



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 20 September 2024 at 11.00 am.

Present:

The Highland Council:

Derek Brown, Chief Executive

Highlands and Islands Enterprise:

Stuart Black, Chief Executive

NHS Highland:

Tim Allison, Director of Public Health

Scottish Fire and Rescue Service:

Michael Humphreys, Area Commander (remote)

The Scottish Government:

Donna MacKinnon, Scottish Government Place Director (remote)

High Life Highland:

Steve Walsh, Chief Executive

Highland Third Sector Interface:

Mhairi Wylie, Chief Officer

NatureScot:

Graham Neville, Head of Operations - North

Skills Development Scotland:

Roddy Bailey, Area Manager

University of the Highlands and Islands:

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

In attendance:

Kate Lackie, Assistant Chief Executive – People, The Highland Council

Malcolm MacLeod, Assistant Chief Executive – Place, The Highland Council

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

Pam Cremin, Chief Officer, Community/Highland Health and Social Care Partnership, NHS (remote)

Jen Valentine, Chair, Community Safety and Resilience Delivery Group

Cathy Steer, Chair, Mental Health and Wellbeing Delivery Group

Alison Clark, Chair, Poverty Reduction Delivery Group

James Maybee, Chair, Community Justice Partnership (remote)

Carron McDiarmid, Chair, Highland Alcohol and Drugs Partnership (remote)

Gail Prince, Partnership Development Manager
Melanie Murray, Principal Committee Officer, The Highland Council

Also in attendance:

Colette Macklin, Head of Gaelic and Lifelong Learning, The Highland Council
James Turner, Head of Strengthening Communities, HIE
Aldene Woodward, Scottish Fire and Rescue Service (remote)

Mr S Black in the Chair

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Councillor Raymond Bremner, Councillor Graham MacKenzie (due to technical issues), Eann Sinclair, Sarah Compton-Bishop, Fiona Davies and Chief Superintendent Rob Shepherd.

2. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Partnership Board – 5 June 2024, subject to the correction of a typographical error under Apologies for Absence;
- ii. **NOTED** the Minutes of the Community Justice Partnership – 6 March 2024; and
- iii. **NOTED** the Minutes of the Highland Alcohol and Drugs Partnership Strategy Group – 21 May 2024.

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 following updates were provided:

- in relation to the Scottish Fire and Rescue Service Strategic Service Review Programme, the Partnership Development Manager had now met with the Scottish Government Place Director to discuss the points raised regarding the need for a place and person-based approach to public service change;
- with regard to the Highland Alcohol and Drugs Partnership Annual Reporting Template 2023/24, information on the People First – Language Matters – Partner Pledge had been circulated to partners together with information on The Highland Charter for Climate, Nature and Health; and
- in relation to the possibility of aligning the Children and Young People's Mental Health Fund to the priorities of the Children and Young People's Mental Health Steering Group, a meeting of partners/stakeholders would take place on 1 October 2024 to discuss a way forward.

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

4. Highland Outcome Improvement Plan – Delivery Plan

There had been circulated Report No CPPB/17/24 by CPP Senior Officers.

During discussion, the following main points were raised:

- ensuring there was a focus on prevention and inequalities was welcomed. However, there was more to be done, and it was highlighted that work was underway looking at metrics and outcome indicators. In addition, inequalities was currently included mainly within the health and family elements of the plan, and it could be expanded more broadly. Others added their support for developing more indicators around prevention and reducing inequalities;
- on the point being raised, it was confirmed that employability pathways to aid recovery could be included under the Employment/Employability theme;
- in relation to the population indicators in the draft HOIP Performance Framework, it was confirmed that “reduce net migration” was a typographical error and would be amended to “increase net migration”;
- with regard to the Shared Approaches to Commissioning theme, the Chief Officer, HTSI, questioned whether she had sufficient leverage to deliver what was set out, and she undertook to liaise with CPP Senior Officers in that regard;
- reference was made in the Delivery Plan to identifying “potential priorities”, and it was suggested it was necessary to be more certain, and to tighten up the language used;
- in relation to measures of success, it was important to be assured that benchmarks were in place, and it was questioned whether that was the case in some instances. It was suggested it would be helpful to have a follow-up report on the health-check process that sat at the point at which the Board would adopt the plan and measures; and
- most of the Prosperity population indicators were around getting people into employment, and it was suggested there should be an indicator relating to average wages or income levels.

The Board:

- i. **AGREED** the updated Delivery Plan, including the responsible delivery group (delivery mechanism) and senior officer sponsor, purpose, deliverables and measures of success, subject to the points raised during discussion; and
- ii. **NOTED** the draft performance framework, subject to the points raised during discussion, and that further work would be undertaken with performance officers from across the partnership to finalise this, along with baseline measures, for consideration by the Board in December.

5. Community Learning and Development (CLD) Plan 2024 - 2027

There had been circulated Report No CPPB/18/24 by the Head of Lifelong Learning and Gaelic, The Highland Council.

During discussion, the following main points were raised:

- the section of the plan on Aligning Partnership Practices was welcomed. In that regard, it was suggested it would be helpful to consider the Planet Youth Icelandic prevention model under the umbrella of CLD, and to have explicit mention of it in the CLD Plan;
- thanks were expressed for the work that had gone into improving the layout of the plan;
- in relation to section 7.3 of the plan, under Community Capacity Building, it was suggested that “HTSI develops a strong third sector in Highland” should be amended to “HTSI supports the development of a strong third sector in Highland”;

- with regard to not only the CLD Plan but all plans that came before the Board, it was questioned whether there was an understanding of current resource commitment across the partnership so changes could be measured over time, and how fragile it was, how susceptible it was to the changing political environment and whether the Board understood the associated risks. Detailed discussion ensued as to how best to achieve a full understanding of the totality of resource, during which it was suggested a systems map with resources aligned to it was needed as, at present, there was a risk in that the Board did not understand the underpinning systems that would enable it to make the changes it wanted;
- reference was made to justice clients and the need to tackle discrimination and stigma and encourage learning, thereby increasing employment opportunities. It having been commented that there was no specific reference to justice in the plan, attention was drawn to the agreed priorities set out in section 2 of the report, which were broad and flexible enough to incorporate the point raised. It was explained that the intention had been not to be too prescriptive so the plan was flexible enough to respond to local needs.

The Board:

- NOTED** the content of the report; and
- APPROVED** the Community Learning and Development Plan 2024 – 2027, subject to the points raised during discussion.

6. Highland Green Health Partnership Annual Report

There had been circulated Report No CPPB/19/24 by the Head of Health Improvement, Public Health, NHS Highland.

The issue of future funding having been raised, it was explained that, whilst the funding support from NatureScot had come to an end, there were opportunities for further discussions around the potential for obtaining private funding. It was added that one of NatureScot's emerging pieces of work was around sourcing private investment into nature outcomes, and that HIE had been successful in securing funding from renewables companies to support the Science Skills Project.

The Board:

- NOTED** the progress of the Highland Green Health Partnership and achievements in Year 6 of the programme;
- NOTED** the priorities for Year 7 of the programme; and
- AGREED** continued support for the work of the Green Health Partnership and the approach to embed Green Health networks with local Community Partnerships.

7. Community Justice Partnership Annual Report

There had been circulated Report No CPPB/20/24 by the Community Justice Partnership Manager.

During discussion, the following main points were raised:

- thanks were expressed to Kevin Flett, who had recently been appointed as Community Justice Partnership Manager, for bringing the annual report together in a short timescale;

- attention was drawn to minor typographical errors which would be fed back to the Community Justice Partnership Manager to correct prior to the annual report being submitted to Community Justice Scotland;
- information was sought, and provided, on whether Skills Development Scotland were doing anything nationally in terms of supporting former prisoners into employment;
- discussion took place on the need for more buy-in from the Crown Office and Procurator Fiscal Service and the judiciary which, it was explained, was a long-standing issue both locally and nationally. Concern having been expressed that there was a standing apology from the Sheriff on the Community Justice Partnership, it was suggested it was an issue that needed to be raised nationally, and the Scottish Government Place Director undertook to take it up with Community Justice colleagues.

The Board **APPROVED** the Community Justice Partnership Annual Report 2023-24, subject to the correction of typographical errors referred to during discussion.

8. National Community Planning Partnership (CPP) Self-Assessment

There had been circulated Report No CPPB/21/24 by the Partnership Development Manager.

It having been queried whether Independent Chairs were being asked to take part in the self-assessment as they were not Board Members, the Partnership Development Manager undertook to check this with the Improvement Service. Nevertheless, it would be useful for all attendees to complete the self-assessment checklist as the information could be used internally.

The Board:

- i. **NOTED** the development of a national CPP self -assessment and associated briefing session
- ii. **AGREED** that Board Members and attendees would complete and submit individual CCP checklists when circulated; and
- iii. **AGREED** that a Board Development Session would be set up to review the Highland CPP checklist report, once available from the Improvement Service, to identify actions.

9. Consultation on a Population Health Framework for Scotland

There had been circulated Report No CPPB/22/24 by the Director of Public Health, NHS Highland, who gave a presentation in amplification of the report.

The Director of Public Health invited comments on the framework and the questions set out in the report, and suggested that any further comments be fed back to him by email within the next week or so.

During discussion, the following main points were raised:

- reference was made to the preventative benefits of sport and physical activity, particularly in relation to diabetes and cardiovascular disease, and it was queried how the proposed Population Health Framework fit with the Physical Activity for Health Framework that was due to be announced imminently. The Director of Public Health responded that, whilst the links would be there implicitly, he had not seen any explicit link between the two frameworks, and it would be a useful point to feed back. In addition, the links with the natural environment were not adequate;

- it was questioned what the proposed framework was going to accomplish if it was not aligned with other Scottish Government frameworks and did not address the wider macro forces that could affect public health. The framework also did not address the rural population challenges faced in Highland, including the aging population and remoteness;
- for transparency, the Chair of the Highland Alcohol and Drugs Partnership declared a connection to this item given her role as a Non-Executive Director of Public Health Scotland. However, she did not consider it to be a conflict of interest;
- on the point being raised, the Director of Public Health confirmed that when local forecasts on the burden of disease were available he would be happy to bring them to the CPP Board and other forums to have action-oriented discussions on the regional challenges and how to prevent the forecasts from becoming a reality; and
- reference was made to the links between ill-health and lack of employment. The economic inactivity rate was considerably higher than it used to be, and was a significant issue in certain parts of Highland, and it was suggested getting people back into productive work should be a priority.

The Board:

- NOTED** the presentation and the contents of the engagement document; and
- AGREED** that any further comments on the approach and the questions be fed back to the Director of Public Health by email.

10. Place Director Role

Donna MacKinnon, Scottish Government Place Director, spoke to the voluntary Place Director role which she had undertaken since 2017 alongside her senior civil servant role, currently Head of European Relations. There were 32 Place Directors in Scotland, aligned with local authority areas, and it was explained that the purpose of the role was to provide a facilitating link, on both a formal and informal basis, between local authority areas and the Scottish Government. An important part of the role was not only communicating Scottish Government priorities to partners but gathering intel as to how things were being received locally and feeding it back centrally. It was also to support activity informed by local priorities, and events such as ministerial visits. She encouraged partners to contact her if they had any questions or issues they wished her to feed back.

During discussion, the following main points were raised:

- the development at Ardersier Port was cited as a good example of collaboration between local partners and national players. However, that was not the norm, there often being a lack of coordination between local partners and national government, and it was suggested there should be someone within the Scottish Government responsible for ensuring it was playing its part in terms of supporting Highland with large-scale industrial developments and key issues such as housing and transport. In that regard, the voluntary nature of the Place Director role was questioned, and it was queried whether it was likely to become more formal;
- help was needed to navigate and break down the silos that existed within the Scottish Government, which had worsened since the Covid pandemic;
- Inverness was a burgeoning city, and one of the challenges was ensuring the benefits of the economic development opportunities seized there were felt across Highland. Some developments were being funded by the UK Government, and there was a need for intergovernmental oversight of things such as the Strategic Transmission Investment Programme and housing;

- there was a sense that the scale of the opportunities in Highland were not fully appreciated and understood by the Scottish Government, and local officers had a role to play in terms of communicating to the Place Director not just the problems but the opportunities that existed;
- the Place Director commented that the Convention of the Highlands and Islands (CoHI) should act as a vehicle for cohesion, and that it would be worth considering whether better use could be made of it to achieve a collaborative whole-system approach for Highland. In that regard, the Chair suggested that the Regional Economic Partnership was more significant as it was driving change and asking difficult questions of central government;
- it was necessary to think collectively and imaginatively about how to solve some of the issues raised during discussion;
- there were a lot of smaller projects where there needed to be unlocking between the public and private sector;
- reference was made to earlier discussions regarding social justice and the work being done by Timpsons, and it was suggested that the new prison being constructed in Inverness presented opportunities to work with the private sector to address social justice issues;
- it was considered that the Rural Affairs Directorate was not taking enough of a holistic view, and the Economy Directorate needed to be more aware of the opportunities within Highland and the significant amount of funding coming into the region through network upgrades and on and offshore renewable energy developments. The transition to Net Zero was a huge economic driver, and much of the energy required was going to come from the Highlands and Islands; and
- pre-Brexit, Highland had benefited from a significant amount of European funding. That was no longer the case, and the Scottish and UK Governments needed to consider future funding for the Highlands and Islands as without economic investment there would be depopulation. It was added that the Highland Growth Deal finished in less than two years, and it was questioned what was going to replace it.

The Board **NOTED** the position.

11. Communications Strategy

A draft Communications Strategy had been considered at the CPP Board meeting on 5 June 2024. Feedback had been incorporated and, in consultation with Corporate Communications colleagues, the Communications Strategy had been finalised and had been circulated. The strategy applied a framework to the structure of communications across the Partnership, both internally and externally. The aim of the strategy was to create a consistent basis for how the CPP communicated and engaged with communities across Highland.

During discussion, the following points were raised:

- reference having been made to the potential to utilise partners' extensive social media reach to get messages out, it was confirmed that this was alluded to in the strategy under Channels of Communication, but it could perhaps be made clearer; and
- information was sought, and provided, on the fortnightly Highland Council and CPP Community Briefing.

The CPP Board **AGREED** the updated Communications Strategy.

12. Partnership Development Team – Year 1 Report, Year 2 Milestones and Quarterly Update June to August 2024

There had been circulated Report No CPPB/23/24 by CPP Senior Officers and the Partnership Development Manager.

In introducing the report, it was highlighted that the Partnership Development Officers had been recruited on temporary contracts for two years, until May 2025. It was important that an early review of the ongoing resourcing requirements was undertaken to consider next steps. Senior officers would progress this and report back to the next Board.

During discussion, the illustration at Appendix 3 of the report was commended. However, it was commented that there was a lack of female representation within it.

The Board:

- i. **NOTED** the Year 1 Report in Appendix 1 of the report;
- ii. **APPROVED** the proposed Year 2 Milestones in Appendix 2 of the report; and
- iii. **NOTED** the Conference and 2024-2027 HOIP Illustration in Appendix 3 of the report.

13. Review of Strategic Risk Register

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

On behalf of CPP Senior Officers, the Chair of the Community Safety and Resilience Delivery Group spoke to a number of proposed changes to the register, including updates to the narrative and scoring in respect of several risks, and the proposed removal of 01/20 Reputational; 06/20 CPP Communication; and 08/22 Support and Resourcing for People Fleeing Crisis. Views were sought in relation to 06/21 Pandemic/Influenza Resilience and whether the Board was content that the wider risk around the possibility of another pandemic/influenza outbreak sat within resilience structures. In relation to 10/23 Public Sector Funding, consideration needed to be given to scoring, and it was queried whether it should also include third sector funding.

During discussion, the following points were raised:

- in relation to 06/21 Pandemic/Influenza Resilience, the Director of Public Health commented that a pandemic had been at the top of national Risk Registers for some time, but Covid had highlighted the impact of a pandemic on the population. The risk relating to Covid and Influenza had been downgraded on the NHS Highland Risk Register, and it would therefore make sense to do the same on the CPP Risk Register. He confirmed he would be happy to look at rescoping the risk outwith the meeting;
- there was a public sector funding impact on the third sector but there were also multiple other factors at play, and it was suggested there might need to be a separate risk around third sector funding and capacity in Highland. However, it was questioned whether there was an understanding of what the risks were;
- it was suggested that 08/22 Support and Resourcing for People Fleeing Crisis should remain on the Risk Register as, whilst some elements were business as usual, systems were under severe pressure at present in terms of the resettlement of Afghan refugee families at Cameron Barracks in Inverness;
- 02/20 Failure to deliver against strategic priorities – People, Place Prosperity, and 03/20 Commitment to Partnership Activity might be driven by circumstances that could be linked back to public sector funding; and

- the Chair suggested that any further comments on the Risk Register be fed back to officers outwith the meeting.

The Board **AGREED** that the Strategic Risk Register be revised, taking into account the points raised during discussion, and presented to the next meeting for consideration.

14. Date of Next Meeting

The Board **NOTED** that the next meeting was scheduled to take place on Wednesday 4 December 2024 at 10.00 am.

The Chair highlighted that the next meeting would be chaired by Sarah Compton-Bishop, Chair of NHS Highland Board. He thanked Board Members and attendees for their input, and officers for their support, during his tenure as Chair of the CPP Board.

The meeting ended at 12.50 pm.