owning agency will do no more than recover the cost of occupying, owning, leasing the property from HPSPG partners.
 11. As appropriate, support and engage with Hub North Scotland Ltd and the SFT.
- 4.2 The Group's key areas of work/priorities for each forthcoming year should be reviewed and agreed by the Group at its first meeting following the appointment of the new Chair.

5. Conflict Resolution

Conflict with the HPSPG's purpose and aims with that of members own organisational policies/standing financial instructions will result in this being reported to the CPP Board in the hope of finding a resolution. Failing which, the member organisations policies/standing financial instructions will prevail.

Date: Approved by HPSPG, 20 February 2012

Revised: Agreed by HPSPG, 21 August 2018

Highland Community Planning Partnership

September 2016

Appendix A.

