

Highland Community Planning Partnership

Community Planning Board

Minutes of Meeting of the Community Planning Board held in the Culduthel Christian Centre, 5 Culduthel Avenue, Inverness on Wednesday 18 December 2019 at 10.00 am.

Present:

Representing the Highland Council (HC):

Mr A Christie
Mr B Boyd (Substitute)
Mr S Black
Ms A Clark

Representing Highlands and Islands

Enterprise (HIE):

Mr D Oxley
Mr J Gibbs

Representing High Life Highland (HLH):

Mr S Walsh

Representing NHS Highland (NHSH):

Prof B Robertson
Mr I Stewart
Ms C Steer

Representing Police Scotland (PS):

Ch Supt G Macdonald

Representing the Scottish Fire and Rescue Service (SFRS):

Mr R Middlemiss

Representing Scottish Natural Heritage (SNH):

Mr G Hogg

Community Partnership Chairs:

Mr E Sinclair, Caithness
Ch Insp J Wilson, Sutherland
Ms A Clark, Mid Ross
Mr R Muir, Skye, Lochalsh and West Ross
Mr D Wilson, Badenoch and Strathspey
Mr G Ross, Inverness

In attendance:

Ms A Bell, Marketing Officer, High Life Highland
Mr I Kyle, Chair, Community Learning, Development and Engagement Delivery Group
Inspector K Macleod, Police Scotland
Mr J Maybee, Principal Officer (Criminal Justice), Highland Council
Miss M Murray, Committee Administrator, Highland Council

Also in attendance:

Mr B Beattie, Creative Services
Mr S MacKellar, LDN Architects

Mr R Middlemiss in the Chair

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr G Moir, Mrs M Davidson, Mr B Lobban, Ms M Smith, Ms D Manson, Ms L Weber, Mr P Mascarenhas, Ms E Johnston, Ms I Grigor, Mr I Donald, Mr I Ross, Dr D Mackinnon, Mr D MacBeath and Ch Insp B Mackay.

2. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Board – 3 October 2019; and
- ii. **NOTED** the draft Note of the Chief Officers Group – 14 November 2019.

In relation to item 9 of the Community Planning Board Minutes – Update on employment opportunities for people with previous convictions – the Chair confirmed that the Scottish Fire and Rescue Service’s recruitment policy in respect of people with an offending history would be shared as soon as it became available.

3. Inverness Castle Project Update

Stuart Black, Executive Chief Officer Transformation and Economy, Highland Council, Stuart MacKellar, LDN Architects, and Bryan Beattie, Creative Services, gave a presentation on the Inverness Castle Project during which detailed information was provided on the governance, partners, vision, ambition and current position, as well as the various phases of the project, the challenges, the key project elements and the next steps.

During discussion, the following issues were raised:

- the project was a fantastic opportunity for the whole of Highland;
- reference was made to complaints that some families could not afford the Inverness Castle viewing platform, and the need to be as inclusive as possible was emphasised. In that regard, information was sought, and provided, on what plans were in place to ensure that there would be engagement with the more deprived areas of Highland;
- the cultural exhibition and interpretation element of the project presented an opportunity to focus on the Highland Clearances, and the involvement of UHI was welcomed;
- a similar arrangement to the V&A Dundee, which had free exhibitions as well as others that were paid for, was envisioned;
- themed exhibitions, on topics such as geology and crofting history and culture, could be cycled over a period of time; and
- the exhibition element was partly historical but it was also about looking forward.

The Board otherwise **NOTED** the presentation.

4. Developing Community Partnerships – Updates from Chairs

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

- a. Caithness (Eann Sinclair, HIE)
- b. Sutherland (Jamie Wilson, Police Scotland)
- c. East Ross (vacant – no update available)
- d. Mid Ross (Ann Clark, NHS Highland)
- e. Skye, Lochalsh and West Ross (Robert Muir, HIE - no written update available)
- f. Lochaber (vacant – no update available)
- g. Nairn (Brian Mackay, Police Scotland)
- h. Badenoch and Strathspey (Derek Wilson, SFRS)
- i. Inverness (Graham Ross, Highland Council)

The Chair of Skye, Lochalsh and West Ross Community Partnership gave a verbal update during which he commended the significant amount of work undertaken by the local Community Engagement Officer, Lucy Cooke, adding that Lucy had gone on to find employment with Kinlochleven Community Trust. He emphasised the need to maintain

momentum and convert the engagement work into implementation, and that there was a risk of disengaging with communities if the Aspiring Communities work did not continue.

In terms of activity, he highlighted the following:

- the Community Partnership had supported Kyle and Lochalsh Community Trust in an application to the Investing in Communities Fund, and three years funding had been awarded to continue with an engagement process. It was important not to duplicate the work that had already taken place, and there would be a meeting in early January to discuss how to maximise the funding;
- Kyle was a pilot area for the Green Health initiative. A lot of activity had already been identified, particularly for young people, and it was hoped this could be built upon going forward;
- as previously discussed, Portree was a pilot area for the Community Asset Reviews process, and a successful meeting had taken place with Portree and Braes Community Trust to discuss how to take that forward in terms of colocation of public services and improved service delivery; and
- there was good news for north-east Skye in that partners had supported a successful bid to a range of funders to provide a funding package for new housing and business units in Staffin. The units would be owned by the Community Trust, and would be the first affordable housing built in the area for approximately 30 years.

During discussion, the following issues were raised:

- the Sutherland Community Partnership update referred to the climate emergency, and it was suggested that the Community Planning Partnership (CPP) needed to revisit the issue of climate change in 2020 as the Highland Outcome Improvement Plan (HOIP) outcomes did not currently include it directly. From an SNH perspective, Graham Neville, Area Manager (Northern Isles and North Highland) was working with the Highland Council on an adaptation plan for Highland. In terms of the impact of climate change, it was highlighted that the Scottish Fire and Rescue Service had received data on the wildfires earlier in the year and the satellite images showed that the wildfire near Melvich in Sutherland was the largest recorded in UK history. It was added that the Highland Environment Forum, in conjunction with Wester Ross Biosphere Reserve, was running a wildfire awareness day early in 2020, and it suggested that more such cooperative action was needed;
- the anecdote regarding Reese MacLeod, who had completed the Employability Award led by Sutherland Community Partnership, was welcomed and it was suggested that more such anecdotes be provided as it personalised and brought to life what Community Partnerships were doing;
- in relation to East Ross Community Partnership which was chaired by the Scottish Fire and Rescue Service, it was explained that, due to staffing changes, there was no Chair in post at present but it was anticipated that someone would be appointed by early to mid January;
- a number of Partnerships having highlighted the challenges associated with the conclusion of the Aspiring Communities project, the Chair referred to a report by the Project Coordinator and suggested that it be presented to a future meeting of the Board, and that consideration be given to what actions could be implemented to mitigate the loss of the Community Engagement Officers;
- in relation to Mid Ross Community Partnership, attention was drawn to the network that had been established as a result of being the focus of the Community Learning and Development (CLD) inspection by Education Scotland. In the long term, this was seen as a key way to reach a much wider audience and engage more effectively with communities;

- Ross-shire Voluntary Action, a key partner in terms of connection to the community, had been experiencing funding difficulties as a result of changes to some of their funding routes, particularly HTSI. It having been queried whether this was an issue for other Partnerships, it was confirmed that it was a common theme, and that funding of HTSIs had been the subject of a national review, the outcome of which, it was understood, had not been helpful for Highland; and
- it was important that the good work taking place by Community Partnerships was visible to communities.

The Board:

- NOTED** the updates; and
- AGREED** that the report on the outcomes of the Aspiring Communities project be presented to a future meeting of the Board, and consideration be given to what actions could be implemented to mitigate the loss of the Community Engagement Officers.

5. Presentation on the recent anti-social behaviour initiative in Mid Ross, including lessons learned

Inspector Kevin Macleod, Police Scotland, provided a verbal presentation on the initiative that had been implemented following an increase in anti-social behaviour in communities in the Mid Ross Community Partnership area. Detailed information was provided on the issues that had led to the initiative, the impact on communities, the partnership approach that had been taken, the actions that had been implemented, and the positive feedback that had been received. The Community Partnership had been fundamental in terms of driving the work forward and, with a view to maintaining the momentum and focus, discussions had taken place regarding establishing a youth subgroup that would link in with the various Community Partnership plans. It was added that the model used was simple and flexible, and could be used to address other issues as and when they arose.

In addition, Ch Insp J Wilson, Police Scotland, spoke to anti-social behaviour in the Tain area in particular, and the actions that had been implemented which, in addition to traditional measures, had had a strong emphasis on education and prevention. It was highlighted that, within a three-month concentrated period, crime reduced by 40%. The learning from the Tain operation had been applied to the Mid Ross initiative, and the model could be replicated elsewhere, Caithness being another area that could benefit from such an approach. It was added that there was a “Concern Hub” whereby vulnerabilities were discussed on a daily basis, and it was envisioned that a similar arrangement could be implemented from an anti-social behaviour/substance misuse perspective.

During discussion, the Chair of Mid Ross Community Partnership expressed thanks to Inspector Macleod and his colleagues who had drawn on the resources within the Community Partnership to develop a much more effective response to the issues being faced. As indicated by Inspector Macleod, stemming from the initiative, it was proposed to establish a longer term subgroup of the Community Partnership to look at youth issues and link to the work taking place in relation to drugs and alcohol and employability, which was a good outcome from what was initially a single focus issue.

It having been queried whether links had been made with the Highland Alcohol and Drugs Partnership (HADP), it was explained that, although not specifically used in relation to this initiative, it had become evident through the engagement work in respect of the children’s plan that HADP resources were being used locally, particularly by schools. It was added that there was not a Drug and Alcohol Forum in Ross-shire at present and efforts to

rekindle it had so far been unsuccessful, largely due to capacity issues. Whilst there were connections between the Community Partnership and the HADP, it was acknowledged that they could be improved, and steps were being taken to try to access some of their funding resources to develop local initiatives.

The Board **NOTED** the presentation.

The Board **AGREED** to consider item 9 at this stage.

9. Community Payback Orders

James Maybee, Principal Officer (Criminal Justice), Highland Council, gave a presentation on Community Payback Orders (CPOs) during which detailed information was provided on the legislative background; key features of a CPO; how someone got a CPO; the number of CPOs issued in Highland and nationally; the views of offenders who had served CPOs; Highland performance; recorded crime figures; and the Presumption Against Short-term Sentences.

During discussion, the following issues were raised:

- shock was expressed regarding the unit cost of a CPO;
- some offenders wanted to be in prison rather than on a CPO as they felt they did not have sufficient support to keep them away from those that took advantage of them and put them in the position of re-offending. To make the seismic changes needed it was necessary to provide the right interventions and support to stop the cycle of offending, and views were sought on how the Community Planning Board could contribute. The Principal Officer (Criminal Justice) provided a detailed response, during which it was explained that it would be helpful to have better mentoring services for people who were subject to statutory supervision. The withdrawal of Throughcare Support Officers by the Scottish Prison Service had been a big loss, albeit the reasons were understood, and whilst there had been some additionality via Shine and New Routes, who provided mentoring services for women and male offenders respectively, it had not replaced the service provided by Throughcare Support Officers. There were a lot of resources in communities and it was suggested that, through the Community Justice Partnership, it was necessary to consider how existing resources could be better coordinated. In addition, it was necessary to work with government with a view to being smarter and more flexible in terms of how resources were apportioned so that services were based on need and intensive orders could be put in place for those who required them. Anything the Community Planning Board could do to promote these messages would be welcomed;
- criminal justice agencies needed to get better at evidencing outcomes on a national basis;
- support was needed for offenders dealing with mental health issues or addiction to alcohol and/or drugs;
- intensive support services were expensive but highly effective and a good investment;
- the unit cost of a CPO did not take into account the cost to society in terms of dealing with some of the consequences – eg children being taken into care and themselves getting into negative patterns of behaviour;
- it would be helpful to look more closely at CPOs to ensure that they were used as productively as possible within communities, and it was suggested that there was an opportunity for Community Partnerships to consider whether there were any projects within their communities that would be a positive experience for those serving CPOs;
- information was sought, and provided, on the approach taken to individuals serving CPOs who had no regular employment. In addition to unpaid work, this included the

provision of employability services through Apex Scotland and Fair Start Scotland, training/employment being key in terms of helping people stop the cycle of offending. It was explained that there was generally no shortage of unpaid work projects but expressions of interest were always welcome. There were six Unpaid Work Units in Highland – Fort William, Portree, Inverness, Alness, Golspie and Wick – contact details for which could be circulated; and

- there were connections between this item and previous reports regarding the employment of people with an offending history within partner organisations, and it was suggested that consideration be given to a future breakthrough achievement in that area. The Principal Officer (Criminal Justice) highlighted that the Community Justice Partnership had recently held an employment event on this issue, and the Council's HR Manager was looking at what the Council could do in terms of its recruitment policy. In terms of the Management of Offenders Act, disclosure periods had been reduced which was a positive step in terms of getting people back into the workforce. The Chair confirmed that, as previously advised, the Scottish Fire and Rescue Service was in the process of finalising its policy in respect of the recruitment of people with an offending history, and this would be shared with partners as soon as it was available. The Head of Health Improvement, NHS Highland, added that this issue had been fed back to NHS Highland's HR team and was being progressed by the HR Subgroup.

The Board:

- i. **NOTED** the presentation;
- ii. **AGREED** that contact details in respect of the six Unpaid Work Units in Highland be circulated to partners; and
- iii. **AGREED** that consideration be given to a potential Breakthrough Achievement in relation to the employment of people with an offending history.

6. Community Planning Partnership Development – Proposed Changes

There had been circulated Report No CPB/13/19 on behalf of the COG Subgroup.

The Acting Head of Policy, Highland Council, gave a short presentation during which she summarised the key actions arising from the CPP Development Day in August 2019 and the work undertaken to progress them. She spoke in amplification of the proposals set out in the report, focussing particularly on the following sections: Independent Chair; Reviewing the Structures; Membership of the Partnership; Terms of Reference; Identification of Key Partnership Priorities; Support for Community Partnerships; and Resourcing. In relation to the proposed membership of the Board, it was highlighted that, since the matter had been discussed by the Chief Officers Group, it had been suggested that one Community Partnership Chair should sit on the Board. If the Board agreed the proposals, the focus for the next few months would be on developing the new reporting framework as well as communicating the Board's priorities and its commitment to the new way of working to the wider partnership and communities.

During discussion, the following issues were raised:

- support was expressed for the proposals, which were progressive and a good starting point in terms of ensuring that the Board was more relevant and fit for purpose;
- it was highlighted that the Council and NHS Highland would require to seek endorsement of the proposals via their respective governance processes. Discussion took place in that regard, during which it was confirmed that representatives of Highlands and Islands Enterprise, Police Scotland and the Scottish Fire and Rescue Service had authority to approve the proposals on behalf of their organisations. It was

suggested that, going forward, it needed to be clear that members of the CPP had the authority to make decisions on behalf of their organisations. However, it was added that it was necessary to distinguish between the decisions made in the course of an ordinary Board meeting and structural changes to the CPP. From an NHS perspective, a piece of work had been initiated on community planning and the proposals set out in the report formed part of those discussions, a report on which would be presented to the NHS Highland Board in January 2020. From a Council perspective, the proposals would be considered at the next available Council meeting. It was added that there was a commitment to have a seminar for Elected Members on community planning in the new year which would provide an opportunity to set out the proposed new direction and get buy-in and engagement, which was important for Community Partnerships as well as at Board level;

- discussion took place on the merits or otherwise of an independent Board Chair, which some Members considered to be key. The concerns regarding the monetary aspect having been recognised, it was suggested that the tenure of the current Chair be extended to 18 months as recommended, that work be undertaken to identify an independent Chair on an unremunerated basis, and that an update, including the proposed selection process, dependent on the level of interest, be presented to the next meeting of the Board;
- communities did not understand the CPP, and this was not helped by the fact that the Board was not currently a public meeting;
- identifying key performance indicators and carrying out a gap analysis were critical;
- there had been criticism of the CPP in the CLD inspection report and an internal audit report commissioned by NHS Highland, and it was necessary to move forward in a way that inspired community confidence and interest in attending CPP meetings at Board level;
- the inclusion of the thematic groups such as the Environment Forum, Economic Forum etc in the CPP structure diagram was welcomed;
- increasingly, there were good examples of things that had happened as a result of CPP processes, and it was necessary to get better at communicating and engaging externally. In that regard, it was suggested that partners' media/communications teams could be used to promote the work of the CPP and increase communities' understanding;
- it was proposed that the Scottish Government should continue to be represented on the Community Planning Board;
- it did not appear to be in the spirit of the partnership structures for there not to be Community Partnership representation on the Board. Whilst it was recognised that it presented some practical difficulties, it was an important issue of principle, and the value of having a Community Partnership perspective available to the Board was emphasised. It was suggested that the Community Partnership representative be agreed by the Partnership Coordinating Group;
- the need to resolve the issue of resourcing, which was a recurring theme throughout the report, was emphasised. It was clear that some partners had made more of a commitment than others in terms of devoting operational resources to community planning, and it was necessary to agree more specifically what was expected from partners in terms of commitment or look at other ways of addressing the issue. The CLD inspection follow-up report had raised a number of issues in terms of how CLD was organised in Highland, and it was potentially one of the ways in which support for community capacity building and engagement could be addressed. However, it would require a different view of CLD at strategic level, with it being seen as being as much about community development capacity building as it was about community learning. In responding to the points raised, officers explained that no conclusion had been reached in terms of being more specific about what partners' commitment would be. However, the proposed changes were driven by the recognition that the current

structure did not properly address such issues and, going forward, the Board would be much more focussed on scrutiny and challenge;

- if the Board was to be the decision-making body, it was incumbent on the Partnership Coordinating Group to make its case and provide supporting evidence;
- the pump prime funding the proposed Small Grants Budget would provide for local initiatives was welcomed, as was the establishment of the Partnership Coordinating Group to ensure better alignment of local and strategic priorities;
- there was currently no formal means of tracking and monitoring Community Planning Board decisions, and it was suggested that it be included in the Terms of Reference that an Action Log be produced;
- the Vice Chair of NHS Highland Board and the Head of Health Improvement would be meeting with operational senior managers that afternoon to discuss some of the issues raised in relation to commitment and resourcing, including the long-standing need to identify a Chair of Lochaber Community Partnership. The Chair emphasised the need to resolve the issue, the commitment to fill outstanding CLD vacancies being predicated on NHS Highland Chairing certain Community Partnerships. However, there was some flexibility in that regard – for example, NHS Highland taking on East Ross or Badenoch and Strathspey Community Partnership would free up the Scottish Fire and Rescue Service to initiate work to build a Community Partnership in Lochaber;
- the articulation of roles and responsibilities in the Terms of Reference was welcomed, and thanks were expressed to officers in that regard;
- it having been suggested that consideration be given to a “governance pack” to ensure consistency of reporting throughout the CPP structure, it was confirmed that that formed part of the next steps;
- on the point being raised, it was confirmed that the development of a strategic risk register was included in the Terms of Reference. It was added that this was key in terms of holding partner agencies to account on the issue of resourcing;
- some HOIP Delivery Groups were more relevant to some partners than others and, to make effective use of resources, it was suggested that involvement in some groups might be commenting on papers rather than attending in person;
- the need for partners to respond to the request for information to populate the Asset Register as soon as possible was emphasised; and
- discussion took place on the proposed Small Grants Budget, during which it was explained that HTSI had confirmed, in principle, that they were happy to administer it on behalf of the CPP for a small fee. However, they would require an indication of the anticipated number of financial transactions per year. The difference the funding would make to communities was emphasised, and whilst some of the fine detail in terms of accountability and governance remained to be agreed, it was proposed that the recommendation be approved and that partners contribute with effect from the current financial year. In addition, the need for the application process to be as straightforward and user-friendly as possible was emphasised.

The Board:

Governance

- AGREED** to extend the tenure of the current Board Chair to 18 months and that, in the intervening period, work be undertaken to identify an Independent Chair, on an unremunerated basis, with an update, including the proposed selection process, dependent on the level of interest, to be presented to the Board on 28 February 2019;
- AGREED** to formalise the role of the Chairs Development Group to the Partnership Co-ordinating Group to improve reporting and accountability of priorities;

- iii. **AGREED** to disband the Chief Officers Group from June 2020, or earlier if the transition was complete;
- iv. **AGREED** the principles to guide Board membership in the future;
- v. **AGREED** the reviewed membership of the Board as outlined at section 3.2 of the Terms of Reference, subject to the addition of a Scottish Government representative and a Community Partnership representative, the latter to be agreed by the Partnership Coordinating Group;
- vi. **AGREED** the draft Terms of Reference at Appendix 1 of the report, subject to v. above and, in relation to the Community Planning Board, the additional requirement that an Action Log be produced;

Support to Community Partnerships

- vii. **AGREED** to design and introduce a programme of community engagement training, building on existing work in place. Additional resource was likely and the scope of this would be presented to a future meeting;
- viii. **AGREED** to commit to developing an Asset Register to which all organisations would contribute as a mechanism for supporting Community Partnerships through existing staff resource, and that partners respond to the request for information to populate the Register as soon as possible;

Resourcing

- ix. **AGREED** to the introduction of a small grants budget, with effect from the current financial year, for Community Partnerships and HOIP Delivery Groups to support project activity;
- x. **AGREED** to re-affirm support to resource Community Partnership areas of responsibility and Delivery Group participation; and
- xi. **NOTED** the commitment from the Council, Police Scotland and the Scottish Fire and Rescue Service to fill the outstanding Community Learning and Development lead vacancies within the partnership.

It was further **NOTED** that both the Council and NHS Highland would be seeking endorsement of the above decisions via their respective governance processes.

7. Update on preparations for/impact of leaving the European Union

The Board **NOTED** that there was nothing new to report at the present time, and that updates would continue to be provided as the timescale for exiting the European Union became clearer.

8. CashBack for Communities - Use of Proceeds of Crime funding to support community projects in Highland

There had been circulated Report No CPB14/19 by the Chair of the Community Justice Partnership.

During discussion, the following issues were raised:

- the report was welcomed;
- it would be helpful to try to secure CashBack for Communities funding to support CPP priorities and mitigate the loss of Aspiring Communities funding, and it was suggested that the possibility of a holistic bid that took on board some of the points raised under item 9 be explored;

- reference was made to the decision under item 6 to introduce a Small Grants Budget, and it was suggested that there might be an opportunity to utilise the 2019/20 budget for match funding;
- as agreed under item 6, the Chair of the Community Justice Partnership would sit on the Partnership Coordinating Group, and there would be an opportunity, when considering CPP priorities both at a local and strategic level, to think about how to maximise funding; and
- it was confirmed that the Partnership Coordinating Group would be the appropriate forum to take forward the points raised.

The Board:

- NOTED** the report; and
- AGREED** that opportunities to access CashBack for Communities funding to support CPP priorities be explored, including the potential to utilise the Small Grants Budget for 2019/20 for match funding, and that an update be presented to the next meeting of the Board.

10. Suicide Intervention Prevention Programme (SIPP) and Prevent Suicide – Highland App: Breakthrough Achievement

There had been circulated Report No CPB/15/19 by the Head of Health Improvement and the Health Improvement Specialist, Public Health, NHS Highland.

In introducing the report, the Head of Health Improvement, NHS Highland, highlighted that new trainers were required due to staff moving on, and there were gaps in the north and west in particular. Due to the nature of the subject matter, staff needed to self-nominate but it would be helpful if Board Members could encourage those within their organisations who were interested in being trained as trainers to put their names forward. In addition, she acknowledged the work of Elspeth Lee, Health Improvement Specialist, who had led on the initiative which had been recognised nationally.

The Chair thanked all those involved for the work that had gone into what was an excellent initiative and, from a Scottish Fire and Rescue Service perspective, undertook to encourage staff in the areas where there were gaps to come forward to be trained as trainers.

The Board **NOTED** the achievements of the suicide prevention breakthrough achievement for 2018/19.

11. Date of Next Meeting

The Board **NOTED** that the next meeting was scheduled to take place at 10.00 am on Friday 28 February 2020 in the Culduthel Christian Centre.

The meeting ended at 1.20 pm.