

Highland Community Planning Partnership

Chief Officers' Group

Note of Meeting of the Chief Officers Group held in Room 0.01, An Lòchran, 10 Inverness Campus, Inverness on Wednesday 23 January 2019 at 2.00 pm.

Present:

Representing the Cairngorms National Park Authority (CNPA):

Mr G Moir

Representing the Highland Council (HC):

Mr S Black

Ms S Campbell

Ms A Clark

Representing Highlands and Islands Enterprise (HIE):

Mr D Oxley

Representing High Life Highland (HLH):

Mr I Murray

Representing NHS Highland (NHS):

Prof H van Woerden

Ms C Steer

Representing Police Scotland (PS):

Ch Supt G Macdonald

Representing Scottish Fire and Rescue Service (SFRS):

Mr R Middlemiss

Representing Scottish Natural Heritage (SNH):

Mr G Hogg

Representing Skills Development Scotland (SDS):

Ms S Campbell

Supporting the Chief Officers Group:

Ms E Johnston

Mr P Mascarenhas

In attendance:

Mr I Kyle, Children's Planning Manager, Highland Council

Mr B Cameron, Housing Policy and Investment Manager, Highland Council

Mr A McKay, Refugee Resettlement Officer, Highland Council

Supt P MacRae, Police Scotland

Miss M Murray, Committee Administrator, Highland Council

Also in attendance:

Ms A Carlin, Chief Executive Officer, Wasps

Mr J Mackenzie-Blackman, Chief Executive, Eden Court

Mr D Oxley in the Chair

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Ms D Manson, Mr D Yule, Mr W Gilfillan, Mr J Gibbs, Ms M Wylie, Dr D Mackinnon and Mr D MacBeath.

2. Note of previous Meeting

The Note of Meeting of the Chief Officers Group held on 9 November 2018 was **APPROVED**.

3. Matters Arising

i. Community Learning and Development (CLD) Inspection

There had been circulated Report No COG/01/19 by the Interim Director of Care and Learning, Highland Council.

In introducing the report, the Children's Planning Manager highlighted a potential issue in that there were currently five CLD lead vacancies across the nine Community Partnerships.

Following discussion, particularly on the issues surrounding the appointment of CLD leads and the most appropriate means of progressing matters, the Group:

- i. **NOTED** the improvement priorities identified by Education Scotland, as set out in Appendix 1 of the report;
- ii. **AGREED** the next steps, namely, to develop an action plan with Community Partnerships, in a process led by the Community Learning, Development and Engagement Group, which would be reported to the Council's Care, Learning and Housing Committee at its meeting scheduled for 14 March and the CPP Board at its meeting scheduled for 21 March 2019; and
- iii. **AGREED** that the Community Learning, Development and Engagement Delivery Group work with Community Partnership Chairs to identify CLD leads where vacancies had arisen, and that an update be provided to the next meeting of the COG.

SC/IK

IK

ii. Community Asset Reviews

The Community and Democratic Engagement Manager, Highland Council, provided a verbal update during which he summarised the Community Asset Review approach and the decisions that had been made at the previous COG and Board. In particular, he highlighted that he and the Council's

Director of Development and Infrastructure had been tasked with attending the next meeting of the Highland Public Sector Property Group, one of the key groups that would help deliver on the Community Asset Review agenda, and it was hoped that would take place in early March. The Board had also asked that he look at what support was available in communities and, as part of that, he had arranged to meet HIE's Community Assets Team. He reminded partners that they had been asked to identify where they might want to look at rationalisation of assets, and he undertook to circulate a pro forma in that regard. To date, Portree, Alness and Caithness had been identified as potential areas to initiate some work.

The Group **NOTED** the update.

The Group **AGREED** to consider item 5 at this stage.

5. Talent Attraction and Retention: i) Update on the work being led by HIE; and ii) Presentation on the role of creativity and culture in regeneration and talent attraction/retention in Highland

The Director of Business and Sector Development, HIE, provided a verbal update on the CoHI talent attraction workstream being led by David Reid, Regional Skills Manager, HIE. It was explained that there was no desire to create a regional action plan for the Highlands and Islands as, whilst the challenges were similar in some respects, there were specific differences between Shetland, Argyll and Highland, for example. The action plan would therefore sit at a Highland level. However, there were potential opportunities/benefits in terms of marketing the region as a whole as a place to live, work, study, invest etc.

The Regional Skills Planning Lead, SDS, added that work would take place to ensure that the actions around talent attraction took cognisance of growth deals and were as aligned as possible with where the inward investment opportunities were. There was an overarching CoHI Senior Officers Group and they would continue to endeavour to influence policy and policy makers. As touched upon by the Director of Business and Sector Development, a proposal for a regional marketing campaign was being taken forward but that did not prevent initiatives at a local level.

On the point being raised, it was confirmed that the Regional Skills Manager, HIE, would be best placed to report to the March Board on the work being led by HIE. It was added that this would be timely as the regional talent attraction group was scheduled to meet again on 6 March 2019.

The Chief Executive, High Life Highland, then introduced a presentation by the Chief Executive Officer, Wasps, the Director of

Development and Infrastructure, Highland Council, and the Chief Executive, Eden Court Theatre, lead officers for the Creative Academy, Inverness Castle and Eden Court Theatre respectively. Detailed information was provided on each of the projects, which were at different stages of development and involved different partners. Partners were asked to consider whether there were any other partnerships that should be considered whilst these projects were underway and whether the presentation should go forward to the Board.

Following discussion on the approach to retail within the Creative Academy; the importance of the creative sector in terms of talent attraction and retention; the social and economic benefits of the projects; the potential links with Community Asset Reviews; and the benefits of the creative arts in terms of mental health and wellbeing, the Group:

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| i. | NOTED the update and presentation; | |
| ii. | NOTED that the Regional Skills Manager, HIE, would be best placed to report to the March Board on the work being led by HIE in relation to talent attraction/retention; | DO/DR |
| iii. | NOTED that the Regional Skills Planning Lead, Skills Development Scotland, would liaise with the Chief Executive Officer, Wasps, regarding creative foundation apprenticeships and the potential for a project linking the Creative Academy back to schools; and | SeonagC |
| iv. | AGREED that the presentation should go forward to the March Board, subject to greater emphasis being placed on the reach of the projects outwith Inverness, and to the potential inclusion of cultural projects elsewhere in Highland. | IM |

4. Draft Highland Dementia Strategy 2018-2022

There had been circulated Report No COG/02/19 on behalf of the Dementia Strategy Multi-Agency Working Group.

Detailed discussion took place during which partners emphasised the need to support individuals with dementia, and their carers, to remain in work as long as possible; the challenges associated with caring for an aging population, particularly in remote and rural areas; the need to support and develop the care industry; and the links with the discussions on skills development, talent attraction/retention and the impacts of the vote to leave the European Union.

The Group:

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| i. | AGREED that the proposed outcomes were a relevant translation of the National Dementia Strategy; | Dementia
Strategy
Multi-
Agency
Working |
| ii. | AGREED to support the general direction of travel with the Highland Dementia Strategy; | |
| iii. | NOTED the work being undertaken by the Council in terms of | |

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| <ul style="list-style-type: none"> designing dementia-friendly communities and housing, which it was suggested could be highlighted in the Strategy; iv. NOTED the work being undertaken by Skills Development Scotland to refresh the Highlands and Islands Skills Investment Plan, and that there would be a workshop specifically on health and social care, early years and childcare; v. further to iv above, NOTED the need for live skills issues to inform the Skills Investment Plan, and that the Interim Director of Care and Learning and the Head of Health Improvement would provide the Regional Skills Planning Lead with relevant contacts within the Council and NHS Highland respectively; and vi. NOTED the potential for the Scottish Fire and Rescue Service, on receipt of relevant data, to target home fire safety visits to high risk groups and provide additional support that might help people live safely at home. | <p>Group</p>
<p>SandraC/CS</p> |
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6. Impacts on Highland of the vote to leave the European Union

There had been circulated Report No COG/03/19 by the Director of Development and Infrastructure, Highland Council.

Detailed discussion took place on the impacts on Highland of the vote to leave the European Union. In particular, concern was expressed regarding the impact on the agriculture, crofting and land management sector, which many remote, fragile communities were more dependent on, and discussion took place on the need to support rural businesses in terms of skills development and training, and to reach a Highland position on what the future of land subsidies should look like. In addition, the sense of urgency in relation to talent attraction/retention and skills development was emphasised.

The Group:

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| <ul style="list-style-type: none"> i. NOTED the work currently underway in Highland in relation to the UK's exit from the European Union; ii. NOTED that the Director of Business and Sector Development would circulate an infographic on the findings of the HIE Business Panel Survey; iii. NOTED that partners would be invited to participate in workshops to inform the refresh of the Highlands and Islands Skills Investment Plan; iv. AGREED that a presentation/update on the refresh of the Highlands and Islands Skills Investment Plan and the Rural Skills Action Plan be provided to the next COG and Board; v. AGREED that it would be helpful to reach a Highland position on what the future of land subsidies should look like, and that a piece of work be initiated in that regard, led by the Council's Environment Manager in conjunction with relevant partners; and | <p>DO</p>
<p>SeonagC</p>
<p>SeonagC</p>
<p>SB</p> |
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- vi. **AGREED** to convene an additional meeting of the COG in early March, specifically to discuss the impacts on Highland of the vote to leave the European Union, and that further discussions take place at the COG on 15 May 2019.

7. **Highland Outcome Improvement Plan (HOIP) Delivery Group Updates**

Verbal updates were provided by the HOIP Delivery Group leads, as follows:

Poverty Reduction

The Acting Head of Policy, Highland Council, explained that the Poverty Reduction Delivery Group had met and work was progressing in terms of working through the relevant HOIP priorities. A further meeting would be scheduled in early course with a view to ensuring that a draft Delivery Plan was in place for the Board on 21 March 2019. It was added that the Delivery Group had a full complement of representatives.

Community Safety and Resilience

Supt MacRae, Police Scotland, explained that a workshop had taken place at which actions had been identified in respect of two of the four Community Safety and Resilience priorities. Further workshops were planned in the next few weeks to identify actions for the remaining priorities and to flesh out the actions previously discussed.

Infrastructure

The Director of Business and Sector Development, HIE explained that the Infrastructure Delivery Group had not yet met, and he undertook to follow it up with the Area Manager – Inner Moray Firth, HIE.

Mental Health and Wellbeing

The Head of Health Improvement, NHS Highland, explained that the Mental Health and Wellbeing Delivery Group had met twice and had done some work in terms of agreeing its role, remit and membership, including additional members that had been identified as key stakeholders. A workshop had taken place, facilitated by the Council's Children's Planning Manager, at which a mission statement had been developed and work had taken place in terms of identifying what was working well and what could be improved upon. A second workshop was planned in early March to tease out actions to be included in the Delivery Plan.

Issues arising from the workshop included the use of language around mental health and whether more could be done on that

across the Partnership; a desire to focus on the workplace, not only for partner organisations but for other employers; how information, good practice and policy in relation to mental health and wellbeing was shared; and a desire to look at how partners could work together to promote mentally healthy communities.

Community Learning, Development and Engagement (CLDE)

The Children's Planning Manager, Highland Council, explained that the CLDE Delivery Group had met four times and had determined its membership, remit and terms of reference. The self-evaluation work that had taken place had been used to identify a number of improvement priorities, although further work was required on the detail. There were two main overarching themes, namely, to support Community Partnerships to establish CLD networks to ensure that the CLD agenda was better promoted in communities, and to continue to think through the support offered to Community Partnerships through the group to continue to develop locality plans with CLD at the centre.

The Council's Corporate Audit and Performance Manager reminded partners of the agreed timeline for reporting to the Board on the delivery of the HOIP and explained that, due to the considerable amount of work that had taken place to put the necessary supporting structures in place, there had been some slippage. As an interim solution, it was suggested that a report be presented to the Board on how Highland was performing against a cross-section of National Performance Indicators relating to the five HOIP outcomes. She had carried out an analysis in that regard, the results of which were positive and which she undertook to share with partners.

The Group:

- i. **NOTED** the Delivery Group updates; and
- ii. **AGREED** that the analysis of how Highland was performing against a cross-section of National Performance Indicators be shared with partners, and that a report in that regard be presented to the Board on 21 March 2019.

EJ

8. Local Governance Review

There had been circulated Report No COG/04/19 by the Acting Head of Policy, Highland Council, on behalf of the Local Governance Review Working Group.

Detailed discussion took place on the tension between empowering communities and the inability of the CPP, and communities themselves, to raise money; the scope to include the proposed visitor levy; the imbalance that existed in communities in terms of resources, whether intellectual, social cohesion or financial – eg windfarm monies; local versus regional and national demands in

AC

terms of governance and accountability; the need for flexibility to explore different options in different areas in recognition that one size did not fit all in an area as large and diverse as Highland; the limitations in terms of getting broad representation; and the desire, on the part of those in national organisations, for any savings achieved through the rationalisation of local assets to be reinvested in Highland.

The Group:

- i. **AGREED** the draft response to the Local Governance Review as set out in Appendix 1 of the report, subject to the sections on Capacity Building, Fiscal Flexibility, Functional Accountability and Future Proofing being strengthened to reflect the points raised during discussion; and
- ii. **NOTED** the response would be circulated to Board Members for final comments, with the final response being agreed in conjunction with the CPP Board Chair.

9. Supporting Syrian Refugees into Employment

There had been circulated Report No COG/04/19 on behalf of the Syrian Refugee Resettlement Strategic Partnership.

Following discussion on the barriers, challenges and opportunities associated with supporting Syrian refugees into employment, the Group:

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| i. | AGREED that partners would do their best to support the aspiration that all Syrian adults currently actively seeking employment in Highland be provided with an employment opportunity or appropriate work-related activity during 2019; | All |
| ii. | AGREED that anonymised details of Syrian jobseekers' skills and aspirations, and what stage they were at on their employability journey, be circulated to partners in order that they could be signposted to suitable opportunities; | WG/AM |
| iii. | NOTED that the Director of Development and Infrastructure would look into how the Council's Employability Team might be able to assist, and would endeavour to ensure that a representative attended the Employability Working Group; | SB |
| iv. | NOTED that the Chief Executive, Cairngorms National Park Authority, would provide the Refugee Resettlement Officer with a contact for Project Scotland, who provided three-month work placements for 16-30 year olds; | GM |
| v. | NOTED that the Head of Health Improvement would provide the Refugee Resettlement Officer with a contact within NHS Highland's HR Team; | CS |
| vi. | NOTED that there were potential opportunities within the Scottish Fire and Rescue Service and, on a volunteering basis, Scottish Natural Heritage. | |

10. CPP Best Value Self-Assessment

The Corporate Audit and Performance Manager, Highland Council, explained that the Council would shortly be undergoing a Best Value Assurance Report. It was anticipated that some partners would be engaged in interviews in relation to the partnership theme of the assessment and it was therefore considered timely to carry out another self-assessment on the CPP. It was also anticipated that the external auditors would request to observe a Community Planning Board meeting.

The survey that had been circulated to Chief Officers had been prepared by The Improvement Service and had been used by a number of local authorities in preparation for Best Value assessment on partnership working. Seven responses had been received to date, detailed feedback on which was provided. It was suggested that consideration be given to extending the survey, and reporting the findings, to the Board, and whether there were any improvement actions required beyond what had already agreed in terms of ongoing work.

Following discussion, during which it was suggested that it would be helpful to extend the survey to Community Partnership Chairs, Subgroup Chairs and anyone else in partner organisations that had been involved in Community Planning, the Group:

- i. **NOTED** the feedback;
- ii. **AGREED** that the survey be modified to allow people to indicate in what capacity they were responding, and that it be circulated to the CPP as a whole; and **EJ**
- iii. **AGREED** that a report on the findings be presented to the March Board. **EJ**

11. Minutes of Community Planning Board

The draft Minutes of the Community Planning Board held on 19 December 2018 were **NOTED**.

12. Future Agenda Items

Community Planning Board – items proposed for 21 March 2018

- Developing Community Partnerships – i) Updates from Chairs; and ii) Update from Chief Officers' Group **CP
Chairs/CP
Subgroup
DO/DR**
- Update on the work being led by HIE in relation to talent attraction/retention
- Presentation on the role of creativity and culture in regeneration and talent attraction/retention **IM**
- Impacts on Highland of the vote to leave the European Union **SB**
- Community Asset Reviews **PM**
- National Performance Framework **EJ**

- CPP Best Value Self-Assessment **EJ**

Chief Officers Group – items proposed for 15 May 2019

- Update re CLD lead vacancies **IK**
- CivTech: harnessing new technologies to improve public sector services **GH**
- Impacts on Highland of the vote to leave the European Union **SB**
- Presentation/update on the refresh of the Highlands and Islands Skills Investment Plan and the Rural Skills Action Plan **SC**
- Property and Assets:
 - i) Community Asset Reviews Update **PM**
 - ii) Highland Public Sector Property Group Update **GB**
- Update on breakthrough achievement on suicide prevention **GMac/CS**

The Acting Head of Policy, Highland Council, reminded statutory partners of the need to discuss Community Partnership resourcing in advance of the Board, and it was **AGREED** that this take place immediately prior to or following the additional Chief Officers Group meeting agreed under item 6.

**Statutory
Partners**

13. Any Other Business

The Head of Health Improvement, NHS Highland, highlighted that a showcase event in respect of the Active Highland Strategy had been scheduled to take place from 11.30 am - 2.00 pm on 19 March 2019 at the Highland Rugby Club. Further details would be circulated to the COG and Board in due course.

The Group **NOTED** the position.

The meeting ended at 4.20 pm.