



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Minutes of Meeting of the Community Planning Partnership Board held remotely, via Microsoft Teams, on Tuesday 10 March 2026 at 2.00 pm.

Present:

The Highland Council:

Councillor Graham MacKenzie, Chair of Communities and Place Committee
Kate Lackie, Assistant Chief Executive – People (substitute)

Highlands and Islands Enterprise:

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

NHS Highland:

Sarah Compton-Bishop, Chair, NHS Highland Board
Fiona Davies, Chief Executive
Jennifer Davies, Director of Public Health

Police Scotland:

Temporary Chief Superintendent Dave Ross (substitute)

Scottish Fire and Rescue Service:

Lynne Gow, Area Commander and Local Senior Officer

The Scottish Government:

Donna MacKinnon, Scottish Government Place Director

Community Partnership representative:

Eann Sinclair, Chair of Caithness Community Partnership (also representing Highlands and Islands Enterprise)

High Life Highland:

Steve Walsh, Chief Executive

Highland Third Sector Interface:

Kenny Steele, Chair of HTSI Board

NatureScot:

Graham Neville, Head of Operations - North

Skills Development Scotland:

Roddy Bailey, Area Manager

University of the Highlands and Islands:

Lorna Walker, Chief Operating Officer (substitute)

In attendance:

Fiona Duncan, Chief Officer - Health and Social Care, The Highland Council
Arlene Johnstone, Chief Officer – Highland Health and Social Care, NHS Highland
Ian Kyle, Chair, Community Learning, Development and Engagement Strategic Group
Judy Hill, 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
Carron McDiarmid, Chair, Highland Alcohol and Drugs Partnership
Gail Prince, Partnership Development Manager
Melanie Murray, Principal Committee Officer, The Highland Council

Also in attendance:

Paul Reid, Chief Officer – Facilities and Fleet Management, The Highland Council
Karen Chisholm, Future Operating Model Programme Manager, The Highland Council
Gail Anderton, Community Benefits Manager, The Highland Council

Ms Sarah Compton-Bishop in the Chair**Business****1. Apologies for Absence**

Apologies for absence were intimated on behalf of Councillor Raymond Bremner, Derek Brown, Chief Superintendent Rob Shepherd, Ranald Robertson and Vicki Nairn.

2. Declarations of Interest

There were no Declarations of Interest.

3. Minutes of Meetings

The Board:

- i. **APPROVED** the Minutes of the Community Planning Partnership Board – 5 December 2025;
- ii. **NOTED** the Minutes of the Community Justice Partnership Strategic Group – 10 September 2025; and
- iii. **NOTED** the Minutes of the Highland Alcohol and Drugs Partnership Strategy Group – 18 November 2025.

4. Action Tracker

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

In relation to the Health Inequalities dashboard, the Partnership Development Manager confirmed that engagement activity was underway. The Head of Health Improvement, NHS Highland, had attended a recent meeting of the Partnership Coordinating Group, and the Director of Public Health was scheduled to present at the CPP Conference in May.

Due to technical issues, it was suggested that the Director of Public Health provide an update on the action relating to the Population Health Framework outwith the meeting so that the Action Tracker could be updated accordingly.

The Board:

- i. **NOTED** the Action Tracker; and
- ii. **AGREED** that the Director of Public Health provide an update to the Partnership Development Manager on the action relating to the Population Health Framework so that the Action Tracker could be updated accordingly.

5. Future Operating Model Programme Update

There had been circulated Report No CPPB/1/26 by the Future Operating Model Programme Manager.

During discussion, the following main points were raised:

- it was reassuring that the Future Operating Model reflected feedback from communities regarding more effective and sensible use of resources in response to community needs;
- information was sought, and provided, on whether there were any areas of resistance or challenge, whether any specific risks to delivery had been identified, and whether partnership working and engagement were being maximised;
- questions were raised regarding what success would look like and how it would be evaluated, including in terms of return on investment. In response, the Programme Manager explained that the Future Operating Model would be measured against an assessment framework, which could be shared with partners. The Assistant Chief Executive – People added that the Future Operating Model was about decentralising services, engaging with and listening to communities and stakeholders, and developing the model accordingly, and success would be delivering what communities had said they wanted. It was also an opportunity to reduce duplication and free up resources by sharing services, as many partners were undertaking similar back-office functions. It was emphasised that there was no preconceived blueprint, and that there was still an opportunity for people to feed into the model;
- the importance of parity of voice, and of raising awareness of the Future Operating Model Programme throughout partners' extensive networks, was emphasised, and the Chair suggested that it would be helpful for the Programme Manager's contact details to be circulated so that partners could make contact on any relevant matters;
- the Chair suggested that a further progress report, including reflections on the points raised during discussion, be presented to a future meeting so that the Board could see how matters had developed; and
- the Council's Chief Officer – Facilities and Fleet Management expanded on the benefits of a shared services approach and provided examples of potential opportunities, including the sharing of logistics networks, stores networks and assets. Whilst discussions around sharing services had taken place for a number of years, these had had not yet materialised. It was important to get an initiative over the line in order to change the dynamic and the culture, and a plea was made to partners to engage with the project. It was added that, once some initiatives had been implemented, it would be important to celebrate successes and communicate these to stakeholders.

The Board:

- i. **NOTED** the progress to date of the Future Operating Model Programme;

- ii. **NOTED** the next steps;
- iii. **AGREED** that the assessment framework in respect of the Future Operating Model, and the Programme Manager's contact details, be circulated to Community Planning Board Members and attendees; and
- iv. **AGREED** that a further progress report be presented to a future meeting of the Board.

6. **2024-2027 Highland Outcome Improvement Plan (HOIP) Delivery Plan Progress Report – Community Wealth Building including Social Value Charter**

There had been circulated joint Report No CPPB/2/26 by the Community Benefits Manager and Service Lead Economy and Regeneration, Highland Council.

In introducing the report, the Community Benefits Manager emphasised that the Social Value Charter was not solely a Council initiative and asked that any partners actively engaging with developers bear the Charter in mind and promote engagement with the Community Wealth Building team with a view to developers entering into partnership agreements and setting out a clear commitment as to what they could contribute to Highland.

During discussion, the following main points were raised:

- on the point being raised, it was confirmed that the re-established Community Wealth Building Partnership Group would establish a baseline, and that potential metrics to measure the impact of the collective effort could be brought to the Board for discussion at a later date;
- information was sought, and provided, regarding how the statutory Community Wealth Building Plan would be taken forward, and the associated timescale; and the staffing resource within the Council to support communities around community benefit, and whether it was considered to be sufficient given the amount of renewable energy development taking place;
- in response to a question, it was confirmed that the proposed increase in community benefit value from £5,000 to £6,000 per megawatt per year was significantly lower than expected, and this would be reflected in the CPP response to the Scottish Government's request for feedback on the Good Practice Principles. In relation to whether there would be any community benefit arising from the significant amount of investment in pump storage hydropower, mainly in the Great Glen, it was explained that Pump Storage Hydropower had not been specified within the proposals, and this had been identified as a risk as it created ambiguity;
- the Scottish Government's refreshed guidance did not go far enough for communities and did not align with the principles set out in the Social Value Charter. Community benefit should not be voluntary and legislative change was required, and it was important that this was reflected robustly in the CPP's response to the Scottish Government;
- as work progressed, it would be necessary to consider the links between community wealth building and what the CPP wanted to achieve in terms of addressing inequality;
- with reference to previous contributions regarding the need for equity, it was highlighted that the purpose of the Social Value Charter was to achieve equity of investment and legacy across Highland;
- in relation to the Employer Charter, the focus on Fair Work was welcomed and was expected to have a positive impact on health and wellbeing, including health inequalities. On the point being raised, the Assistant Chief Executive – People undertook to explore whether there was scope for more general workplace health initiatives in and around the Employer Charter. The Head of Health Improvement

offered support in that regard, highlighting that the Health Improvement team had considerable experience of workplace health initiatives;

- in response to a question, it was confirmed that the £62m of funding committed by SSEN Transmission, to be distributed through a Regional Fund and Local Funds, was expected to be delivered between now and 2030. Further detail on the anticipated timescales could be circulated to partners. The position beyond 2030 was not yet known, although it was hoped that the funds would continue to grow as other developers came online;
- in relation to the proposed development of over 500 permanent homes, it was explained that all housing development would be subject to the usual planning process and matters such as impacts on services and infrastructure would be considered as part of that process;
- with regard to the proposed collective CPP response to the Scottish Government's request for feedback on the Good Practice Principles, the timescale for submission was very tight. It was explained that the intention was to respond on the same basis as in the previous year, emphasising the key points, particularly the lack of alignment with the Social Value Charter, and incorporating any additional points raised during discussion. The draft response would be circulated to Board Members for comment prior to submission; and
- in response to a question regarding the commissioning of external legal support to develop and appraise governance models in respect of the Strategic Investment Fund, it was explained that initial legal advice had been received and would be discussed with partners over the coming months. The intention was that formal proposals would be brought to the June Board for consideration and agreement. The approach outlined was welcomed.

The Board:

- i. **NOTED** the update relating to the Community Wealth Building (Scotland) Act 2026, and requirements of the Community Wealth Building Partnership Group to progress the duties within the act;
- ii. **NOTED** progress with Social Value Charter activity;
- iii. **NOTED** the update on the Scottish Government's Guidance refresh in relation to the Good Practice Principles for Community Benefits from Onshore Renewable Energy;
- iv. **AGREED** that a collective CPP response be submitted in response to the Scottish Government's request for feedback on the Good Practice Principles; and
- v. **AGREED** that information be circulated to partners on the anticipated timescales in respect of the £62m of funding committed by SSEN Transmission to be distributed through a Regional Fund and Local Funds.

7. Highland Children and Young People's Needs Assessment 2026

There had been circulated Report No CPPB/3/26 by the Chair of the Integrated Children's Services Planning Board. The appendices to the report had been circulated separately as Booklet A.

During discussion, the following main points were raised:

- information was sought, and provided, regarding how the Children and Young People's Needs Assessment (CYPNA) and the Integrated Children's Services Board Voice Report would be communicated to ensure that partners and stakeholders could make full use of the rich data contained within them; and on the governance route for approval of the Integrated Children's Services Plan;

- the data within the CYPNA and Voice Report could be used in a number of ways, including to inform the development of the new HOIP and the work of the Poverty Commission, and it would be important to continue to refer back to it;
- as indicated in the report, rural deprivation was less visible in the Scottish Index of Multiple Deprivation, and it was queried whether any work was underway in terms of how to articulate rural deprivation and rural challenges in a way that was easily understood. Detailed discussion ensued, during which reference was made to discussions at the recent CPP Development Day regarding the importance of viewing priorities through different lenses. It was suggested that “rural” was one such lens, and that different approaches might be required in a rural context. It was further commented that, even where there were established measures, issues such as homelessness could be hidden in rural communities. Highland was unique in the UK in terms of its level of remoteness and rurality, and it was suggested that it could lead the way in developing complementary approaches to statistical methods to better articulate issues of space and place, and that support could potentially be drawn from a national agency such as Public Health Scotland; and
- with reference to the charts on page 13 of the CYPNA, concern was expressed regarding the projected continuing decline in the number of children and young people in Highland, which was a significant challenge and raised a range of issues in relation to the future labour force and economy. It was queried how this compared to other parts of Scotland and what actions could be taken to help reverse the trend. Detailed discussion ensued on declining birth rates and depopulation, during which it was recognised that some aspects were beyond the remit of the CPP, and a broader conversation was needed. Reference was made to the Scottish Government’s action plan to address depopulation, which some partners had been closely involved in, and the work being undertaken by a range of partners to try to encourage people to see Highland as a place to settle and bring up a family. It was suggested that there might be merit in considering what partners were doing individually in order to build a clearer picture of the collective activity that made a difference. The Chair concurred and suggested that the matter be discussed at a future development session, and that the new HOIP presented an opportunity to articulate the issue from a Highland perspective, which could then inform future lobbying activity.

The Board:

- NOTED** the findings of the draft Highland Children and Young People’s Needs Assessment 2026 and the evidence and themes from the draft Integrated Children’s Services Board Voice Report;
- AGREED** to endorse the Children and Young People’s Needs Assessment and the themes from the Integrated Children’s Services Board Voice Report as the evidence base for the Integrated Children’s Services Plan 2026–2029; and
- AGREED** to support the next steps including data-improvement work and publication of a summary version.

8. Place Based Framework Annual Report

There had been circulated Report No CPPB/4/26 by the Chief Officer- Housing and Communities, Highland Council.

During discussion, information was sought, and provided, on the extent to which individual partner organisations were engaging with or utilising the Place Based Framework in terms of their own work; and the connectivity between Area Place Plans and the overall HOIP. In relation to the latter, it was explained that alignment between the work taking place at a strategic level and what was happening at community level had been a challenge since the

inception of the HOIP and, whilst improvements had been made, it was necessary to consider, as the new HOIP was developed, how to further strengthen that alignment.

The Board otherwise **NOTED** the progress made across all 11 Area Place Plans as partnership-led frameworks guiding local priorities and investment.

9. CONTEST Board Annual Report

There had been circulated Report No CPPB/5/26 by Superintendent Judy Hill, Police Scotland.

During discussion, an update was sought, and provided, regarding the protest activity associated with the potential use of Cameron Barracks in Inverness to house asylum seekers. On the point being raised, it was explained that there were established processes in place around supporting Elected Members and Members of Parliament in the event of any security or safety concerns.

The Board otherwise **NOTED** the contents of the report and Highland activity in relation to CONTEST.

10. Highland Alcohol and Drugs Partnership (HADP) self-assessment process, results and next steps

There had been circulated Report No CPPB/6/26 by the Independent Chair of the HADP.

In introducing the report, the Chair of the HADP highlighted that the new Partnership Delivery Framework for Alcohol and Drugs Partnerships referred to in section 4.3 of the report had been published earlier that day. The HADP would review the framework and report back to the Board should any new actions be required.

In response to a question, it was confirmed that no actions to improve alignment between the HADP and the CPP Board had emerged from the survey other than those outlined in section 3.2 of the report. A number of CPP Board Members and attendees participated in the HADP Strategy Group, and continued engagement would help strengthen the connections between the two structures. The Chair of the CPP Board indicated her willingness to discuss any further opportunities to reinforce alignment outwith the meeting.

The Board **NOTED**, for assurance:

- i. the results of the recent HADP self-assessment process; and
- ii. the actions agreed to support improvement.

11. Scottish Government Update

The Scottish Government Place Director provided a verbal update, explaining that the Scottish Government had adopted a more deliberative and positive approach to Place Director roles and that, while the role remained voluntary, it was now better resourced. She reported that she had recently attended a session relating to the National Islands Plan, which had covered forthcoming work on data, evidence and funding. The Islands Team was led by Erica Clarkson, with Megan McWilliams acting as the link for Highland. She had also attended a session on data needs of Place Directors, and advised that she would discuss with the Partnership Development Manager what comparative place-based data would be most useful.

The Place Director went on to outline the arrangements for the forthcoming Scottish Parliament Election. It was explained that the pre-election period would begin in late March 2026, with the dissolution of Parliament scheduled for 9 April 2026 and polling day on 7 May 2026. Government business would move to an essential-only footing during this period and there would be a reduced visible ministerial presence. It was highlighted that the national count would take place on 8 May 2026 rather than overnight. Information was also provided on the processes followed by the Civil Service in advance of an election, including access for opposition parties to officials, the preparation of guidance, manifesto analysis, scenario planning for government formation and readiness to brief incoming ministers. The statutory timescales for the appointment of a First Minister and formation of a government were outlined, together with the likely timing of Cabinet appointments and the later establishment of parliamentary committees. It was emphasised that civil servants operated under strict propriety rules, including the need to maintain political impartiality, postpone decisions that could bind a future administration and ensure that public resources were not used for party-political purposes.

The Chair welcomed the update and expressed her appreciation of the positive developments in relation to the Place Director role, including the Place Director and CPP Charter. The engagement that had taken place with the Islands Team was also welcomed, and it was indicated that further discussion on the type of information that would best support engagement and strengthen links could take place later in the year, once the post-election period had concluded and portfolio responsibilities were clearer. The value of continued regular dialogue between the Place Director and the Partnership Development Manager, to ensure the CPP remained informed of national developments, was recognised.

The Board otherwise **NOTED** the update.

12. Partnership Development Team Quarterly Report: December 2025 - February 2026

There had been circulated Report No CPPB/7/26 by the Partnership Development Manager.

During discussion, the following main points were raised:

- the Chair acknowledged and commended the substantial volume of work undertaken by the Partnership Development Team and encouraged partners to ensure that key dates, including the CPP Conference on 15 May 2026 and the next Board meeting on 12 June 2026, were included in diaries. It was also intended to hold a development session on the morning of 12 June 2026, details of which would be provided in due course;
- the draft Engagement Route Map for the 2027-2037 Highland Outcome Improvement Plan (HOIP) was welcomed as it clearly set out the timescales that would have to be adhered to deliver the new HOIP, which would require a significant amount of work by partners over the coming year; and
- concern was raised regarding declining attendance at Community Partnerships. Board Members were asked to emphasise, within their organisations, the importance of consistent attendance at Community Partnerships and other partnership groups to support effective community planning.

The Board:

- i. **NOTED** the Partnership Development Team's quarterly progress for December 2025 to February 2026;

- ii. **AGREED** the approach outlined for the development of the 2027-2037 Highland Outcome Improvement Plan;
- iii. **AGREED** the Place Director Charter available at Appendix 4 of the report;
- iv. **AGREED** the collation of a Highland CPP response to the National Performance Framework request; and
- v. **AGREED** that Board Members disseminate, throughout their organisations, the importance of partner attendance and engagement at Community Partnerships and other partnership groups.

13. Strategic Risk Register

There had been circulated Report No CPPB/8/26 by the Partnership Development Manager.

The Chair thanked the Risk Register Sub-Group for the substantial amount of work that had been undertaken, highlighting that the Risk Register would continue to evolve through regular review, and that there were further discussions to be had in relation to risk appetite and how it should be used by the partnership going forward.

The Board:

- i. **NOTED** the Strategic Risk Register update as at March 2026 and the work undertaken by the Risk Sub-Group; and
- ii. **AGREED** the revised approach to the CPP Strategic Risk Register, including the new Strategic Risk Appetite Statement and its application across all CPP strategic risks.

14. Date of Next Meeting

The Board **NOTED** that the next meeting was scheduled to take place on Friday 12 June 2026 at 1.30 pm.

At this point, a query was raised, on behalf of the Chair of the Council's Health, Social Care and Wellbeing Committee, regarding the ownership of the Population Health Framework and whether this should sit with the CPP Board to ensure coordination of activity. In response, it was explained that, whilst the Framework was relevant to the CPP and the Board was sighted on it, ownership rested with individual partner organisations. It was suggested that this approach might need to be articulated more clearly, and it was confirmed that this would be taken on board.

The meeting ended at 4.10 pm.



Strategic Group Meeting

Wednesday 10 December 2025, 10:00-12:00

Police HQ, Old Perth Road, Inverness IV2 3SY

Minute of Meeting

1. Attendance

Present

Maria Cano (THC JSW); Kate Costin (Police Scotland); Sarah Malhan (THC JSW/Diversions Delivery Group); Frances Matthewson (HADP); James Maybee (HCJP - Chair); Kerry O’Hagan (SPS/Transitions Delivery Group).

James welcomed Kate to the meeting, part of her role includes oversight of Custody services.

In attendance

Gabrielle Buist (HCJP); Kevin Flett (HCJP - Minutes); Alan Grant (Custody Link Project). Mhairi Wylie (HTSI).

2. Apologies for absence

Roddy Bailey (SDS); Marie Bain (NHSH); Judy Hill (Police Scotland); Kate MacLean (THC Elected Member); Peter Mackenzie (HVAWGP); Ritchie Macrae (Police Scotland); Louise Martin-Theyers (UHI); Carol Spratt (NHSH); Emma Todea (VSS); Ruth Thomson (SCTS); Scott Watson (SPS).

		Actions
3.	Declarations of Interest – Mhairi indicated that she is a member of the Board of SACRO, who manage the Upside Throughcare Project (item 8b) although there is no identified conflict of interest.	
4.	<p>Minutes of 10 September 2025: The minutes were approved.</p> <p>Follow up actions</p> <p>Completed: 14, 23, 27 (item 7a), 31 (item 8), 32</p> <p>Ongoing: 4 (item 5a), 25, 29</p> <p>Notes:</p> <p>Action 25 – Louise had initiated a meeting, but this has yet to take place</p> <p>Action 29 – A draft communications plan is available, and there is a range of comms initiatives being undertaken by the Senior Development Officer, but co-ordination is still required.</p>	

<p>5.</p>	<p>Finance</p> <p>a. Update The MoU between HTSI and Highland Council (who receive CJP funding allocation directly from SG (baselined into the General Revenue Grant) is awaiting final sign-off. Mhairi and Maria have suggested that this needs to be renewed on an annual basis. Mhairi will finalise for 2025-26, and prepare a draft for 2026-27. There is a small underspend to carry forward to next year.</p> <p>b. Senior Development Officer The post was due to end in January, but can be extended until the end of the financial year from within the existing CJP budget. This was agreed by the meeting. Maria noted the value of the role in supporting the work of her team and the wider partnership, and had identified funding from within the JSW budget to further extend the post for 2026-27, and subject to future confirmation, for 2027-28.</p>	<p>4. Mhairi and Maria to finalise (MW/MC)</p> <p>33. Mhairi / Kevin will formalise the extension of Gabrielle's contract (MW/KF)</p>
<p>6.</p>	<p>Custody Link Worker Project</p> <p>Alan spoke to the quarterly report he had submitted. He confirmed that the balance of referrals by gender reflected the referral criteria that the project operated to (all females brought into custody, males under 26, or arrested for a first offence). The number of onward referrals (123) had been omitted from the report. Frances suggested that it might be helpful to know how many people would be eligible for the service so as to better contextualise uptake. Alan will speak with Kate to ascertain if this information is available. Alan gave further information on aspects of partnership working (especially with Upside, the new Throughcare service), and also highlighted a visit from an official from the First Minister's office. Frances had introduced the new web based 'WithYou anywhere' support service at the last meeting. It was too early to bring a report on progress, but she is happy to do so once the service is more established.</p>	
<p>7.</p>	<p>Senior Development Officer</p> <p>a. Restorative Justice Gabrielle updated the meeting on the September event, which had been well attended and had generated a huge amount of interest across Highland. A number of follow-up meetings had taken place with PDSO, the Judiciary, SACRO and others, and the reference group had expanded to include representation from NHS/Alcohol and Drug services and Police Scotland. There was a new member of the JSW team who had training and experience in delivering RJ within the prison setting. Kevin spoke to a draft proposal, which was presented as a starting point for further consideration. The proposal was that we further explore the model offered in Shetland and Orkney, by Space to Face. Further clarity is required about delivery, costs, management and support. Gabrielle and Kevin will take this forward with the RJ working group and speak to colleagues in Orkney for additional insight and update the next meeting.</p>	

	<p>It was agreed that we would wish any Highland model of delivery to be victim led, and this would have implications for levels of funding required. It was also agreed that establishing a pilot project which would explore a range of RJ options (including Youth Justice) would be helpful. Mhairi advised that a three year pilot would be more beneficial than two.</p> <p>b. Lived Experience/Engagement</p> <p>There was innovative work being undertaken within the JSW team to develop approaches to gather the views and perspectives of those with lived experience of the justice system. SDF who have developed such approaches with the HADP had been helpful in supporting this. This also links with changes in the JSW Quality Assurance, Information and Research post, which was now full time and filled permanently by Elena Alvarez. Maria thanked Frances for being in touch with Elena to develop closer information/research links between JSW and HADP.</p> <p>It was also reported that JSW had started to deliver a series of community engagement days which were proving really beneficial. To date there had been events in Wick and Dingwall.</p> <p>c. Wider Activities</p> <p>The SDO role has majored on supporting the development of CPOs with unpaid work, as well as enhancing the CJP's public profile.</p> <p>Recently, Gabrielle had been invited to speak at a CJS online event last week, and circulated an extract from her presentation about the impact of her role, and in particular how it supported the work of statutory partners.</p>	<p>34. Further development of proposal (KF/GB)</p>
<p>8.</p>	<p>Delivery Groups</p> <p>a. Diversions and Interventions</p> <p>Sarah highlighted a number of points from the Note of the last meeting. The implementation of the Children (Care and Justice) (Scotland) Act 2024 continues to be a focus for discussion. There is ongoing participation in the group from SCRA and Youth Action which is helpful. The implementation looks likely to be delayed until March 2027. There are particular concerns about the needs of young people in custody, especially around the delay in cases being dealt with by the courts on the day, and problems with transport. Numbers are small (perhaps around 5- 6 per year) but the impact on the young people and on the professionals involved is significant.</p> <p>Sarah reported that Ken Kerr (Sheriff Clerk Depute) is convening a meeting in the New Year to address some of these ongoing concerns.</p> <p>There had been discussion about the numbers reported in the Section 26 Report around successful completion of supervised bail. A correction had been reported to Justice Analytical Services, which is also reflected in our performance report.</p> <p>There had been engagement with the Police, the Judiciary, PDSO and others in seeking to address some of the issues identified</p>	

	<p>around bail processes and dealing with breach. JSW were trialling a screening process of the daily custody list and Judy Hill has been instigating a review of police approaches to addressing breaches. It was clear that more use would be made of bail if the judiciary had greater confidence in the processes in place.</p> <p>b. Transitions and Community</p> <p>Kerry outlined some of the key discussions from the last meeting. The group had reflected on the Section 26 report, which confirmed some of the challenges already identified by the group. A meeting had taken place in September to review pathways between prison based and community-based rehab. Numbers were stable, but this area could be strengthened.</p> <p>Unsurprisingly, Housing was shown to be a real challenge, and needed to be a focus for partners in this coming year. Whilst the indicator figure is not good, there are examples of innovative practice through Albyn, which evidence a positive impact on those who participate in the FitHome initiative.</p> <p>There is some evidence of good practice locally around Employability and Training, with good links to the construction industry. The quarterly events with DWP continue, but there is a feeling that this could be developed further. HMP Dumfries are developing fresh approaches to employability opportunities, especially for individuals with highly stigmatised offences. Kerry is in conversation with colleagues there. There is agreement that there are many positive elements in place in Highland, but focus is required to develop clearer pathways into training/employment/volunteering etc.</p> <p>Throughcare was developing well. Karen Watson from Upside participates in the delivery group and relationships are strengthening with other partners. Karen will be asked to speak to a future meeting. Early Release has presented particular challenges for throughcare, especially with prisoners being liberated back to Highland from elsewhere in Scotland.</p> <p>Generally, the situation was extremely challenging in prison at present.</p>	
<p>9.</p>	<p>Strategy Group Actions</p> <p>i. Appointment of Vice Chair.</p> <p>Following adoption of the new Terms of Reference, we should seek to appoint a vice chair. It was agreed this be held off until a meeting with fuller attendance.</p> <p>ii. Annual report 2024-2025.</p> <p>The report had been prepared, with a focus this year on the use of community-first approaches to justice. In addition to reporting changes to governance, there is a section describing some of the community-first activities and programmes offered by partners. This includes Stay on Side/Fireskills delivered by SFRS in partnership with Police Scotland and others, the delivery of CPOs with unpaid work, and the delivery of highly specialised</p>	<p>35. Kevin will circulate a request for nominations at the next meeting (KF)</p>

	<p>programmes, The Caledonian System and Moving Forward 2 Change.</p> <p>The substantive section of the report is the 2024-2025 Improvement Report, which describes progress against the National Indicators (with reference to local activity).</p> <p>There was a request for a more explicit reference to be made to how, in particular, the HCJP will address improvement indicators highlighting deterioration.</p> <p>If there are any final corrections etc., these should be sent to Kevin by the end of this week. Pending incorporation of these amendments it was agreed that the report be submitted to the CPP Board for sign off and publication.</p> <p>Kevin has refreshed the Delivery Plans for all of the groups to reflect the updated information. This will underpin a process of self-evaluation before being formally adopted by each of HCJP groups in March as the focus for their activities in 2026-27. All members are encouraged to reflect on the Improvement Report in preparation for the next meeting.</p>	<p>36. Comments to Kevin by Friday 12/12/25 (All)</p> <p>37. Self-evaluation will be a focus for the March meeting and for the delivery groups (All)</p>
<p>10.</p>	<p>National Communications</p> <ul style="list-style-type: none"> i. Feedback from CJS about our Annual Return had been positive, and very helpful. ii. Richard Thomson our CJS Improvement Lead had asked about attending a future CJP meeting. The group was happy to invite Richard to the March meeting which would be via TEAMS. iii. It was noted that CJS had presented a National Improvement Recommendation on the Expansion of Electronic Monitoring to the Scottish Government. James reflected on his participation as a member of their Working Group in the development of EM almost a decade ago, and how slow progress had been in Scotland, even in the use of well tested technology. 	<p>38. Invite to be sent to Richard (KF)</p>
<p>11.</p>	<p>AOB</p> <p>James asked the group to note that this would be Mhairi's last meeting in her capacity as HTSI Chief Executive. Mhairi had been with the CJP since its inception (and before) and had been instrumental in the shaping and formation of the partnership. We have been able to rely on Mhairi for so much and James expressed the sincere thanks of the HCJP to Mhairi, and wished her well for the future.</p>	
<p>12.</p>	<p>Next Meetings</p> <p>2026 Dates (all Wednesdays):</p> <ul style="list-style-type: none"> 11 March 2026, 1000-1200 (TEAMS) 10 June 2026, 1530-1730 (in person, Inverness Justice Centre) 09 September 2026, 1000-1200 (in person, Brodie Room, New Craigs Hospital) 02 December 2026, 1000-1200 (TEAMS) 	

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Meeting Actions

	Description	Responsible	Completion
4.	Finance MoU between JSW and HTSI to be finalised	Maria Cano/ Mhairi Wylie	
25.	Further exploration with UHI, and report back to CJP	Kevin Flett / Louise Martin-Theyers	
31.	D&I group to consider data analysis and case reviews to evidence the impact of activities in custody settings	D&I group, Sarah Malhan / Kevin Flett	
33.	Mhairi/Kevin will formalise the extension of Gabrielle's contract by March 2025	Mhairi Wylie / Kevin Flett	
34.	Further development of RJ proposal by March 2026	Kevin Flett / Gabrielle Buist	
35.	Kevin will circulate a request for nominations at the next meeting	Kevin Flett	
36.	Comments to Kevin by 12/12/2025. Report forwarded to CPP thereafter published by the end of the year.	All / Kevin Flett	12/12/2025
37.	Self-evaluation will be a focus for the March meeting and for the delivery groups	All	18/02/2024
38.	Invite to be sent to Richard Thomson	Kevin Flett	11/12/2025

Highland Alcohol and Drugs Partnership – Strategy Group Meeting

Tuesday 10th February 2026; 2pm-4:30pm

New Start Highland, 9 Carsegate Road North, Inverness and via Microsoft Teams

Present:	Carron McDiarmid - Independent Chair
	Acting Inspector Chris Murray - Police Scotland
	Caroline Robertson – Managing Coordinator, CrossReach
	Donna Munro – Lead Officer, Child Protection Committee, Highland Council
	Dr Rob Henderson - Consultant in Public Health Medicine, NHS Highland
	Eve MacLeod – Coordinator, Highland Alcohol & Drugs Partnership
	Frances Matthewson – Research & Intelligence Specialist, Highland Alcohol & Drugs Partnership
	Iain Templeton - Third Sector Rep, Highland Third Sector Interface
	Ian Kyle – Head of Integrated Children’s Services – Highland Council
	James Dunbar - Director, New Start Highland and HADP Vice Chair
	Jennifer Baughan, Programme Manager for the Whole Family Wellbeing Programme, Highland Council
	Kerry O'Hagan - Head of Offender Outcomes, HMP Inverness, Scottish Prison Service
	Kevin Flett - Manager, Community Justice Partnership (HTSI)
	Margaret Ross – Assistant Housing Manager, Highland Council
	Nancy Macaskill - Lived/Living Experience Rep, Scottish Drug Forum
	Nina Semple - Development Manager, Highland Alcohol & Drugs Forum
	Patricia Hall - Lived/Living Experience Rep, Scottish Drugs Forum
	Tracey Porter – Management Accountant, NHS Highland
Apologies:	Barry Muirhead, Interim Head of Mental Health, Learning Disability and Drug & Alcohol Recovery Service, NHS Highland
	Bev Fraser - Strategic Lead, NHS Highland, Drug & Alcohol Recovery Service
	Catherine Russell – Training and Development Manager, Highland Violence Against Women Partnership
	Cathy Steer – Head of Health Improvement, NHS Highland
	Cllr. Kate MacLean - Elected Member, Highland Council
	Debbie Sutherland - Third Sector Rep, Change Mental Health
	Dr Alex Keith – Consultant Psychiatrist, NHS Highland
	Dr Andrea Broad - Consultant Gastroenterologist, NHS Highland
	Dr Bruce Davidson - Consultant Psychiatrist, NHS Highland
	Fiona Shearer - Head of Education, Highland Council
	Fiona Simpson - Acting Team Manager, Justice Service
	Frances Gordon - Interim Head of Finance, NHS Highland
	Hannah Sinclair - Peer Research Development Officer, Scottish Drugs Forum
	Maria Cano - Acting Principal Officer, Criminal Justice Service
	Mhairi Wylie - Chief Officer, Highland Third Sector Interface
	Scott Watson - Governor, HMP Inverness, Scottish Prison Service
	Sergeant Graham Cameron - Police Scotland
	Steven McGowan - Peer Research Development Officer, Scottish Drugs Forum
	Superintendent Judy Hill - Police Scotland
	Teresa Green - Service Manager, Drug & Alcohol Recovery Service, NHS Highland
Notes:	Steph Tyrer

1. Welcome/Apologies

- The chair welcomed everyone to the meeting and introductions were made.
- The chair welcomed Nina Semple, the new Development Manager for the HADP, and Acting Inspector Chris Murray from Police Scotland to the group.
- The chair noted the secondment of Teresa Green to the post of Older Adult Mental Health Service Manager and thanked her for the support she has provided to the Strategy Group over the years. The secondment is initially for one year with further details to follow.

2. Declarations of Interest

- For transparency, the chair raised her connection with items where Public Health Scotland (PHS) is noted, in relation to her position as a non-executive director with PHS – no conflict arises with these items.
- No other declarations of interest were raised.

3. Minutes of Previous Meeting and Actions

3.1 Minutes of the meeting held on 18th November 2025

- The minutes from the meeting held on 18th November 2025 were agreed.

3.2 Rolling Action Tracker

- The action tracker was reviewed and updated with the following actions agreed to close: 77, 88, 93, 94, 105, 106, 107, 108, 109, 110, 111, 113, 115, 116, 117, 119, 120, 123, 124, 125, 127.

3.3 Positive developments to highlight since 18th November 2025

- Nina Semple has joined the HADP as the new Development Manager and will be focusing on the Residential Rehab pathway, and stigma work, as well as the forums. Strategy Group members are encouraged to connect with Nina as part of her induction.
- Two academic papers have recently been published:
 1. [Drug-Related Deaths Among Young People in a Scottish Region: A Socio-Ecological Autopsy Approach to Understanding the Context of Drug Deaths](#) of which FM is a co-author.
 2. [Reducing Drug Related Harm by Triggering a Proactive Outreach](#) of which BF is a co-author.
- Highland Third Sector Interface have written a [Local Improvement Fund Impact Report 2022-2025](#) which showcases the impact this funding has had on the projects that received it.
- An online Together We Can event was held in January and gave a summary of the work and progress to date. The recommendations from this work have been included in the HADP Strategic Action Plan.
- Drug and Alcohol Recovery Services within Inverness are looking to co-locate into one setting. A workshop was held, and support was given, to progress with developing a single DARS Hub for Inverness within the old Aonach Mor site.
- The Community Planning Partnership is interested in developing local needs assessments through the 9 community partnerships which exist across Highland – these will include drug and alcohol needs.

4. Finance

4.1 Update from Finance

- TP gave an update on the HADP financial situation, as at 26th January 2026:
 - The total amount of unallocated spend is £20,528 (made up of £16,408 from the ADP Allocation and £4,120 from MAT Standards).
 - The amount of underspend has increased due to the With You project recruiting slightly later than anticipated resulting in a lower than expected invoice.
 - TP and EM are meeting weekly to ensure all underspend is committed.
 - TP is also working closely with TG regarding the MAT Standards allocation.
 - Work has already started on the financial plan for 2026/27, with a significant proportion already committed.

- The chair queried why there was a projected overspend against the Programme for Government (PfG) funding. TG confirmed that the PfG funding is predominantly recurring spend for permanent staff, however, a few other items have been allocated against this - TP and EM will have a look at this.
- The chair queried if DARS had underspend in their core budget whether they could release the MAT Standards money back into the Partnership to be reallocated. TP confirmed that this money is subject to strict guidelines and cannot be used for any overspend in other areas.
- Two projects are facing significant funding challenges:
 1. The Custody Link Project – KF updated that the project has sufficient funding until July, however, they will need to stop taking referrals at the end of February and prioritise the existing caseload. No further partner funding has been identified, and staff will have to be given notice. The CJP plan to call a meeting with partners in early March to look at funding options.
 - The Promise Project – DM updated that funding will run out at the end of March and staff will be given 60 days' notice. DM is writing a paper to go to the Chief Officers Group outlining where the shortfall is. Funding may be available from The Bairns Hoose but this has not been confirmed. Action for Children, Barnardos and Police Scotland are working in partnership from Rail House in Inverness, however, £15,000 is required for rent alone.
 - It was agreed in principle that any HADP underspend (£20,528 at present) will be split between these two projects.
 - The chair offered to write to Scottish Government to ask if they would be willing to direct any surplus monies from other ADPs to these two projects.
 - The chair has also written to the Director of Public Health to ask whether any underspend on HADP posts paid from their budget could be offered to the Partnership to support the third sector. No response to date.
 - It was noted that the Community Fund has a £13,000 underspend, and it was agreed that it could be allocated to these two projects.
 - The HTSI Local Improvement Fund has some underspend, and it was agreed that could be allocated to these two projects.
 - The Violence Against Women Partnership may also have some underspend.
- It was agreed that:
 - the total underspend by year end would be shared equally between the Custody Links and The Promise projects with engagement with partners to continue to support their continuity and review; and
 - all currently funded programmes of work should be reviewed to determine whether they are delivering on their objectives and to assess whether continued funding remains appropriate, using the Prioritisation Matrix.

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> • Look at what has been allocated against the Programme for Government spend and make sure it is appropriate to be allocated there or should be reallocated. 	EM/TP	Next Strategy Group
<ul style="list-style-type: none"> • Carry out a review of all existing funded projects to assess whether they are delivering on their objectives and to assess whether continued funding remains appropriate, using the Prioritisation Matrix. 	HADP Support Team	Next Strategy Group

4.2 Commissioning and Contracts

- Partners will have the opportunity to complete the Prioritisation Matrix together during an in-person session – venue, date and time to be confirmed. Key leads will be asked to leave the room whilst their project is discussed.
- Partners in Advocacy were awarded the independent advocacy tender and have been recruiting to new positions to support the further reach of the service across Highland.
- The Local Improvement Fund has funded the following programmes of work:

Organisation Name	Granted	Description
ACI Recovery Services - Core Funding	£10,000	Trauma-informed addiction counselling, family support and recovery coaching.
ACI Recovery Services - Pilot	£10,000	Pilot pathway - long-term recovery coaching clients > trained peer volunteers.
Apex Scotland	£10,000	Supporting people affected by addiction - as core SMART groups conclude, referred into Foundations for Change (FFC).
Calman Trust	£10,000	Drug and alcohol awareness, with age and stage appropriate content.
Counselling Care Skye & Lochalsh	£10,000	Deliver <150 1-1 counselling sessions/hours to 12 individuals over 12 months.
Discovery College (Centred)	£7,993	Family Recovery College Highland (FRCH).
Highland WellNess Collective	£10,000	Sober Socials & Community Connection.
Lochaber Hope	£5,200	Community recovery support groups: 1. SMART Recovery 2. Families Affected by Addiction 3. Recovery Walks.
Thurso Community Café	£9,840	Weekly group support for individuals experiencing substance use, providing safe, structured, supportive environment.
TOTAL	£83,033	

- Work is ongoing with colleagues in Contracts to update the grant template.
- JD suggested that we could look at ways of working smarter and more efficiently by asking people if they can do what they do for less or can do more for the same.

5. HADP Strategic Plan 2025/2026 - 2029/2030

5.1 Update on Outcome Measures and Core Indicators

- The outcomes have been aligned with the 6 priorities within the new Strategic Plan.
- FM has produced a scoping paper which outlines the need to develop a robust suite of monitoring indicators that reflect local priorities and challenges and highlights gaps, the depths of information required and risks. A small working group may be convened to look at the monitoring indicators.
- DM suggested FM links in with Highland Council colleagues who are also looking at how data is shared across partnerships.
- RH highlighted the need for a data sharing agreement. EM noted her efforts in getting a data sharing agreement in place as an action from the new Strategy. IK mentioned that the Commissioners' office provides helpful templates and forms to ensure data is shared appropriately.
- EM suggested that, to ensure the work on the monitoring indicators aligns with the actions from the 'Plan on a Page', from the new HADP Strategy, a BBRAG status could be applied where:
 - Blue = Complete
 - Black = Not Started

- Red = Critical
- Amber = At Risk
- Green = On Track

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> • Consider convening a small working group to review the monitoring indicators to ensure they reflect local priorities and challenges and highlight any gaps. 	FM	Next Strategy Group
<ul style="list-style-type: none"> • Implement a BBRAG status to track the progress of the monitoring indicators against the actions from the 'Plan on a Page' in the new HADP Strategy. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • Include the BBRAG status report as an item on the agenda next to the Dashboard. 	EM	Next Strategy Group

5.2 Feedback from Subgroups

Innovation and Development Subgroup

- The group met on the 16th of December:
 - An update was given around the impact/effort exercise vs the current funding situation.
 - The most pressing action to date is to find a longer term solution for funding the Custody Links project.
 - Progression of the Prioritisation Matrix, and the harm reduction vending machine work, will be discussed at the next meeting on the 10th of March.

Prevention Subgroup

- The group met on the 28th of January:
 - Existing prevention work will be mapped against the Public Health Scotland Consensus Statement on the prevention of substance use harm.
 - A smaller group will start work on this in March, before taking to the next Prevention Subgroup meeting on the 29th of April.
 - It is expected that an action plan will come from the Consensus Statement; some actions may need a national directive to progress.

Lived and Living Experience Panel

- NM provided some feedback from the panel who have met twice since the last Strategy Group meeting. This included:
 - They have been reviewing progress, strengthening how the panel works and progressing several priority issues raised, particularly around residential rehabilitation and service consistency.
 - The value of the panel was recognised, and they reflected positively on its role in influencing local strategy and service improvement.
 - There's a strong agreement that being listened to at the Strategy Group level matters, even if change can be slow.
 - Small wins were recognised as important for both the morale and the momentum.
 - The panel feel the work aligns with the HADP 5 year strategy.
 - Ongoing concerns were raised about the lack of joined up working before and after residential rehabilitation. The panel mentioned need for improvement with communication, follow up in the community and connection between mental health and recovery services. This remains a core priority area for the panel with a focus on improving referral pathways, discharge planning and continuity of care.
 - Members shared suggested areas for improvement for Beechwood House . Although Beechwood House is thought to have a lot of positives, there are still areas of concern that need to be addressed.
 - Nevis House is seen as having more consistency, structure and a more supportive atmosphere. The panel agreed to collate experiences and identify practical solutions including sharing both positive and negative feedback to support service improvement.

- The panel felt there were important lessons to be learnt from the Thistle safer drug consumption facility in Glasgow that could inform local thinking for future services.
- Two panel members attended the site visit to Aonach Mor, the proposed single DARS hub in Inverness. The panel recognised benefits around accessibility, coordination and communication.
- The panel have an action tracker to review their work, which has been recognised as a valuable tool for tracking progress, identifying gaps and capturing small wins that might otherwise be missed. The action tracker has been updated and will be shared with the HADP to support transparency and accountability.
- The panel reviewed its group agreement and confirmed its remaining relevance.
- Changes to panel rules include the rotation of roles, including Chair, minute taker and panel representative attending the Strategy Group to broaden participation and avoid over resilience on a small number of people.
- The panel would like to take forward the following actions:
 - Share the updated action tracker with the HADP and use it as a live tool to support follow through on the issues raised.
 - Maintain a strong focus on residential rehabilitation, particularly community follow up and joined up working.
 - Prioritise Beechwood House by collating lived and living experience, feedback and identifying routes for constructive challenge and improvement.
 - Continue meaningful representation at the Strategy Group meetings and ensure feedback flow both ways.
 - Strengthen panel procedures so involvement feels accessible, valued and impactful for all of the members of the panel.

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> • EM will share the HADP response to the SDF Year in Review with HS for circulation to the lived and living experience panel. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • EM will ask DARS for a referral pathway that can be shared with the lived and living experience panel. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • Share the action tracker from the Lived and Living Experience Panel with EM. 	HS	Next Strategy Group

5.3 Residential Rehabilitation Self-Assessment and Action Plan

- Healthcare Improvement Scotland oversee improvement work for residential rehabilitation that involved a self-assessment by the HADP in 2022/23. The report from this has been used to develop the residential rehabilitation action plan. The report included four high-level themes:
 - Certain demographics are disproportionately affected by substance use.
 - Vulnerable communities have higher rates of unmet need in relation to substance use.
 - Lack of integration within the wider health and social care system means that individuals do not receive the right care at the right time to support their recovery from substance use.
 - Detrimental effects on families/carers and friends in relation to (their loved ones) alcohol and/or drug use.
- Several areas of consideration have been identified for each of the themes.
- EM highlighted that the HADP have good relationships with residential rehabilitation providers local to Inverness but are not so familiar with those further afield.
- KO noted that, conversely, HMP Inverness have better connections with residential rehabilitation providers that are out with the area than with those that are local.
- The partnership approved the Residential Rehabilitation Self-Assessment Action Plan, acknowledging that whilst most actions will be led by the HADP Support Team, support from the wider partnership will also be required.
- The Action Plan will be sent to Healthcare Improvement Scotland, for reporting to Scottish Government.

Actions	Lead/Responsible	Timescale
<ul style="list-style-type: none"> KO to look at the reasons people go out with Highland for residential rehabilitation and feedback at the next meeting. 	KO	Next Strategy Group

6. Performance Reporting and Scrutiny

6.1 Outcomes/Performance Dashboard

- FM provided an update on the HADP Dashboard:
 - Additional tabs have been added showing Board and ADP level data with plans to include data from comparable ADP's to support assessment of core indicators.
 - NRS will provide another interim list within the next couple of months with final data expected in September.
 - The Dashboard will continue to be updated as new data becomes available and can be accessed via the same link.
 - Waits of 6+ weeks have not been included, but will be monitored, and FM will liaise with DARS colleagues if any issues arise.

6.2 Drug Death Reviews

- FM updated that there has been one Drug Related Death Review Group since the last Strategy Group meeting where three suspected drug related deaths were reviewed.
- DM highlighted the importance of the learning from the Drug Death Reviews being shared with both the Child Protection Committee and the Adult Protection Committee.
- New guidance on drug related deaths review is awaited from Public Health Scotland.
- NM stated that intentional deaths are not recorded as a drug related death and that the broader figure may be higher. Samples sent for testing can take a long time to come back which leaves families waiting a long time for answers.
- It is recognised that understanding a person's whole life course gives a fuller and more accurate picture instead of focusing solely on the circumstances of their death.

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> FM will compile a summary of all cases reviewed by the Drug Related Death Review Group that have housing issues mentioned as a risk factor and give to MR to follow up on. 	FM	Next Strategy Group

<ul style="list-style-type: none"> Feedback from the latest Drug Related Death Review Group meeting will be given to the HPPCOG highlighting that housing was an issue in all three deaths. 	The chair	Next Strategy Group
<ul style="list-style-type: none"> Highlight to the HPPCOG the importance of the learning from the Drug Related Death Reviews being shared across partnerships. 	The chair	Next Strategy Group

6.3 Risk Assessment and Mitigation

- Two risks have been de-escalated since the last meeting:
 - 'In-year financial challenges' was decreased due to financial plan for 25/26 being approved by the HADP Strategy Group and actions taken to ensure full allocation is drawn down.
 - 'Strategic alignment and direction' was decreased due to the approval of the HADP Strategic Plan 2025/2026-2029/2030.
- No risks have increased; all remaining risks remain the same.
- When the Chief Officers Group met they were asked to consider any risks that might arise from the Cameron Barracks being used to house asylum seekers; HADP provided planning input.
- The scoring was agreed; a review of the risk register will be undertaken alongside HIE in the late Spring/early Summer.

6.4 Reviewing Progress with Partnership Funded Services

EM provided an overview of the progress reports received for quarter 3

Updates on those marked green

- The majority of progress reports have been given a green RAG status.
- WithYou Anywhere Highland have submitted their first progress report with a full quarter of data, including detail on geographical reach.

Updates on those marked amber

- Action for Children: The Promise Partnership – Already discussed under item 4.1.
- Custody Link Project - Already discussed under item 4.1.
- DTTO2 – A much more positive and detailed report was received. Numbers are still low although there has been updated communications with the courts and sheriffs - hopeful this will be green for the next quarter.
- NES – Self-ragged as amber but has been assessed as green as no particular issues were highlighted.
- HTSI Local Improvement Fund - Self-ragged as amber, as one progress report was overdue, however assessed as green as no issues were highlighted.
- SDF Experiential Work – Self-ragged as amber due to issues with recruitment for the experiential interviews but assessed as green. The criteria has been extended to offer the interview to a wider pool of people.
- Partners in Advocacy – Marked as amber due to staffing changes with one worker managing the service during this time. No other issues were highlighted.
- Beechwood – Marked as amber but the update from the inspection re-visit is positive. Alternative detox options continue to be explored.

Highlights

- Associate Lead Nurse - Alcohol and drug prevention and intervention is one of three priorities for the 2025/28 school nursing strategic plan.
- With You – The data included in their progress report was very useful.
- SDF Traineeship – 16 applications for the National Traineeship were received for the three placements funded by HADP. This reflects the most applications to date, highlighting the demand for this provision.

- SDF were unsuccessful in their bid to develop employability work within HMP Inverness, although are seeking alternative options.
- Housing First – No substantive update was received from the previous report.
- HADP Support Team – Data received from MFR regarding the campaign that ran over the Christmas period showed it achieved a reach of 10,554 people with over 506 spots. Combined with the data from the August campaign, the total reach for last year was 21,601 people over 981 spots.
- Beechwood House – No figures were included in this progress report, CR will ensure these are included going forwards.

Progress Report survey feedback

- There was a 40% completion rate of the survey which was open for 4 weeks from the 15th of December.
- This highlighted that the people that complete the progress reports are not always getting any feedback. Improvements to the feedback process will be considered.
- Will look at changing the progress reporting form for the start of the financial year once the prioritisation matrix has been completed and the new contracts are in place. Microsoft Forms could be a useful tool for this.

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> • Share the poster for the SDF Experiential Interviews with the HADP Strategy Group. 	ST	Next Strategy Group
<ul style="list-style-type: none"> • EM will liaise with SU and MR to look at what can be done to get the Housing First progress report into green. 	EM	Next Strategy Group
<ul style="list-style-type: none"> • Please ensure that feedback on the progress reports is given to those that complete the forms. 	All	Next Strategy Group

6.5 HADP Support Team Review

- The new Director of Public Health has asked the HADP Support Team to complete a team review. This will help determine whether the team has the right configuration and capacity. The Business Manager post cannot be progressed until this review is complete, and the Development Manager post has only been approved for 1 year fixed term until completion of the review. This process has been started with advice from Workforce Planning. A PESTLE analysis and a SWOT analysis have been completed to help with the review before developing a workforce plan.
 - PESTLE - Political, Economical, Social, Technological, Legal, Environmental.
 - SWOT – Strengths, Weaknesses, Opportunities, Threats

Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> • Share the PESTLE and SWOT with the partnership. Please give any feedback to EM by the end of February. 	ST/All	Next Strategy Group

6.6 Conflict of Interest Policy

- One of the actions from the Commercial Determinants of Health webinar was to develop a Conflict of Interest Policy. This will provide a clear reference point when faced with challenges relating to the alcohol industry.
- The Conflict of Interest Policy circulated with the papers was agreed.

6.7 Community Planning Partnership Board

- The chair's update was circulated with the papers and was noted.

6.8 Public Protection Chief Officers Group

- The chair's update was circulated with the papers for information.
- Additional information to note:
 - A special meeting was called on the 23rd of January to discuss planning for those expected to be housed in the Cameron Barracks in Inverness. Risks associated with alcohol and/or drug harms were captured in HADP's risk register and shared with the HPPCOG.

6.9 Integrated Children's Service Planning Board/Leaders' Forum

<ul style="list-style-type: none"> The Forum was held on the 3rd of December and included discussions about the advocacy work for children and young people, and looking at the data around this. The Board met on the 9th of December. The Family Links programme of work has been supported to continue and expand which involves a whole family approach with third sector support. 		
6.10 Scottish Government Reporting/Updates		
<ul style="list-style-type: none"> The Standards for Young People Accessing Treatment or Support for Alcohol or Drugs were published in December. These set out what young people should expect when seeking help for their own alcohol or drug use and includes actions for local commissioners and local services to deliver the Standards. The information contained within the Standards will be mapped against the young people's pathway and used as a benchmark. 		
Actions	Lead/Responsible	Timescale
<ul style="list-style-type: none"> Share the slides on the Standards for Young People Accessing Treatment or Support for Alcohol or Drugs. 	EM/ST	Next Strategy Group
7. Partnership Improvement and Learning		
7.1 Self-Assessment		
<ul style="list-style-type: none"> The Self-Assessment Report, including process, results and next steps, were circulated with the papers for information. This would also be shared with the CPP Board at its next meeting in March for scrutiny and assurance. 		
Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> Share the Self-Assessment report with the CPPB, at their next meeting in March, for scrutiny and assurance. 	The chair	Next Strategy Group
7.2 Induction Pack		
<ul style="list-style-type: none"> Please let EM know of any final feedback on the Induction Pack. As a relatively new member of the Strategy Group, FS has been asked for feedback on the Induction Pack. 		
Action	Lead/Responsible	Timescale
<ul style="list-style-type: none"> Let EM know of any final feedback on the Induction Pack. 	All	Next Strategy Group
<ul style="list-style-type: none"> Ask DS, as a new member of the Strategy Group, for feedback on the Induction Pack. 	EM	Next Strategy Group
7.3 ADP Chairs Leadership Forum		
<ul style="list-style-type: none"> The chair's update was circulated with the papers for information. 		
7.4 Summary feedback from NPPLG		
<ul style="list-style-type: none"> The NPPLG are looking to join up data across public protection and are particularly interested in the approach taken by Aberdeen where the connections across each strand of public protection are being made along with a holistic view of risk. Copilot was used to review all partner learning reviews, identify recurring themes, and a risk register based on risk and protective factors was being developed. Any learning, as this progresses, will be shared by the chair. 		
8. New and Emerging Risks and Opportunities		
<ul style="list-style-type: none"> Nothing raised. 		
9. Date and time of next meeting	Tuesday 19 th May 2026; 2pm-4:30pm	