

Agenda Item	11.
Report No	CPPB/27/25



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Highland Community Planning Partnership Board – 5 December 2025

Active Highland Strategy Group Terms of Reference

Report By: Cathy Steer, Head of Health Improvement, Public Health

Summary:

This report provides an update on the work of the CPP Active Highland Strategy Group to develop a refreshed Terms of Reference for the implementation stage of the Active Highland strategy. The report asks the Board to endorse the refreshed Terms of Reference.

The Board is asked to:

- endorse the refreshed Terms of Reference for the Active Highland Strategy Group; and
- commit to supporting implementation of the strategy and action plan.

1. Background

Being active is important for our mental, physical and social health. The available evidence tells us that physical activity can help prevent disease and improve wellbeing. Everyday activity can play a crucial role in helping to prevent and treat chronic disease and improve quality of life. Increasing participation in sport and formal exercise is important, but we also need to recognise the importance of being more active in everyday routines. This can include walking, cycling and active play. Active travel also has environmental benefits and can help reduce carbon emissions and air and noise pollution.

2. Introduction

The Active Highland Strategy Action Plan was circulated to the CPP Board in June 2025. The Board noted that further work was required to secure the right level of commitment with key partners to implement the strategy. The Board requested that further engagement work be undertaken, and a refreshed Terms of Reference be developed to support the implementation stage of the strategy. The attached draft Terms of Reference have been developed by the strategy group following further discussion with partners.

3. Terms of Reference

The draft Terms of Reference has been developed following a series of partnership meetings and discussions. It outlines the purpose and remit of the group, sets out the group's objectives, responsibilities and membership. There are currently some gaps in membership due to recent staff changes and in the case of the third sector representative, there is ongoing discussion about how best to identify representation.

Recommendation

The Board is asked to:

- endorse the refreshed Terms of Reference for the Active Highland Strategy Group; and
- commit to supporting implementation of the strategy and action plan.

Author: Cathy Steer, Head of Health improvement

Date: 05 December 2025

Appendices: Active Highland Strategy Group, Terms of Reference

Active Highland Strategy Implementation Group - Terms of Reference

Chair	Cathy Steer – NHS Highland		
Date of last update	November 2025	Version	4

1. Strategic Context & Group Purpose

The Highland Community Planning Partnership endorsed a refreshed Active Highland strategy and action plan in July 2025. The strategy and action plan set out eight key outcomes and identifies priority actions and tasks to support people in Highland to be more physically active. The implementation of this refreshed strategy and action plan will take forward collaborative action that impact on levels of physical activity, with a focus on action to reduce inequalities.

Implementing the action plan will provide significant benefits to physical and mental health, social wellbeing as well as to the environment. The partnership that will provide leadership and co-ordination are committed to influencing and effecting change in diverse areas such as travel, the environment, education and health and social care. To succeed in this, it is important to bring together key partner organisations and communities to ensure co-ordination of effort and increase the chances of delivering change and making significant impacts in the lives of people in Highland. The task of the Implementation Group is to co-ordinate a multi-agency response to promote physical activity and support disadvantaged individuals, groups and communities to develop opportunities to become active in their local communities.

The purpose of the group is to:

- Provide proactive and responsive leadership, co-ordination and governance for implementation of the strategy and action plan
- Co-ordinate a multi-agency response to promote physical activity and develop opportunities for people to become more active in their local communities, particularly targeting those who are not active or excluded from taking part in opportunities for physical activity
- Continue to assess the needs of the population of Highland in relation to physical activity, including current opportunities and analysis of service gaps, and use this to inform development of the strategy and implementation plan
- Secure the participation of partners and communities in relation to planning and delivering new opportunities

2. Remit and Objectives

The remit of the group is to:

- Implement a physical activity action plan for the Highland area.
- Work collectively to normalise physical activity as an element of everyday lives for the population of Highland
- Progress agreed actions including creating, delivering and implementing new initiatives
- Agree priorities for service development and seek, where appropriate, funding opportunities to progress priorities

- Review the agreed Action Plan on an annual basis

Main objectives are to:

- Develop and implement programmes and services, across various community settings to engage with, and increase opportunities, for physical activity, particularly in the least active groups, such as people with disability, girls, women, older people, and vulnerable or marginalised populations, embracing contributions by all
- Use place based approaches to support development and implementation of our Active Highland action plan
- Consider the impact of inequalities on levels of physical activity and include these in planning and delivery of opportunities for physical activity
- Further develop and strengthen information and referral systems from health and care to support people into opportunities to increase physical activity and reduce sedentary behaviour
- Improve service/network infrastructure to enable increased walking and cycling
- Raise awareness, knowledge and understanding of the health benefits of regular physical activity and less sedentary behaviour
- Strengthen networking structures to support planning and delivery of opportunities for physical activity
- Support training of staff and volunteers to develop knowledge and skills in relation to supporting others to be physically active

3. Group Responsibilities

The Group's scope of responsibility is to:

- Lead and coordinate delivery of the strategy and action plan,
- Monitor Outcomes,
- Manage & escalate Risks & Issues,
- Identify and monitor dependencies between initiatives.

Each area of the action plan has a designated sponsor who is responsible for coordinating the actions and tasks within that area of the plan. This requires ongoing support from partners across the Implementation Group and within wider agencies and community organisations. The identified sponsors for each area of implementation are:

- **Active Health & Social Care** – Highland Health and Social Care Partnership
- **Active Travel** – The Highland Council Active Travel Team
- **Active Places and Spaces** – The Highland Council Infrastructure and Capital Planning Department
- **Active Places & Spaces Greenspace** – NHS Highland Public Health and Highland Green Health Partnership
- **Active Places of Learning** – The Highland Council Education Department
- **Active Sport & Recreation for All** – High Life Highland
- **Active Communication & Public Education** – All ... coordinated by NHS Highland

4. Governance & Board Management

Governance

Partners within the Implementation Group are accountable to the Group for the co-ordination of actions designated to them for leadership. The group will ultimately be accountable to the Highland Community Planning Partnership Board and will report through the Community Planning Partnership. The group will maintain close working links with all relevant partners, organisations, groups and forums

Highland CPP Board

Mental Health Delivery Group

Active Highland Strategy Group

Group management

- The Group will meet every 2 months in the first year of implementation, then reduce to quarterly meetings
- Meeting minutes will be produced and distributed by admin support within NHS Highland
- A Decisions & Actions Log will be used to ensure all actions are managed through to resolution.
- A Risk & Issues Log will be used to ensure risks and issues are actively managed.
- The TOR will be reviewed annually, with any substantive changes identified recommended to the CPP Board for approval.

5. Membership

The core members of the Group and their roles are set out in the table below. In addition to core members, specific project leads, project managers, and other senior managers will be invited to attend the Group as required. Some additional partner agencies and organisations involved in implementation initiatives will similarly be invited to attend the Group as required (e.g. HITRANS, Highland Disability Sport, Walking Scotland)

Name	Designation
Cathy Steer	Head of Health Improvement, NHS Highland (Chair)
Dan Jenkins	Senior Health Improvement Specialist, NHS Highland
James Martin	Director of Sport, Leisure and Safeguarding, High Life Highland
Darren Reid	Head of Sports Development, High Life Highland
Derek Martin	Strategic Lead – Operations, Education, The Highland Council
Finlay MacDonald	Chief Officer – Property and Assets, The Highland Council
TBC	Position in Active Travel, The Highland Council
Garry Reid	Lead Manager, sportscotland
Graham Lindsay	Partnership Manager, sportscotland
TBC	UHI Inverness
Jaci Douglas	Chief Executive, Care and Learning Alliance
TBC	Position, Highland Third Sector Interface
Flora Jackson	Health Improvement Manager Physical Activity, Public Health Scotland

6. Member Responsibilities

In relation to Section 5 of these ToR (Membership), the Group Members will have the following detailed responsibilities:

Chair:

- Chair and actively participate in the Active Highland Strategy Implementation Group meetings
- Ensure adequate and equal time is given to review all work of the Group
- Nominate appropriate representatives to join the Group if required

- Report to the Highland CPP Board on behalf of the Group (or designate appropriate deputy)

Members:

The members of the group will:

- Attend and actively participate in Implementation Group meetings, including agenda development.
- Ensure that appropriate deputising with full reporting authority is in place if they are unable to attend any meeting
- Attend and actively participate in any additional subgroup meetings when allocated to undertake specific pieces of work in relation to the implementation or for the development of new actions and tasks
- Undertake actions and tasks assigned to them in a timely manner and report back to subsequent meetings
- Ensure that open and comprehensive communication is achieved between the Group member and the organisation they represent: including appropriate engagement with colleagues, managers, relevant additional teams and departments; and feeding back from their organisation to the Group