



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd  
**na Gàidhealtachd**

Minutes of Meeting of the Community Planning Partnership Board held in the HIE Boardroom, An Lòchran, Inverness Campus, Inverness, and via Microsoft Teams, on Friday 1 March 2024 at 1.00 pm.

**Present:**

**The Highland Council:**

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

**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)  
Tim Allison, Director of Public Health

**Police Scotland:**

Chief Superintendent Rob Shepherd, Divisional Commander, Highland and Islands

**Scottish Fire and Rescue Service:**

Michael Humphreys, Area Commander

**Community Partnership representative:**

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

**High Life Highland:**

Steve Walsh, Chief Executive

**NatureScot:**

Ben Leyshon, Operations Manager, Central Highland

**Skills Development Scotland:**

Stephen Sheridan, Regional Skills Planning Lead (remote)

**In attendance:**

Fiona Duncan, Executive Chief Officer Health and Social Care, The Highland Council  
Pam Cremin, Chief Officer, Community/Highland Health and Social Care Partnership, NHS Highland (remote)

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

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

Cathy Steer, Chair, Mental Health and Wellbeing Delivery Group

Alison Clark, Chair, Poverty Reduction Delivery Group

Ross MacKillop, Chair, Community Justice Partnership (remote)

Carron McDiarmid, Chair, Highland Alcohol and Drugs Partnership

Gail Prince, Partnership Development Manager

Melanie Murray, Principal Committee Officer, The Highland Council

**Also in attendance:**

Fiona Davies, Chief Executive Designate, NHS Highland

Allan Maguire, Head of Development and Regeneration, The Highland Council

Jennifer Baughan, Programme Manager, Whole Family Wellbeing Programme (remote)

Harper Loonsk, Climate Change Adaptation Coordinator, Highland Adapts (remote)

**Mr S Black in the Chair**

**Business**

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Councillor Raymond Bremner, Pam Dudek, Mhairi Wyle, Graham Neville and Chris O'Neil.

**2. Minutes of Meetings**

The Board:

- i. **APPROVED** the Minutes of the Community Planning Partnership Board – 5 December 2023, subject to the final sentence of the discussion under item 14 being amended to “In relation to drug deaths, it was added that it appeared that a higher proportion of women had been affected.”;
- ii. **NOTED** the Minutes of the Community Justice Partnership – 7 September 2023; and
- iii. **NOTED** the Minutes of the Highland Alcohol and Drugs Partnership Strategy Group – 21 November 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.

The Board **NOTED** the Action Tracker.

**4. Presentation: Strategic Housing Investment Plan**

The Council's Head of Development and Regeneration gave a presentation during which detailed information was provided on the Strategic Housing Investment Plan including current investment levels, particularly from an affordable housing perspective, constraints to delivery and potential solutions.

During discussion, the following main points were raised:

- the work taking place was impressive, particularly on the solutions side, and the informative presentation was welcomed;
- information was sought, and provided, as to how to overcome some of the supply chain barriers that existed, particularly in more remote areas such as Caithness, Sutherland and Wester Ross. A potential solution would be to have a factory in Highland that delivered closed panel construction. However, that would require consistent demand;
- the scale of homelessness within the 9000 on the housing waiting list having been queried, the Head of Development and Regeneration undertook to check the current

position and respond to the Chair of the Highland Alcohol and Drugs Partnership following the meeting;

- given the current position in terms of public sector finances, public-private partnership was the way forward, and a consolidated public sector approach and delivery plan was required;
- a longer-term plan was needed, not only for housing but for other infrastructure such as schools, so companies knew there were going to be major construction opportunities for years to come;
- reference was made to a Community Development Association in Achiltibuie that had moved forward with a housing project, and information was sought, and provided, as to whether there was more that could be done in terms of encouraging communities with a community benefit income stream to consider housing issues;
- on the point being raised, it was confirmed that officers were in discussion with private landowners with a view to identifying potential opportunities for housing projects; and
- in relation to housing for employment, the work that had taken place in Fort William was commended. Jobs were starting to come to Highland as a result of the Green Freeport, and support was expressed for a collective approach to housing development and potentially trying to bring in some third party funding.

The Board otherwise **NOTED** the presentation.

## 5. Proposed model as to how to approach prevention and address inequalities

The Director of Public Health, NHS Highland, gave a presentation setting out a number of recommendations as to how to approach prevention and health inequalities, during which information was provided on the background, what effects a plan would have, the need to move upstream for prevention, and the increasing inequalities in terms of health and life expectancy.

During discussion, the following main points were raised:

- it was necessary to consider what joint actions partners could commit to that would have an impact, and whether or not partners' operating models really enabled access to health and wellbeing supports;
- there were links with the previous item on housing, as there were parts of Highland where lack of access to housing was a barrier to engagement with society and basic dignity;
- the joint action that had been taken in terms of suicide prevention was commended;
- in addition to the proposed annual reporting to the Board on joint work and inequality metrics, it was suggested that consideration be given to reporting on the economics of prevention – ie quantifying the partnership action being taken to show how it was avoiding costs elsewhere in the system so it was much more of a whole systems approach. The Director of Public Health concurred it was an important point. However, it was necessary to focus on the economic metrics that would really make a difference, and be careful not to assume something would go ahead because an economic case had been made; and
- reference was made to the Whole Family Wellbeing Programme report at item 9 on the agenda, and the potential to create joint projects around children and families that the proposed framework could be tested against.

The Board:

- i. **NOTED** the presentation;
- ii. **AGREED** the Director of Public Health's recommendations as follows:

- development of a framework to help local decision- making and action on tackling inequalities and prevention;
  - agreement on priorities for joint action and action planning;
  - annual reporting on joint work across the CPP addressing prevention and inequalities in light of action planning;
  - annual reporting to the CPP Board on inequality metrics; and
  - clear links and incorporation within the Highland Outcome Improvement Plan; and
- iii. **AGREED** that consideration also be given to reporting to the CPP Board on the economics of prevention.

## 6. Resetting the Highland Outcome Improvement Plan (HOIP)

There is circulated Report No CPPB/1/24 by CPP Senior Officers.

During discussion, the following main points were raised:

- in relation to the proposed partnership values, it was questioned whether “Partnership” was necessary and suggested that consideration be given to including “Accountability” or “Responsibility” instead;
- thanks were express to all those involved for their efforts in developing the draft revised HOIP and for incorporating a lot of the feedback that had been received;
- if the vision for the HOIP was to maximise opportunities, it might be necessary to include what the CPP saw as being the key opportunities it would want to address. During further discussion, it was commented that opportunities changed and including them within the HOIP could lead to it becoming out of date. However, they would provide a good framework for the delivery plan;
- there were a lot of structures already in place working on many of the areas set out in the HOIP. In terms of what the HOIP would add to that, it was hoped it would provide a real framework and challenge, particularly from an inequalities perspective;
- given the capacity challenges all partners faced, it was necessary to be very focussed about what the delivery plan might look like;
- the timescale for resetting the HOIP had been challenging and it was suggested it be approved in draft form today to allow it to be considered by the NHS Highland Board and The Highland Council and brought back to the CPP Board for formal approval when the delivery plan was ready. It was also suggested there should be an opportunity for some form of public consultation. Discussion ensued on the latter point, during which it was proposed that consultation should be focussed on the potential partnership actions that would be included in the delivery plan. Communities were most interested in what the CPP was proposing to actually do, and it was necessary to agree the broader strategic vision set out in the HOIP and move on to the next stage as soon as possible;
- in relation to the proposed values and behaviours, it was necessary to adopt a continuous improvement mindset and create a partnership culture of working together as a learning system and using baseline and performance data to monitor progress against the delivery plan. Where improvements were not being made, a shared language and approach as to where it was necessary to push further was needed;
- in relation to the list of HOIP Review Engagement Events at Appendix 3 of the report, it would be beneficial to undertake more engagement activity within NHS Highland;
- the proposed vision, principles and outcomes provided a good framework for the work associated with the new Highland Alcohol and Drugs Partnership Strategy;
- it was questioned how the proposed values and behaviours were going to be tested, and when they were not demonstrated how that would be called out respectfully and worked through. Committing to sharing and pooling resources, for example, presented some

real obstacles that might require change elsewhere in the public sector system, and it was suggested an action plan was required around values and behaviours. In response, it was suggested that this and earlier point regarding continuous improvement should form part of the discussions over the next few weeks as to how partners were going to work together and deliver a delivery plan;

- a commitment to joint action would create the impetus for change, and the Council's Chief Executive spoke to joint work taking place with NHS Highland, and the Council's draft Delivery Plan which it was hoped would include joint activity with partners;
- ideally there would be one CPP Plan rather than each partner organisations having its own delivery plan;
- approving the HOIP in draft form and bringing the final version to the June Board would offer an additional means of communicating progress to Community Partnerships; and
- in looking at structures during the next phase of work, particularly given the current financial position, it was necessary to rationalise and ensure there were no overlapping or unnecessary structures.

Following summing up by the Chair, the Board:

- NOTED** the engagement that had been undertaken to gather views to reset the HOIP;
- NOTED** the feedback received and how this had amended the emerging strategic priorities and developing outcomes;
- APPROVED**, in principle, the draft revised HOIP as outlined at Appendix 1 of the report, subject to minor revisions to reflect the points raised during discussion, and formal approval by the Council and NHS Highland;
- AGREED** the next steps for developing a delivery plan which would set out the actions for delivering the revised HOIP, with the addition of public consultation on potential partnership actions; and
- AGREED** that the final HOIP and delivery plan be presented to the June Board for sign-off.

## 7. Highland Community Justice Outcomes Improvement Plan 2024-2029

There had been circulated Report No CPPB/2/24 by the Community Justice Partnership Manager.

The Board **APPROVED**, in principle, the Highland Community Justice Outcomes Improvement Plan 2024-2029, as appended to the report.

## 8. Integrated Children's Services Annual Report

There had been circulated Report No CPPB/3/24 by the Chair of the Integrated Children's Services Planning Board.

The Board **NOTED**:

- the work undertaken by the children's services planning partnership over the last few months in delivering the Highland Integrated Children's Services Plan 2023 – 2026; and
- the Integrated Children's Services Board's Performance Management Framework.

## 9. Whole Family Wellbeing Programme – Progress Report

There had been circulated Report No CPPB/4/24 by the Chair of the Integrated Children's Services Planning Board.

During discussion, the following main points were raised:

- data was required to quantify the impact of interventions and system change on individuals and families, and there was a need for multi-factorial assessment across the partnership. In that regard, the Chair of the Integrated Children's Services Planning Board confirmed that a Business Intelligence Officer had been appointed;
- it was questioned what mainstream services were doing to respond to the six priorities identified by young people in Merkinch and South Kessock, as set out in the table in section 8.4.2 of the report. In relation to the request for more music activities, for example, there was professional expertise within the Council, High Life Highland, the Fèis movement etc, and it was queried whether an offer could be created that could be plotted against the framework agreed under item 5. Discussion ensued, during which support was expressed for the challenge in terms of how services responded to such rich data, and the Council's Chief Executive undertook to have further discussions with the Chair of the Highland Alcohol and Drugs Partnership. However, it was necessary to be mindful that the data was from a specific area rather than Highland-wide, and of the challenging financial context all partners were operating within. It was added that consultation could create organisational risk and reputational harm if it was not genuinely intended to act upon the responses as the consultees would lose trust in the organisation(s). The young people in question were amongst the most at risk of harm and poor outcomes, and it was important to listen to them;
- there was a lot of interesting work taking place, and the focus on whole system change was encouraging;
- in terms of creating a whole system/whole family approach, it was queried how it was intended to bring together adult and children's services planning structures and whether there were any issues it was necessary to be aware of; and
- whilst it was welcomed that it appeared Whole Family Wellbeing Funding would continue beyond the life of Parliament, in terms of the funding that was going to be available to localities it was requested that consideration be given to sustainability of projects and whether or not any funding awarded would become a budget pressure for partners in the future.

The Board otherwise **NOTED** the content of the report in line with the Scottish Government's Route-map and National Principles of Holistic Whole Family Support.

## 10. Highland Adapts Project Update

There had been circulated Report No CPPB/5/24 by the Climate Change Adaptation Coordinator on behalf of Highland Adapts.

During discussion, the following main points were raised:

- HIE had recently undertaken in-house carbon literacy training and would shortly be implementing Net Zero conditionality in its financial systems;
- the importance of embedding climate change in all areas of work was recognised;
- partners welcomed the report, which clearly made the links between Highland Adapts and the three strategic priorities in the HOIP, namely, People, Place and Prosperity;
- reference having been made to earlier discussions regarding engagement with young people, it was emphasised that climate change was the key issue partners should be talking to young people about; and

- on the point being raised, the Climate Change Coordinator confirmed she was happy for partners to contact her for assistance in terms of considering climate-related risks and opportunities when developing plans and strategies. It was added that a checklist would be useful to assist partners.

The Board **AGREED**:

- to consider climate-related risks and opportunities when developing Community Partnership Plans and other plans and strategies related to delivering Highland Outcome Improvement Plan (HOIP) core outcomes;
- in the first instance, to contribute to the Highland Climate Risk and Opportunity Assessment, which would be a valuable resource for the Highland CPP's work to reduce climate-related inequalities across Highland; and
- in relation to i. above, that consideration be given to the preparation of a checklist to assist partners.

## 11. Meeting in Public

It was explained that, at a meeting of the Highland Council in December, it had been agreed that it would be preferable for meetings of the CPP Board to be held in public rather than private, unless there was a valid reason to do so. This matter had previously been discussed by the Partnership, but that had been a number of years ago. Given the decision of the Council, it seemed timely to review the position and for the Board to reconsider the matter. It was therefore proposed that Senior Officers be tasked with assessing the options and presenting these for consideration at a future Board meeting.

Whilst some Board Members were open to exploring meeting in public and in what circumstances it might be necessary to meet in private, others expressed strong opposition on the basis it would stifle debate and impede business. There was agreement there would not be any merit in officers preparing an options paper if there was not a consensus in favour of meeting in public, and it was proposed that the current arrangements should remain in place. However, it was important that people knew what the CPP Board was doing and what was being discussed, and it was confirmed that the Board Minutes were publicly available. It was added that the Partnership Development Manager was in the process of reviewing the CPP's Communications Strategy and it would be timely to bring it to the Board for consideration.

The Board **AGREED**:

- that the current arrangements should remain in place; and
- that an updated CPP Communications Strategy be presented to a future meeting of the Board for consideration.

## 12. Partnership Development Team Update

There had been circulated Report No CPPB/6/24 by CPP Senior Officers and the Partnership Development Manager.

The Board **NOTED**:

- the updated workplan to February 2024 included in Appendix 1 of the report; and
- the information and evidence gathered on progress in Appendix 2 of the report.

### **13. CPP Terms of Reference**

There had been circulated Report No CPPB/7/24 by CPP Senior Officers.

The Board **AGREED** the updated Terms of Reference.

### **14. Review of Strategic Risk Register**

The Strategic Risk Register had been circulated for consideration and review.

The Board **NOTED** the Strategic Risk Register.

### **15. Chairing of CPP Board**

The Board **AGREED** that the current Chair, the Chief Executive of Highlands and Islands Enterprise, would retain this position until the September 2024 Board meeting. Thereafter the Chair would pass to NHS Highland.

### **16. Custody Links Project Update**

The Council's Head of Community Support, Contact and Engagement explained that work had identified a potential route of funding for continuing the Custody Links Project for a further 12 months. This extension would include an evaluation of the project with a view to considering how it aligned with core service delivery.

The Board **NOTED** the position.

### **17. Date of Next Meeting**

The Board **NOTED** that the next meeting was scheduled to take place on Wednesday 5 June 2024 at 10.00 am.

The meeting ended at 3.20 pm.