

19 March 2009

**To: All Members of the Community Planning Partnership Performance Board**

**Representing The Highland Council:**

Mr A S Park  
Dr M E M Foxley  
Mr J Gray  
Mr I Ross  
Mr A B Dodds  
Ms C McDiarmid

**Representing HIE:**

Mr S Cumming  
Ms C Wright  
Mr W Roe

**Representing Northern Constabulary:**

Mr I Latimer  
Mr B Duncan

**Representing SNH:**

Ms S Davies  
Ms A Bryant

**Representing the Highland and Islands Fire and Rescue Service:**

Mr B Murray

**Representing NHS Highland:**

Mr R Gibbins  
Ms M Paton  
Mr G Coutts

**Representing the Scottish Government:**

Mr P Russell

**Representing UHI:**

Mr B Cormack  
Mr D Bedford

Dear Member

A meeting of the **Community Planning Partnership Performance Board** will be held in **Committee Room 1, Council Headquarters, Inverness on Wednesday, 25 March 2009 at 3.00pm**.

You are invited to attend the meeting and a note of the business to be considered is attached.

Yours faithfully

**Michelle Morris**  
**Assistant Chief Executive**

**Business**

**1. Apologies for Absence**

**2. Minutes of Previous Meeting – 19 January 2009**

There are circulated Minutes of the previous Meeting held on Monday, 19 January 2009.

### **3. Current Draft of the Single Outcome Agreement (SOA)**

There is circulated for information the current draft of the Single Outcome Agreement which includes the area profile and the regional priorities identified to date.

The performance templates are still to be completed (SOA 1 performance templates were submitted to the Scottish Government with the advice that these were being reviewed in line with the new local outcomes).

Board members are reminded that the final draft of the SOA is due by the end of May.

### **4. Single Outcome Agreement Checklist**

There is circulated for information a checklist for the Single Outcome Agreement from the Local Government Improvement Service.

Board members are asked to note that lead officers from the CPP will assess the area profile against the statements listed for the evidence base to make improvements by the end of April 2009.

### **5. Translating regional priorities into local outcomes**

There is circulated Report No. CPP/05/09 by the Head of Policy and Performance which asks Board members to bring views to the meeting on how to reduce the current list of 38 priorities into fewer local outcomes.

### **6. Partnership arrangements for taking forward local outcomes**

1. Board members will be asked to discuss whether they feel there are appropriate partnership arrangements in place to address the local outcomes identified and how any gaps may be addressed. Approval is sought to delegate to lead officers and/or relevant groups the task of proposing realistic and challenging targets for each of the local outcomes. This will be reported back to the next meeting of the Board.
2. Board members are asked to note that training for around 20 officers in the partnership is scheduled for the 17th and 24th April to identify the best performance indicators to use in SOA2.
3. Board members are asked to consider the report attached on partnership values and to discuss how these can be developed for the CPP.

### **7. Dates for Future Meetings in 2009**

The dates for future meetings for 2009 are detailed below:-

- 21 April
- 24 June
- 1 October
- 8 December

## The Highland Council

### Community Planning Partnership Performance Board

Minutes of Meeting of the Community Planning Partnership Performance Board held in Committee Room 1, Council Headquarters, Inverness on Monday, 19 January 2009 at 11.45am.

#### Present

#### Highland Council:

Convener  
Mr J Gray

Mr A B Dodds  
Ms C McDiarmid

#### Highlands & Islands

**Enterprise :**  
Ms C Wright

#### NHS Highland:

Mr G Coutts  
Dr R Gibbins

#### Northern Constabulary:

Mr I Latimer  
Mr B Duncan

#### Highland and Islands Fire and Rescue Service:

Mr B Murray

#### SNH:

Ms A Bryan  
Ms S Davies

#### Scottish Government:

Mr P Russell

#### UHI:

Mr D Bedford  
Mr B Cormack

#### In Attendance:

Miss J MacLennan, Democratic Services Manager

### 1. Apologies for Absence

Apologies for absence were intimated on behalf of Dr M E M Foxley, Mr I Ross, Mr S Cumming (HIE) and Ms M Paton (NHS Highland).

### 2. Minutes of Previous Meeting – 25 September 2008

There had been circulated Minutes of the previous Meeting held on Thursday, 25 September 2008 - which were **APPROVED** - subject to a correction to confirm that Mr B Duncan had not been in attendance at the meeting.

### 3. Partnership Approach to the Economic Downturn

There had been circulated Report No. CPP/01/09 dated 13 January 2009 by the Regional Director, Highlands & Islands Enterprise, which set out the context of the general economic climate and its implications for the Highlands & Islands. In addition, Appendix 1 to the report contained an update on Highlands & Islands

Enterprise's Economic Recovery Plan and Appendix 2 provided an update on Highland Council's Plan.

During a summary of the key interim findings, it was confirmed that Highlands & Islands Enterprise had undertaken a wide ranging review of the changing economic conditions which were currently affecting businesses and communities across the region.

It was noted that three Consultants had been commissioned to undertake independent research on the topic and this information, alongside discussions with key agencies and industry bodies, would be used to help produce an assessment of the economic climate within the Highlands & Islands and to help identify policy implications for Highlands & Islands Enterprise.

Following detailed discussion, it was **AGREED** that the Board should continue to monitor the economic situation and review partnership actions.

It was also **AGREED** that the Partnership Response to the Economic Downturn should become a standing item on future agendas.

#### **4. Single Outcome Agreements 2009 – Guidance for CPP's Summary**

There had been circulated Report No CPP/02/09 dated 12 January 2009 by the Chief Executive, Highland Council, which confirmed that new guidance had been issued by the Scottish Government and key national partners on the planning and delivery of Single Outcome Agreements which was intended for all statutory partners in Community Planning and all other public bodies in Scotland and summarised the key changes and deadlines.

Partners were asked to note the changes to the guidance and the timescales for production of the second Single Outcome Agreement as well as future performance reporting arrangements.

Partners were also asked to note that the Single Outcome Agreement could be refreshed for the end of February 2009, taking account of the guidance and individual partner views, and that further work on joint performance indicators could be included by the end of April 2009 for a final draft to be discussed with the Scottish Government and agreed by the end of May 2009. It was therefore suggested that partners should identify the dates of their Committees and Boards at which the Single Outcome Agreement could be considered in order to enable planning for the final draft.

The position was **NOTED**.

#### **5. Developing the Single Outcome Agreement - Feedback on Partnerships Strategy and Priorities by Dr Bernard Marr**

Dr Bernard Marr, Advanced Performance Institute, was in attendance at the meeting and provided feedback on the Partnerships Strategy and Priorities.

In this regard, there was tabled Value Creation Map for the Highland Partnership which provided information in relation to Service Delivery and Leadership, Synergies and Partnership following the individual meetings which had been held with partners during December 2008 and recommended the adoption of 5

'priorities' supported by 7 'enablers'. It was confirmed that the individual meetings had been a starting point in the process and now required to be followed up with further meetings, meaningful discussion and performance reporting which would include clarification and mapping of strategies.

During discussion, it was confirmed that the priorities for the partnership required to be confirmed at an early date and an 'area profile' created from the current contextual statements contained within the Single Outcome Agreement.

It was also suggested that a further joint debate as opposed to individual meetings with partners would be helpful in terms of the identification of 'common areas' which could then be taken forward for implementation.

Following further general discussion, it was **AGREED** that further information in relation to the Value Creation Map should be provided to the partners by Dr Marr in the first instance, together with a draft area profile, following which a Special Meeting of the Board would be arranged for mid February (date to be confirmed).

## **6. Developing the Single Outcome Agreement**

It was confirmed that training was to be arranged for 20 Officers from across the partnership using the Key Performance Questions technique and partners were therefore asked to consider the nomination of senior staff working in outcomes for the economy, environment, community safety and health improvement.

Training was being planned for March 2009 in order for revisions to be possible for the Single Outcome Agreement (2).

The position was **NOTED**.

## **7. Proposed Community Planning Arrangements for Management and Monitoring of Joint Health Improvement Programmes in Highland**

There had been circulated Report No. CPP/03/09 dated 13 January 2009 by the Head of Health Improvement, NHS Highland, which confirmed that health improvement and inequalities was a cross cutting theme within the Single Outcome Agreement with the responsibility for many of the indicators relating to health improvement and health inequalities sitting across a number of existing or emerging structures/groups within community planning.

In this regard, there was a requirement to put in place a community planning arrangement for the health improvement indicators which did not sit within existing structures and at the same time ensure that where necessary there was appropriate health improvement expertise within other community planning groups so that there would be appropriate support, development and scrutiny of health improvement and inequalities programmes which would form part of the work of other community planning groups.

It was therefore proposed that a new arrangement (Public Health Network Steering Group) should be developed within the community planning structure to address these issues.

Following discussion, the Board **AGREED** the proposals for developing community planning arrangements for health improvement and health inequalities

and the proposed role and remit for the Public Health Steering Group as detailed in the report.

## 8. CPP Emerging Arrangements

There had been circulated Report No. CPP/04/09 dated 13 January 2009 by the Head of Policy and Performance, Highland Council, which advised of the emerging partnership arrangements for the delivery of the Single Outcome Agreement, the new forums likely to be proposed and the gaps which remained in current arrangements.

Partners were asked to note the emerging forums for partnership working to deliver the Single Outcome Agreement on the basis that further reports would be submitted as the arrangements developed.

Partners were also asked to consider the local outcomes which currently had no partnership focus as identified in Paragraph 3.2 of the report and specifically how these should be taken forward.

Following discussion, it was **AGREED** that consideration should be given in the first instance to the 'cross cutting' issues within existing groups and to whether any of the activities of the proposed new forums could be incorporated into these groups.

## 9. Convention of the Highlands and Islands (COHI) – March 2009

It was confirmed that the next meeting of the Convention of the Highlands and Islands would consider a presentation from the Highland Council on 'Single Outcome Agreements and Community Planning Partnerships'.

Members of the Convention had been asked to note an interest in contributing to this item by 12 January 2008 and in this regard it was confirmed that partners should submit any views on the focus for the presentation to the Head of Policy and Performance in the first instance.

Following general discussion, the position was **NOTED**.

## 10. Dates for Future Meetings in 2009

It was **NOTED** that further meetings of the Board would be arranged for March, June, September and December 2009 – with specific dates to be advised in due course.

The meeting ended at 2.25 pm.

**Single Outcome Agreement between the Highland Community  
Planning Partners, and the Scottish Government.**

**27 February 2009**

**Joint statement on the SOA**

**Signatories**

**Scottish Govt.....**

**Highland Community Planning Partnership**

**Highland Council .....**

**NHS Highland.....**

**HIE.....**

**Northern Constabulary.....**

**H&I Fire and Rescue Service.....**

**UHI.....**

**SNH (for the land group).....**

## Contents

	<b>Page</b>
<b>1. Purpose of the Agreement</b>	<b>5</b>
<b>2. Scope of the Agreement</b>	<b>6</b>
2.1 <i>Highland priorities - summary</i>	8
<b>3. Area Profile</b>	<b>9</b>
3.1 Geography, population and settlement pattern	9
3.2 Wealthier and Fairer Highland	10
3.3 Smarter Highland	18
3.4 Healthier Highland	22
3.5 Safer and Stringer Highland	29
3.6 Greener Highland	34
<b>4. Outcomes and Commitments</b>	<b>43</b>
4.1 We live in a Scotland that is the most attractive place to do business in Europe	43
4.2 We realise our full economic potential with more and better employment opportunities for our people	44
4.3 We are better educated, more skilled and more successful, renowned for our research and innovation	45
4.4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens	46
4.5 Our children have the best start in life and are ready to succeed	47
4.6 We live longer, healthier lives	48
4.7 We have tackled the significant inequalities in Scottish society	50
4.8 We have improved the life chances for children, young people and families at risk	52
4.9 We live our lives safe from crime, disorder and danger	53
4.10 We live in well designed, sustainable places where we are able to access the amenities and services we need	54
4.11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	55
4.12 We value and enjoy our built and natural environment and protect it and enhance it for future generations	56

4.13	We take pride in a strong fair and inclusive national identity	57
4.14	We reduce the local and global environmental impact of our consumption and production	58
4.15	Our public services are high quality, continually improving, efficient and responsive to local people's needs	59
<b>5.</b>	<b>Governance</b>	<b>60</b>
<b>6.</b>	<b>Ongoing Development of the SOA</b>	<b>60</b>
<b>7.</b>	<b>Performance Management</b>	<b>60</b>
<b>8.</b>	<b>Reporting</b>	<b>61</b>
	<b>Appendix 1: Fragile areas map and definition</b>	<b>62</b>
	<b>Appendix 2: Benefit claimants by Council Ward</b>	<b>64</b>
	<b>Appendix 3: Tackling Poverty and the Fairer Scotland Fund</b>	<b>65</b>

## **1. Purpose of the Agreement**

- 1.1 The purpose of the Single Outcome Agreement (referred to as the SOA or Agreement) is to identify areas for improvement and to deliver better outcomes for the people of the Highlands and Scotland, through specific commitments made by the Council, its community planning partners and the Scottish Government.
- 1.2 This document sets out the joint commitments made by the Council, several of its community planning partners and the Scottish Government to an agreed set of outcomes. Local outcomes are described against the national outcomes which reflect the operating context for public services in the Highlands.
- 1.3 Each party to this Agreement is corporately committed to the agreed outcomes for the Highlands and its people and, within the constraints of their duties and responsibilities, will take every opportunity to promote and support the achievement of outcomes. This means that each party will:
- sign up to the whole SOA, not selected parts of it;
  - adopt the SOA as a formal corporate commitment of the Council or Board
  - support the delivery of the SOA in all possible ways compatible with their duties and responsibilities
  - review pre-existing structures, processes and resource deployment to optimise delivery of outcomes
  - be held to account for their respective contribution to the agreed outcomes
  - hold each other to account for the delivery of specific commitments to support the delivery of the agreed outcomes.
- 1.4 This Agreement reflects the new relationship between the Scottish Government and local Government and one that both levels of government are committed to developing. The Agreement is based upon the Concordat between the Scottish Government and COSLA, the components of which are:
- Commitment from the Scottish Government that there will be no structural reform of local government during this Parliament;
  - Introduction of Single Outcome Agreements for every Council;
  - An overall funding package for the period 2008-09 to 2010-11;
  - A significant reduction in the number of separate funding streams to local government;
  - That local authorities will be able to retain their efficiency savings;
  - Commitment from local authorities to deliver on a specified set of commitments from within the funding envelope provided;
  - That a new performance reporting system will over time replace the myriad of existing systems and provide regular, timely and transparent reporting to local communities and the Scottish Government;
  - Over and above requirements for this new performance reporting system, requirements associated with statutory requirements, any agreed transitional arrangements in moving to an outcomes based approach, ongoing statistical returns and formal inspections, local authorities will not be asked to submit any other monitoring returns or plans to the Scottish Government without prior agreement;
  - An agreed response to the Crerar Review leading to improved performance management, increased self-assessment and more focused and proportionate external scrutiny; and
  - Joint responsibility between local government and the Scottish Government for overseeing and monitoring the new relationship.
- 1.5 The Agreement is also set within the legislative requirements for Community Planning and Best Value.

## **2. Scope of the Agreement**

- 2.1 The Agreement covers local authority services in Highland. It is developed by partners on the Community Planning Partnership Board, namely: Highland Council; NHS Highland; Highlands and Islands Enterprise (HIE); Northern Constabulary; Highlands and Islands Fire and Rescue Service (HIFRS); University of the Highlands and Islands (UHI); and Scottish Natural Heritage (SNH) (representing the broader land group of public sector bodies). In addition, it involves other public sector bodies through alignment of strategy and delivery, namely: the Northern Community Justice Authority; Job Centre+; Skills Development Scotland (SDS); and the Cairngorm National Park Authority. Third sector representation in the community planning process is through direct participation of voluntary organisations in partnership groups and forums and through the development of a Compact currently underway with sector representatives (the CVS network, Voluntary Action Highland and the Highland Voluntary Sector Forum). Private sector engagement is currently through the new economy forum for the region.
- 2.2 The Single Outcome Agreement provides the framework for community planning in the Highlands. It has:
- Re-focused partnership effort on the regional priorities, which are aligned to the national outcomes;
  - Led to a review of structures for the Community Planning Partnership, particularly in the creation of a Community Planning Partnership Performance Board (which has public sector accountability for the development and delivery of the SOA);
  - Meant an ongoing review to ensure that partnership structures and processes are fit for purpose:
    - to deliver the agreed outcomes;
    - to enable proper scrutiny and accountability for performance with elected members and board members using current governance and accountability arrangements;
    - to support community planning processes at the local level; and
    - to report performance to the public in a way that enables their views on performance and priorities to be influential.
  - Enabled a formal channel for dialogue with the Scottish Government on improving public services in the Highlands, through membership of the CPP Performance Board.
- 2.3 Community planning arrangements will operate in Highland at the following geographies:
- At a pan-Highland geography for the Outcome Agreement as a whole
  - At the level of Operational Areas (x three) for organising public service delivery to meet local outcomes (e.g. through Community Health Partnerships for health outcomes and through tactical community safety meetings for community safety outcomes);
  - At the ward level, or combination of wards, for community projects (e.g. LEADER programme) and for consultation through ward forums which will be supported as a means for local scrutiny of public service delivery;
  - At an intermediate level between Ward and operational Areas where that makes sense e.g. Inverness City Partnership;
  - At the personal and professional level for staff working in public services, supported by organisational development approaches to staff training, management development, and appraisal and related award schemes.
- 2.4 SOA 1 (2008-11) included the improvement activity drawn from a comprehensive range of performance measures which were already in use by partners in 2008-9. This was a useful starting point in understanding organisational performance expected against outcomes which were agreed in common. However for SOA2, further challenge to the range and scale of improvement has been introduced. Indeed, partners acknowledge that the Agreement is a useful mechanism for prioritising the local outcomes to achieve and to put in place the right partnership processes to deliver them, from planning

through to implementation and review of performance. To make the SOA an improvement plan for public services in the Highlands, the following steps have been taken in 2008-9:

- Reducing and prioritising the original 53 local outcomes contained in SOA 1
- Agreeing in partnership the performance improvement expected (with challenge built in)
- Identifying the right performance indicators to use to measure and report on progress (rather than simply adopting the indicators from partners' performance frameworks).

*NB for the 29<sup>th</sup> Feb 2009 draft, regional priorities have been developed. By the end March 2009 these will be translated into local outcomes. In April 2009 new partnership training is arranged to review the performance indicators required for SOA2.*

- 2.5 In developing agreed local outcomes five key aims have emerged. The aims are:
- Sustainable Highland Communities
  - A competitive, successful and adaptable Highland economy
  - Healthy Highland
  - Reducing inequalities / Better opportunities for all / A fairer Highland (TBC)
  - Safeguarding our natural environment
- 2.6 These aims will be realised by pursuing the following local outcomes which are aligned to the national outcomes.

*NB currently expressed as regional priorities – to be translated into local outcomes by end March 2009.*

### **Sustainable communities**

#### Theme: Access

1. Provide more housing in the Highlands, better telecommunication infrastructure (broadband), and better transport links (air & road) (National Outcome 1 - NO1)
2. More people able to access opportunities for learning and employment in their communities (NO3)
3. Services are accessible - Narrow the gap - limit the impact of distance from services in remote and rural communities (NO10)

#### Theme: Safety

4. Reduce crime and fear of crime (NO9)
5. Reduce the impact of drugs and alcohol on individuals and communities (NO9)
6. Reduce the impact of fire and other emergencies on the community (NO9)

#### Theme: Sustainable Design

7. New development and growth is planned and designed for sustainability (NO10)
8. Promote sustainable design and construction in the built environment (NO12)
9. Adapt public services to deal with the impact of global warming (NO14)

#### Theme: Community Action

10. Improved community cohesion and identity
11. More communities manage or have a stake in local assets (NO11)
12. Improved quality of life through community led and voluntary action and more people feeling connected to their communities. (NO11)
13. Development of the Gaelic education, language and culture (NO13)
14. More young people are achieving, are confident and contribute to community life (NO4)

#### Theme: Effective And Efficient Public Services

15. Adapt public services to deal with the impact of global warming (NO14)
16. Best Value, continuous improvement and efficiency are demonstrated (NO15)
17. Partnership arrangements are reviewed and fit for purpose (NO15)
18. Services are responsive to stakeholders views and adapt to issues for the Highlands including the recession (NO15)

### **A Competitive, Successful and Adaptable Highland economy**

#### Theme: From recession to sustainable economic growth

1. Sustain jobs and grow business (including high value and SME) (NO2)
2. Aligning the response to the recession across all public sector bodies in the short and long term (NO2)

Theme: Move to a More Knowledge Based Economy

3. Move to a more knowledge based economy (NO3)
4. Research and development support to deliver business growth (NO3)
5. Formally establish UHI and expand the university and tertiary education. (NO3)

Theme: Support Businesses with Growth Potential

6. Encourage community participation and business development in cultural activities in cultural activities and creative industries (NO13)
7. Increase and develop the use of renewable energy (X2) (NO14)

Theme: Employability

8. More young people are achieving, are confident and contribute to community life (NO4)

**Healthy Highlands**

Theme: Reduce Levels of Alcohol Misuse

1. Reduce levels of alcohol misuse (NO6)

Theme: Reduce Health Inequalities

2. Promote wellbeing and healthy living (NO6)
3. Maximise the health and independence of older people (NO6)

Theme: Improve Levels of Safe Driving

4. Improve levels of safe driving (NO9)

**Reduce Inequality/Better Opportunities for All/A Fairer Highlands**

Theme: Alleviate Poverty

1. Increase earnings focused on those with lowest pay (NO2)

Theme: Prevent Poverty

2. Early years services break through cycle of deprivation (NO5)
3. Reduce inequalities in education -the lowest performing 20% of young people realise their potential (NO3)

Theme: Get people out of Poverty

4. Reduce inequality by supporting more people with better services (NO7)

Theme: Children are Safe

5. Children are safe and Looked After well (NO8)

**Safeguard our Natural Environment**

Theme: Natural Heritage

1. Manage the outstanding natural heritage of the Highlands to optimise the economic, health and learning benefits (NO12)

Theme: Climate Change

2. Increase and develop the use of renewable energy (X2) (NO14)
3. Reduce carbon emissions (NO14)

### 3. Highland Area Profile

#### 3.1. Geography, population and the settlement pattern

- 3.1.1 The Highlands comprise 33% of the Scottish landmass and include 14 inhabited islands. The area has outstanding natural heritage, supported by the coverage of statutory designations to protect the quality of the environment.
- 3.1.2 The population has grown over the past ten years by 4.3%, at a higher rate than for Scotland as a whole, and is estimated to be 217,440<sup>1</sup>. More people living, working and studying in the Highland region are essential to enable sustainable economic growth. Population growth is due to migration, with more people moving to the Highlands than leaving. Population growth is not spread evenly across the Highlands, with relatively high population growth in the Inner Moray Firth area, the Isle of Skye and East Sutherland since 2001 and some areas of population decline, notably in small towns in the north of the region.
- 3.1.3 The population is dispersed: only 25% live in settlements of over 10,000 people; around 26% live in super sparse areas (more than 25 miles by road from any settlement with a population of 7,000); and 40% of the population live outside settlements of over 1,000 people.
- 3.1.4 In keeping with the demographic profile of Scotland, the population is ageing. Recent projections indicate that by 2031, the population aged over 75 years might double and account for 16.2% of the total population while the population aged 0-15 might reduce by 9.1% and account for 14.1% of the population. Positive signals come from increases in the number of births in Highland over the past five years<sup>2</sup> and in the growth among younger migrants to the area. The balance of the population varies across the Highlands, with most imbalance in Skye and Wester Ross and Caithness and Sutherland with relatively fewer people aged 16-44yrs.
- 3.1.5 A profile of the region is provided below. It is arranged around the Scottish Government's five strategic objectives of: wealthier and fairer; smarter; healthier; safer and stronger; and greener. It includes analysis of past trends and identifies long standing and emerging challenges and opportunities for the region. The profile provides contextual information for improving the design and delivery of public services, taking into account both pressing needs and longer term ambitions to make the most of the region's social, economic and environmental potential. The area profile provides the evidence base for the setting of strategic priorities and local outcomes for the Highland Community Planning Partnership to achieve.

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<sup>1</sup> Population estimates GROS 2007

<sup>2</sup> The number of births registered in Highland has been fairly stable for the past 5 years at above 2,000 per annum; although a slight increase is noticed more recently from 2,233 in 2005, to 2,159 in 2006 and 2,332 in 2007.

## **3.2. Wealthier and Fairer Highland**

### **3.2.1 Past trends: economic and population growth**

Over the past 10 years economic growth has been tied to population growth in the Highlands. Population growth is due to migration as the region has become a place of choice for people to live and work, attracting people from other parts of the UK, Europe and other continents.

3.2.2 Research with migrants to Highland highlights that quality of life is one of the main factors attracting people to the area.

3.2.3 The region continues to gain population from the rest of the UK, with around 2,000 more people moving to the Highlands than leaving each year from 2001 to 2006. In addition with the enlargement of the European Union in 2003, the region began to see a net gain in population from overseas by 2005. Most migrants from overseas come to the region to work. Between 2003-4 and 2007-8 over 13,000 migrants registered for National Insurance Numbers with 67% coming from the Accession States of Europe (the majority from Poland).

3.2.4 The evidence is that many workers from the Accession States in particular choose to stay for more than 12 months. Figures published by the Institute of Public Policy Research in *Floodgates or Turnstiles* indicate that around 3,500 workers from the Accession States were resident in Highland at the end of 2007. Figures for 2008 are being reviewed but indicate fewer registrations compared to 2007.

3.2.5 A growing population and the trend to smaller household sizes have resulted in significant household growth (between 1997 and 2007 the number of households grew by 13.6% to over 98,000). The provision of new housing has supported economic development and growth in the construction sector; although in some areas an under supply of housing can constrain economic development. The number of new houses completed was rising (a 25% increase between 2005 and 2006 to 1,688 completions, rising again by 7% between 2006 and 2007 to 1,807 completions). In 2008 there were 1,471 completions, a reduction on previous years and reflecting the crisis in financial markets and the reduced availability of credit.

3.2.6 Generally demand has exceeded the supply of housing and prices have risen by 106% from 2002 to 2006, greater than in Edinburgh, Glasgow and Aberdeen. Up-dated information on house prices to 2008 will be available by June 2009. The greatest pressure on house prices is found in the rural commuter belt around Inverness and in remote rural areas. Around a half of all houses costing £250,000 or more in 2006 were sold to buyers from outside the Highlands.

3.2.7 Further evidence of the rate of growth and development in the Highlands is seen in the scale of planning applications for new developments. The Highland Council deals with high volumes of planning applications and more than any other Council in Scotland. In 2007-8, for commercial and domestic development 5,289 planning applications were received, 4,058 building warrants were applied for and 3,427 completion certificates were issued.

### **3.2.8 Business sectors and the nature of employment**

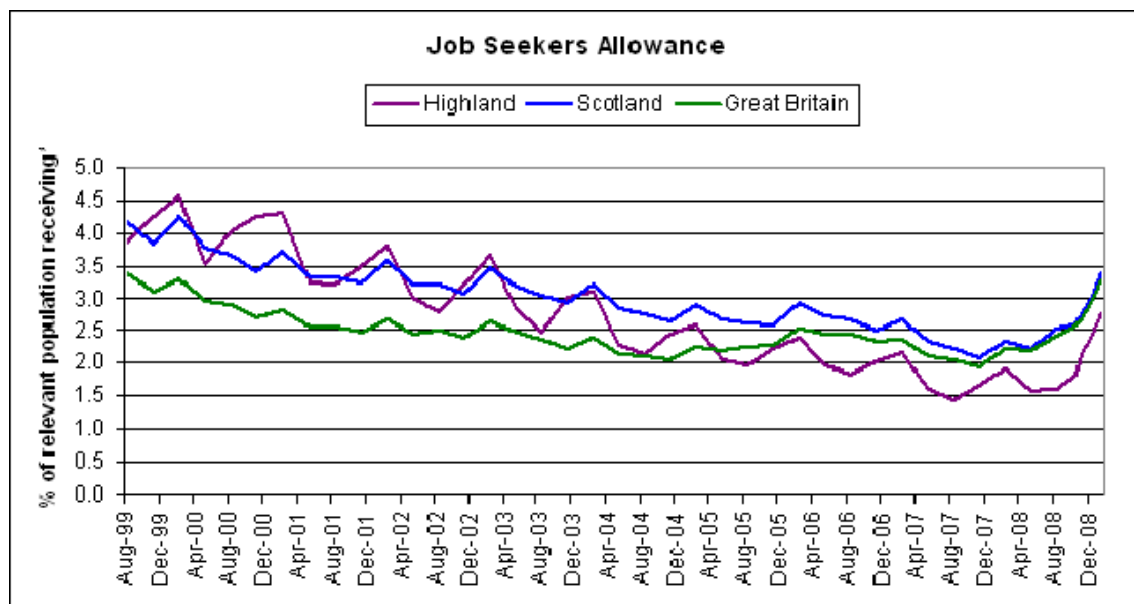
The largest sectors of the Highland economy are: "public administration, education and health" accounting for up to one third of jobs; "agriculture and fishing" featuring strongly in Skye, Wester Ross and Lochaber; "distribution, hotels and restaurants" are important in all areas; and "energy, water and manufacturing" featuring in Caithness and Sutherland (although this balance may change with the decommissioning of the Dounreay nuclear facility) and "construction, banking and finance" are stronger in the Inverness area. The life sciences sector in the region is currently dominated by one major business in Inverness, with a growing number of small businesses and spinouts with high growth potential.

3.2.9 Public administration, education and health not only account for up to one third of jobs in the region, but public sector organisations, notably the Council and Health Service are the biggest employers in the Highlands. The dispersed location of those jobs is important in sustaining local communities.

3.2.10 Participation rates in the workforce in the Highlands are amongst the highest in the country

with some 83% of the workforce actually in work. Unemployment rates are correspondingly low and have been below the Scottish average for most of the last four years (see Table 1 below). The overall unemployment rate in Highland in January 2009 is 2.8% relative to Scotland 3.4% and Great Britain 3.4% (3639 claimants for Job Seekers Allowance JSA). The most recent figures show the variation in levels of unemployment across the region, from 4.0% in Skye and Lochalsh to 2.0% in Badenoch. The changing economic climate is having an impact on the Highland economy and unemployment levels are rising above seasonal levels expected from October 2008 and are expected to rise further during the course of the year. It is worth noting that increases in JSA claimants from October to January 2009 will be inflated by changes to benefit entitlement and benefit switching, accounting for a third of the increase over this period.

Table 1: % Working Age Population in receipt of Job Seekers Allowance 1999 to Jan 2009



3.2.11 Seasonality in employment reflects the relative importance of agriculture and tourism to the regional economy and is marked particularly in west Highland and Skye. One feature of seasonality is that many people have a number of part-time occupations throughout the year which often results in a lack of specialisation and relatively highly qualified individuals inadvertently underemployed. Forestry, fishing and construction are other sectors that provide a larger percentage of employment in Highland than in Scotland. Many of these sectors are key economic drivers in remote areas and islands. They are traditional sectors with low average GDP and wage rates.

3.2.12 Incomes  
While participation rates are relatively high, for those in paid employment incomes tend to be low in the region. In 2008 the average income from all jobs in Highland (both full and part time) was £20,700; 90% of the Scottish average (£22,900) and 84% of the UK average (£23,500). The differentials for full time jobs are similar with the Highland income of £25,500 being 92% of the Scotland average (£27,800) and 85% of the UK average (£29,900). There was no significant change in the gap between Highland and Scotland & the UK in the two year period between 2006 and 2008. (All data from Annual Survey of Hours and Earnings)

3.2.13 The importance of small business and social enterprise  
The contribution of small and medium size enterprise is significant to the region. Almost 60% of employees work in businesses with less than 50 employees, compared to just over 40% of employees in Scotland. In addition, the Census showed that 1 in every 10 people of working age in Highland are self-employed, compared to 1 in every 15 in Scotland. The level of self

employment tends to be higher in the more remote and island areas, influenced by the high incidence of farm ownership in these areas.

- 3.2.14 While the dominance of small businesses in the area brings productivity and career progression challenges, the rate of new business starts and survival rates are higher compared to Scotland as a whole. In 2007 there were 5.7 new business starts per 1,000 population compared to the Scottish average of 4.9. This figure rises to 6 per 1,000 population in the Inner Moray Firth. There are also high business start-up rates in rural areas of Highland, such as Lochaber, Skye & Wester Ross and Caithness and Sutherland, linked to limited employment opportunities and a predominance of traditional industries with high levels of self-employment. For Highland 75% of the businesses registered in 2002 were still trading in 2005, compared to 70% across Scotland.
- 3.2.15 Social enterprises also play an important role in the economic vitality of the Highlands, particularly in remote and rural areas where smaller populations and smaller customer base make provision of some services expensive for public sector and unprofitable for the private sector.
- 3.2.16 Uneven economic and population growth and fragility  
While the region as a whole has grown in prosperity over the past 10 years, this growth has been uneven. Population growth and prosperity has been concentrated in the Inner Moray Firth area and some of the more remote and fragile areas have continued to suffer from out-migration of young people and a lack of economic opportunity. Around 35% of Working Age DWP Claimants live in remote rural areas (2007-8). Appendix 1 shows the map of fragile areas in Highland. Population decline is not confined to fragile rural areas but is found in small towns, notably Wick and Thurso.
- 3.2.17 Access to key services and supporting local economies  
With a dispersed population, distance from services can create disadvantage. The Scottish Index of Multiple Deprivation (SIMD 2006) identifies Highland with more data zones classed as access deprived than any other Authority, with 131 data zones containing 45% of the population (around 97,000 people). It has six data zones in the ten most access deprived in Scotland: Ardnamurchan and the Small Isles (rank 1, the most access deprived in Scotland); Achiltibuie (2); Ullapool Rural and Dundonnell (4); Moidart (5); Loch Eil (8); and Skye East and Raasay (9). This compares with 128 data zones in Aberdeenshire and 76 in Dumfries and Galloway. Access deprivation is measured by drive times and public transport times to access key services.
- 3.2.18 With a dispersed population and 45% of the population considered to have deprived access to key services, in order to improve the quality of the life and opportunities for the population, public services need to be delivered effectively, reaching all communities. Consequently public services in rural and remote areas tend to have:
- A network of local facilities, including 24 single teacher schools, a Customer Services Network of 37 Council Service Points, a network of over 40 community-based learning centres, a network of Fire Stations, 68 GP surgeries and the federal and collegiate model of the prospective University of the Highlands and Islands (UHI)
  - Co-location of local public services, notably with Service Points
  - Mobile provision e.g. library provision, cinema, health screening. Increased use of ICT for e.g. e-learning courses for school pupils and tele-care packages for vulnerable and frail people
  - Subsidised costs e.g. for public transport or higher costs e.g. refuse collection
  - Decentralised workforce, with the economic benefits supporting local economies.

The Council's public performance survey conducted annually asks respondents to rate their community in terms of six amenities: schools, health care; transport; shops; leisure facilities; and other services. Schools and health care are consistently well regarded; although transport and other community facilities are viewed less favourably.

- 3.2.19 Areas of concentrated multiple deprivation  
Even within the more prosperous Inner Moray Firth area, there remain pockets of deprivation. 13 of the 17 data zones of concentrated multiple deprivation, which are within the 15% most deprived data zones in Scotland, are found in this area, with the others in Caithness and Lochaber (see Appendix 2). Nearly 12,000 people live in these areas (SIMD 2006).
- 3.2.20 Health inequalities  
Generally, those living in the most deprived areas in Highland are over three times more likely to assess their health as not good compared to those living in our most affluent areas. Currently the gap in life expectancy at birth between those living in the most deprived and least deprived deciles of national deprivation is 13 years for men and 8 years for women. Male and female life expectancy is strongly negatively associated with markers of deprivation such as working age benefit and child benefit uptake. Health inequalities are evidenced also in terms of:
- Long-term limiting illness - of the Highland population living with a limiting long-term illness, 24% are found in the most deprived areas compared to 13% in those considered least deprived. In adults of working age those in our most deprived areas are 3 times more likely to have a limiting illness than those in the least.
  - Oral health is a good general indication of a healthy start in life. The percentage of 5-year old children with experience of tooth decay shows a clear gradient of dental health inequality that increases with deprivation, and over 50% of those in our most deprived areas experience decay.
  - A range of individual influences on health, such as diet, smoking and exercise are influenced by socio-economic factors such as income, employment, education and housing. Survey data show that over 40% of the population of Highland's most deprived areas smoke and that those in the lowest income category and in socially rented housing are nearly twice as likely to smoke compared to the population average.
- 3.2.21 There is strong evidence both nationally and locally that while general population health has improved inequalities in many health outcomes have increased. The sentinel National Spending Review target of reducing premature mortality from Coronary Heart Disease in the most deprived areas suggests that absolute progress has stalled and that the relative gap between the least and most deprived areas has actually increased. However, it should be recognised that there are time delays between the benefits of social change and changes in health related behaviours and different disease rates.
- 3.2.22 Dispersed deprivation  
The income and employment deprived population are not confined to areas of concentrated multiple deprivation; indeed over 70% of the employment and income deprived population in Highland are found out with the areas of concentrated multiple deprivation (SIMD 2006). Appendix 2 shows the number and proportion of working age population in receipt of DWP benefits by Ward. There are disproportionately high levels of benefit claimants in both urban and rural areas, notably in Caithness, Sutherland, Easter Ross and the central area of Inverness.
- 3.2.23 Income and employment inequalities  
Income and employment inequalities across the Highlands are related to the economic opportunities which exist and to barriers relating to personal circumstances and societal attitudes. The long standing barriers associated with gender, race, disability or ill health and childhood experience found across the country are evident too in the Highlands. This type of disadvantage perpetuates socio-economic inequalities, poverty and poorer health and can be exacerbated by poorer access to services particularly in rural and remote areas. In Highland, the settlement pattern means that the challenges of supporting people who are hard to reach can be exacerbated in that they can also be hard to find.

- 3.2.24 Gender inequality exists too within the workforce in terms of pay (taken overall, women earn £75 a week less than men and there are fewer women in full time work) and management structures (Highland Council is in the bottom quartile of Councils for women managers as top 2% of earners). Women tend also to be under-represented in public life (75% of elected Council Members are men).
- 3.2.25 In May 2008 there were 1810 lone parents claiming Income Support. Most lone parents are women. Evidence from Job Centre Plus shows that of all client groups moving into employment, those most likely to sustain that position are lone parents. The number of children with an out of work lone parent was 2,455 for Highland in August 2005 (latest available information from Children's Tax Credit sample dataset). Changes to entitlements to benefits from October 2008 heighten the need to assist lone parents and people with disabilities able to work to find routes into employment. The importance of improved childcare including wraparound provision must be assessed.
- 3.2.26 Information on economic activity among the Black Minority Ethnic (BME) population is dated (Census 2001) but indicates they comprise 0.8% of the total population (compared to 2% nationally) with the Chinese community the most represented single group and those with South Asian ethnicity comprising a third of the total BME population (n = 543). BME communities are scattered across the Highlands, with higher proportions in the centres of population around the inner Moray Firth. The Census data highlights that the overall unemployment rate was lower amongst BME groups than the white population (3.4% as against 4.3%), but that there were distinctive differences between BME groups, the most notable of which were the higher proportion of full-time students amongst the South Asian population and the higher proportion of those economically inactive in the Indian population.
- 3.2.27 The 'sick and disabled' working-age jobless on DWP benefits have been growing in Highland and now comprise two thirds of all jobless people claiming benefits (Appendix 2). People with disabilities are nearly three times more likely to be unemployed than other people.
- 3.2.28 Around 700 young people (16-19 years) are not in Education, Employment or Training in Highland (2007-8); which is 6.9% and lower than the Scottish average of 8%. Young people may be in this position because they are: care leavers; young carers; young parents; young offenders; have low attainment; have physical/mental health problems; or suffering from drug and alcohol abuse. In Highland comparable levels of leavers enter Higher Education, but fewer enter further education and more leavers in Highland enter employment directly. Although the proportion of young people unemployed and seeking work is below national levels:
- The majority of young people without positive destinations are concentrated in relatively few areas, but the distribution and often small numbers across the wider rural area presents particular challenges in developing post school employability services;
  - the small and reducing proportion who are unemployed and not seeking work, including those who are undertaking volunteering work, are overwhelmingly female;
  - almost half have a disability;
  - attainment in school among Looked After Children at home is relatively poor. The attainment of accommodated Looked After Children is improving but both measures are lower than peer group averages.. There are approximately 500 Looked After Children in the Highlands.
- 3.2.29 Income and housing inequalities  
The Scottish House Condition Survey 2002 found that one in five of Highland's households are in fuel poverty, with a third of these in extreme fuel poverty. Given fuel price increases these figures are likely to be higher now. Households in the Highlands are more likely to be in fuel poverty than in many other parts of Scotland. This is because of the harsher climate, limited choices of fuel for heating, and relatively lower incomes. For Council tenants heating and energy efficiency improvements to housing are prioritised. One key challenge in relation to the overall housing stock in Highland is the building of sustainable, efficient housing which lowers emissions and has a minimal impact on the local environment, including the landscape.

- 3.2.30 House price increases were noted in paragraph 2.6 above. Government research in 2007 found the Highlands to be the least affordable local authority in Scotland (along with the Lothians). Pressure on housing waiting lists continues to be high with around 9,000 households registered for housing on Highland's housing register and only around 1,700 social rented houses becoming available to let each year.  
In over three-quarters of Highland Council's wards the ratio of Council house lets to applicants is far higher than the national average. Particularly pressured areas are found around the Inner Moray Firth, Badenoch and Strathspey, Skye and Lochalsh, Wester Ross and rural Lochaber.
- 3.2.31 These rural areas also have higher proportions of second / holiday homes. In 36 out of 184 Highland communities over a quarter of homes are second / holiday homes and in remote rural and island communities this can be up to 50%. Overall 8.7% of houses in the Highlands were vacant or second / holiday homes in 2006; the third highest proportion in Scotland. While good progress has been made in increasing new affordable housing approvals (rising from 173 in 2004 to 536 in 2007-8) with an administration target of 200 new homes over a four year period. Affordable housing need and demand however continues to be far higher than supply and the current 'credit crunch' and recession is exacerbating housing pressures.
- 3.2.32 **Homelessness has increased in the Highlands. Applications from households for help have doubled since 2000, although numbers have levelled off over the last 3 years at around 2,000 per year. With under supply of affordable housing it is difficult to provide both permanent and temporary housing for people who need it. The task of managing and preventing homelessness is now more demanding and complex.**
- 3.2.33 **Nearly two-thirds of people applying as homeless are single person households. Although around 25% are between 25 and 65 years old many are far younger. Nearly 40% of homeless applicants are under 25. Over 650 homeless applications in 2007/08 involved families with children under 16. In 2007/08, three-quarters of homeless households were considered to be in priority need mainly because they were vulnerable.**
- 3.2.34 Wealthier and fairer Highland: long standing challenges  
The long standing challenges for the Highlands can be summarised as:
1. Sustaining population growth with more people living, working and studying in the Highland region to enable economic growth. This requires:
    - appropriate housing provision
    - attracting skilled people to the region to improve the competitiveness of the business base
    - retaining population
    - encouraging people to return
  2. The need for more even growth and targeted economic development
    - For particular areas: Caithness and north Sutherland to counter job losses arising from decommissioning of the Dounreay facility (around 600 jobs are expected to be lost by 2012 and 1,600 jobs lost by 2025); fragile areas; areas of concentrated multiple deprivation
    - For sectors: the low share of employment in high value (and high paying) sectors such as financial services, research and development and the knowledge economy
    - For individuals: supporting people into work, tackling income and health inequalities and the drivers of poverty.
- 3.2.35 Wealthier and Fairer: emerging challenges  
Emerging challenges arise from the global economic recession. As noted above there is evidence of the impact on the Highlands in terms of rising unemployment and a reduction in the number of house completions. In addition, HIE has identified that the economic situation is variable across the region with some businesses and sectors performing well and others

experiencing difficulties. Difficulties for Highland appear to be:

1. Businesses reporting reduction in domestic spending on their goods and services.
2. Reductions in businesses and households obtaining credit from banks and holding back from making key investment decisions. Reductions in working capital will have a negative impact on the performance of many small businesses.
3. A slow down in the housing market and a substantial reduction in new private house building. This is corroborated by Highland Council data on housing completions, numbering 1471 in 2008; a 19% reduction from 2007 levels. Where major industrial and commercial developments are dependent on a private housing element, these are jeopardised or delayed.
4. Job losses and redundancies in manufacturing (around 450 staff from 3 employers)
5. Reduction in the apprentice uptake in construction sector in the Inverness area.
6. Reductions in retail jobs.

3.2.36 HIE notes that more diversified economies have a better chance of surviving poorer economic conditions and this may mean that the Inner Moray Firth could be more recession - resistant. On the other hand island economies are seen as more resourceful, self sufficient and with pluri-activity and may survive partial unemployment or under-employment better. SNH advise that businesses associated with wildlife tourism and outdoor adventure events appear to be holding strong in the current recession.

3.2.37 There are positive factors and current activities in the Highland economy which could help the region weather the recession. They are:

1. Significant development interest in Inverness and east of Inverness, Fort William and Caithness.
2. Accelerating capital programmes and with Government support (hospital contract £20m and affordable housing programme £5m).
3. Derelict Land Fund supported by the Government and managed by the Council to bring sites into productive use and stimulate economic growth in Inverness, Invergordon, Alness and Wick.
4. The growth of UHI, with capital investment and increased student and teaching numbers as it moves towards full University title and, in time, research degree awarding powers. The UHI reports an increase in registrations for Higher National awards and professional development short courses, potentially demand from people to refresh and gain skills to survive the recession.
5. With the public sector accounting for nearly a third of all jobs in the region, presumably in the short term these posts should be more secure<sup>3</sup>. However with the efficiency agenda reductions in staffing could be more likely (the Council will delete 110 posts in April 2010<sup>4</sup>); although Northern Constabulary are recruiting more Police Officers (60-80 new recruits in 2009).
6. The sectors of growth potential, namely: creative industries (e.g. the Fas Centre in Skye); energy (notably wave and tidal power in the Pentland Firth); food and drink; life sciences (e.g. the Centre for Health Science at Raigmore Hospital); tertiary education (UHI); and tourism.
7. The region's abundance of natural assets providing a key competitive asset to attract people and business to the area.
8. The availability of EU programmes of support.
9. The reduced value of the pound will make exports cheaper and there is scope for export growth in the region.
10. The reduced value of the pound could attract more domestic and international tourists. This should be supported by the Year of Homecoming 2009.

In addition, the actions being pursued by public sector bodies to counter the recession should have a positive impact.

3.2.38 The risks and threats to families currently understood arising from the recession relate to actual and potential job losses with unemployment anticipated to last for longer periods of time. This makes it particularly difficult for people who are less job-ready to access

employment. Health and community safety issues may emerge but are not yet reported.

3.2.39 Increasing take up of welfare rights and money advice was found prior to the recession and levels of personal debt remain high. In 2007-8 over 37,000 separate contacts were made with the independent providers for welfare and general advice and the service provided resulted in financial gain to customers of over £4m. In 2007-8 levels of debt presented by 1070 money advice customers amounted to £14.5m; yet half of these had annual incomes of less than £10k per annum. Data for the first 9 months of 2008-9 show an increase in contact for general and welfare advice and money advice by 8% and 9.5% respectively compared with the same period in 2007-8.

3.2.40 Emerging challenges include:

- The need to invest jointly in infrastructure across the public sector now for the future
- Target resources jointly to places, people and sectors in need, including additional support to business and action to stem the rise in unemployment
- Doing more to support those experiencing poverty now (e.g. money and welfare rights advice, concessionary prices to access services)
- Supporting national initiatives to eradicate child poverty (e.g. improved childcare particularly wraparound provision; full uptake of free school meals and helping families into employment).-;
- Aligning the response to the recession across all public sector bodies.

3.2.41 Wealthier and Fairer: Future Opportunities

The following opportunities exist to help create a wealthier and fairer Highland:

1. New Highland Development Plan 2010 – to set out how communities can grow in a sustainable way and the infrastructure they will need.
2. Emerging sectors which provide higher value employment opportunities within the region are niche tourism, energy, creative industries and life sciences.
3. The award of full university title for the UHI and in the longer term, research Degree Awarding Powers.
4. Resources to bring sites into productive use in Inverness, Invergordon, Alness and Wick to stimulate economic growth (Vacant and Derelict Land Fund £4.5m).
5. Public sector investment programmes – sustaining and accelerating construction
6. Fairer Scotland Funding from the Scottish Government to support people into work
7. Current economic climate in terms of the reduced value of the pound and the potential impact on increasing exports and attracting tourism.

3.2.42 Wealthier and Fairer - Strategic Regional Priorities / Local Outcomes

In order to achieve sustainable economic growth the regional priorities for a Wealthier and Fairer Highland identified by the CPP Board are:

1. To provide more housing in the Highlands, better telecommunication infrastructure (broadband), and better transport links (air & road).
2. To sustain jobs and grow business (including high value and SME)
3. To reduce inequality by supporting more people with better services
4. To increase earnings focused on those with lowest pay
5. To ensure services are accessible, narrowing the gap and limiting the impact of distance from services in remote and rural communities
6. To ensure that new development and growth is planned and designed for sustainability
7. Aligning the response to the recession across all public sector bodies (short term and

long term)

**These will be reviewed and expressed as local outcomes by the end of March 2009.**

The relevant national outcomes are:

1. We live in a Scotland that is the most attractive place to do business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
7. We have tackled the significant inequalities in Scottish society
10. We live in well designed, sustainable places where we are able to access the amenities and services we need.

### **3.3. Smarter Highland**

#### **3.3.1 Past trends**

A smarter Highland requires life long learning opportunities for individuals and the growth of tertiary education and research and development for sustainable economic growth.

#### **3.3.2 Early education**

There are 9,856 children enrolled in Council and partner nurseries and up to primary 3 education. The Council area has 250 preschool establishments which are widely dispersed and sometimes in very isolated and remote communities. Of these: 160 centres run by the Council, including 24 centres which educate through the medium of Gaelic; 66 are partner centres managed on a voluntary basis 22 are partner centres privately run. By the time youngsters reach Primary 3, they are making good progress both in English medium and Gaelic medium education. Overall results in reading, writing and mathematics together with Gaelic reading and writing at this stage have shown steady increases over the past 4 years.

#### **3.3.3 Effective education services and performance in schools**

Overall pupil numbers in Highland currently stand at 32,163. Numbers have declined significantly in primary schools while experiencing a small increase in secondary schools. Primary numbers have declined in all areas. Secondary populations have declined in Sutherland, Skye and Lochalsh, Ross and Cromarty and Lochaber. Secondary rolls have increased in Caithness, Inverness, Nairn, Badenoch and Strathspey.

3.3.4 In primary schools pupils perform around the comparator average and this moves to above this average at the end of S2 in Secondary school. At SQA levels 3, 4, 5 and 6, Highland outperforms both national and comparator authorities by the time pupils reach the end of S6. However there are geographical variations in performance with underperformance particularly notable in the SIMD priorities areas of Alness, Wick and Inverness Central.

3.3.5 In the education of children from ethnic minorities underperformance in primary education has been noted previously, although good improvement has been made and attainment is now approaching the Highland wide average. At Secondary 4 attainment continues to be very high and above that of Highland wide averages.

3.3.6 Attainment for Looked After Children also requires particular attention. Primary and Secondary pupils show some slippage in reading, writing, and maths. Secondary 4 attainment also shows a slight decline. For those leaving care, accommodated Looked After Children show an increase in attainment with the figures significantly greater (92% achieving one award; 69% English and Maths) than the figures of those living at home (57% achieving one award; 29% English and Maths).

3.3.7 Normally around 26 primary and 6 secondary schools are inspected annually. In 2007-8 96% of schools inspected received positive inspection reports. Some schools are beginning to demonstrate excellence in their practice.

#### **3.3.8 Transition from secondary schools to Higher education**

30.6% of school leavers in 2008 move into Higher education. This is in keeping with the national equivalent 31%. Transition in Highland is more of a transition because historically most school leavers moving to Higher Education have had to leave home and the Highlands

3.3.9 The continued expansion of higher education opportunities across the UHI network presents Highland school leavers with increasing choice to undertake university level studies while remaining at home. In 2006-7 there were 4345 full time equivalent students at UHI and following the award of taught Degree Awarding Powers in August

2008, it aims to grow numbers by 21% by 2011. This will be supported by developing opportunities for local access to higher education for students who are not geographically mobile.

### 3.3.10 Transition from secondary schools to Further education

Traditionally, in terms of school leavers, there has been below average attendance at further education institutions in Highland (20.1% in Highland 2008 compared to 25% nationally). A significant majority of further education students are female. Lower than average attendance in further education colleges is influenced by the nature of the dispersed settlement pattern and the location of colleges. New ways are being developed to improve accessibility to further education through Skills for Work courses in colleges and schools and using the network of community-based learning centres. This has assisted almost 700 school leavers with courses including Sport and Recreation, Early Education and Childcare, Construction, Rural Skills, Vehicle Mechanics, Hospitality and Engineering.

### 3.3.11 Transition from secondary schools to employment

Highland has a significantly higher proportion of young people moving directly into employment (35.8% in 2008 compared to 25% nationally) with a clear majority of this group being male. There are concerns that this move into employment may not be accompanied by skills development or with prospects for career progression. Lower levels of school leavers were recorded as unemployed seeking work in 2008 (8.5% compared to 11.1% nationally)

### 3.3.12 Take up of national training programmes run through the new the new agency Skills Development Scotland (SDS) includes:

- 162 school leavers participating in the Training for Work programme – for those who are well suited to enter/re-enter sustained employment;
- 227 starts in Skillseekers programme (training to VQ Level 2);
- 476 (367 aged 16-19 and 109 aged 20+) starts in the Modern Apprenticeship programmes (training to VQ Level 3);
- 215 starts in the Get Ready for Work (GRfW) programme, providing additional support for not job-ready and with aftercare for clients and employers.
- Barnardo's Works Project in Highland seeks to support individuals who have significant and multiple barriers to employment into sustained employment.
- Work is underway to examine the potential for The Highland Council and NHS Highland, as the largest employers in Highland, to provide employment opportunities for a range of people facing barriers to work.

### 3.3.13 Literacy and language support

It is estimated that there are over 27,700 adults in need of literacy support in Highland; 16.5% of the adult population compared to 23% nationally.

### 3.3.14 With an increase in migration from overseas there has been growing demand for English language tuition. In 2007/08, 758 new learners were to learn English with classes arranged in a number of settings, including the workplace and for young children and families.

### 3.3.15 Positive destinations from Higher Education

In 2006-7, 90.2% of UHI leavers obtaining first degrees from full-time courses move to positive destinations, this is slightly lower than the Higher Education Statistics Agency (HESA) benchmark of 92.4%. This may reflect the more limited range of employment opportunities in higher value enterprise

### 3.3.16 Skills in the workforce

Currently, 51% of workforce in Highland has NVQ level 3 or higher; although high levels of qualifications are not reflected in high earnings across the economy.

- 3.3.17 Given that “public administration, education and health” account for a third of all jobs in the region, the role of public sector as an employer is important in terms of:
- supporting apprenticeships;
  - recruiting and supporting graduate trainees;
  - vocational learning;
  - providing opportunities for those facing barriers to employment
  - workforce planning.
- These approaches can help to address skills shortages in the workforce. Priorities for the largest employers in the region are summarised below.
- 3.3.18 For the Council, the following professionals are difficult to recruit: social workers, engineers, accountants, environmental health officers, specialist teachers, technicians, construction professionals and building standards officers. The recent Highland Council Job Evaluation process is expected to have a positive impact on recruitment and retention in some areas (e.g. Social Workers).
- 3.3.19 Within the NHS, the focus for service delivery over recent years has been towards preventative and anticipatory care in primary and community settings and this means the recruitment, development and retention of staff to provide healthcare on a multi-professional, collaborative and integrated basis. This represents a significant cultural challenge because it forces the blurring of roles and confronts the maintenance of professional boundaries. Service, financial and workforce planning are now more integrated at all levels across the NHS in Highland. A range of initiatives are underway to increase the pool from which NHS Highland recruits staff and to support the development and retention of existing staff.
- 3.3.20 Workforce development to support and improve better Integrated Children’s Services across a range of partner services is well established in Highland and will move further forward with the implementation of Getting It Right For Every Child (GIRFEC).
- 3.3.21 Research  
Business investment in R&D is at a comparatively low level in the Highlands, although there are notable business developments in life sciences and renewable energy sectors. UHI is developing business R&D through its KT network, renewable energy team and through the Highland Clinical Research Facility (CRF).
- 3.3.22 UHI is continuing to increase its research, knowledge exchange and commercialisation activity and is developing centres of research excellence in: environmental sciences; sustainable development; business energy; and health, social policy, culture and heritage. In 2008, 75 active researchers were included in the research assessment exercise (RAE). The research capacity and reputation of the UHI is growing through national and international collaborations; it is also helping businesses in the Highlands and Islands to develop and prosper through greater access to the knowledge, expertise and technology available in Scotland’s universities, colleges and research institutes.
- 3.3.23 Smarter Highland - long standing challenges  
The long standing challenges for a smarter Highland are:
1. geographic inequalities, with access to life long learning opportunities particularly for Further and Higher education restricted in rural areas, although this is improving, and lower educational attainment notable in most SIMD priority areas.;
  2. personal inequalities, with fewer young male school leavers pursuing further and higher education and underperformance among Looked After Children (see also inequalities described in section 2 of the profile, wealthier and fairer);

### 3. Research and development sector under-represented as a business sector

#### 3.3.24 Smarter Highland - emerging challenges

The impact of the recession on higher and further education is not yet clear. For some it may result in increased demand for up-skilling and re-skilling opportunities through UHI. A negative impact may be potentially reduced funding and affordability of further and higher education.

#### 3.3.25 Smarter Highland - Future Opportunities

Given the strong performance of secondary school pupils, the expansion of regional Higher Education through the UHI will build on regional strengths. The UHI's strategic aim is to be a leading provider of lifelong learning within Scotland and beyond. UHI believes it is well placed to achieve full university status in the next few years, following the award of taught Degree Awarding Powers in August 2008, a major milestone in its development and one which will increase its attractiveness to local school leavers.

Specifically there are targets to:

- increase student numbers;
- improve % with positive destinations;
- increase the number of active researchers;
- increase total research funding;
- increase total knowledge transfer funding;
- increase total private sector funding for research;
- increase the number of researchers involved in knowledge transfer;
- establish renewable energy as a major theme of research.

*May provide further information on the opportunities in FE following the announcement of the development of the West Highland College to overcome historical lack of provision and access for communities in the West Highlands.*

#### 3.3.26 A smarter Highland: Strategic regional priorities / local outcomes

In order to achieve sustainable economic growth the regional priorities for a Smarter Highland identified by the CPP Board are:

1. More people able to access opportunities for learning and employment in their communities
2. Formally establish UHI and expand the university and tertiary education
3. Move to a more knowledge based economy
4. Research and development support to deliver business growth
5. More young people are achieving, are confident and contribute to community life
6. Reduce inequalities in education – the lowest performing 20% of young people realise their potential
7. Early years services break through the cycle of deprivation

**These will be reviewed and expressed as local outcomes by the end of March 2009.**

The relevant national outcomes are:

3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.

### **3.4. Healthier Highland**

#### **3.4.1 Trends in health: life expectancy**

Life expectancy at birth has continued to increase in Highland and is currently 75.8 years for men and 80.6 years for women. The figures nationally are 74.8 years for men and 79.7 years for women. Chronic and degenerative diseases such as cancer, heart disease and stroke are the largest causes of premature death in Highland and Scotland. Suicide, self-inflicted injury and death from road accidents remain significantly higher in Highland than the Scottish average. Scotland has the highest death rate from liver disease in Western Europe and Highland has a particularly high rate of acute admission to hospital for alcohol related diagnosis.

3.4.2 Healthy life expectancy provides a summary measure of the years an individual can expect to live in good health after adjusting for limiting long-term illness. The available estimate suggests the difference between healthy and total life expectancy in Highland is about 18 years for males and 20 years for females.

#### **3.4.3 Health inequalities**

Not all of society has benefited equally from increases in life expectancy and there are known variations that primarily result from inequalities in socio-economic circumstances. The underlying causes of poor health can include poverty and reflect other ways in which people are disadvantaged. For many the reality of the health inequality gap between the most and least deprived in Highland are poorer health, reduced quality of life and premature death (with the difference in life expectancy between the most and least deprived communities quantified at 13 years for men and 8 years for women in Highland). Health inequalities are described in paragraph 2.20 of this profile, highlighting health inequalities in terms of long-term limiting illness, oral health and unhealthy lifestyles in terms of poor diet, smoking and lack of exercise.

#### **3.4.4 Health improvement**

While healthy lifestyle choices can delay the onset of diseases such as cancer, heart disease and stroke, and reduce preventable accidents, healthier lives and wellbeing can be fostered through public services which: encourage regional prosperity and employability; promote healthy working environments; ensure access to public and active transport and public services generally; support social capital and social inclusion and encourage enjoyment of the outdoors. Enjoyment of the outdoors is of course immediately equitable in that it is a free resource, however, issues such as availability of public transport can impact on the accessibility of it.

#### **3.4.5 Early years health and development**

In order to optimise physical health and emotional wellbeing across the life course, key health improvement measures are identified from birth onwards. These relate to: birth-weight; smoking in pregnancy; breast feeding; uptake of childhood vaccinations and dental health.

#### **3.4.6 Birth-weight**

The gap in birth weight amongst babies born to women in the highest and lowest deprivation groups is less in Highland than for Scotland as a whole. However this measure has been changed to record the number of low birth weight singleton babies (<2500g) born in Highland for all gestations. The proportion of low birth weight singleton babies has remained relatively static and roughly the same as the Scottish percentage of 6%.

#### **3.4.7 Smoking in Pregnancy**

In nearly 1 in 4 women in Highland were still smoking in early pregnancy (24.2% compared to 20.9% for Scotland). There is a strong association between both deprivation and age in those smoking at their first antenatal booking. There is also a

strong association between multi deprived areas and the proportion reported as smoking at first ante-natal booking. This presents a particular challenge to health improvement.

#### 3.4.8 Breastfeeding

In 2006/7 just over 30% of children were breastfed at 6-8 weeks compared to the national target for 2010/11 of 33.3%. Recently implemented new data collection arrangements will provide measures of local improvement and comparison against the national position. Early data for the first three quarters of 2008 indicate a positive position in Highland with figures at 32.7% and the national figure at 27.1% for the same period.

#### 3.4.9 Immunisation

Immunisation at 24 months in Highland shows a slightly lower take up rate than those nationally and although this gap remains, with the exception of MMR the rates have reached the target coverage. In 2008, nationally the uptake of MMR at 24 months was 91.8%; comparable figure for Highland was 88.8%.

The primary immunisation uptake in 2008 at age 5 years is at 83.8% nationally comparable with an improving figure of 92.7% in Highland. There is now a continuous target of 97% for both indicators.

#### 3.4.10 Oral Health

Dental health of children especially under 5 years is improving. However there has been dislocation in the availability of results from the programme across Scotland. No national comparative data is available for the proportion of 5 year olds free from dental caries nor the monitoring of 12 year olds. The upward trend in the 3-5 year old registration figure is encouraging and, currently at 73.6% for the first two quarters of 2008/9 compared to 65.1% in 2007/8, is expected to reach the 2010/11 target of 80%. These data sets are below national trends for this age group at 80.3% for the first two quarters of 2008/9 and 73.6% in 2007/8 The importance is recognised of linking with public health initiatives to ensure the most vulnerable children are accessing care.

3.4.11 For older children and young people key indicators relate to: healthy weight and good activity levels; reducing rates of unplanned teenage pregnancy; substance misuse; suicide and self-harm, accident prevention and the health needs of Looked After Children.

#### 3.4.12 Healthy weight and good activity levels for children and young people

While data indicates that girls outperform boys in cardiovascular fitness tests at P7, national data (Healthier Scotland) shows a significant drop off in the participation of girls after the transition into secondary school.

#### 3.4.13 Unplanned Teenage pregnancy

The number of teenage pregnancy among 13-15 year olds is low in Highland. Numbers and rates show a decline in teenage pregnancy (13-15 year olds) and have been consistently below national averages (6.1 per 1000 girls compared to 7.6 per 1000 girls nationally in 2004-6).

#### 3.4.14 Substance Misuse

Recent figures for drug and alcohol misuse among 13-15 year olds show a significant improvement, with targets exceeded. However, levels of alcohol and drug misuse by young people are a source of serious concern. 2006 survey findings show 17% of 13 year olds and 38% of 15 year olds self reporting using alcohol in the last week. In 2006/7 there were 29 children aged under 15 years hospitalised with alcohol related diagnosis. The 2006 survey also showed 5% of 13 year olds and 12% of 15 year olds self reporting smoking regularly each week and 3% of 13 year olds and 9% of 15 year olds self reporting using drugs in the last month. A new Lifestyle survey of Highland's young people will provide additional local detail. NHS Highland data shows 29 young people

admitted to hospital with substance misuse. (*To confirm figures and comparison with the national figure*).

#### 3.4.15 Self Harm

In Highland there have been 8 deaths as a result of suicide and undetermined causes since 2002 in the under 19 year olds. Suicide figures are too low among under 19 year olds to establish any trends. Self harm figures had shown an increase to 2006-7 (93) but decreased in 2007-8 (76).

#### 3.4.16 Accident Prevention

Road safety is particularly important for Highland's children and young people. From 2004 to 2007 there have been 3864 casualties on Highland roads including 105 fatalities. Of this number 22 fatalities and 960 casualties were young adults aged 17-25 years. In addition 362 children were affected including five fatalities. Young drivers in the 17-25 age group are six times more likely to be involved in an injury accident than a driver aged 40 years. In 2007, 17-25 year olds were involved in 27% of all injury accidents, a 2% decrease from 2006.

#### 3.4.17 Health needs of Looked After Children

Looked After Children in residential care all have an appropriately reviewed health plan. The proportion of children in Foster care with a reviewed health plan is increasing and consideration is being given to record the status of Health plans for Looked after Children living at home. Steady improvement has been seen in young people leaving care with a pathway plan and this has established unmet mental health need among some care leavers.

#### 3.4.18 Adult health

Key issues affecting the health of the adult population are: smoking; healthy weight; chronic conditions and disabilities; mental ill health; and alcohol misuse.

#### 3.4.19 Smoking

Smoking remains the most important preventable cause of ill-health and premature death in Scotland. The most recent estimate of smoking prevalence in Highland is that 22.9 % of adults over 16 years of age smoke.

#### 3.4.20 Healthy weight

Levels of unhealthy weight for Scotland are second only to the USA among countries in the Organisation for Economic Cooperation and Development (OECD). Unhealthy weight is a risk factor for a range of chronic diseases and there is concern that the increasing prevalence of unhealthy weight will lead to increased rates of diseases such as diabetes, coronary heart disease and certain cancers.

#### 3.4.21 Community Care

Community Care in Highland is primarily focussed on meeting the special needs of people which arise from some form of disability, either physical or from mental health problems, or as a result of advancing age (an 80% increase in the population aged 75years + is projected from 2004 to 2024). Its broad objectives are:

- A focus upon the individual user and carer.
- Promotion of non-institutional support services
- A more effective targeting of resources.

The current ratio of funding for institutional care and care at home is 75:25 compared to 62:38. A 5% shift in the balance of care expected between 2008 and 2010, achieved through e.g. more intensive care at home and enhanced Telecare services and fewer hospital admissions because of long term conditions and sustained reductions in the number of hospital discharges delayed. The average number of people (65+) in Highland receiving a care at home service throughout 2007/08 was 1859: the number of people (65+) who were in a care home in March 08, funded at least in part by Highland

Council, was 1364.

3.4.22 Supporting Highlands' Carers

In seeking to promote non-institutional care and support to an ageing population there has been an increasing understanding of the critical importance of the role that unpaid care plays in allowing people to remain living at home.

Estimates for 2008 show over 6,200 carers in Highland providing more than 20 hours of unpaid care per week.

3.4.25 Chronic conditions and disability

Around 20% of the Highland population have a disability which is comparable with Scottish levels. 884 people are registered blind and 634 as partially sighted. 33,650 people are estimated to have some form of hearing impairment, including 2570 who are severely or profoundly deaf. Across the region there are differences: hospital patients registered with cancer and stroke are at rates comparable to the Scottish average in North, and South East Highland CHPs and numbers in the Mid Highland CHP are significantly better than the average. The numbers of hospital patients with heart disease is significantly worse than the Scottish average in the South East Highland CHP area.

3.4.26 Mental health

Currently there is no accredited measure of positive mental health or wellbeing for the population or any estimate of the impact of mental ill health upon healthy life expectancy. However in 2008 there were nearly 17,000 patients in Highland CHP Areas who were prescribed drugs for anxiety, depression or psychosis; with the number in the Mid Highland CHP area being significantly lower than the Scottish Average. The numbers of Psychiatric Hospital Patients in 2008 was around 2000; with the number from the South East Highland CHP area being significantly higher than the Scottish Average.

3.4.27 Suicide

Scottish research has found higher than average rates of suicide in remote and rural areas, and in areas with high levels of social and economic deprivation. Social isolation appears to be an important risk factor for suicide, as is mental ill-health. People in some occupations, including farmers, forestry workers and fishermen, have higher than average rates of suicide. Research suggests that around 76% of completed suicides had had no contact with mental health or psychiatric services in the previous 12 months, indicating that the focus on suicide prevention needs to be broader than just mental health services.

3.4.28 There has been a welcome reduction in suicide rates in Highland in the last few years, but despite this reduction, 35 people died by suicide or undetermined intent in the Highland Council area in 2007, the last year for which information is available. Of this group, 28 were male. Deaths by suicide are often in younger people.

3.4.29 Alcohol misuse

Health problems that arise from excess consumption of alcohol contribute a significant burden of ill health in Highland and can result in wider social problems such as family dislocation, recorded crime, absenteeism from work and financial difficulties. Highland has a particularly high rate of acute admission to hospital for alcohol related diagnosis. - age and sex adjusted rates in 2005-06 were 968 per 100,000 compared to 750 per 100,000 nationally. During 2006/7 the Highland figure increased further to 994 per 100,00 compared to 762 nationally.

3.4.30 Healthy workforce

Successful organisations and employers will pay proper regard to the health and well being of the workforce. The Healthy Working Lives Award accredits good practice which recognises:

- healthy activities, smoking cessation and healthy eating in the work place
- avoiding and protecting staff from workplace hazards
- advice and support for people who need it
- work opportunities made available, especially to people with disabilities or health problems.

Currently 62 workplaces in Highland Council area are signed up to the Healthy Working Lives programme, covering 26.5% of the workforce in Highland. While the programme is designed to support all workplaces, there are particular challenges for the number of small and medium sized enterprises in Highland. The partnership will continue to lead by example and work to increase the number of employers and employees covered by the award.

#### 3.4.31 Healthy old age

With larger cohorts moving into older age groups in the Highland population, and improvements in mortality rates resulting in increased longevity, the numbers of people aged over 75 in the area are expected to double by 2031. Addressing the causes and prevention of chronic diseases and disability, and preserving good health in an ageing population, are crucial in ensuring that every individual will have the opportunity to benefit from longer life in a healthy Highland.

#### 3.4.32 Healthier Highland: long standing challenges

The long standing challenges for a healthier Highland are:

- tackling health inequalities, particularly in areas of deprivation
- alcohol misuse
- the level of injuries and fatalities from road traffic accidents
- suicide and self inflicted harm
- low levels of breast feeding and higher rates of smoking in pregnancy
- appropriate care for frail and vulnerable people
- in keeping with the rest of Scotland, smoking and unhealthy weight

#### 3.4.33 Healthier Highland - emerging challenges

- mental health needs of care leavers
- ill health associated with poverty may increase depending on the depth and length of the economic recession
- with an ageing population and projections now of the number of people aged over 75 years doubling by 2030, there is a need to increase the healthy life expectancy of the population. Currently the difference between healthy and total life expectancy is about 18 years for males and 20 years for females.
- Responding to findings from new Lifestyle survey of young people in Highland

#### 3.4.34 Healthier Highland: future Opportunities

Integrated children's service planning is mature in the Highlands for early years and older children. There are opportunities to build on this strength in understanding the health needs of children and young people and to plan public services accordingly. This includes work to build on health promotion and nutrition in schools, which should over time influence healthy life choices in the adults of the future and improve health outcomes for future generations in Highland.

3.4.36 Life expectancy in the Highlands is greater than for Scotland as a whole for both men and women. Opportunities exist to build on this strength by promoting and supporting healthy ageing.

3.4.37 National policy support for smoking cessation, reducing alcohol misuse and encouraging healthy weight will all support improvements in these areas.

#### 3.4.38 Healthier Highland: strategic regional priorities / local outcomes

In order to achieve sustainable economic growth the regional priorities for a Healthier

Highland identified by the CPP Board are:

1. More young people are achieving, are confident and contribute to community life
2. Early years services break through the cycle of deprivation
3. Reduce levels of alcohol misuse
4. Promote wellbeing and healthy living
5. Maximise the health and independence of older people
6. Reduce inequality by supporting more people with better services
7. Children are safe and Looked After well
8. Reduce the impact of drugs and alcohol on individuals and communities
9. Improve levels of safe driving

**These will be reviewed and expressed as local outcomes by the end of March 2009.**

The relevant national outcomes are:

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk
9. We live our lives safe from crime, disorder and danger.

### **3.5. Safer and stronger Highland**

#### **3.5.1 Safer Highland - children and young people**

Safety for children, young people and families at risk is paramount. Vulnerability is found where children could be at risk of significant harm or be in need because their health or development may be impaired if additional services are not provided. This includes where there are parental mental health issues or where there is domestic violence or substance misuse. Vulnerability in families may arise from a combination of stressors on young families such as dependency on income support, with a lone parent, with more than two children and living in rural communities.

3.5.2 Additional support for vulnerable families with young children shows a doubling of the number of vulnerable families accessing services supported by Surestart funding. The number of families assisted rose from 798 in 2006/7 to 1582 by September 2008. Participation in parenting programmes has risen from the 2006/07 figure of 209 parents participating to 347 in September 2008.

3.5.3 Good progress has been made with the downward trend in the total numbers of children with repeated referral, although there are fluctuations. In 2007/8 there were 54 fewer offence based referrals to the Reporter than in 2006/7; 1336 compared to 1390 in 2007/08 with the reduced rate of referral continuing into 2008/09. Number of children on the At Risk Register has reduced over a period from an average of 72 in 2007/08 to 51 in September 2008

#### **3.5.4 Youth offending**

In terms of youth crime and anti-social behaviour surveys of perception highlight public concerns about young people and alcohol and young people on the street. These particular issues have been ranked fifth and tenth, respectively, among concerns reported by respondents to a multi-agency community policing survey conducted in 2007. However, when examining crimes and offences recorded by Northern Constabulary, of the 44,356 crimes and offences recorded in 2007/8 (47,406 in 2006/07) only 9.1% (4051) were committed by those aged under 16 years (7.2% (3,412) in 2006/7). This is despite this age group comprising 18.3% of the Highland population. Young people are wrongly held to be disproportionately responsible for the perpetration of crimes and offences in Highland.

3.5.5 However for communities and a range of public services the activities of persistent young offenders can be a major challenge. Joint working and the development of new targeted services has contributed to halving the number of persistent young offenders between 2004 and 2007: the current numbers are low (below 50) and rates are well below the national average.

3.5.6 Levels of alcohol and drug misuse by young people are a source of serious concern as noted in paragraph 3.4.14. Positive activity programmes for young people such as street work, midnight football and diversionary activities are run by the Council and its partners across the Highland with successful participation.

#### **3.5.7 Levels and types of crimes**

Highland is one of the safest places to live with the lowest levels of crime rates in Scotland. During the year 2007/2008, 1,553 crimes were recorded per 10,000 of the population against the Scottish average of 1,861 per 10,000 of the population. In addition from the Highland Council Performance Survey (2008) the majority of respondents (95%) felt that the area within 15 minutes of their home was either "very safe" or "fairly safe."

3.5.8 Vandalism accounts for 32% of all offences. Vandalism is believed to adversely influence public perception around the fear of crime to a significant extent. The multi agency pro-social initiatives for example Blue Light Discos, HI-FiReS courses,, Safe Highlanders and

Midnight Football have already resulted in a decrease in the number of vandalism incidents recorded from 4549 in 2006/2007 to 3783 in 2007/2008.

- 3.5.9 Alcohol and drug misuse is a major and increasing contributory factor to a reduction of the safety in the Highlands communities and the Highlands have amongst the highest levels of drunkenness, drug misuse and drink driving in Scotland. Excessive alcohol consumption is a significant factor in criminal convictions, road accidents and numbers of fires in the Highlands. Statistics show:
- In 2007-8 Northern Constabulary recorded 1499 alcohol and 1935 drug related crimes in Highland.
  - Highlands and Islands Fire and Rescue Service have reported that in the year 2008 there were 2 fewer alcohol related fires than in 2007 (from 29 to 27), however, the fatalities as a result of alcohol linked fires more than doubled from 3 in 2007 to 7 in 2008.
  - NHS Highland figures demonstrate that the proportion of the population hospitalised for alcohol related illnesses are significantly higher than the Scottish average whereas the proportion of the population hospitalised for drug related conditions is lower than average.
  - Despite the lower number of drug related hospitalisations and despite the number of drug related deaths decreasing from 10 in 2005 to 7 in 2007 there has been an increased flow of drugs into the Highlands. Mass cannabis cultivation has been recently discovered in several properties in both rural and urban areas of the Highlands.
- 3.5.10 As noted in section 4 of the area profile, there are higher levels of injury and fatality from Road Traffic Accidents (RTAs) in the Highlands. The number of RTAs, the numbers of people killed and seriously injured decreased from 198 in 2006/07 to 162 in 2007/08. The same downward trend has been observed for those slightly injured with 750 casualties in 2006/07 and 670 in 2007/08. Despite this success, still too many people continue to be injured or killed in road traffic accidents. In this regard drink driving continues to be problematic in the Highlands. In addition, excessive speed and failure to wear seatbelts are also contributory factors observed at the scene of many serious road traffic accidents. Community concerns are expressed about driving safety. 71.5% of recent survey respondents expressed concern about “driving at excessive speed” and 58% expressed concern about “dangerous driving” as factors influencing their opinion and perception of fear of crime having either a moderate or great effect on the quality of life.
- 3.5.11 Communities in the Highlands are becoming more diverse as the population grows and this raises community safety issues, particularly in terms of racially aggravated crimes. While Highland has traditionally had a relatively small ethnic minority population (0.8% compared to approximately 2% for Scotland as a whole – 2001 Census) the context has changed in recent years as a significant increase in migration into the Highland from outwith the UK is evident. Since 2000- 01 and 2007-8 the number of recorded racial incidents has almost doubled, from 76 to 142. Although these rates are low in relation to the rest of the country, they show a worrying increase, are serious offences and are likely to be under reported.
- 3.5.12 The need to improve reporting mechanisms and work to reduce hate crime and incidents, (those perceived to be motivated on the grounds of race, disability, gender, age, sexual orientation, religion or belief or social background) is supported by a survey conducted in late 2006 established that 25% of people with disabilities reported being bullied or harassed on a regular basis in relation to their disability. People from BME communities report experiencing racial harassment on a daily basis, and LGBT groups report significant experience of homophobia and harassment of transgendered individuals. (Source: HWBA Equalities Group survey in preparation for Disability Equalities Schemes). National research shows that between 1 in 5 and 1 in 2 women in Highland are likely to experience at least one form of gender based violence in her lifetime.

- 3.5.13 Data on crimes, offences and incidents motivated by hatred on the above grounds reflect the reporting and recording and possibly not actual levels of prevalence. With improvements to reporting processes and attitudinal changes to crime, it is likely that during the period of the outcome agreement, there may be an increase in some reported hate crimes and incidents as new reporting systems are introduced.
- 3.5.14 **Stronger Highland – volunteering and community action**  
Features of strong, resilient and supportive Highland communities include the extent of volunteering within communities; a flourishing voluntary sector; community action where communities own, manage or have a stake in assets and services; people feeling connected to their communities; and civic engagement especially among young people.
- 3.5.15 Volunteering  
Within Highland there is evidence of high levels of volunteering. The results of the Council's annual public performance surveys in 2007 and 2008 indicated that 27% of the Highland population volunteer in some capacity, with over half of them volunteering in more than one activity and taking part more than once a week. This high level of self-reported volunteering may be supported by the relatively large number of charities registered in the Highland (at over 1200); the third highest number in Scotland from the eighth largest population. There is enormous public value in this altruism.
- 3.5.16 The Council and community planning partners support the efforts of voluntary and community organisations in the Highlands through:
- Funding - Council funding annually amounts to £14m, covering services commissioned and discretionary grants paid
  - Supporting intermediary bodies such as the CVS network and Volunteering Centres (HIE and the Council)
  - Engaging with representative groups to improve policy and service delivery
  - Building capacity in the sector including for social enterprise and to support employability
  - Volunteering policies for staff (this is significant because the two largest employers in the region are the Council and NHS Highland)
- The provision of environmental volunteering opportunities is notable for the region.
- 3.5.17 Community ownership and benefit  
A particular feature of voluntary and community action in the Highlands is the appetite for communities to own, manage and have a stake in community assets and facilities. There is a long history of innovative support of community enterprise by HIE and its predecessor the HIDB and with the Council. The Assynt Crofters bought their land in 1993, followed by the islanders of Eigg in 1997; these communities set the scene for allocation of public funds to assist communities purchase land, and also for the Land Reform legislation. Community controlled organisations are now mainstream landowners in Scotland, and in the Highland Council area over 100,000 acres and numerous buildings are in community ownership.
- 3.5.18 The Council and HIE provide support for communities through facilitation, advice and where appropriate, funding to purchase land or properties where there is community interest and the potential for income generation for community benefit. In addition the Council and HIE also support local communities in their negotiations with developers to achieve social and economic benefit from new developments, primarily in renewable energy schemes. HIE assists local organisations to: acquire income-generating assets; build capacity to manage assets; develop social enterprises; developing community and enterprise aspects of arts, heritage and the Gaelic language given the area's unique environmental and cultural assets; and has an involvement in area regeneration.
- 3.5.19 Achieving community ownership, community stake holding or community benefit requires the capacity within communities to be built. The Council and HIE work with partners and voluntary organisations, drawing on a range of funding sources, including European

funding, to support communities to be ready to negotiate and take on ownership or management responsibility for community assets. The Council manages the EU LEADER Programme to support communities to create development plans and deliver community projects (the programme can grow to £28m from 2007-13 with match funding).

#### 3.5.20 People feeling connected to their community

The Council's annual performance survey asks respondents the extent to which they have a sense of belonging to their community, how involved they are in the life of the community and the extent to which they feel their communities are accepting of people coming to live in their community from outside the Highlands. Data for five years is available and shows consistent responses with high levels of a sense of belonging (over 70% feel this to a great or some extent) and acceptance to new residents (over 80% feel their community is accepting to a great or some extent); and with 45% feeling very or fairly involved in community life.

3.5.21 Given the extent of volunteering and the history of community action in the Highlands, it is perhaps not surprising that the quality of life is regarded highly. From the latest Scottish Household Survey results (2005-06) 69% of people in Highland rated their neighbourhood as very good (fourth highest after the Island Authorities) and 27% as good. This compares favourably with the collective Scottish averages of 52% and 41% respectively.

#### 3.5.22 Civic engagement of young people

Civic engagement of young people, to encourage them to contribute to their communities, is supported through: developing Highland Youth Voice, Youth Forums and pupil councils. The Council has a paid post of Youth Convener who has voting rights on two strategic committees. It supports also initiatives which involve marginalised groups both in mainstream structures and specific developments.

#### 3.5.23 Strength in diversity and culture

Another feature of strong communities is the ability to celebrate diversity in culture and identity. Support for ethnic community groups has grown as the population has become more diverse and this is evident in the number of community festivals supported. A programme of arts, culture, heritage and sporting activities can have profound effects on local communities as well as individuals in terms of confidence, esteem, a sense of identity, civic involvement and volunteering. In addition, Gaelic has iconic significance to the Highlands and is an important aspect of Scotland's ethnic identity.

3.5.24 In developing an active interest in the heritage and history of the Highlands, as part of our national identity, the Council and its partners, notably HIE, will continue to invest in the cultural infrastructure of the region.

3.5.25 Recent infrastructure improvements include:

- The Archive, Family History and Registrars Centre, Tasglann agus Ionad-Clàraidh na Gàidhealtachd will open in 2009
- major refurbishment and extension to Eden Court Theatre has happened.
- developing a series of partnership projects with the National Galleries of Scotland to display more items from the national collection in Inverness
- a productive relationship with the Camanachd Association to develop shinty
- A major refurbishment of the Highland Folk Museum is planned.
- The legacy programme to capitalise on the benefits from the Year of Highland Culture in 2007 such as: international artists perform in Highland; international sporting events; large numbers attending open air festivals; a local programme of community run events and activities; opportunities for school aged children to explore their culture.

#### 3.5.26 Gaelic language and culture

Gaelic is growing in vitality with not only current Gaelic speakers (12,760 at the time of the 2001 Census, comprising 6% of the population) but with increasing interest from those

wishing to learn it or to have their children learn it. Gaelic speakers are found throughout the region with concentrations in Skye and Lochaber and many west coast communities, in Dingwall and Inverness and there is growing interest in the language in the north and east of the Highlands. The Council's performance survey (2008) recorded 40% of the population regarding themselves as positively disposed to Gaelic language; significantly higher than the GAleoc speaking population.

- 3.5.27 In 2006-7 there were over 1300 Gaelic language learners in secondary schools and over 1280 pupils learning in the medium of Gaelic in primary and secondary schools. An all-Gaelic Primary School in Inverness (Bunsgoil Gàidhlig Inbhir Nis) was opened in 2007. Highland Council continues to consult on demand for further all Gaelic schools across the area. The Council was the first public body in Scotland to have its Gaelic Language Plan formally approved by Bòrd na Gàidhlig.
- 3.5.28 UHI's objective is to be a centre of excellence for the development and enhancement of the Gaelic language, culture and heritage. This will be achieved by providing quality education, training and research through the medium of Scottish Gaelic. In 2008-09 there are 200 (125 full time equivalent) Higher Education students studying in this way with plans to increase this by 25% by 2011.
- 3.5.29 Gaelic has contributed to the regional economy, particularly through education, broadcasting and development. The rapid growth of traditional Gaelic music and song both enhances the cultural life of the region and attracts many visitors to the Highlands.
- 3.5.30 Safer and stronger Highland: long standing challenges  
The key long standing challenge to a safer Highland is the high level of alcohol misuse affecting not only health but also the level and types of crime in Highland. Greater public assurance and information to allay perceptions of the scale of youth offending would be beneficial.
- 3.5.31 Safer and stronger Highland: emerging challenges  
Emerging challenges for a safer Highland appear to arise from increasing drug misuse and criminal activity associated with it and increases in reported hate crimes, particularly racially aggravated crime. While this may be a feature of improved reporting and recording rather than increased prevalence, it requires to be monitored closely and with zero tolerance.
- 3.5.32 Safer and stronger Highland: future opportunities  
Future opportunities can build on current strengths and progress found in:
- Implementing GIRFEC to ensure children get the services they need when the need them
  - Relatively low levels of crime
  - The scale of volunteering – to be built on through the Compact with the third sector and the Council, HIE and NHS Highland
  - The legacy of community ownership and benefit
  - High quality of life from perception surveys
  - the economic contribution from Gaelic, particularly through education, broadcasting and development.

In addition a new opportunity for the region arises from the LEADER Programme for community plans and projects in Highland.

- 3.5.33 Safer and stronger Highland: Strategic regional priorities / local outcomes  
In order to achieve sustainable economic growth the regional priorities for a Safer and Stronger Highland identified by the CPP Board are:
1. More young people are achieving, are confident and contribute to community life
  2. Children are safe and Looked After well

3. Reduce crime and fear of crime
4. Reduce the impact of drugs and alcohol on individuals and communities
5. Reduce the impact of fire and other emergencies on the community
6. Improve levels of safe driving
7. More communities manage or have a stake in local assets
8. Improved quality of life through community led and voluntary action and more people feeling connected to their communities
9. Development of Gaelic education, language and culture
10. Encourage community participation and business development in cultural activities and creative industries.

**These will be reviewed and expressed as local outcomes by the end of March 2009.**

The relevant national outcomes are:

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens
8. We have improved the life chances for children, young people and families at risk
9. We live our lives safe from crime, disorder and danger
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
13. We take pride in a strong, fair and inclusive national identity

### **3.6. Greener Highland**

#### **3.6.1 Natural environment**

The environment, landscapes, and wildlife of the Highlands is highly diverse. The environmental quality of the Highland Council area is high and the outstanding natural heritage of the region is recognised internationally. This attractive and high quality environment attracts people and businesses to the area, and, through the services provided by robust and resilient ecosystems, is essential to healthy lifestyles. The recreational opportunities provided by a good quality natural environment not only benefit residents in terms of health opportunities, but also provide the competitive advantage for the tourism industry in terms of our iconic species, landscapes, and habitats. It is also a key driver in our Highland identity and distinctiveness.

3.6.2 The natural environment provides an important contribution to the economy not only in terms of attracting visitors and business to the area but significantly in terms of primary sector activity (forestry, farming, fishing and crofting).

3.6.3 The Highland area is a key stronghold for certain rare and/or iconic species and habitats. Species include red squirrel, wildcat, red deer, osprey, dolphins, Golden Eagles and Sea Eagles. Habitats include mountain ranges, heather moorlands, Caledonian pinewoods and blanket bog. These species and habitats are highlighted in the Highland Biodiversity action Plan. Through appropriate marketing this can underpin, and safeguard, the economy through opportunities such as wildlife tourism, and wildlife watching activities. According to recent research, tourism related employment accounts for 13.8% of workforce in Highlands (2007 Tourism in Highlands, VisitScotland). Based on national data, and applied to the regional level, the Highland area economic impact of tourism is estimated at £5,900 GVA per head. This provides an estimate of £1.28 billion value of natural environment in the highland council area.

3.6.4 The appropriate management of some of the wildlife in Highland contributes also to local food markets and local economies through activities such as sport stalking. With the increase in interest in local farmers' markets and local food purchasing, the Highlands are in a leading position to contribute to and benefit from this market.

3.6.5 Greater use and enjoyment of the outdoor environment is provided by:

- Six Core Path Plans for the area supported by six Local Access Forums
- Protection of public access rights and the promotion of the Scottish Outdoor Access Code
- The Cairngorm National Park
- Public and private outdoor education and services
- Archaeology services and events (a 35% increase in participation in Archaeology Fortnight is recorded between 2006-7 to 2007-8, with 5500 participants in 2007-8)
- Ranger services, with over 11,000 people taking part in guided walks annually
- Supporting biodiversity projects (over 20 supported in 2007-8)

This activity improves economic, health and learning outcomes.

3.6.6 As part of its regional stewardship role the Council's commitments to protect the environment focus on dealing with pollution (including opposition to any new nuclear power generation in the Highlands and supporting a GM-free Highland); commitments to support land management that seeks to address the impacts of climate change, including flood prevention and carbon sequestration.

#### **3.6.7 Coastal environment**

The length of the coastline in Highland, including islands is 4900km; comprising 21% of Scotland's coast. The coastline is rugged and fjordic in the west, has cliffs to the north and is low lying with gentle gradients around firths and bays to the east. A coastal development strategy is in preparation. This will build on Council policies for integrated management of the marine environment and partnership working, including the Moray

Firth Partnership which promotes the sustainable development and integrated management of the natural, economic, recreational and cultural resources of the Moray Firth area in order to retain and enhance a high quality of life for all its residents and to provide a sustainably managed tourism resource.

### 3.6.8 Forestry

Woodland occupies around 0.5m hectares of the land area in the Highlands, which is approximately 40% of the Scottish total. Around 70% of woodland in the Highlands is coniferous. Notably Highland holds some 85% of the country's resource of native pine woodlands.

3.6.9 Forestry is an important primary industry in the Highlands which holds a long tradition of woodland expansion and management expertise, both by the public and private sectors. Early plantings were devoted to production of fast growing conifers. Over the past decade or so the balance has shifted to the restoration and expansion of historically depleted native woodland resource. Well-managed woodland is truly a renewable and multi benefit resource, offering a mix of economic, recreational, tourist, landscape and nature conservation benefits. Community woodlands are an important development and delivering significant public and community benefits. *Next draft to include figures on community woodland.*

### 3.6.10 Employment and Output

Highland statistics on employment in forestry industry including saw milling and self-employment *to be included (currently H&I figures only)*. To include % national employment found in Highlands and gross output and GVA from the sector.

### 3.6.11 Product Markets

Information on product markets from Highland forestry *to be included*. UK standing timber prices fell by 68% in real terms in the decade to 2006. Prices were lowest in 2004, but started to recover in 2005/2006 and with further improvements in 2007.

### 3.6.12 Challenges and Opportunities facing the Industry

Challenges include:

- Insufficient productive conifer planting may have a long term impact on the sector. Continued high land values make it more difficult for new planting opportunities;
- Accessibility and logistical harvesting difficulties exist within a number of areas within the Highlands. Investment in transport infrastructure is required to allow better access to markets. The recent increase in fuel costs is having a significant impact on the road haulage sector.
- High deer numbers within certain parts of the Highlands are hindering the well being of existing woodland cover as well as expansion opportunities. A more holistic and strategic approach is necessary requiring greater co-operation and understanding between land owning interests.

Opportunities include:

- The encouragement of further community based initiatives is seen as being crucial in delivering a greater range of local benefits. The National Forest Land Scheme should lead to an increasing interest in community-based initiatives as well as opportunities for affordable housing and woodland crofts.
- Working with educational establishments (e.g. Scottish School of Forestry, based in Inverness) is an opportunity to develop the supply of necessary skills to the forestry sector.

- Bio-energy sources such as wood, residues from harvesting of forests and sawmill co-products are carbon neutral over their life cycle and have the potential to make a significant contribution to renewable energy, climate change and rural employment. The Scottish Government has recently set up a £7.5 million grant scheme to support biomass. Highland is very well placed to lead and benefit from this area of renewable energy. The development of the supply chain is an important issue.
- Forestry makes a net contribution to reducing atmospheric CO<sub>2</sub> by carbon uptake. The opportunities for woodland expansion within Highland are considerable and offer a significant opportunity for the industry.

### 3.6.13 Climate change

For a greener Highland action is required to mitigate against climate change by reducing harmful greenhouse gas emissions and to adapt services to deal with changing weather patterns. Ecosystems will also have to adapt and partners will work to increase resilience of species to the changes that may occur. The Highland area is also important as a carbon store, both in peat land and forestry, and this must be managed carefully as a resource which can increase resilience to climate change impacts.

### 3.6.14 Ecological and carbon footprints

The Stockholm Institute results (2004) show that Highland has larger ecological footprint (global hectares per capita) and carbon footprint (tonnes CO<sub>2</sub> per capita) compared to Scotland and the UK.

	Ecological footprint (gha/capita)	Carbon footprint (tonnes CO <sub>2</sub> /capita)
Highland	5.63	12.84
Scotland	5.34	12.16
UK	5.30	12.08

This is due mainly to the weather conditions, the dispersed settlement pattern (resulting in higher emissions from more journeys) and the nature of the housing stock (generally less energy efficient due to house types, age, tenure and restricted fuel choices).

### 3.6.15 Reducing carbon emissions from public sector operations

Public sector organisations need to reduce greenhouse gas emissions from their estate and practice in terms of:

- energy management in buildings;
- carbon management – reducing CO<sub>2</sub> emissions from buildings, fleet, business travel and waste and water management;
- developing sustainable resources plans and actions for reducing and recycling internal waste, reducing consumption of materials and achieving sustainable procurement

For the Council there are additional activities including reducing emissions from street lighting and sustainable education in schools. CO<sub>2</sub> emissions from the Council's operations total 64,964 tonnes (2007-8). The sources of emissions are: energy use in buildings (69%); street lighting (11%); Fleet travel (7%); staff business travel (7%); and internal waste 6%. The Council's carbon management plan will address reductions across all sources. **Carbon emissions from other public sector operations will be included in the 2<sup>nd</sup> draft (if available).**

### 3.6.16 Reducing greenhouse gas emissions from the Highlands generally

In addition to reducing greenhouse gas emissions from public sector organisations, reductions in emissions for Highland communities can be achieved through a range of public services provided. These include:

- promoting renewable energy (with a target of 1,280MW of installed capacity by 2010)
- promoting sustainable and low carbon design and reducing fuel poverty;
- providing energy advice (provided through a voluntary organisation);
- municipal waste management (with particular challenges in collecting waste from a dispersed population and in waste disposal);
- travel planning
- support local growing of food (encouraging people to grow their own food and / or p food grown locally)

3.6.17 Promoting renewable energy

*Info to be included in next draft on progress against target and map showing scale and nature of renewable energy developments to be appended (both from P&D). Update on the number of communities benefiting from community benefit from renewable energy development to be included (from Corporate performance framework)*

3.6.18 Promoting sustainable and low carbon design

There are significant problems of housing quality in both the private and public sectors in Highland. Poor energy efficiency is a particular feature in the Highlands and this alongside low income levels result in high levels of fuel poverty (noted in section 2 of the Area Profile). Due to the prevalent house types and limited mains gas network, the options for improving the thermal efficiency of existing houses are limited and expensive. The harsh climate also impacts on the fabric and condition of buildings themselves and the need for decent affordable heating.

3.6.19 For new build housing there are new requirements for thermal efficiency and sustainable design guidance is in use for new development.

3.6.20 Municipal waste management

Public surveys confirm that refuse collection and waste recycling services are among the top five most important services provided by the Council. Satisfaction with these services is high, ranked 1<sup>st</sup> and 9<sup>th</sup> respectively out of 42 services surveyed in 2008. Four years ago recycling services were viewed negatively by the public and a programme of improvement has grown the services available and this will continue with the roll out of kerb side recycling to rural communities.

3.6.17 Sustainable options for waste treatment to reduce the amount of residual waste disposed of in landfill are under development; although landfill allowance targets are challenging to meet. By 2010, 40% of municipal waste will be recycled.

3.6.18 Green travel planning

The availability of public transport in Highland is constrained in rural areas. Only 45% of Highland households are within 3 minutes walking distance of a bus stop compared to 55% for Scotland. 20% of Highland households have frequency of services of less than 1 bus per hour. Only 4% of households in Scotland have this low level of service. In addition, 12% of the population in Highland had used a train in the past month compared to 19% for Scotland. (Source: SHS Transport Across Scotland 2005 – 2006). Further Improvements in the accessibility of public transport and encouraging active travel are planned.

3.6.19 Local growing of food

Local growing of food and support for allotments are under development with statutory and third sector partners.

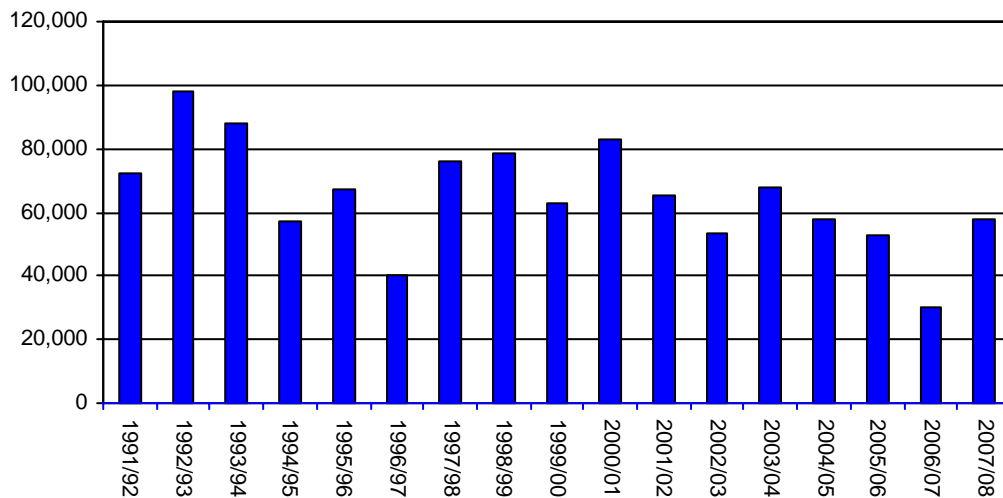
3.6.20 Changing weather patterns

The UK Meteorological Office advises that changes in weather patterns will lead to: drier warmer summers; wetter warmer winters; fewer days of lying snow; increased average sea levels; and increased average wind speeds.

3.6.21 In addition, the Scottish Road Network Climate Change Study advises that across most of Scotland By the 2020's the average winter snowfall is predicted to reduce by between 20 and 40% and by the 2080's to reduce by between 50% and 90%. For the Aviemore area the survey highlights that by the 2020's there may be a 15% reduction in the number of days with sub-zero temperatures and that by the 2080's there may be a 33% reduction in the number of days with sub-zero temperatures.

3.6.22 The Council's data on winter maintenance in terms of annual salt usage in tonnes is a useful indicator of changing weather patterns. The chart below shows a reduction in salt used over time, although with some high usage years identified.

Annual salt usage in tonnes



3.6.23 The impact of changing weather patterns is evident too in the impact of extreme weather events with over £10m in remedial work required for Council assets following storms and flooding since 2005.

3.6.24 Public services will need to adapt services to deal with the impact of global warming and extreme weather events (considering both threats and opportunities). Adaptation plans will cover for example, flooding, landslides, land use, buildings design, public health impacts, species impact and business impact. In addition conducting Strategic Environmental Assessment of relevant plans, programmes and strategies will support this action.

3.6.25 Greener Highland: long standing challenges

Long standing challenges for the Highlands to be greener include:

- electricity grid
- constrained public transport options
- land filling municipal waste
- distances to market and to supply

3.6.26 Greener Highland: emerging issues

- Carbon reduction from public sector operations and implementing the Carbon Reduction Commitment from 2010-11
- Adapting public services to deal with the impact of global warming and extreme weather events

3.6.27 Greener Highland: future opportunities

The opportunities for the Highlands arise from the outstanding natural environment and

making the most of it in terms of:

- wildlife and green tourism
- climate change mitigation and adaptation
- local food production
- renewable energy production
- community benefit from renewable energy developments
- UHI research including environmental sciences, mountain studies and sustainable development, marine sciences, renewable energy and sustainability.

In addition there is scope to develop a shared agenda for climate change for this to be done more effectively and efficiently and through the development of a climate change declaration for the Highlands.

### 3.6.28 Greener Highland: Strategic regional priorities / local outcomes

In order to achieve sustainable economic growth the regional priorities for a Greener Highland identified by the CPP Board are:

1. Promote sustainable design and construction in the built environment
2. Manage the outstanding natural heritage of the Highlands to optimise the economic, health and learning benefits
3. Adapt public services to deal with the impact of global warming
4. Reduce carbon emissions
5. Increase and develop the use of renewable energy

**These will be reviewed and expressed as local outcomes by the end of March 2009.**

The relevant national outcomes are:

12. We value and enjoy our built and natural environment and protect and enhance it for future generations.
14. We reduce the local and global environmental impact of our consumption and production.



## 4.1 Single Outcome Agreement –Highland Council

National Outcome 1					
We live in a Scotland that is the most attractive place to do business in Europe					
Local Context					
<p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>Provide more housing in the Highlands, better telecommunication infrastructure (broadband), and better transport links (air &amp; road).</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local Outcomes	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
	<p>EXAMPLE</p> <p>Increase the business start up rate</p>	<p>Yearly/Committee of Scottish Clearing Banks/  <a href="http://www.scotbanks.org.uk/facts_and_figures.php">http://www.scotbanks.org.uk/facts_and_figures.php</a></p>	<p>5.7 per 1,000 population in 2007</p>		<p>&gt;</p> <p>5.7 per 1,000 population (2010/11)</p>
<p>Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)</p>					

## 4.2 Single Outcome Agreement – Highland Council

<b>National Outcome 2</b> <b>We realise our full economic potential with more and better employment opportunities for our people</b>					
<b>Local Context</b> Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009. <ul style="list-style-type: none"> <li>• Sustain jobs and grow business (including high value and SME)</li> <li>• Increase earnings focused on those with lowest pay</li> <li>• Aligning the response to the recession across all public sector bodies (short term and long term)</li> </ul> <p>. Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local outcome 2.1	<b>Relevant indicators</b>	<b>Frequency / Type / Source</b>	<b>Baseline (2006-7)</b>		<b>Targets &amp; Timescales</b>
	EXAMPLE Working Age Employment rate	Annual Population Survey / <a href="http://www.scotland.gov.uk/Publications/2007/06/26165000/0">http://www.scotland.gov.uk/Publications/2007/06/26165000/0</a>	78.8%		85% by 2010-11
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)					

### 4.3 Single Outcome Agreement – Highland Council

#### National Outcome 3

**We are better educated, more skilled and more successful, renowned for our research and innovation**

#### Local Context

Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.

- More people able to access opportunities for learning and employment in their communities
- Move to a more knowledge based economy
- Research and development support to deliver business growth
- Formally establish UHI and expand the university and tertiary education
- Reduce inequalities in education -the lowest performing 20% of young people realise their potential

Relevant Indicators for SOA2 will be developed for May 2009.

Local outcome 3.1	Relevant indicators	Frequency / Type / Source	Base-line (2006-7)		Targets & Timescales
	% school leavers going into employment education or training	Annual / Quantitative / Highland Council(HC CP9.12) and SDS	84% (2006/07)		87% (2008/09)

Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)

<http://www.forhighlandchildren.org/pdf/FHC2.pdf>

## 4.4 Single Outcome Agreement – Highland Council

<b>National Outcome 4</b> <b>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</b>					
<b>Local Context</b> Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009. <ul style="list-style-type: none"> <li>• More young people are achieving, are confident and contribute to community life</li> </ul> Relevant Indicators for SOA2 will be developed for May 2009.					
Local outcome 4.1	<b>Relevant indicators</b>	<b>Frequency / Type / Source</b>	<b>Baseline (2006-7)</b>		<b>Targets &amp; Timescales</b>
	Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in reading	Annual / Quantitative / Highland Council (ECS HC CP 5.5)	80.2% (2006/07)		82% (2010/11)
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible) <a href="http://www.forhighlandschildren.org/pdf/FHC2.pdf">http://www.forhighlandschildren.org/pdf/FHC2.pdf</a>					

## 4.5 Single Outcome Agreement – Highland Council

<b>National Outcome 5</b> <b>Our children have the best start in life and are ready to succeed.</b>					
<b>Local Context:</b> Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009. <ul style="list-style-type: none"> <li>• Early years services break through cycle of deprivation (NO5)</li> </ul> Relevant Indicators for SOA2 will be developed for May 2009.					
Local outcome 5.1	Local Performance Indicators	Frequency / Type / Source	Baseline		Targets & Timescales
	EXAMPLE Reduce the number of Low Birth Weight Babies Proportion of low birth weight singleton babies	SMR2 (Maternity Inpatient Care) records published by ISD. There are national problems with SMR2 data and data is available only to year end 2004/05	5.7% (2004/05)		TBC NHS
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible) <a href="http://www.forhighlandschildren.org/pdf/FHC2.pdf">http://www.forhighlandschildren.org/pdf/FHC2.pdf</a>					

## 4.6 Single Outcome Agreement – Highland Council

National Outcome 6 We live longer, healthier lives.					
<b>Local Context</b> Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009. <ul style="list-style-type: none"> <li>• Reduce levels of alcohol misuse</li> <li>• Promote wellbeing and healthy living</li> <li>• Maximise the health and independence of older people</li> </ul> Relevant Indicators for SOA2 will be developed for May 2009.					
Local Outcome/s	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
Local outcome 6.1	EXAMPLE  Reduce the rate per 1,000 of emergency readmissions (2 or more times in a year) by 20% for people aged 65 and over from 2004/05.	Annual / Quantitative / NHS Highland (and HC CP 1.8)	42.7  (In 2004/05)		34.5  (In 2008/09)
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible) <a href="#">Better Health, Better Care: Action Plan</a> <a href="#">Equally Well: Report of the Ministerial Task Force on Health Inequalities</a> <a href="#">Equally Well Implementation Plan</a>					

[Scotland's Future is Smoke Free: A Smoking Prevention Action Plan](#)

[Delivering for Health](#)

[Healthy Eating, Active Living: An action plan to improve diet, increase physical activity and tackle obesity \(2008-2011\)](#)

Highland Healthy Weight Strategy

[With Inclusion in Mind: The local authority's role in promoting wellbeing and social development: Mental Health \(Care and Treatment\) \(Scotland\) Act 2003 Sections 25-31](#)

[Towards a Mentally Flourishing Scotland: The Future of Mental Health Improvement in Scotland 2008-11](#)

## 4.7 Single Outcome Agreement – Highland Council

National Outcome 7 We have tackled the significant inequalities in Scottish society					
Local Context					
<p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>Reduce inequality by supporting more people with better services</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local Outcome/s	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
Local outcome 7.1	<p>EXAMPLE</p> <p>Increase the number of priority 1 customers moving into employment (over 16 hours per week – claimants of incapacity benefit, income support, lone parents, new deal, with disabilities and unemployed in disadvantaged wards)</p>	Monthly/Fairer Scotland Fund contribution/Job Centre+	<p>New target for 2008/09 (2008/09)</p> <p>Priority 1 &amp; 2</p>		<p>Priority 1</p> <p>412 through customers moving into work via Local Employer Partnership targets</p>
<p>Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)</p> <ul style="list-style-type: none"> <li>Highland Local Housing Strategy</li> <li>NHS Highland's Health And Homeless Action Plan</li> <li>For Highland's Children - Plan for Services for Children and Families <a href="http://www.forhighlandschildren.org/pdf/FHC2.pdf">http://www.forhighlandschildren.org/pdf/FHC2.pdf</a></li> </ul>					

- Highland Domestic Abuse Strategy
- Highland's Employability Strategy (currently being developed)
- Highland Community Care Plan (about to be developed)
- Housing Support Commissioning Strategy (about to be developed)

## 4.8 Single Outcome Agreement – Highland Council

<b>National Outcome 8</b> <b>We have improved the life chances for children, young people and families at risk.</b>					
<b>Local Context:</b> Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009. <ul style="list-style-type: none"> <li>• Children are safe and Looked After well</li> </ul> Relevant Indicators for SOA2 will be developed for May 2009.					
Local outcome 8.1	Local Performance Indicators	Frequency / Type / Source	Baseline		Targets & Timescales
	EXAMPLE Maintain good grading in Inspection reports of the Child Protection Committee inspection	Annual or later / Inspection report / Child Protection Committee	Last report June 2006 Good		29 May 2008 Good or Very Good
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible) <a href="http://www.forhighlandschildren.org/pdf/FHC2.pdf">http://www.forhighlandschildren.org/pdf/FHC2.pdf</a>					

## 4.9 Single Outcome Agreement – Highland Council

National Outcome 9					
We live our lives safe from crime, disorder and danger					
<p><b>Local Context:</b></p> <p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>• Reduce crime and fear of crime (NO9)</li> <li>• Reduce the impact of drugs and alcohol on individuals and communities (NO9)</li> <li>• Reduce the impact of fire and other emergencies on the community. (NO9)</li> <li>• Improve levels of safe driving</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local outcome 9.1	Local Performance Indicators	Frequency / Type / Source	Baseline		Targets & Timescales
	<p>EXAMPLE</p> <p>Percentage of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe</p>	<p>Bi-Annual / Quantitative / Northern Constabulary</p>	<p>94.7% (2007/08)</p>		<p>96% (2010/11)</p>
<p>Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)</p>					

## 4.10 Single Outcome Agreement – Highland Council

### National Outcome 10

**We live in well-designed, sustainable places where we are able to access the amenities and services we need.**

### Local Context

Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.

- Services are accessible - Narrow the gap - limit the impact of distance from services in remote and rural communities
- New development and growth is planned and designed for sustainability

Relevant Indicators for SOA2 will be developed for May 2009.

	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
Local outcome 10.1	EXAMPLE Highland Development Plan in place	Development Plan / Highland Council (HC CP4.1)	Development Plan Scheme published (2006/07)		2010

Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)

The Highland Wide Local Plan, in preparation, will be the key document for delivering the outcomes, see committee report:

<http://www.highland.gov.uk/NR/rdonlyres/ACA59455-42E3-4F2A-B66B-D2AFCE2AAD4A/0/Item9DeliveryoftheHWLDP.pdf>

In addition we are developing two Local Plans, for Sutherland and West Highlands and Islands, at:

<http://www.highland.gov.uk/yourenvironment/planning/developmentplans/localplans/sutherland-local-plan.htm>

<http://www.highland.gov.uk/yourenvironment/planning/developmentplans/localplans/whilp.htm>

## 4.11 Single Outcome Agreement – Highland Council

National Outcome 11					
<p><b>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</b></p>					
<p><b>Local Context</b></p> <p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>• More communities manage or have a stake in local assets.</li> <li>• Improved quality of life through community led and voluntary action and more people feeling connected to their communities.</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
Local outcome 11.1	<p>EXAMPLE</p> <p>At least maintain current levels of volunteering in the Highlands</p>	<p>Annual / Council performance survey / Highland Council (HC CP 10.18)</p>	<p>27% population self-reporting volunteering in some capacity</p> <p>2007</p>		<p>At least</p> <p>27%</p> <p>2010</p>
<p>Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)</p>					

## 4.12 Single Outcome Agreement –Highland Council

National Outcome 12					
We value and enjoy our built and natural environment and protect it and enhance it for future generations.					
Local Context					
<p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>Promote sustainable design and construction in the built environment.</li> <li>Manage the outstanding natural heritage of the Highlands to optimise the economic, health and learning benefits.</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local Outcome/s	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
Local outcome 12.1	<p>EXAMPLE</p> <p>Increase to 95% the proportion of protected nature sites in favourable condition</p>	SNH Indicator S11 - Notified Habitats in Favourable Condition - in the suite of Scotland's Biodiversity Indicators.	To be established (2006/07)		95% (2010/11)
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)					

## 4.13 Single Outcome Agreement – Highland Council

National Outcome 13					
We take pride in a strong, fair and inclusive national identity					
Local Context					
<p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>• Development of the Gaelic education, language and culture</li> <li>• Encourage community participation and business development in cultural activities in cultural activities and creative industries</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local outcome 13.1	Relevant indicators	Frequency / Type / Source	Baseline		Targets & Timescales
	<p>EXAMPLE</p> <p>Increase the % clients accessing Council services through the medium of Gaelic</p>	Annual / Highland Council (HC CP 7.2)	Baseline to be set (2008/09)		10% increase (2010-11)
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)					

## 4.14 Single Outcome Agreement – Highland Council

National Outcome 14					
We reduce the local and global environmental impact of our consumption and production					
<p><b>Local Context</b></p> <p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>• Adapt public services to deal with the impact of global warming</li> <li>• Increase and develop the use of renewable energy</li> <li>• Reduce carbon emissions</li> </ul> <p>Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local outcome 14.1	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
	<p>EXAMPLE</p> <p>Reduce energy use in Council buildings by 15%</p>	<p>Quarterly / Meter readings and energy bills / Highland Council (HC CP 3.9)</p>	<p>158,7GWh (2004/05)</p>		<p>134.9 GWh (2010/11)</p>
<p>Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)</p>					

## 4.15 Single Outcome Agreement – Highland Council

National Outcome 15					
Our public services are high quality, continually improving, efficient and responsive to local people's needs					
Local Context					
<p>Based on the Area Profile the following local priorities have been agreed and these will be developed into outcomes by the end of March 2009.</p> <ul style="list-style-type: none"> <li>• Best Value, continuous improvement and efficiency are demonstrated</li> <li>• Partnership arrangements are reviewed and fit for purpose</li> <li>• Services are responsive to stakeholders views and adapt to issues for the Highlands including the recession</li> </ul> <p>Indicators below are from SOA1. Relevant Indicators for SOA2 will be developed for May 2009.</p>					
Local outcome 15.1	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)		Targets & Timescales
	<p>EXAMPLE</p> <p>Council completes all outstanding improvement actions from the Audit of Best Value and Community Planning and receive positive Best Value audit reports</p>	<p>Annual / report for audit / Highland Council (HC CP10.24)</p>	<p>13 actions outstanding (2007)</p>		<p>Actions completed 2009</p> <p>Date of next full audit TBC, 2010 at earliest</p>
Brief Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with Hyperlinks if possible)					

## **5. Governance**

**5.1** The Council, with its local partners, currently operate corporate governance and scrutiny for the services for which they are responsible, and have joint governance and scrutiny arrangements in place for services for children and young people. In 2008 new arrangements were put in place for jointly reviewing performance in community care between HNS Highland and Highland Council with scope for this to extend across all joint health related outcomes. The CPP Performance Board is accountable for developing and delivering the SOA.

## **6. Ongoing development of the Agreement**

**6.1** As noted in paragraph 2.3 above, the development of the Agreement to date has provided the opportunity for the Community Planning Partners to review the way in which the partnership formerly operated. Paragraphs 2.4 and 2.5 above describe how the partners will improve their joint working arrangements to continue to develop the Agreement for improving public services.

**6.2** As the partnership process improves, commitment to jointly deliver outcomes for the population of the Highlands will be strengthened and will be reflected in refinements to this Agreement and in future Agreements.

**6.3** In addition, as part of the partnership process, partners will assess jointly the risks associated with the delivery and development of the Single Outcome Agreement. Current approaches to risk assessment will be shared with partners for an agreed method to be adopted.

**6.4** Community Planning Partners are required to encourage equal opportunities specifically on the grounds of gender, race, disability, age, sexual orientation and religion or belief. Creating a fairer and more equal Highland is integral to the Highland SOA. Each partner is subject to the public sector equality duties to give due regard to race, disability and gender in all their activities. Arrangements to meet these duties are detailed in the partners' equality schemes which complement the SOA. The Equality Bill is expected to harmonise anti-discrimination legislation and introduce a single public sector duties across all six equality strands. Individually, and as partners, the agencies in Highland are already working to promote equality across all six strands. There is a strong history of partners working together in Highland on equality including the development of joint services, engagement with local groups with an interest in equalities, as well as gathering data, sharing information and identifying gaps.

## **7. Performance management**

**7.1** The Council, with its local partners, will ensure that effective performance reporting and management arrangements are applied in support of their commitments under this Agreement.

**7.2** For 2008-9 most of the improvement indicators were contained within the performance frameworks of the individual partners. The Council is co-ordinating the performance information for the interim performance report in April 2009 and full report for September 2009. From 2009-11 all performance indicators to be used will be reviewed in partnership and reported to the CPP Performance Board.

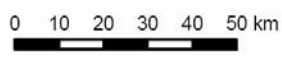
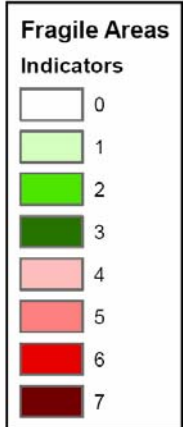
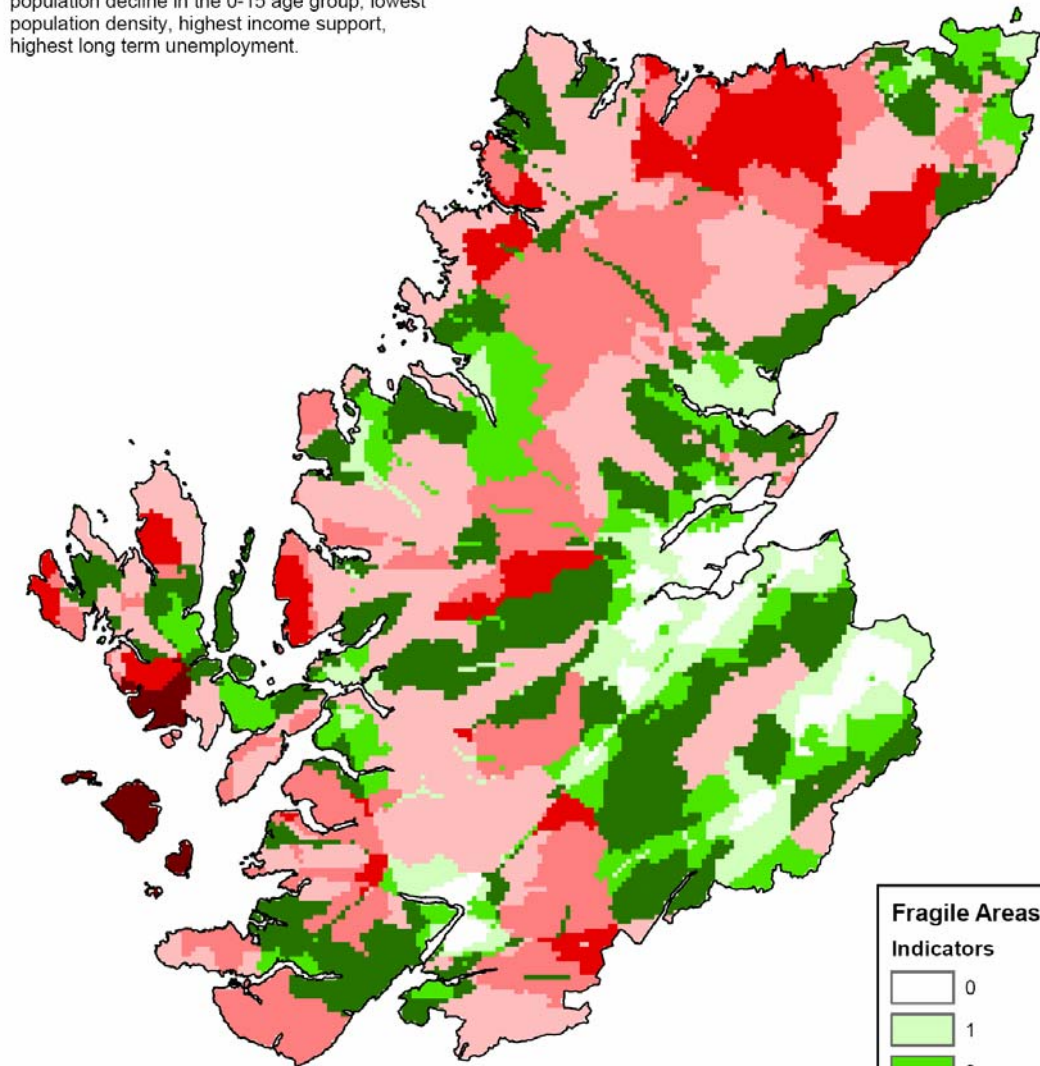
- 7.3 From 2009-11 all performance indicators to be used will be reviewed in partnership and reported to the CPP Performance Board.
- 7.4 In addition to the co-ordination of performance measurement information, the reviewed partnership arrangements will mean improved performance management. This will be supported by agreed systems for self-assessment and risk assessment and management. In some areas, the Partnership has already moved to greater integration of service delivery, notably for children's services, and such arrangements will be considered elsewhere if required to achieve the agreed outcomes.
- 7.5 The Council and its partners are keen to explore the extent to which organisational performance frameworks can be aligned better or move to be integrated over the period of the Agreement, and how this might be supported by ICT. The Council and Highlands and Islands Fire and Rescue Service are both adopting the Public Service Improvement framework.
- 7.6 In the event of commitments under this Agreement not being fulfilled, nationally agreed arrangements for attributing and addressing the causes of non-delivery shall apply.
- 7.7 In the event of disagreements arising between parties to this Agreement, nationally agreed arrangements for resolving disputes and securing arbitration shall apply. At the time of writing these are still to be determined.

## **8. Reporting**

- 8.1 Currently at the regional level, public reporting on public service performance is communicated through each partner's corporate arrangements; although for some services, notably children's services, the performance reported is against jointly agreed outcomes.
- 8.2 At a local level the development of ward forums provides potential for partners to engage with the public on the full range of public services available.
- 8.3 At a national level, the annual review process for the Agreement will be used for the Government's approach to reporting on performance nationally.

## Highland Fragile Areas

This map represents the intersection of areas that are more than 10 minutes from key services, more than 90 minutes drive from Inverness and experiencing highest population decline, highest population decline in the 0-15 age group, lowest population density, highest income support, highest long term unemployment.



The Highland Council 100023369 © Crown Copyright

The Highland Council has identified many parts of its area as “fragile”, indicating that they may be in danger of long term decline due to their remoteness, an ageing population, lack of economic opportunity and access to essential services. Seven key indicators have been identified:

- Population decline between 1981-1991
- Population decline in 0-15 age group, between 1981-1991
- Population density, 1991
- Long term Unemployment Rate, July 1998
- Income Support Claimant Rate, August 1996
- Population outwith 10 minute drive time of 5 key services:
  - Post Office
  - Primary school
  - Food shop
  - Doctor’s surgery
  - Petrol filling station
- Population outwith 1.5 hours drive time of Inverness (main employment and service centre)

The Highland Council does not classify areas as either fragile or not fragile, and all areas of Highland are classified on a sliding scale of 1 (least fragile) to 7 (most fragile).

**Appendix 2**  
**DWP Claimants by Benefit Type and Ward December 2009** *(will be up-dated for May 2009 final draft)*

Wards	Working Age Population (men 16-64, women 16-59) 2007	SIMD 15% DATA ZONES	% of Working Popn	JSA Claimant Count Dec 08	Total Claimants IB/SDA May 08	Ione parents claiming IS May 08	Total Claimants	% claimants of Highland Claimants
Thurso	4324		3.27	132	365	75	572	3.84
Wick	3987	3	3.02	175	425	100	700	4.70
Landward Caithness	6642		5.03	138	505	55	698	4.68
North, West and Central Sutherland	3350		2.54	94	240	35	369	2.48
East Sutherland and Edderton	4283		3.24	113	365	50	528	3.54
Tain and Easter Ross	5220	2	3.95	132	535	85	752	5.05
Cromarty Firth	7079	3	5.36	233	805	200	1238	8.31
Dingwall and Seaforth	7463		5.65	159	560	95	814	5.46
Black Isle	5774		4.37	74	270	50	394	2.64
Wester Ross, Strathpeffer and Lochalsh	6813		5.16	185	450	85	720	4.83
Eilean a' Cheo'	6064		4.59	222	425	70	717	4.81
Fort William and Ardnamurchan	7012	1	5.31	177	510	110	797	5.35
Caol and Mallaig	4573		3.46	97	315	60	472	3.17
Aird and Loch Ness	6276		4.75	97	275	45	417	2.80
Culloden and Ardersier	7187		5.44	121	450	90	661	4.44
Inverness Central	8495	5	6.43	367	1160	280	1807	12.13
Inverness Millburn	4936	2	3.74	78	290	50	418	2.80
Inverness Ness-Side	6008	1	4.55	129	375	110	614	4.12
Inverness South	7271		5.51	68	275	30	373	2.50
Inverness West	5254		3.98	102	485	45	632	4.24
Nairn	6644		5.03	164	510	65	739	4.96
Badenoch and Strathspey	7412		5.61	145	270	55	470	3.15
<b>Highland Total</b>	<b>132067</b>	<b>17</b>	<b>100</b>	<b>3198</b>	<b>9940</b>	<b>1810</b>	<b>14902</b>	<b>100.00</b>

**Tackling poverty and the use of the Fairer Scotland Fund in Highland.**

**Appendix to be up-dated following Resources Committee meeting 15<sup>th</sup> April 2009**

It will address the following issues identified in SOA1.

The Partnership in 2008-9 needs to:

- manage out of some of the initiatives and projects which ran previously;
- continue to run a mixture of area based and thematic approaches to employability;
- begin to extend the coverage of support available – to include in 2008-9 at least some of the areas falling within the 15% most deprived in Scotland according to the 2006 Scottish index of Multiple Deprivation (17 datazones) compared to the 9 datazones previously supported by the Scottish Executive based on the 2004 Index;
- allow for new approaches and new services to be designed;
- consider the role of the public sector not only as a service provider but also as the largest employers in the Highlands;
- enable good practice and innovation in the voluntary sector and social enterprise to improve employability;
- maximise the funding available by e.g. bidding for European funding and any other external funding and complementing Job Centre Plus funds.

It will also take into account the impact of the recession and the ability of the Council and partners to use social clauses in their procurement.

## Draft SOA: Check List

**Council/CPP:**

**Reviewed by:**

<b>Evidence Base</b>	
Is there an integrated profile of the social, economic and environmental conditions in the local area?	
Does this area profile provide a clear analysis of the challenges and opportunities which the area and its people face as a basis for setting outcomes and targets?	
Does the area profile include a mix of reliable and robust quantitative and qualitative evidence?	
Does the area profile identify past trends in local conditions and their causes?	
Does the area profile project future trends as a basis for setting future outcomes?	
Does the area profile contain data and analysis that allow equalities outcomes to be monitored?	
Are the priorities facing the area clear from the profile?	
<b>Actual Outcomes</b>	
Do the outcomes in the SOA follow from the evidence in the area profile?	
Are the outcomes really outcomes? i.e. are they expressed in terms of improvements to be achieved in people's quality of life and opportunities, and on their social, economic and environmental conditions?	

<p>Given the area profile and the National Performance Framework, are there 'missing' outcomes, i.e. outcomes you would expect to see but that are not stated?</p>	
<b>Strategic Focus</b>	
<p>Are there a limited number of strategic outcomes as sought in the guidance? (e.g. 20 or less)</p>	
<p>If there are a large number of outcomes (e.g. 40 or more), could they be consolidated and expressed as a smaller number of strategic outcomes?</p>	
<p>Are the outcomes supported by a limited number of measurable and comparable indicators?</p>	
<p>Are the indicators appropriate measures of the outcomes? If not, are there indicators in the national and local menus that could be used?</p>	
<b>Capable of Delivery</b>	
<p>Are timescaled targets consistently applied to indicators? Has a direction of travel target been set when a precise target could have been set?</p>	
<p>Are targets based on past performance trends? If not, what is the basis for the target?</p>	
<p>Based on the evidence of past performance, are improvement targets realistic but sufficiently challenging?</p>	
<p>Have 'end' targets been set so as to demonstrate achievement of the outcome?</p>	
<p>Is there a clear line of sight from each outcome to the supporting plans and activities which should sit 'below the waterline'?</p>	

<p>In discussion, has the partnership thought through the extent to which they can shape future outcomes and the levers/mechanisms they will use to do this? (e.g. economic or population growth outcomes)</p>	
<p>Are there partners whose contribution will be essential to delivering outcomes but who are not yet part of developing the SOA (e.g. SEPA, Scottish Water, Universities, Colleges, etc)? How will they be engaged?</p>	
<p>Do the statutory partners accept the whole SOA as a corporate commitment by their council or board and as a basis for external scrutiny and accountability?</p>	
<b>Continuous Improvement</b>	
<p>Does the SOA identify how any gaps in information on local conditions will be addressed? (e.g. Equalities information)</p>	
<p>Does the SOA identify the further work needed to secure full ownership from all local partners and communities?</p>	
<p>Does the SOA outline mechanisms for reviewing and improving existing partnership arrangements and resource deployment to enhance outcomes?</p>	
<p>Are there plans for shifting the focus from service provision to building the capacity of individuals, families and communities to achieve outcomes? Is there any learning to share?</p>	

Agenda Item	5
Report No	CPP/05 /09

Report by Head of Policy and Performance Highland Council

**1. Regional priorities**

1.1 In developing SOA2 Board Members have generated a list of regional priorities identified from:

1. the needs and opportunities described in the area profile;
2. individual interviews with Dr Bernard Marr
3. the local outcomes from SOA1 reviewed in the workshop in February 2009.

1.2 These regional priorities can be grouped into five broad aims of:

1. Sustainable communities
2. A competitive, successful and adaptable Highland economy
3. Healthy Highlands
4. Reducing inequality/ Better opportunities for all/ A fairer highlands
5. Safeguarding our natural environment

The priorities grouped in this way, and showing the relevant national outcome they relate to, are attached at Appendix 1.

**2. Translating regional priorities into local outcomes**

2.1 Board members will note that the guidance and checklist on SOAs requires:

- Local outcomes to reflect the local context (and flow from the area profile);
- Outcomes to be expressed properly and focused on improving quality of life and opportunities;
- Outcomes to be strategic and limited in number (20 or less), suggesting that if there is a large number these are consolidated and expressed more strategically;
- The delivery of outcomes to be supported by targets and indicators.

2.2 Definitions of key terms: outcomes, intermediate outcomes, outputs, indicators and targets are attached at Appendix 2.

2.3 Clearly the 38 regional priorities identified to date need to be reduced in number and be more strategic. The themes identified within each aim may be helpful in expressing the outcomes.

**3. Recommendation**

3.1 Board members are asked to consider how to develop local outcomes from the priorities in advance of the meeting and to work in groups during the meeting for this to be finalised.

Author: Carron McDiarmid

Date: 17.3.09

## Regional priorities and national outcomes

### Sustainable communities

#### Theme: Access

1. Provide more housing in the Highlands, better telecommunication infrastructure (broadband), and better transport links (air & road) (National Outcome 1 - NO1)
2. More people able to access opportunities for learning and employment in their communities (NO3)
3. Services are accessible - Narrow the gap - limit the impact of distance from services in remote and rural communities (NO10)

#### Theme: Safety

4. Reduce crime and fear of crime (NO9)
5. Reduce the impact of drugs and alcohol on individuals and communities (NO9)
6. Reduce the impact of fire and other emergencies on the community (NO9)

#### Theme: Sustainable Design

7. New development and growth is planned and designed for sustainability (NO10)
8. Promote sustainable design and construction in the built environment (NO12)
9. Adapt public services to deal with the impact of global warming (NO14)

#### Theme: Community Action

10. Improved community cohesion and identity
11. More communities manage or have a stake in local assets (NO11)
12. Improved quality of life through community led and voluntary action and more people feeling connected to their communities. (NO11)
13. Development of the Gaelic education, language and culture (NO13)
14. More young people are achieving, are confident and contribute to community life (NO4)

#### Theme: Effective And Efficient Public Services

15. Adapt public services to deal with the impact of global warming (NO14)
16. Best Value, continuous improvement and efficiency are demonstrated (NO15)
17. Partnership arrangements are reviewed and fit for purpose (NO15)
18. Services are responsive to stakeholders views and adapt to issues for the Highlands including the recession (NO15)

### A Competitive, Successful and Adaptable Highland economy

#### Theme: From recession to sustainable economic growth

1. Sustain jobs and grow business (including high value and SME) (NO2)
2. Aligning the response to the recession across all public sector bodies in the short and long term (NO2)

#### Theme: Move to a More Knowledge Based Economy

3. Move to a more knowledge based economy (NO3)
4. Research and development support to deliver business growth (NO3)
5. Formally establish UHI and expand the university and tertiary education. (NO3)

#### Theme: Support Businesses with Growth Potential

6. Encourage community participation and business development in cultural activities in cultural activities and creative industries (NO13)
7. Increase and develop the use of renewable energy (X2) (NO14)

#### Theme: Employability

8. More young people are achieving, are confident and contribute to community life (NO4)

### Healthy Highlands

#### Theme: Reduce Levels of Alcohol Misuse

1. Reduce levels of alcohol misuse (NO6)

Theme: Reduce Health Inequalities

2. Promote wellbeing and healthy living (NO6)
3. Maximise the health and independence of older people (NO6)

Theme: Improve Levels of Safe Driving

4. Improve levels of safe driving (NO9)

**Reduce Inequality/Better Opportunities for All/A Fairer Highlands**

Theme: Alleviate Poverty

1. Increase earnings focused on those with lowest pay (NO2)

Theme: Prevent Poverty

2. Early years services break through cycle of deprivation (NO5)
3. Reduce inequalities in education -the lowest performing 20% of young people realise their potential (NO3)

Theme: Get people out of Poverty

4. Reduce inequality by supporting more people with better services (NO7)

Theme: Children are Safe

5. Children are safe and Looked After well (NO8)

**Safeguard our Natural Environment**

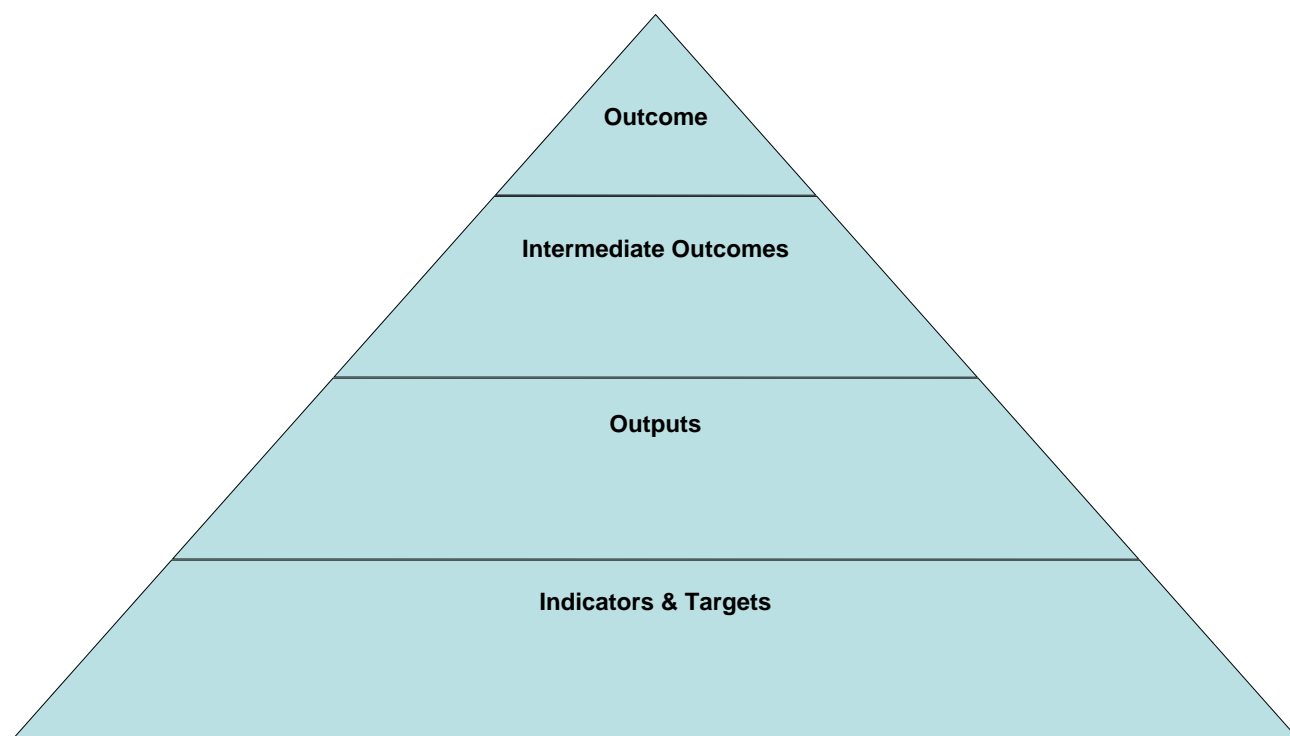
Theme: Natural Heritage

1. Manage the outstanding natural heritage of the Highlands to optimise the economic, health and learning benefits (NO12)

Theme: Climate Change

2. Increase and develop the use of renewable energy (X2) (NO14)
3. Reduce carbon emissions (NO14)

## SOA Key Terms



Term	Definition			
Outcome	<p>An outcome is the impact, or consequences for the community, of the activities of organisations or services over a number of years. Outcomes are the <b>result of what you do</b>, or what you enable communities to do for themselves, rather than descriptions of the activities or services you provide.</p> <p>Outcomes should focus on improvements in the quality of life and opportunities for citizens and communities, and improvements in the supporting social, economic and environmental conditions. Outcomes should reflect your strategic local priorities and their supporting evidence base in your Area Profile. <i>For example, 'our citizens live longer and healthier lives'.</i></p>			
Intermediate Outcome	<p>Intermediate outcomes measure the benefits and changes for citizens and communities resulting from the activities of an organisation or service over the medium term. Achievement of intermediate outcomes would be expected to lead to the achievement of an outcome in the long term. For example:</p> <table border="0"> <tr> <td style="vertical-align: top;"><b><u>Outcome</u></b> Our citizens live longer and healthier lives</td> <td style="vertical-align: middle; text-align: center;">←</td> <td style="vertical-align: top;"><b><u>Potential Intermediate Outcomes</u></b> Fewer adults smoking More people with more active lifestyles Reduced alcohol consumption</td> </tr> </table>	<b><u>Outcome</u></b> Our citizens live longer and healthier lives	←	<b><u>Potential Intermediate Outcomes</u></b> Fewer adults smoking More people with more active lifestyles Reduced alcohol consumption
<b><u>Outcome</u></b> Our citizens live longer and healthier lives	←	<b><u>Potential Intermediate Outcomes</u></b> Fewer adults smoking More people with more active lifestyles Reduced alcohol consumption		
<p><b><i>NB as both the outcomes and intermediate outcomes in your SOA are local outcomes there is no need to separate them in your completed SOA templates.</i></b></p>				
Term	Definition			
	<p>Outputs describe what an organisation or service <b>actually gets done</b> – i.e. what it produces or delivers. Outputs should clearly contribute to the achievement of an outcome. Examples of outputs include: 'the number of people attending smoking</p>			

	cessation classes'; 'the number of people undertaking physical activity'; and 'reported levels of alcohol consumption'.
Indicator	An indicator is a measure of performance against the planned outcome or against an output which clearly contributes to the planned outcome. An outcome may have more than one indicator. Version 2 of the Menu of Local Outcome Indicators provides examples of indicators which Community Planning Partnerships may wish to use in their SOAs to measure progress against outcomes.

Target	<p>Indicators on their own don't drive improvement - they simply measure performance. Targets are therefore used to challenge organisations and services to perform better and to make improvements. A target is a <b>commitment to the achievement</b> of a better quality or level of outcome or intermediate outcome over a specified time frame.</p> <p>When setting targets, it is not enough to just consider <u>whether</u> performance can be improved, but <u>how</u>. It is also important to gather baseline information prior to setting a target, so that an organisation or service can undertake trend analysis of past performance, to identify changes in direction in performance. This will provide the organisation or service with an understanding of how they have performed against an outcome over several years and it will enable them to set challenging, but realistic targets. A fully developed target should include a statement about the following:</p> <ul style="list-style-type: none"> <li>• A baseline position: a numeric statement about what the most recent position is (e.g. 30% of the adult population smoked in 2006-07)</li> <li>• A declaration of improvement: a statement about what it is the Community Planning Partnership is trying to achieve in relation to the baseline (e.g. reduce the percentage of the adult population who smoke to 20%). This statement should be informed by a record of past performance.</li> <li>• A target position: a final statement of what will be achieved and by when the target will be achieved (e.g. reduce the percentage of the adult population who smoke to 20% by 2015).</li> </ul> <p>The example above is an <b>end target</b> for an intermediate outcome, i.e. a commitment to demonstrate the full achievement of the intermediate outcome within a specified timescale. End targets should strike an appropriate balance between ambition and realism, based on the evidence of past and projected trends in performance and relevant conditions.</p> <p>Within a SOA, <b>progress targets</b> should be set for outcomes for 2010-11 (initially), to enable Community Planning Partnerships to monitor progress over the three year rolling duration of the SOA. An example of a progress target for the end target above would be 'reduce the percentage of the adult population who smoke to 25% by 2010-11).</p>
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Source: SOA guidance October 2008.

Agenda Item	6 (3)

25.3.09

## Developing Partnership Values

Report by Head of Policy and Performance Highland Council

### Summary

This report outlines the benefits of having partnership values to support the Community Planning Partnership (CPP) and the Single Outcome Agreement (SOA). Board members are asked to discuss the approach they wish to see used in developing partnership values.

## 1. Introduction

- 1.1 The CPP is developing its second SOA for the end May 2009. Board members are aware that the SOA can be seen as the improvement plan for public services in the Highlands. Discussion at the previous Board meeting highlighted the need to consider how the partnership should operate and how arrangements and behaviours would need to change in order for services to be improved and outcomes to be achieved.
- 1.2 In considering the behaviours partners wish to develop, a discussion about partnership values could be helpful. Values in an organisational context are the deeply held beliefs of, and within, the organisation. They affect behaviours and attitudes and are part of the organisational culture; “the way we do things around here”. While the SOA is about what needs to be done, values are much more about how they are done. They have relevance because:
  - They can affect partnership performance, positively and negatively
  - They can affect employee satisfaction within our organisations
  - They can affect customer experienceIn the private sector they are seen as important in achieving competitive advantage.
- 1.3 At the time of writing the Council has begun the process of identifying organisational values. Currently values are explicit for the Education, Culture and Sport service. These are shown as Appendix 1. Other partners may have values in place already and they are asked to share these with the Board.
- 1.4 This paper is written to initiate discussion in the CPP Performance Board on how to develop partnership values which support the purpose and commitments in the SOA.

## 2. Understanding values

- 2.1 Currently there are no espoused values for the CPP. Whether or not values are explicit, values will be present in partnership working at the personal and possibly team level across the CPP. This is because values are shaped by our processes, practice and procedures and will be reinforced by behaviours (particularly of managers and senior managers) and traditions.
- 2.2 In the partnership context developing values needs to be mindful of the differences in organisational culture across the partnership. Behavioural norms may well vary across different partner organisations. This could bring further challenges in achieving alignment between personal, organisational and partnership values (value congruence).

- 2.3 A key question is where to start with developing values for the Partnership. There is no right answer, but experience shows:
1. In some organisations the founder member has set out their personal conviction for driving organisational values – Johnson and Johnson’s core values (they call it their credo) is the text book example and insightful for its time, see appendix 2. Lifescan’s use of these is shown also.
  2. Values can be imposed on organisations by senior management and leaders. A top down approach is owned by the people at the top and needs to be sold to others; however there is an important leadership role for the CPP Board given their ownership of the SOA and its responsibilities to deliver it. The Board may want to review and reflect on what is really important to the Partnership in a lasting way.
  3. Values can be developed collaboratively involving staff and the public – see NHS Lanarkshire’s values set out in Appendix 3 as an example.
  4. A more anthropological approach would say that you should start with understanding what is authentically believed in each organisation within the partnership.
  5. The way in which values are expressed varies. They can be expressed as a narrative (appendix 2), as a picture (appendix 3) or as themes (see Appendix 4).

### **3. Influencers of values**

- 3.1 While acknowledging that values are already in place, but not necessarily aligned to the Partnership’s purpose or commitments, there are potential influencers for the Partnership as a public sector partnership to consider. These could include:
- Best Value requirements – efficiency, effectiveness, economy, equalities and sustainable development;
  - The principles of public life – selflessness, integrity, objectivity, accountability, openness, honesty, leadership;
  - Information from surveys of customer opinion – Appendix 5 provides an example of this in terms of Council services and how Council manager views compared.

### **4 Aligning and reinforcing values**

- 4.1 If partnership values are developed to support the CPP performance, they need to be embedded in our partnership and organisational processes. Articulating core values is really only the starting point. Value congruence needs to be supported through:
- Communication processes
  - Standards expected in partnership working
  - Recruitment and selection processes
  - Induction and training
  - Management competencies
  - Personal and professional development
  - Incentives and penalties
  - Senior management standards of behaviour
  - Policy development
  - The performance framework – with systems for tracking alignment in place.

4.2 The whole range of personnel policies including communication and employee development across the partnership will be affected by the pursuit of partnership values.

#### **5. Recommendation**

Board members are asked to:

- Discuss the merits of developing partnership values.
- Discuss the pros and cons of the different approaches for developing values for the CPP, bearing in mind any work done already organisationally;
- Consider how as the Performance Board it wants to reflect on what we should value in the Partnership.
- Agree how to proceed.

Carron McDiarmid 16.3.09

## ECS vision, mission and values 2008

### Vision

Working together to inspire learning and achievement in Highland communities

### Mission

To enable the people of the Highlands to achieve their full potential as;

- Effective contributors
- Confident, healthy and safe individuals and communities
- Active and successful learners
- Respected and responsible citizens

### Values

- Promoting sustainable communities through building the capacity of individuals and the community.
- Meeting the needs of children, adults, families and communities through inclusive service provision, based on effective consultation.
- Recognising our staff as our most valuable asset and ensure they are enabled to develop their skills, expertise and potential.
- Promoting teamwork, collegiality and leadership at all levels within the Service.
- Fostering the social and cultural values of the Highlands and its communities.
- Improving our understanding of the world and our place in it.
- Promoting achievement, health and well-being through education, arts, culture, sport and heritage.
- Delivering continuously improving services through self-evaluation, quality assurance, planning and management.

## Johnson and Johnson's Credo

We believe our first responsibility is to the doctors, nurses and patients,  
to mothers and fathers and all others who use our products and services.

In meeting their needs everything we do must be of high quality.

We must constantly strive to reduce our costs  
in order to maintain reasonable prices.

Customers' orders must be serviced promptly and accurately.

Our suppliers and distributors have an opportunity  
to make fair profit.

We are responsible to our employees,  
the men and women who work with us throughout the world.

Everyone must be considered as an individual.

We must respect their dignity and recognize their merit.

They must have a sense of security in their jobs.

Compensation must be fair and adequate,  
and working conditions must be clean, orderly and safe.

We must be mindful of ways to help our employees fulfil  
their family responsibilities.

Employees must feel free to make suggestions and complaints.

There must be equal opportunity for employment, development  
and advancement of those qualified.

We must provide competent management,  
and their actions must be just and ethical.

We are responsible to the communities in which we live and work  
and to the world community as well.

We must be good citizens – support good works and charities  
and bear our fair share of taxes.

We must encourage civic improvements and better health and education.

We must maintain in good order  
the property we are privileged to use,  
protecting the environment and natural resources.

Our final responsibility is to our stockholders.

Business must make sound profit.

We must experiment with new ideas.

Research must be carried on, innovative programmes developed  
and mistakes paid for.

New equipment must be purchased, new facilities provided  
and new products launched.

Reserves must be created to provide for adverse times.

When we operate according to these principles,

The stockholders should realize a fair return.

Created in 1943 by General Robert Wood Johnson.

Lifescan Inverness currently operates with four themes from these values for 2009:  
putting the customer at the centre of all we do; being relentless in our reduction of waste;  
successful new product launches; developing stronger talents at all levels of the  
organisation. These are refreshed annually.

## NHS Lanarkshire Organisational Values

NHS Lanarkshire will work in partnership with the people of Lanarkshire to fulfil a commitment to improving health, reducing health inequalities and building trust and confidence in our relationships with the Public, Staff and Organisations with whom we work.

In support of this commitment, we have developed a set of Organisational Values through meaningful public and staff contribution.

The context for the influence of Values is complex and challenging. NHS Lanarkshire will manage the balance between public and staff aspirations for the NHS with our responsibility and accountability for the proper stewardship of resources. The Values will exert significant influence over Strategy Development, Re-design and Modernisation of Clinical Services and over our priorities and performance as we strive for continuous improvement as an exemplar employer.



In pursuit of improvement we will Value:

- Quality, Patient-Focussed Services
- Quality, Healthcare Environment
- Continuous Improvement
- Involvement
- Communications
- Respect
- Fairness and Consistency
- Competence and Continuous Learning

## **Albyn Housing Society's values**

### **Openness**

We are committed to openness, accountability and integrity in all our business activities.

### **Respect**

We respect diversity and each other and we help our colleagues to deliver their best.

### **Trust**

Our relationship with each other, with tenants and with our partners are built on trust.

### **Dedicated**

Collectively we are dedicated to providing real homes in balanced Highland communities.

### **Innovative**

We have a track record of delivering innovative developments throughout the Highlands.

### **Sustainability**

We deliver long term housing solutions which contribute to community sustainability.

### **Quality**

We strive to deliver a quality service, to build quality homes and to provide best value.

### **Affordable**

We provide a range of housing to ensure that it is affordable to a wide range of people.

## Appendix 5

Comparing results on the **relative importance** of features of the Council – from the public performance survey 2007 and the management briefings 2008.

<b>The Council:</b>	<b>Public Rank 2007</b>	<b>15 Jan AM</b>	<b>15 Jan PM</b>	<b>22 Jan AM</b>	<b>22 Jan PM</b>
maintains good quality local services	1	1	1	1	1
listens to local people	2	7	7	8	7
provides value for money	3	2	2	2	2
is aware of people's needs	4	3	5	3	3
involves people in how it spends its money	5	8	10	9	11
is efficient	6	6	6	9	4
tells local people what it is doing	7	9	10	7	8
treats all residents fairly	8	4	4	6	5
represents your views	9	9	10	12	10
is helpful	10	11	8	5	9
is friendly	11	11	9	11	11
is a fair employer	12	5	3	4	6

Comparing the net score on **assessment** against the features

Net scores i.e. the number of people scoring it positively minus the number of people scoring it negatively

<b>The Council:</b>	<b>Public Score 2007</b>	<b>15 Jan AM</b>	<b>15 Jan PM</b>	<b>22 Jan AM</b>	<b>22 Jan PM</b>
maintains good quality local services	40	81	83	91	90
listens to local people	-2	52	62	61	60
provides value for money	-14	52	38	45	47
is aware of people's needs	-3	49	44	57	49
involves people in how it spends its money	-35	-11	0	-1	-8
is efficient	-4	22	25	28	14
tells local people what it is doing	-8	55	34	25	52
treats all residents fairly	-1	50	42	54	40
represents your views	-17	19	14	26	17
is helpful	40	83	92	70	86
is friendly	48	79	80	74	69
is a fair employer	24	79	82	71	75