

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 Thursday 20 June 2019 at 10.00 am.

**Present:**

**Representing the Cairngorms National Park Authority (CNPA):**  
Mrs C Caddick (Substitute)

**Representing the Highland Council (HC):**  
Mr A Christie  
Mr B Boyd (Substitute)  
Ms D Manson  
Ms K Ralston  
Ms A Clark  
Mr P Mascarenhas  
Ms E Johnston

**Representing Highlands and Islands Enterprise (HIE):**  
Mr J Gibbs

**Representing the Highland Third Sector Interface (HTSI):**  
Ms I Grigor  
Ms M Wylie

**Representing NHS Highland (NHSH):**  
Ms C Steer

**In attendance:**

Mr I Kyle, Chair, Community Learning, Development and Engagement Delivery Group  
Ms F Hampton, Head of Business, High Life Highland  
Ms Y Ross, Youth Worker, High Life Highland  
Mr S Sheridan, Regional Skills Planning Manager, Skills Development Scotland  
Miss M Murray, Committee Administrator, Highland Council

**Mr R Middlemiss in the Chair**

**Business**

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Mr X McDade, Mr G Moir, Mrs M Davidson, Mr B Lobban, Mr A Mackinnon, Ms M Smith, Mr S Black, Mr D Oxley, Mr D McLachlan, Mr I Murray, Prof B Robertson, Mr I Stewart, Prof H van Woerden, Mr G Hogg, Mr D MacBeath, Mr A Dick, Ch Insp B Mackay and Mr G Ross.

## 2. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Board – 21 March 2019;
- ii. **NOTED** the draft Note of the Chief Officers Group – 15 May 2019; and
- iii. **NOTED** the Minutes of the Community Justice Partnership – 12 December 2018.

## 3. Developing Community Partnerships

### i. 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 (Andy Dick, SFRS)
- d. Mid Ross (Ann Clark, NHS Highland)
- e. Skye, Lochalsh and West Ross (Robert Muir, HIE)
- f. Lochaber (vacant – no update available)
- g. Nairn (Brian Mackay, Police Scotland)
- h. Badenoch and Strathspey (Fraser Nixon, SFRS)
- i. Inverness (Graham Ross, Highland Council)

In addition, Ms Y Ross, Youth Worker, High Life Highland, introduced a short video on the Sutherland Community Partnership Employability Award and its impact on children's lives. She summarised the background and format of the initiative, the focus of which had been to get as many community planning partners as possible to come into high schools and discuss how they got their jobs and progressed their careers. It had been invaluable in terms of giving young people the opportunity to explore different careers and demonstrating that there were alternatives to going to university to get a degree. The Award also involved building employability skills, such as writing a CV and interview skills. In Dornoch Academy, of the initial group of 11 young people, 6 had left throughout the year and gone into apprenticeships or work with the remaining 5 completing their Enterprise and Employability SQA award.

The following issues were raised in relation to the Sutherland Community Partnership Employability Award:

- partners commended the initiative, which tied into the themes of employability and talent attraction/retention, as well as the following item on Community Partnership resourcing;
- in response to questions, it was explained that approximately 40 young people had taken part, the average group comprising 9 to 15 pupils. The initiative was not funded, partners having contributed voluntarily, and could easily be replicated in other areas. The key requirements were willingness on the part of schools, content from partners, and a co-ordinator, the role of which could be undertaken by High Life Highland;
- the need for the Board to take a strategic approach and set targets in relation to outcomes for vulnerable young people was emphasised;
- concern was expressed about the number of young people not attending schools throughout Highland, and the lack of data in that regard;

- the Third Sector provided employability services in other areas. However, there was no Third Sector provision that met this need in Sutherland and the initiative was an innovative way of addressing a gap;
- support was expressed for replicating the initiative in other Community Partnership areas. However, it was necessary to consider how to engage with children that were harder to reach – eg those not in school or with Additional Support Needs;
- it was necessary to do everything possible to encourage young people to stay in Highland or return after university, and the initiative was helpful in terms of demonstrating the opportunities that existed locally;
- there were a number of strategic plans where there could be intersections and it was necessary to examine them to ensure that the various initiatives taking place were being joined up;
- there was a resource in the three regional Developing the Young Workforce groups that were funded by the Scottish Government to coordinate employability activity in both the public and private sector;
- there was a need for a strategy to enable organisations to engage fully with education;
- attention having been drawn to the emerging theme of strategy, it was suggested that it was necessary to consider whether there were particular strands of work that the Board wanted to focus on, performance being another theme that had emerged at recent meetings; and
- in relation to the Highland Outcome Improvement Plan (HOIP), it was necessary to shift to a data-led target-setting approach.

Discussion then took place on the Community Partnership updates, during which the following issues were raised:

- the Chief Officer, Highland Third Sector Interface, explained that feedback was that Community Partnerships would wish the Community Engagement Officer posts to continue. However, given the significant financial constraints, the issue was identifying resources to fund the posts. Work was ongoing in that regard an update would be provided to a future meeting. Community Partnership Chairs added that Community Engagement Officers were a fantastic resource that enabled a level of community engagement that had not previously been possible, particularly with hard to reach groups. However, this created a significant amount of work to be taken forward and it was essential that the issue of Community Partnership resourcing was addressed;
- reference having been made to the earlier presentation, it was suggested that it would be useful to highlight an example of good practice in a specific Community Partnership area at each Board. Support was expressed in that regard. However, there were other potential means of sharing good practice on an ongoing basis, such as online platforms, and it was suggested that this be discussed further by the Community Partnerships Subgroup;
- in addition to the update that had been circulated, the Chair of Mid Ross Community Partnership summarised three areas of good work taking place, namely, a community mental health and wellbeing initiative in the Black Isle involving schools, communities and key partners; the improvement work arising from the Community Learning and Development inspection, much of which was focussed on supporting young people; and a positive meeting of community groups in Dingwall from which it had emerged that there were good opportunities to combine their initiatives and priorities with those of the Community Partnership in respect of the Dingwall Locality Plan;

- reference was made to anti-social behaviour issues in Wick which had begun to be addressed by a prompt low-key response by Police Scotland combined with work by High Life Highland;
- information was sought, and provided, on the recent anti-social behaviour initiative in Mid Ross, particularly the open and transparent approach that had been taken to the issues being dealt with and the response to that. Interest having been expressed in the lessons learned, it was suggested that a presentation be undertaken at the next meeting of the Board, with input from Local Area Inspector, Kevin MacLeod, and the Head Teachers involved in the initiative. It was added that the initiative reinforced the importance of local plans working in a strategic context;
- in relation to Skye, Lochalsh and West Ross Community Partnership, it was suggested that the workstreams flowing from the Ritchie Report could have wider benefit and that the report be circulated to the Board for information. In particular, reference was made to the potential to enhance recruitment processes through the creation of a rural centre for excellence for training healthcare professionals, which linked to the Board's discussions on talent attraction/retention; and
- representatives of Badenoch and Strathspey Community Partnership had attended the Strengthening Communities event in Aviemore on 27 May 2019, and feedback was provided in that regard. In particular, it had been interesting to learn that rural areas in Finland and Canada had the same challenges as Highland and what was being done to address them. In relation to the earlier discussions on employability, reference was made to a mentoring scheme in Nova Scotia whereby local employers committed to being a contact point for young people interested in a specific line of work.

The Board:

- i. **NOTED** the updates and the video on the Sutherland Community Partnership Employability Award;
  - ii. **AGREED** that consideration be given to the most appropriate means of sharing good practice on an ongoing basis; and
  - iii. **AGREED** that a presentation on the recent anti-social behaviour initiative in Mid Ross, including lessons learned, take place at the next meeting of the Board.
- ii. **Update from Chief Officers Group, including Community Partnership Resourcing and Partnership Arrangements**

The Acting Head of Policy, Highland Council, provided a verbal update on behalf of the Community Partnerships Subgroup during which she summarised the background to the discussions regarding Community Partnership Resourcing and partnership arrangements, and provided an update on the discussions at the Chief Officers Group on 15 May 2019.

In relation to Community Partnership resourcing, a robust discussion had taken place during which concern had been expressed regarding the practicalities of the proposed hub support model. It had been agreed to revert to the original principle of the lead organisation taking responsibility for their partnership(s) and resourcing accordingly, with each organisation undertaking to identify the range of support available to each partnership.

With regard to partnership arrangements, the original intention had been to rotate the Chairs between the five lead organisations after three years. However, there had already been a change of Chair in a number of partnerships due to staff movement.

The decision of the Chief Officers Group was that where partnerships were working well it made sense to continue with the current arrangements, although it was recognised that individual organisations might wish to look at specific Chairs, some having been in post for a number of years. Where partnerships were not working well there was a need to revisit the arrangements. In particular, it had been agreed that it was necessary to look at the arrangements in respect of Lochaber Community Partnership, which had had no Chair in post for the past year, and discussions were ongoing in that regard.

During discussion, the following issues were raised:

- there was an inequality to be addressed in terms of the resources being committed to Community Partnerships by the lead agencies;
- administrative support for Community Partnerships Chairs was lacking in some instances;
- there was a direct relationship between the resources being put in to Community Partnerships and the outcomes being delivered;
- it was suggested that consideration be given to a facilitated development day to examine the arrangements, not only in respect of Community Partnerships but the Community Planning Partnership (CPP) as a whole. Support was expressed in that regard and the Chair undertook to look at potential dates in August;
- in relation to the Board, it was questioned whether rotating the Chair amongst the lead agencies on an annual basis provided the longer-term planning needed to make the desired seismic changes in terms of outcomes. It was suggested that there might be merit in having an independent Chair for, say, a four-year period. In addition, reference having been made to the number of substitute members and the fact that the Chief Executives of various partner agencies were not in attendance, it was questioned whether the Community Planning Partnership had the buy-in needed to make changes;
- it was necessary to look to the future and explore how to improve people's lives, achieve better integration between partners, and be an exemplar of community planning;
- resourcing input at a local level was an issue not only for the lead agencies but for all partners, and it was necessary to face up to whether the expectations of Community Partnerships could be met with the resources being put in or whether partners had to do more in terms of shifting resources;
- all partners needed to set out their commitment in terms of Community Partnership resourcing and be held to account in that regard;
- the strong commitment to Community Partnerships by Police Scotland and the Scottish Fire and Rescue Service was recognised;
- there was a lot of excellent activity taking place. However, it was questioned whether it was being linked up to strategy at a Highland level, whether strategy at a Highland level was sufficiently informed by local views, and whether activity was sufficiently focussed on the inequalities agenda. It was added that it was perhaps necessary, given the learning about the key functions of Community Partnerships, to shift perspective from additional delivery to more focus on and connection to strategic direction;
- some Third Sector organisations were covering several Community Partnership areas and attending all the associated meetings was not sustainable;
- the need to evidence the impact of the activity taking place was emphasised;
- more could be done collectively in terms of identifying and accessing funding opportunities;
- it having been queried whether there was anything that could be learned from other CPPs, the Scottish Government Location Director undertook to provide a

- stock-take on the community planning arrangements in other local authority areas;
- concern was expressed that it was almost two years since the publication of the HOIP and the Board had not had an update on how well it was being delivered. Whilst some work had been undertaken, namely, a self-assessment exercise and an interim performance report based on national performance indicators, it was necessary to identify much more specific and local performance indicators to measure the impact of the HOIP. It was suggested that, as part of the proposed development day, updates be provided by the Chairs of the five HOIP Delivery Groups; and
  - the HOIP was produced on the basis of engagement events throughout Highland and should be the strategic focus of the CPP. It was therefore necessary to join up the expectations of Community Partnerships with what the HOIP Delivery Groups were achieving at a strategic level.

The Board:

- i. **NOTED** the update;
- ii. **AGREED** that a facilitated development day take place in August to examine, in depth, the arrangements, not only in respect of Community Partnerships but the Community Planning Partnership as a whole;
- iii. **AGREED** that, to inform the development day, the Scottish Government Location Director provide a stock-take on the Community Planning Partnership arrangements in other local authority areas; and
- iv. **AGREED** that, as part of the development day, updates be provided in respect of the five Highland Outcome Improvement Plan Delivery Groups.

#### **4. Update on preparations for/impact of leaving the European Union**

Ch Supt Macdonald, Police Scotland, provided a verbal update during which it was explained that preparations had been stepped back until such time as the position became clearer. At present, the UK was scheduled to leave the European Union on 31 October 2019 and, if that continued to be the case, it was anticipated that the systems and processes that had been put in place would be re-activated eight weeks in advance. Further updates would be provided as information became available.

The Board **NOTED** the position.

#### **5. 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 reminded partners that it had been agreed that the initial focus would be in Wick and Portree. In relation to Wick in particular, there was a surplus of property and the intention was to work with the Community Partnership and talk to the local community about how to focus on and improve outcomes, and how property could support that. It was anticipated that a session would take place in August 2019, which was timely in terms of the discussions taking place regarding town centre regeneration in Wick. The aim was to work collaboratively so that, where changes were implemented, communities felt they were positive changes that they had had a full say in.

The position in Portree was slightly different in that there was not such a surplus of property but there was a clear opportunity to drive regeneration. There was more underutilised land than buildings and, going forward, there was a need for joint

arrangements, particularly in the public sector, such as a joint emergency services hub. Discussions had taken place with the Ward Manager and the Community Partnership Chair with a view to holding a session with relevant partner agencies to begin to map out the opportunities that existed. The aim was to begin to push down the barriers between agencies and explore how partners' assets could be better utilised. It was intended to present a "map of opportunity" to the next Chief Officers Group for consideration.

The Board **NOTED** the position.

## **6. Employment of people with convictions in Statutory Agencies - Highland**

There had been circulated Report No CPB/05/19 by the Chair of the Community Justice Partnership.

During discussion, the following issues were raised:

- support was expressed for the proposals set out in the report;
- it was estimated that one in three people in Scotland had a criminal conviction, ranging from minor to major crimes;
- Stage 3 of The Management of Offenders (Scotland) Bill, which reduced the length of time for disclosure of certain offences to bring Scotland into line with Europe, was scheduled to be debated on 25 June 2019;
- The Scottish Government, as an employer, was exploring the issues surrounding the employment of people with convictions;
- employment was a significant factor in reducing re-offending and anything that could be done to get the message across nationally would be helpful;
- in response to a question, it was explained that many organisations had blanket policies in place that ruled out the employment of people with criminal convictions. However, convictions could be as minor as a driving offence;
- HR staff, particularly in the public sector, had a vital role in terms of supporting the employment of people with previous convictions; and
- The Scottish Government was moving towards a presumption against short-term prison sentences. This would be a significant item for the Community Justice Partnership and it was suggested that a report be presented to a future meeting of the Board.

The Board **AGREED**:

- i. to review and feed back on individual organisational policy in relation to the employment of people with an offending history with a view to considering what could potentially be changed to facilitate an increase in employment of those with an offending history;
- ii. that consideration be given to attempting to record the total percentage of workforce with an offending history across CPP agencies;
- iii. to establish a short-term single-issue working group to consider planning and delivery of an improvement plan for the employability of those with an offending history;
- iv. that, further to iii. above, the improvement plan be presented to the October Board for approval with a delivery timeframe of not more than 12 months;
- v. to strongly support, through attendance, particularly by HR staff, and promotion, the employability event on 7 November 2019; and
- vi. that a report on the move towards a presumption against short-term prison sentences be presented to a future meeting of the Board.

## **7. The Historic Environment Skills Investment Plan**

The Regional Skills Planning Manager, SDS, gave a presentation on the Historic Environment Skills Investment Plan (SIP) which had been launched in March 2019 by the Cabinet Secretary for Tourism and Culture. Detailed information was provided on the reasons behind the new SIP; key drivers of change identified within the sector; key messages from existing strategies; supply and demand; and priority themes and key actions.

During discussion, reference was made to engagement with young people by Badenoch and Strathspey Community Partnership, and the resultant feedback regarding the limited number of places on a college course in construction. Most of those who had applied did not get a place and concern was expressed that local talent/interest in specific fields could be lost in this manner. In addition, young people had to leave Highland to do certain courses, such as surveying, but when they returned home in the summer they could not find employment/work experience in their field of study. Creating more opportunities would encourage more young people to return to Highland, and it was queried whether there was potential to liaise with local projects regarding the provision of paid internships, and to reach out to universities in that regard.

In responding to the points raised, the Regional Skills Planning Manager explained the steps being taken to better prepare young people for college courses. In addition, he spoke to the need to work with UHI to ensure that courses were relevant and supported by employers, and to develop higher education links to jobs and experience – eg sandwich years. In terms of construction, companies in Highland were reaching out to young people studying STEM subjects with a view to offering them employment so there were some good links in place.

In response to a question, it was explained that the Highlands and Islands Skills Investment Plan was in the process of being refreshed. The skills gap across the public sector would feature prominently and the sectoral work that had been done nationally would feed into it. It was added that there was funding available nationally that Highland was not full benefiting from and, going forward, it was important to ensure that Highland had access to whatever new initiatives resulted from it.

The Board **NOTED** the presentation.

## 8. Update on Breakthrough Achievement on Suicide Prevention

There had been circulated Report No CPB/06/19 by the Head of Health Improvement and the Health Improvement Specialist, Public Health, NHS Highland, on behalf of Ch Supt Macdonald, Police Scotland.

During discussion, partners who had attended the Suicide Intervention and Prevention Programme (SIPP) training commended it, and the Chair suggested that consideration be given to how else staff could be encouraged to attend.

The Board:

- i. **NOTED** progress with the breakthrough achievement on suicide prevention;
- ii. **AGREED** to endorse the action to continue and expand the delivery of suicide prevention training in Highland; and
- iii. **AGREED** to encourage staff within partner organisations to attend SIPP training.

## 9. Active Highland Strategy Update

There had been circulated Report No CPB/07/19 by the Head of Health Improvement, NHS Highland.

The Board:

- i. **NOTED** the progress of the Active Highland Strategy since its launch in February 2018;
- ii. **NOTED** the refreshed Implementation Priorities for the Active Highland Partnership; and
- iii. **AGREED** to continue to support the delivery of Active Highland.

#### **10. Date of Next Meeting**

The Board **NOTED** that the next meeting would be held at 10.00 am on Thursday 3 October 2019 in the Culduthel Christian Centre, 5 Culduthel Avenue, Inverness.

The Chair having sought feedback on the venue, partners commended the facilities and the location. However, it was suggested that a more compact layout and microphones for those presenting might aid discussion. The Chair undertook to discuss the matter with staff at the Centre.

The meeting ended at 12.25 pm.