



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Minutes of Meeting of the **Community Planning Partnership Board** held in Room 1.01, An Lòchran, Inverness Campus, Inverness, and via Microsoft Teams, on Tuesday 5 December 2023 at 2.00 pm.

Present:

The Highland Council:

Councillor Graham MacKenzie, Chair of Communities and Place Committee (remote)
Derek Brown, Chief Executive (remote)

Highlands and Islands Enterprise:

Stuart Black, Chief Executive
Eann Sinclair, Area Manager – Caithness and Sutherland (also representing Caithness Community Partnership) (remote)

NHS Highland:

Ann Clark, Vice Chair, NHS Highland Board (remote)
Pamela Dudek, Chief Executive
Tim Allison, Director of Public Health

Police Scotland:

Chief Superintendent Rob Shepherd, Divisional Commander, Highland and Islands (remote)

Scottish Fire and Rescue Service:

Michael Humphreys, Area Commander

The Scottish Government:

Donna MacKinnon, Scottish Government Location Director (remote)

Community Partnership representative:

Eann Sinclair, Chair of Caithness Community Partnership (also representing HIE) (remote)

High Life Highland:

Steve Walsh, Chief Executive

Highland Third Sector Interface:

Mhairi Wylie, Chief Officer (remote)

Skills Development Scotland:

Anthony Standing, Head of Operations, North Region (remote)

University of the Highlands and Islands:

Chris O'Neil, Principal and Chief Executive, Inverness College UHI (remote)

In attendance:

Fiona Duncan, Executive Chief Officer, Health and Social Care, The Highland Council (remote)

Ian Kyle, Chair, Community Learning, Development and Engagement Delivery Group

Jenny Valentine, Chair, Community Safety and Resilience Delivery Group (remote)

James Gibbs, Chair, Infrastructure Delivery Group (remote)

Cathy Steer, Chair, Mental Health and Wellbeing Delivery Group

Alison Clark, Chair, Poverty Reduction Delivery Group

Carron McDiarmid, Chair, Highland Alcohol and Drugs Partnership

Gail Prince, Partnership Development Manager

Melanie Murray, Principal Committee Officer, The Highland Council

Mr S Black in the Chair

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Councillor Raymond Bremner and Stephen Sheridan.

2. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Partnership Board – 15 September 2023; and
- ii. **NOTED** the Minutes of the Highland Alcohol and Drugs Partnership Strategy Group – 29 August 2023.

3. Action Tracker

The Board was asked to review progress of its agreed actions as set out in the Action Tracker which had been circulated.

With regard to the actions relating to prevention and health inequalities, the Director of Public Health, NHS Highland, explained that partners had been very helpful in providing information but there was more to come which he would follow up with a view to presenting a substantive paper to the next meeting setting out elements of what was needed in terms of strategy and delivery. He added that one of the challenges was how to integrate the work with the Highland Outcome Improvement Plan (HOIP), and he would be looking at individual areas that could be focussed on and built upon in partnership and getting some specific actions and milestones in place in addition to the work already going on.

In relation to the Custody Link Project, the Council's Head of Community Support, Contact and Engagement explained that discussions had taken place with relevant partners and, whilst there were still some details to be finalised, the position was looking more positive in that a funding package had been agreed to extend the project for a further 12 months on the basis that there would be further evaluation to better understand the key outcomes for individuals and families and how the project aligned with existing services.

During discussion on the Custody Link Project, the following points were raised:

- the Chief Officer, Highland Third Sector Interface, emphasised the need for urgency given the timescales, adding that it would be helpful to understand where the gaps in evaluation were felt to be as there might be information available that could be used to provide some context;
- the Chair of the Highland Alcohol and Drugs Partnership (HADP) was keen to see how the HADP could support the project, subject to the availability of funding. In addition, she had reached out to a colleague in Public Health Scotland who led on the economics of prevention to see whether there was potential to use the project as a case study which might inform the CPP more broadly. It was highlighted that preventing an individual from going into custody saved the public purse between £38k to £40k a year. Similarly, the economic impact of suicide was estimated to be more than £1m per individual, and it would be beneficial to understand that economic impact of the Custody Link Project and other similar projects, particularly where it was difficult to identify within which partner's remit the work sat; and
- it would be helpful to feed back to the Scottish Government that whilst investment in whole family wellbeing approaches was welcomed it should not be at the cost or exclusion of individuals who were young and impacted by circumstances themselves.

The Board otherwise **NOTED** the Action Tracker and the updates provided.

4. **Suicide Prevention Action Plan - Creating Hope Together in Highland**

There had been circulated Report No CPPB/17/23 by the Chair of the Suicide Prevention Steering Group.

During discussion, the following main points were raised:

- the launch event had been positively reported in the media, and thanks were expressed to all involved;
- reference was made to the link between trauma and suicide and other negative outcomes, and it was commented that it was necessary, as a partnership, to think about the root causes of suicide and how to best equip staff to understand how to deal with people when they were at their most vulnerable;
- Community Partnerships had a role in terms of disseminating the action plan at grass roots level; and
- information was provided on the positive impact of the Custody Link Project, as discussed under item 3, on individuals who had been presenting as at risk of suicide.

The Board:

- i. **NOTED** the content of the action plan; and
- ii. **AGREED** to ensure that all agencies supported the delivery of their relevant elements.

5. **Community Safety and Resilience Action Plan**

There had been circulated Report No CPPB/18/23 by the Chair of the Community Safety and Resilience Delivery Group.

During discussion, in relation to the theme of Vulnerabilities and Harm Prevention, it was queried whether there had been any discussions regarding supporting vulnerable adults involved in County Lines. In response, it was explained that the work taking place in that regard had not been articulated in the action plan due to its sensitive nature, and much of it would be reported to the Public Protection Chief Officers Group.

The Board:

- i. **NOTED** the content of the action plan; and
- ii. **AGREED** to ensure that all agencies supported the delivery of their relevant elements.

6. Developing a Trauma Informed Workforce

There had been circulated Report No CPPB/19/23 by the Programme Manager, The Promise, and the Chair of the Mental Health Delivery Group on behalf of the Trauma Champion Steering Group.

During discussion, the following main points were raised:

- information was sought, and provided, as to how the Scottish Government funding allocated to date had been spent and how the outcomes had been evaluated. In terms of whether the funding would continue, this would be confirmed on a year by year basis;
- it was queried whether the Trauma Champions Steering Group had discussed how to leverage in changes within the commissioning process to encourage participation in certain types of trauma training or practice and, if so, whether there were any Key Performance Indicators (KPIs) that could potentially be attached to the commissioning process. It was also queried whether the KPIs would be comparable to those used within public sector services. The Chair of the Mental Health Delivery Group undertook to take these points back to the Steering Group for discussion. The Council's Chief Executive expressed support for the points raised, commenting that there was an opportunity for the CPP to integrate its thinking and look at the extent to which the commissioning of the third sector linked to the furtherance of the CPP's strategic priorities, and undertook to pick them up in future discussions;
- reference was made to the learning to come from the HADP funded psychotherapy service in HM Prison Inverness, and it was queried how the training would draw on practitioner experience; and
- reference was made to the Mentally Healthy Workplace initiative whereby Mental Health First Aiders were trained to support colleagues, and it was suggested there might be an opportunity to feed that into the proposals.

The Board:

- i. **NOTED** the case for additional dedicated capacity to support development and implementation of a programme of work on trauma informed practice; and
- ii. **AGREED** to support the Trauma Champion Steering Group proposal that the allocated funds from the Scottish Government be used for a dedicated post to help develop trauma informed systems, services and workforces that were crucial for improving the lives of people in Highland.

7. Resetting the Highland Outcome Improvement Plan (HOIP)

There had been circulated Report No CPPB/20/23 by the Council's Head of Community Support, Contact and Engagement.

During discussion, the following main points were raised:

- the recent workshop with senior partnership officers was commended, and support was expressed for the proposed approach;

- it was good to see that there would be a better fit for drug and alcohol prevention and intervention going forward, and the proposal to jointly develop a commissioning framework was welcomed;
- in response to questions, it was confirmed that the priorities identified were based on available evidence, and it would be helpful to receive further information around alcohol and drugs;
- what was proposed appeared to be an almost completely new direction to the one taken when the HOIP had first been produced. Concern was expressed regarding prevention and inequalities becoming one of several design principles rather than the primary focus of the HOIP, and it was requested that the Board reflect on how it could remain front and centre. Discussion ensued, during which assurance was provided that the discussions at the workshop had been centred around inequalities and it was still the intention that that be at the core of the HOIP. The feedback that that did not come across in the report was welcomed, and it was confirmed it would be taken on board as work progressed;
- reference was made to the stark inequalities reflected in the HADP report, and it was suggested that the work on prevention and inequalities being undertaken by the Director of Public Health might have something to contribute to the resetting of the HOIP going forward;
- the resetting of the HOIP presented a real opportunity, and the challenge for the CPP was what was going to be different than what had been done before;
- in relation to integrated investment, partner organisations taking a more joined up approach to their capital programmes would help local contractors; and
- reference was made to an exercise that had been carried out in Wigan, which it was suggested it might be useful to look at in terms of refining activity, whereby partners had looked at a real-life case study with a view to collaborating and streamlining to reduce the number of individual interactions people had with public agencies. In that regard, it was confirmed that the importance of person-centred solutions and redesigning public services had been the subject of considerable discussion at the recent workshop.

The Board:

- i. **NOTED** the work that had been undertaken to date to reset the HOIP;
- ii. **AGREED** the design principles to guide the review;
- iii. **NOTED** the emerging Strategic Outcomes and areas for development, and that further engagement was required to explore and develop these and associated actions; and
- iv. **AGREED** the next steps for the review outlined at section 6 of the report and that a revised plan for 2024-2027 would come forward to the Board for agreement in March 2024.

8. Strategic Housing Investment Plan

The Board **NOTED** that this item had been postponed to the next meeting.

9. Community, Sports and Leisure Facility Strategy

There had been circulated a report by the Council's Executive Chief Officer, Education and Learning, which had been considered by the Education Committee on Thursday 23 November 2023.

During discussion, the following main points were raised:

- Inverness Royal Academy was cited as another good example of where the Council had improved community life over past capital programmes, the sports facilities there being well used;
- strategic focus was needed to attract external investment, and there were big opportunities to be had if done right;
- the Council was very open to what future models of service delivery looked like and there were opportunities for partners to work with it;
- resetting the HOIP was urgent in light of the budget pressures the Council and other partners were facing, which was also one of the drivers behind the community hub proposals;
- there was potential for hubs in a wider context, particularly around reducing inequalities – eg spaces for employability work, Community Learning and Development etc. A network of hubs would also make things such as vaccination programmes easier;
- discussion took place as to whether there would be a strategic approach to transferring assets that were no longer required to community groups, during which it was commented that, whilst it was important to consider community asset transfers, care was needed in terms of ensuring the asset was releasing potential within the community as opposed to creating a liability. It was added that a more sustainable approach to funding the third sector might help with longer-term business models which were needed to sustain buildings, and partners were challenged to consider how to incorporate the third sector and sustain community activity through their local operating models;
- on the point being raised, it was confirmed that consideration of transport options in rural areas would be a key factor as work progressed and equality impact assessments were carried out;
- one of the important things about the report was that it set the context for how the Council would go about prioritising future capital-based activity;
- reference was made to examples of hubs focused on General Practice, and it was commented that it was important to be consider different demographics and who would use the facilities;
- there was a partnership challenge in terms of how to address the needs of west Highland, and it was necessary to try to push services out towards communities;
- the report being brought before the Board was welcomed and challenged partners to think about what was within the art of the possible. It was necessary to talk to communities about what they saw as important and consider that alongside data on strategic needs, inequalities etc then collaborate and design services accordingly;
- attention was drawn to the links with the Active Highland Strategy, and it was hoped to bring a paper to the next meeting setting out some of the key themes emerging through that work;
- reference was made to activity around shared employment locations, as well as the potential for home workers to work from community facilities and develop links between businesses; and
- it was confirmed that further discussions with partners on the development of community hubs would be taken forward through the HOIP discussions.

The Board otherwise **NOTED** the proposed Community, Sports and Leisure Facility Strategy set out in the report and the potential alignment and opportunities with the work identified in the HOIP paper at item 7 on the agenda.

10. Partnership Development Team Update

There had been circulated Report No CPPB/21/23 by CPP Senior Officers and the Partnership Development Manager.

Thanks having been expressed to the Partnership Development Manager and her team for their support, the Board **NOTED** the updated workplan to December 2023 as set out in Appendix 1 of the report.

11. Highland Alcohol and Drugs Partnership (HADP) Performance Update

There had been circulated Report No CPPB/22/23 by the Independent Chair of the HADP. Appendix 3 of the report had been circulated separately and was **confidential**.

In introducing the report, the Chair of the HADP drew attention to recommendation viii, explaining that it had now been confirmed that, due to capacity issues, Highland would not form part of the national audit of Alcohol and Drugs Partnerships. However, there would be learning from the audit when it reported in 2024. It was therefore suggested that the recommendation be amended to “note that a thematic audit of alcohol and drug partnerships was planned nationally, and that the HADP could learn from the recommendations and advise the Board in due course.”

During discussion, the following main points were raised:

- the inequality that existed in terms of drugs deaths was emphasised, the death rate being significantly higher in the most deprived areas. It was added that whilst the drug death rate in Highland was below the Scottish average, the Scottish average was very high. However, there had been a slight reduction this year which was encouraging and which it was hoped would continue;
- a lot of the reporting on alcohol was on alcohol-specific activity. However, the vast majority of harm from alcohol was in other areas – eg high blood pressure which contributed to stroke, or cancers related to alcohol. The challenges were therefore even bigger than set out in the report but the opportunities for improvement were greater;
- the Planet Youth model, which was making some good progress in terms of tackling alcohol and drugs, was commended;
- statistics indicated that in Highland there were 24,000 harmful drinkers, 600 dependent drinkers, 46,200 people exceeding weekly alcohol limits, and 4000 problematic drug users;
- the need for a partnership approach to address the issue of county lines and cuckooing was emphasised;
- the intention to consider a public-facing dashboard was welcomed;
- given the wider consequences of alcohol use, it was questioned whether activity and investment were directed towards the right places;
- in relation to hospital admissions, there was more that could be done in terms of taking the opportunity to engage with people around substance misuse and, if done correctly and in an efficient way, savings could be made;
- in relation to how changes in terms of distribution of drugs and criminal activity around drug use were influencing strategy and investment, it was explained that the only way to ensure up-to-date information was influencing strategy was to maintain close working relationships, particularly, but not only, with Police Scotland. It was highlighted that the HADP Strategy would be refreshed next year which would be a good opportunity to take the latest information into account;
- in relation to alcohol brief interventions, reference was made to training that had been delivered to third sector colleagues who were now starting to provide information on opportunities they had had to have structured brief conversations around alcohol when people accessed their services. Similarly, the Scottish Fire and Rescue Service had been able to have such conversations when carrying out home fire safety visits, and there was an opportunity for other partners and services to take up the offer of training;

- the majority of problematic drug or alcohol users were self-medicating, and the links with the earlier discussions on trauma were emphasised;
- reference was made to a performance dashboard, which the Chief Officer, Highland Third Sector Interface, undertook to provide to the Chief of the HADP, which indicated that in Highland in 2018 alcohol-related hospital admissions for 11-25 year olds had been higher than in Glasgow, Aberdeen, Perth and Kinross and Dumfries and Galloway;
- interest was expressed in attending the development session referred to in the report, and it was suggested that all partners consider which staff would benefit from attending to gain a better understanding of what they could do to support the work of the HADP.

The Board:

- i. **NOTED** the spread of HADP funded services and projects across all six national outcomes as shown on Appendix 2;
- ii. **NOTED** that the HADP Strategy Group had agreed that further work was required to understand the impact of the investment and where attention was needed and this was likely to mean changes to the reporting arrangements for the HADP and the other groups it reported to. A development session was to be arranged for this purpose and to consider risk management approaches;
- iii. scrutinised and **NOTED** the performance dashboard circulated separately and confidentially, noting that a publicly facing dashboard could be useful;
- iv. **NOTED** that the HADP was not responsible for the Medication Assisted Treatment (MAT) standards but that MAT standards 8 and 10 required wider partnership support in particular;
- v. **AGREED** that CPP Board Members or those in attendance be invited to:
 - a. attend the HADP development session to make sure the links with the Board were fully considered; and
 - b. meet the new HADP Chair to ensure the right connections were being made across and within the CPP;
- vi. **NOTED** that further areas to explore in 2024 included:
 - a. the fit between the HADP and the Community Partnerships;
 - b. how the HADP could support the efforts of the CPP around prevention and planning at three horizons;
 - c. whether financial reporting should be included in performance reports for the CPP; and
 - d. how total resources for reducing harms for people with problematic alcohol and drug use could be included in future reporting.
- vii. **NOTED** that a refreshed self-assessment would be needed for the HADP, but that if the CPP Board had a preferred method this could be included;
- viii. **NOTED** that a thematic audit of alcohol and drug partnerships was planned nationally, and that the HADP could learn from the recommendations and advise the Board in due course; and
- ix. **NOTED** the new positive developments highlighted at paragraph 4.12 of the report, welcomed by the Strategy Group at its meeting in November 2023.

12. Highland Public Protection Chief Officers Group Annual Report

There had been circulated the Highland Public Protection Chief Officers Group (HPPCOG) Annual Report.

During discussion, the following points were raised:

- the Council's Chief Executive, who would be taking over as Chair of the HPPCOG in March 2024, commented that he looked forward to working with the group and that, whilst

there was some work to be done to streamline processes, there was a lot of potential to be realised;

- it was highlighted that Dr Seonaid Power, Head of Public Protection, a new post created by the Scottish Government, would be looking at Public Protection Chief Officers Groups across the country, particularly whether there should be more direction in terms of the work being undertaken and who should sit on the group. The Council's Executive Chief Officer, Health and Social Care, undertook to report back to the Board when further information was available; and
- in relation to Planet Youth, it was suggested that case study be presented to a future meeting.

The Board:

- NOTED** the progress of the work of the committees/partnerships that reported to the Highland Public Protection Chief Officer Group;
- NOTED** the risks to delivery of the public protection agenda;
- NOTED** the priorities for future action; and
- AGREED** that a case study in respect of the Planet Youth model be presented to a future meeting of the Board.

13. Highland Adapts Project Update

There had been circulated Report No CPPB/23/23 by the Climate Change Adaptation Coordinator on behalf of Highland Adapts.

Following discussion on the recommendation in the report that all Highland CPP plans be climate-proofed, the Board **AGREED** to defer this item to the next meeting to enable clarity to be provided as to what was meant by climate-proofing and how it would work in practice.

14. Highland Community Justice Partnership Public Facing Annual Report 2022-23

There had been circulated Report No CPPB/24/23 by the Community Justice Partnership Manager.

Given that the report indicated that Highland had a higher rate of female offenders and reconviction rates than other areas of Scotland, and that Highland also had a higher proportion of drug deaths amongst women, it was questioned whether there was an issue in terms of vulnerable women that needed to be looked into. In response, the Chief Officer, Highland Third Sector Interface, explained that the Community Justice Partnership had committed to carrying out a piece of research exploring some of the issues specifically connected to female offending, and she was happy to have a conversation with the Chair of the HADP in that regard. In relation to drug deaths, it was added that it appeared that a higher proportion of women had taken deliberate overdoses.

The Board **APPROVED** the Highland Community Justice Partnership Public Facing Annual Report 2022-23 prior to submission to Community Justice Scotland and general circulation.

15. Review of Strategic Risk Register

The CPP Senior Officers had reviewed the Strategic Risk Register and amended based on the discussions at the Board on 15 September 2023. The Board decisions (in bold) and associated amendments were as follows:

- i. **Covid Resilience and Covid Recovery Risks to be retained at present and considered further, taking into account the points raised during discussion**
 - a. Covid Resilience remained - Risk Description updated to Pandemic/Influenza Resilience.
 - b. Covid Recovery remained - management of risk embedded as business as usual.

- ii. **Crisis in Ukraine risk to be lowered to "low" based upon current local evidence and operation**

Risk Description updated to Support and Resourcing for People Fleeing Crisis.

- iii. **Cost of Living Crisis risk not be lowered at present and to continue to be reviewed**

Remained as per discussion.

- iv. **Risk relating to public sector funding to be added for consideration at the next meeting of the Board**

Public Sector Funding added to reflect budget reductions across sectors.

The Board **APPROVED** the revised Strategic Risk Register.

16. Date of Next Meeting

The Board **NOTED** that the next meeting was scheduled to take place on Friday 1 March 2024 at 1.00 pm.

At this stage, the Chair expressed thanks to the Chief Executive, NHS Highland, for her contribution to the Community Planning Partnership Board and wished her a happy and healthy retirement.

The meeting ended at 4.00 pm.