

14 January 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 **Monday, 19 January 2009** at **11.45am**.

Please note that Lunch will be provided.

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 – 25 September 2008

PP.1-6

There are circulated Minutes of the previous Meeting held on Thursday, 25 September 2008.

3. Partnership Approach to the Economic Downturn

PP.7-14

There is circulated Report No. CPP/01/09 dated 13 January 2009 by the Regional Director, Highlands & Islands Enterprise, which sets out the context of the general economic climate and its implications for the Highlands & Islands. Appendix 1 to the report contains an update on Highlands & Islands Enterprise's Economic Recovery Plan and Appendix 2 contains an update on Highland Council's Plan.

Partners are invited to consider the role of their individual organisation and partnership actions which can be taken to mitigate detrimental impacts to the Highland economy by discussion at the Partnership and also to contribute written updates for the meeting.

It is recommended that the Board continues to monitor the economic situation and reviews partnership actions.

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

PP.15-20

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

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

Partners are also asked to note that the Single Outcome Agreement can 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 can 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. Partners are therefore asked to identify the dates for their Committees and Boards for the SOA2 to be considered to enable the planning for the final draft.

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

Dr Bernard Marr will provide feedback at the meeting on the Partnerships Strategy and Priorities.

6. Developing the Single Outcome Agreement

Training will be arranged for 20 Officers from across the partnership in Shared Performance Management using the Key Performance Questions technique and partners have therefore been asked to nominate senior staff working in outcomes for the economy, environment, community safety and health improvement.

Training is being planned for February 2009 for revisions to be possible for SOA2.

7. Proposed Community Planning Arrangements for Management and Monitoring of Joint Health Improvement Programmes in Highland **PP.21-23**

There is circulated Report No. CPP/03/09 dated 13 January 2009 by the Head of Health Improvement, NHS Highland, which confirms that health improvement and inequalities is 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. There is a requirement to put in place a community planning arrangement for the health improvement indicators which do not sit within existing structures and at the same time ensure that where necessary there is appropriate health improvement expertise within other community planning groups so that there will be appropriate support, development and scrutiny of health improvement and inequalities programmes that will form part of the work of other community planning groups. It is therefore proposed that a new arrangement (Public Health Network Steering Group) be developed within the community planning structure to address these issues.

Partners are invited to agree proposals for developing community planning arrangements for health improvement and health inequalities and the proposed role and remit for the Public Health Network Steering Group.

8. CPP Emerging Arrangements **PP.25-27**

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

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

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

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

Partners are advised that the next meeting of the Convention of the Highlands and Islands will consider a presentation from the Highland Council on 'Single Outcome Agreements and Community Planning Partnerships'.

Members of the Convention have been asked to note an interest in contributing to this item by 12 January 2008 and a verbal update on views gathered will be provided at the meeting.

Partners will also be asked for their views on the focus for the presentation.

10. Dates for Future Meetings in 2009

It is proposed that further meetings of the Board should be arranged for March, June, September and December 2009 – with specific dates to be advised in due course.

Community Planning Partnership Performance Board

Minutes of Meeting of the Community Planning Partnership Performance Board held in Committee Room 1, Council Headquarters, Inverness on Thursday, 25 September 2008 at 12.30pm.

Present

Highland Council:

Convener
Dr M E M Foxley
Mr J Gray

Mr A B Dodds
Ms C McDiarmid
Mr I Ross

Highlands & Islands

Enterprise :
Mr S Cumming
Ms C Wright

NHS Highland:

Mr G Coutts
Dr R Gibbins
Ms M Paton

Northern Constabulary:

Mr I Latimer
Mr B Duncan

Highland and Islands Fire and Rescue Service:

Mr H Henny

SNH:

Ms S Davies

Scottish Government:

Ms J Dalglish

In Attendance:

Miss J MacLennan, Democratic Services Manager

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr B Cormack (UHI), Mr P Russell (Scottish Gov), Mr B Murray (HIFRS) and Mr W Roe (HIE)

2. Appointment of Chairman

It was unanimously **AGREED** that the Convener of the Highland Council should be appointed as Chairman of the Board.

3. Strategic Performance Management and the Single Outcome Agreement (SOA): presentation by Dr Bernard Marr of the Advanced Performance Institute

It was confirmed at the meeting that the Single Outcome Agreement (SOA) stated that "Currently the improvement activity identified for the region is drawn from the range of performance measures currently in use or to be in use by the named partners from 2008-9 onwards. As the new community planning process develops in 2008-9, further challenge to the range and scale of improvement will be introduced. Indeed the Agreement is seen to be a useful mechanism for

partners to take stock of whether the current local outcomes and targets are ambitious enough for the region and can meet public expectations of public services to 2010-11, and which specific performance measures are the best to use. Consequently this Agreement is seen as the first phase in developing an improvement plan for public services in the Highlands”.

In this regard, Dr Bernard Marr, from the Advanced Performance Institute, was in attendance at the meeting to undertake a presentation on the development of ‘fit for purpose’ performance management systems.

During the presentation, Dr Marr described the benefits of his approach to developing Key Performance Questions and Members were asked to consider utilising it in relation to the work of the Board and specifically by training Officers in its use and piloting it in three areas initially by selecting from the outcomes which related to:-

- The economy
- The environment
- Health improvement
- Employability (helping those who needed the most support to be part of the workforce)

It was also confirmed that there would be scope to roll out the approach across all areas of the Single Outcome Agreement in different phases.

Following discussion, it was **AGREED** as follows:-

- (i) to continue working with Dr Marr on the development of the ‘fit for purpose’ performance management system which had been outlined at the meeting and specifically in relation to clarifying the purpose of the partnership and developing the ‘Plan on a Page’ by agreeing priorities for the SOA, developing options for Performance Reporting and the training of Officers from across the partnership on using the Key Performance Questions (KPQs) technique;
- (ii) that Dr Marr should meet on an individual basis with members of the Board on dates to be agreed in early November to take forward the priorities and ‘Plan on a Page’ – followed by a Special Meeting of the full Board thereafter;
- (iii) that community safety should be added to the areas identified for using the Key Performance questions technique; and
- (iv) that a full report should also be presented to the next scheduled meeting of the Board in December 2008.

4. Purpose of the Highland Community Planning Partnership and the Performance Board

There had been circulated Joint Report No. CPP/01/08 by the Head of Policy and Performance (HC), Head of Community and Health Improvement Planning (NHS Highland) and Regional Director (HIE) which set out the purpose of the Board and reminded members of the commitments made in the Single Outcome Agreement to reform the Partnership.

During a summary of the report, it was confirmed that the Single Outcome Agreement had brought an opportunity to re-visit the purpose of community

planning for the Highlands and for the leaders of the Partnership to be clear about how they wanted the Partnership to operate. In particular, it would be useful for leaders to consider the ambitions and visionary goals for the Partnership (perhaps for a 10 year span) and the fundamental purpose of the Partnership.

It had been previously agreed that the Board would review progress and develop the Single Outcome Agreement to 2011. This would include receiving and scrutinising performance reports from partnership forums twice a year and addressing areas of under performance, challenging organisational and joint performance, reviewing targets, supporting the SOA process at the sub regional level and within each organisation, seeking support from the Scottish Government where required and shaping the SOA from 2009 onwards.

In summary, it was confirmed that a further report would be brought to the Board meeting in December which would list all of the organisations involved to date and those still to be engaged.

Following general discussion, it was **AGREED** that the purpose and values of the Board would be clarified through the work commissioned of Dr Bernard Marr and the individual interviews he would have with Board members and presented at the next meeting.

It was also **AGREED** that Ms Amanda Bryant, SNH, should be invited to join the Board.

5. Managing performance: Proposals for new Partnership Arrangements

There had been circulated Joint Report No. CPP/02/08 by the Head of Policy and Performance (HC), Head of Community and Health Improvement Planning (NHS Highland), Regional Director (HIE) and Chief Superintendent (Northern Constabulary) which advised of the arrangements for partnership working at officer level and for scrutiny and governance which had been mapped against the local outcomes set out in the Single Outcome Agreement.

During a summary of the report, it was confirmed that, within the Single Outcome Agreement, it had been stated that, as part of the reform of the Community Planning Partnership and to ensure partnership structures and processes were fit for purpose, it had been envisaged that, by October 2008, there would be new or reviewed joint working arrangements at Officer level to ensure delivery against the outcomes at Highland level and for the three operational levels, a partnership performance management review group would be created at Officer level to produce and analyse performance information/monitor progress and (in addition to creating a new Partnership Performance Board, a review would be undertaken in relation to other partnership governance arrangements.

In this regard, and at Appendix 1 to the report, a list had been compiled of the local outcomes in the Single Outcome Agreement and the partnership forums and Officer groups who would be responsible for taking these forward, along with the current arrangements for scrutiny and governance. Although this was not an exhaustive list, it identified the lead or key partnership group which could draw on other supporting groups. In addition, recent or new proposals for partnership forums at an Officer level existed for a Community Safety Tasking Group, a

Performance Management Review Group, an Environment Forum and a Business Forum.

Emerging or potential partnership forums were also developing for taking forward work in relation to Climate Change, Employability and Health Improvement/Equalities and further reports would be taken back to the Board as these forums progressed.

Areas where there appeared to be gaps in partnership working related to Improved Workforce Development and Workforce Planning, Investing in the Infrastructure of Rural Communities, Limiting the Impact of Distance from Services in Rural Communities, Community Stake in Local Assets, Development of the Gaelic Language and Culture, Best Value and Continuous Improvement, Improved Access to Public Services and Demonstration of Efficiency. It was suggested that, for some of the issues which had been identified, current practice and insights from amongst the current Board membership should be shared as part of a theme for future meetings which would enable some of the gaps to be addressed whilst at the same time a more structured partnership approach could be adopted e.g. in relation to workforce planning and management.

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

It was also **AGREED** that governance of partnership arrangements might need to be refreshed as they developed.

It was further **AGREED** that the two new forums proposed should be established and that the Forestry Commission and SGA should be added to the list of Organisations for the Proposed Community Planning Partnership – Environment Forum – which had been circulated as Appendix 3 to the report – and that the Business Forum should be titled Economy or Economic Forum.

6. Involving the Land and Environment Interest

A Verbal Update was undertaken at the meeting by Ms S Davies, SNH, on how the SEARS partners could make a contribution to the Single Outcome Agreement delivery based on SNH's experience to date.

During the presentation, an outline of the different roles and levels of engagement according to the issues involved was provided together with a description of how SNH might take forward the representation of other SEARS bodies on the Community Planning Partnership Performance Board.

The position was **NOTED**.

7. Draft Timeline for developing the Single Outcome Agreement

There had been circulated Report No. CPP/03/08 by the Chairman of SOLACE (Scotland) which set out a draft timeline for developing the Single Outcome Agreement.

It was confirmed that, in terms of the main mechanisms to drive all of the processes which had been identified in the timeline, the High Level Steering Group would continue to meet on a regular basis and consideration would be given on how to best involve representation from other organisations to reinforce

the Community Planning Partnership approach at a national level. At a local level, Community Planning Partnerships would all need to fully engage in this process from 1 July 2008 onwards in preparation for CPP Single Outcome Agreements submitted for 2009/10 onwards.

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

8. Involving Communities / Customers in the Single Outcome Agreement

There had been circulated Report No. CPP/04/08 by the Head of Policy and Performance which confirmed that, in relation to consultation on the Single Outcome Agreement, user views had been captured in some service areas already and meaningful involvement could be progressed through service specific consultations, including partnership approaches, and Ward Forums.

It had been agreed for the Single Outcome Agreement that community planning would operate at four geographies - Highland wide; Operational level (x 3); Ward level; and at the Personal / Professional level – and work was beginning to review and re-focus the former area community planning partnership activity.

In relation to the current approach to consulting and involving customers and service users, including the use of the standards of community engagement, it was suggested that, rather than establishing a separate and additional consultation process for the Single Outcome Agreement, service specific consultation should be undertaken through service arrangements, including those taken forward through partnership arrangements, together with scope for widening the use of Ward Forums for all partners to use, reviewing and re-focusing the former area-based partnerships and producing a summary leaflet of the Single Outcome Agreement which could list the national and local outcomes, the partnership forum for taking these forward and lead contact details.

Following general discussion, the approach set out in the report was **AGREED**.

9. Agenda Items for the Next Meeting

It was **NOTED** that items for inclusion on the agenda for the next meeting included the following:-

- Bringing other partners on board, including an up-date on the Third Sector Compact
- Status report on performance
- Risk assessment and management
- Financial position – sharing information
- Involving communities and customers

It was further **NOTED** that there might be a need to carry forward the December meeting to January 2009 and Members would be updated in due course in this regard.

10. Dates of Future Meetings

It was **NOTED** that it was envisaged that future meetings would be required in December 2008/January 2009, March 2009 and June 2009.

It was also **NOTED** that a meeting in February 2009 might be required to consider the Single Outcome Agreement submission for 2009-11.

The meeting ended at 2.45 pm.

Highland Community Planning Performance Board
Partnership Response to the Economic Downturn
19 January 2009

Agenda Item	3
Report No	CPP/01/09

Report by Regional Director HIE

Summary

This report sets out the context of the general economic climate, and its implications for the Highlands and Islands. Appendix 1 contains an update on Highlands and Islands Enterprise's Economic Recovery Plan and Appendix 2 contains an update on The Highland Council's plan.

Partners are invited to consider the role of their individual organisation and partnership actions which can be taken to mitigate detrimental impacts to the Highland economy by discussion at the Partnership, and also to contribute written updates for the meeting.

1. Introduction

- 1.1 Highlands and Islands Enterprise (HIE) has undertaken a wide-ranging review of the changing economic conditions which are currently affecting businesses and communities across the region. Three consultants were commissioned to undertake independent research on this topic and this information, alongside discussions with key agencies and industry bodies, was used to help produce an assessment of the economic climate within the Highlands and Islands and to help identify policy implications for HIE.

This paper highlights some of the key interim findings.

2. Global economic situation

- 2.1 The cause of the current economic situation is well documented. Government intervention on an unprecedented scale was required to return a degree of stability to the financial markets and encourage banks to begin lending to each other again – and to the wider economy.
- 2.2 To further compound credit issues, increased demand for raw materials, particularly oil, from developed countries and price speculation pushed up prices to record heights, with commensurate rises in input costs to companies, eroding profitability.
- 2.3 This, coupled with record food prices, created inflationary pressures within each of the major economies, at the same time as an economic slowdown. Inflation in the UK stands at 5.2%, more than double the target level, and is around 5% in the US and there is a fear that this could lead to a wage/price spiral which could re-enforce the downturn.
- 2.4 As a result, almost all forecasts of economic growth for the next two years have been reduced lately, with even the Bank of England stating that annual economic growth is expected to slow across the UK to only 1% this year, well below that forecast by HM Treasury in its Budget Report.

3. Implications for the Highlands and Islands

- 3.1 In an increasingly globalised economy, the Highlands and Islands will not be divorced from national and international trends, and regional growth will undoubtedly falter.

- 3.2 Although the Highlands and Islands is part of the Scottish economy, the outlook for sectors and major employers can depend more on UK or international trends than in trends in the Scottish economy. Trends in house prices, employment and other indicators can often lag behind Scotland as a whole, which in turn can lag behind the UK.
- 3.3 The situation in the Highlands and Islands at the moment is a very variable one with some businesses and sectors performing very well and others experiencing difficulties. The following bullet points give a flavour of some of the key issues:
- A slow down in the housing market and a substantial reduction in new private house building
 - Reductions in businesses and households obtaining credit from banks and holding back from making key investment decisions
 - Major industrial or commercial developments depending on a private housing element being jeopardised or delayed
 - Businesses reporting reductions in domestic spending on their goods and services
- 3.4 A significant outcome of the banking crisis which could have far reaching implications for the wider economy is the increase in the cost of money, particularly for overdraft or unsecured borrowing. A squeeze on the availability of working capital will have a negative impact on the performance of the many small businesses operating in the Highlands and Islands economy and may result in the loss of some otherwise profitable businesses.
- 3.5 Unemployment in the Highlands and Islands remains low and stable at 1.7%, only 0.1% higher than the record low in September 2007. The oil industry and support sectors continue to perform strongly, alongside export focused industries, such as whisky. The Shetland economy continues to perform well, driven primarily by the oil sector and substantial public-sector led construction projects.
- 3.6 When economic conditions deteriorate it is the more diversified economies which survive better. Hence, Inverness and the Inner Moray Firth will be likely to suffer less than more remote localities. However, island economies tend to be more robust than expected, simply because they are resourceful, more self-sufficient and with pluri-activity, more likely to survive partial unemployment or under-employment better.
- 3.7 On the positive side, it is important to remember that many businesses in the Highlands and Islands are accustomed to surviving in conditions which others would regard as adverse, making them more resourceful, innovative and flexible.
- 4. Partnership response**
- 4.1 HIE launched its seven point recovery plan in early December 2008, as a phased response over three months. An update on each point is provided in Appendix 1.
- 4.2 The Council approved its Recession Action Plan at the Council meeting in December. It covers six areas of action: housing; capital programme; money advice and support to individuals; employability and support to individuals; business advice and support; and wider economic initiatives. This is provided at Appendix 2.
- 4.3 The new Partnership economic forum, approved at the last meeting of the Board, is meeting for the first time in January 2009. Wider communication of these responses to the economic downturn will be provided and views of those attending will be heard.
- 4.4 Board members are asked to discuss at the meeting how their services may be affected by the economic downturn and how their organisation is responding to it. Any relevant papers can be shared among Board members in advance of the meeting by e-mailing them to Charlotte Wright at HIE.

5. Recommendation

It is recommended that the Highland Community Planning Performance Board continues to monitor the economic situation, and to review partnership actions.

Author: Charlotte Wright

Designation: Regional Director, Highlands and Islands Enterprise

Date: 13 January 2009

Highlands and Islands Enterprise Update on Economic Recovery Plan 19 January 2009

HIE launched its 7 point recovery plan in early December 2008, as a phased response over three months. An update on each point is given below:

1. **One to one advice sessions** – the one to one advice available via HIE's supply partner continues as normal in advance of the introduction of Business Gateway. Advice is available to businesses of all sizes, and in all sectors. To date, there has been no significant increase in demand for advice relating to the economic downturn.
2. **HIE Advice Line** – the HIE Advice Line was established in mid December, and is being delivered by HIE's supply partner. It can be accessed via a Freephone number **08000 884 884**, and operates 0800 – 1800 Monday to Friday, and 0900 – 1300 on Saturdays. On 5 January, a media campaign was launched to promote the service – this involves press and radio advertising. The press release on 5 January received both TV and radio coverage. On calling the advice lines, callers have direct contact with an advisor who will either deal with the query immediately, refer them to a named contact – for example in HRMC, or a bank – or refer them for more, in depth, free advice.

Use of the line is being monitored, and calls to date vary from preparing cash flow projections to advice on potential redundancy.

3. **Local business Clinics** – are due to start in early February. These will take place in Lerwick, Kirkwall, Stornoway, Benbecula, Thurso, Inverness, Tain, Fort William, Portree, Ullapool, Elgin, Oban, Dunoon and Campbeltown. Clinics will run from 1500 -1900 and comprise a series of short video presentations on a series of topics such as tax changes, finance and seeking opportunities. The presentations will involve key partners and be repeated throughout the clinics. Representatives from partner organisations will also be available for short one-to-one sessions.
4. **Enhanced on line information** – the HIE website front page has been updated to include a direct link to the HIE Business site, and information on some of the advice available.
5. **Business Masterclass Programme** – the first in a series of events will take place on 13 January entitled 'Business Survival through a Recession' delivered by Sir Richard Needham. A further 4 events are planned over the next 3 months.
6. **Targeted Interest Relief Grant** – Interest Relief Grant has always been part of HIE's package of support, but not widely used in recent years. This can be used to assist businesses with the cost of borrowing.
7. **Acceleration of Capital Spend** – Two capital projects (in Moray and Argyll) have been brought forward, to start immediately. The potential for accelerating other projects will be reviewed.

Additionally, HIE staff continue to work closely with Account Managed businesses, and also to provide support to businesses facing challenges. The key issue continues to be accessing finance from the banks, relating to both businesses seeking finance for development projects as well as businesses having to review existing finance arrangements.

HIE representatives have met with senior bank officials to discuss how best to support Highland businesses in the months ahead, and a follow up meeting is planned for February.

THE HIGHLAND COUNCIL
Response to the Economic Downturn
Action Plan approved 18.12.08

Introduction

This Action Plan identifies a number of short term (within the next six weeks), medium term (within the next three months) and long term actions (beyond the next three months) for the Highland Council. A lead Director/officer is identified for each action and these will be reported to the Council on a regular basis potentially by a Credit Crunch Task Force.

1. Housing

A credit crunch seminar, organised by the Council's Housing and Property Service was held on Wednesday October 29th October. A number of ideas came forward including:

- Council to forward fund affordable housing elements of mixed tenure developments ahead of Scottish government Funding **Action: Director of Property & Housing – short term**
- Enabling developers to build low cost housing first by providing flexibility in planning **Action: Director of Planning and Development (P&D) - short term**
- Encouraging rent to mortgage schemes **Action: Director of Housing & Property - long term**
- Land purchase for low cost housing **Action: Director of Housing & Property – short term**
- Consideration of direct provision of housing for rent by the Council **Action: Director of Housing & Property – long term**
- Consideration of innovative funding models for homes for rent. **Action: Director of Housing & Property – long term**
- Consideration of the Council's potential role as a funder of last resort **Action: Director of Finance – short term**
- The development of an action plan for a further meeting with the property sector to discuss the way forward. **Action: Director of Housing & Property – short term**

2. The Council's Capital Programme

- Ensuring successful implementation of this £60m+ pa programme has the potential to create several hundred construction jobs with multiplier impacts **Action: all Service Directors coordinated by Director of Finance – medium term**
- Additional private sector resources could be brought to bear to help deliver the programme eg on design and project management **Action: as above – medium term**
- The scope to accelerate some high impact aspects of the capital programme eg on areas with weaker local economies will be looked at **Action: as above – medium term**

3. Money advice and support to individuals

- Public information will be distributed on how to access advice from the public sector (Government, Council and community planning partners) and the third sector including independent advice agencies. This will show the choices available for: debt and money advice; benefit entitlement; energy efficiency measures; employment rights; business advice; housing advice; consumer advice; emotional support. This will be distributed through the newspaper supplement (December 2008), Service Centre for callers, web site and Service Point Network, libraries, Council offices and partner organisations. **Action: Chief Executive – short term**
- The additional funding of £100,000 for welfare rights, money advice and benefit entitlement for 2009-10 will be brought forward into January – March 2009 with a £35,000 increase in this year's budget (around £1m). Total new investment will be £235,000 in 2008-9 and 2009-10. This can be targeted on extending advice provision where there are emerging pressures, specialist employment and housing advice, volunteer recruitment and development and an additional resource for the Council's in-house advice team. **Action: Chief Executive – planning in short term, delivery in medium term. A**
- The income-maximisation team to continue to promote benefits and also access social tariffs from energy providers. **Action: Director of Finance – short term**

- Energy advice should be promoted and strengthened for tenants and residents. **Action: Chief Executive/Director of Housing and Property – short term**
- A partnership feasibility study into affordable credit for the Highlands is nearly completed. The Council could support the preferred options, including the development of a new Highland wide Credit Union and better money guidance. **Action: Chief Executive – long term**

4. Employability and support to individuals

- The Council could take a lead role in the PACE initiative – Partnership Action for Continuing Employment – to ensure it is ready to cope with likely increases in large scale redundancies. **Action: Director of Planning & Development – short term**
- The Council will sign up to the Local Employment Partnership initiative in February 2009 with Job Centre plus to help people on benefit into jobs or training with the Council. **Action: Assistant Chief Executive – medium term**

The Council hosted an employability conference on 18th November. A new employability strategy will be outlined in February with public consultation to follow. This will set out what the Council and partners will do to help people facing barriers into work **Action: Chief Executive – short term**

5. Business advice and support

- The Council should work with HIE to ensure there is no confusion about the delivery of business support whilst also continuing development of the Business Gateway **Action: Director of Planning & Development – short term**
- Additional resources could be made available through Highland Opportunities Ltd to help with small business finance. An ERDF application is currently being considered by HIPP. **Action: Director of Planning & Development – short term**
- The Council will seek to work with HIPP and partners to ensure the maximum spend from the EU Convergence programme in the Highlands **Action: Chief Executive/Director of Planning & Development – short term**
- A joint economic seminar will be held with HIE, SCDI and the private sector early in the new year. **Action: Director of Planning & Development – medium term**
- The Council will produce an action plan to promote local food availability and use in Highlands. **Action: Director of Planning & Development – medium term**
- The Council's support for tourism initiatives such as the Winter Festival and the £600k Highland 2007 legacy fund for events will be promoted. **Action: Chief Executive – short term**
- The up-coming public sector procurement seminars could have an increased focus on dealing with the recession for local businesses and the third sector. **Action: Chief Executive – medium term**
- The Council will work with partners to manage the £14m LEADER Programme 2007-13 to benefit communities and businesses across Highland. **Action: Director of Planning & Development – medium term**
- The Council's maintenance contracts should aim to maximise local spend where possible. **Action: Director of Finance /Service directors – short term**
- The Council should ensure it pays bills promptly to avoid cash-flow problems for small businesses. The UK government has stated that it will try to pay invoices within 10 days rather than 30 for example. **Action: Director of Finance/Service directors – short term**

6. Wider economic initiatives/other actions

- The Council will emphasise its role in fostering economic development and inward investment through the effective delivery of its development services across Planning and Development, TECS and other services. **Action: Chief Executive/Director of Planning & Development/Director of TECS – short term**
- The importance of the Council's leadership role in regeneration activities in areas such as the Nigg Fabrication yard, Caithness and North Sutherland and Dounreay de-commissioning should be emphasised. **Action: Chief Executive/Director of Planning & Development – medium term**

- The Council will produce regular reports with information at Ward level, drawing on data from DWP and in association with HIE and other partners, analysing changes in benefit claimants as a measure of changes in unemployment. This will take into account recent changes in benefit entitlement for an accurate measure of change. **Action: Chief Executive/Director of Planning & Development – short term**
- The Council should stress the importance of partnership working across the public and private sectors to address the economic downturn through delivery of the Single Outcome Agreement. The inaugural meeting of the Highland Economic Forum to be chaired by Cllr Ian Ross is to be held on 27 January 2009. **Action: Chief Executive/Director of Planning & Development – medium term**
- Finalising the action plan. **Action: Director of Planning & Development - ongoing**
- There is a need to produce a communications strategy to publicise the Council's action plan. This will include use of the Council's winter communication, regular press releases, and radio adverts. Efforts should be made to promote more locally consistent messages using both local media and spokespersons **Action: Chief Executive – short term**
- A leadership group will be established within the Council to take forward this work with a lead Councillor on each subject area. **Action: Chief Executive – short term**

**Highland Community Planning Partnership (HCPP)
Performance Board**

19 January 2009

Agenda Item	4
Report No	CPP/02/09

Single Outcome Agreements 2009 – Guidance for CPP's Summary

Report by: Chief Executive, The Highland Council

Summary

New guidance has been issued by the Scottish Government and key national partners on the planning and delivery of Single Outcomes Agreements. The guidance is intended for all statutory partners in Community Planning and all other public bodies in Scotland. This report outlines the key changes and deadlines outlined in the guidance.

1. Introduction

- 1.1 Within the guidance for CPP a clear statement of purpose has been provided by the Scottish Government. 'A Single Outcome Agreement is the means by which Community Planning Partnerships agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes'.
- 1.2 The guidance has been developed from the experiences of developing the first phase of SOAs and key learning points identified have informed a number of changes in approach. The template and guidance for completion is attached as Appendix 1 of this report. The full guidance document is available at the following link: <http://www.improvementservice.org.uk/core-programmes/single-outcome-agreements/>

2. Changes to SOA Structure and Content

- 2.1 In the High Level Steering Group's view SOAs from round one which presented an integrated area profile of local conditions generally had fewer outcomes and indicators, and more of the strategic focus which will be crucial to the work of CPPs. Within the new template high importance is given to a full integrated area profile at the start of the document. Less information is looked for within individual templates for the national outcomes.
- 2.2 Outcomes and indicators need to be clearly linked to strategic local priorities rather than prompted by national outcomes and linked to a robust area profile. The number of indicators and targets appearing in the SOA and should be manageable and meaningful. Guidance for CPPs suggests that partnerships may therefore wish to focus on aggregated high level indicators and targets. There have been minimal changes to national indicators and these remain optional with the assumption they will be picked up where they are relevant to locally determined priorities.
- 2.3 CPPs are therefore being asked to maintain content at a strategic level and there is a notion of 'above' and 'below' the 'waterline' in terms of strategic content for SOA. It is anticipated that information on SOA delivery will be positioned outwith the SOA in key plans and strategies. Within the new template it is now a requirement to provide preferably electronic links to relevant plans, strategies and partner commitments.
- 2.4 There is no longer space within the template to submit requests of government i.e. 'asks'. New 'asks' will now be expected to demonstrate and evidence that they are

critical to the overall delivery of the local outcomes. Asks relating to funding will not be accepted in future and those submitted in round one have been categorised 'red' and not eligible for consideration.

- 2.5 General monitoring of progress and changes in local conditions, priorities or resources will now be part of the ongoing dialogue between the Scottish Government and the Council/CPP, through Scottish Government Directors' involvement in CPPs. It is anticipated that all 'asks' will be dealt with through this channel.

3. Fairer Scotland Fund

- 3.1 The guidance clarifies that for 2009/10 all actions and indicators relating to the Fairer Scotland Fund (FSF) must be fully integrated into the SOA and ring fencing is planned to end March 2010 at the end of the financial year. Local determination of indicators most appropriate to most deprived 15% of datazones is required and there is an instruction to continue to use FSF guidance to develop this element of the SOA.

4. Timescales

- 4.1 The next SOA should be with the Scottish Government by the end of February 2009, so that discussion between the CPP and Scottish Government can conclude in agreement by the end of May 2009.
- 4.2 A detailed performance report will be required by each CPP on the previous year's progress of the SOA by the end of September annually. Detailed guidance is expected shortly on the approach to annual reporting.
- 4.3 Taking account of the length of time since SOAs were first agreed with the Scottish Government an Interim report on the current SOA is required by the end of April 2009. It has been recognised that full year data will not be available for the April deadline. The required approach is therefore to draw from summaries of local progress and achievements and report progress using the local context sections of the new SOA template.

5. Recommendations

- 5.1 The Performance Board is asked to note the changes to the guidance and the timescales for production of the second SOA for Highland and future performance reporting.
- 5.2 The performance Board is asked to note that the SOA can be refreshed for end of February 2009 taking the guidance on board and with individual partner views gathered, but that further work on joint performance indicators can be included by end of April 2009 for a final draft to be discussed with the Government and agreed by end May 2009. Partners are asked to identify the dates for their Committees and Boards for the SOA2 to be considered to enable the planning for the final draft.

Signature:

Designation: Alistair Dodds, Chief Executive, The Highland Council

Author: Evelyn Johnston, Strategic Performance and Business Intelligence Manager

Date: 12th January 2009

The format and template (Section 7) provided in this Guidance are designed to provide a consistent approach to the presentation of information from CPPs, with the objective of keeping the SOA concise and focused. Both the format and template should be informed by the information provided in Section 4. Clearly, the ability of the Scottish Government to respond consistently to the proposed SOAs is made easier by consistent presentation of the SOA documents.

However, this is guidance, and your CPP may present its SOA in another format if that better suits local needs, so long as the information identified in Sections 6 and 7 is clearly presented.

6.1 Purpose of the Agreement

Confirms the purpose of the SOA as being the means by which the Community Planning Partnership agrees its strategic priorities for the local area and expresses those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.

Expresses the joint commitment and mutual accountability of the Scottish Government, the statutory Community Planning partners and, at a minimum, other public bodies in the CPP, to the delivery of the agreed outcomes.

Sets the SOA in the context of the new relationship between Scottish Government and local government, and of the outcome based approach for public bodies.

Sets out key points from the Concordat, including the national outcome approach, greater local freedom, reduced ring fencing, less monitoring and reporting, and better partnership working.

6.2 Scope of the Agreement

Confirms that the SOA covers all local authority services and all the public services which are the responsibilities of other partners in the Community Planning Partnership and which the Partnership has agreed should be covered.

Confirms that the SOA will run on a three year rolling basis, while being subject to annual reviews.

Confirms that the SOA sits within the Council's, public bodies' and Scottish Government's duties in relation to Community Planning, Best Value, equalities and sustainable development.

Explains how stakeholders and the community have been engaged in development of the SOA.

6.3 Area Profile

An integrated profile of the social, economic and environmental conditions of the area is the basis of the SOA. The Area Profile forms the evidence base for identifying past trends and future challenges and opportunities, and then the strategic local priorities which will be expressed as local outcomes.

The Area Profile should review and draw upon the material contained in the Community Plan, the corporate and service plans of the local partners and the first phase SOA.

The Area Profile should provide an analysis of past and projected trends in local conditions, including long term trends. It should draw on information available for 2007-08 and on all the indicators which are relevant, robust and measurable, including locally relevant National Indicators.

The Area Profile should also identify the qualitative information which evidences the views of local communities and the third and business sectors, including survey data and political priorities.

On the basis of the evidence the Area Profile should identify the strategic local priorities, both for improved and maintained conditions.

The strategic local priorities should be expressed as a meaningful and manageable number of local outcomes.

The local outcomes should be cross referred in a table to the relevant National Outcomes, and to Purpose Targets if these are relevant.

6.4 Outcomes and Commitments – the SOA template (see section 7)

The SOA template should be completed, in whole or in part, for each of the 15 National Outcomes. A brief summary of relevant local conditions, drawn from the Area Profile, should be provided as the local context for each National Outcome – with a brief summary of progress and achievements in 2008-09. The Area Profile, with its identification of strategic local priorities, is the evidence base for determining the local relevance of the National Outcome.

Where the National Outcome is relevant to strategic local priorities, as is usually the case, the template should:

Identify the local outcome/s now proposed for agreement with the Scottish Government.

Identify the indicator/s by which the local outcome/s will be tracked, including any locally relevant National Indicator/s and relevant indicators from the Menu of Local Outcome Indicators.

Establish the baseline condition/s for the indicator/s.

Propose 'progress' targets for the indicator/s for 2010-11, recognising that circumstances will change from year to year and be accounted for in the annual review process for the SOA.

Propose 'end' targets, where appropriate, by which achievement of the local outcome/s can be demonstrated.

Provide a brief but clear line of sight to relevant plans and activities which lie 'below the waterline' and clearly support delivery of the local outcome/s. These can include national frameworks of outcomes and indicators for specific issues. Use of hyperlinks would be helpful.

If necessary, identify any new and essential 'ask' having to be made by the Community Planning Partnership to the Scottish Government, which is critical to the overall delivery of the local outcome/s. This would be separate from the template and should be accompanied by a clear demonstration of need.

6.5 Governance

Corporate and joint governance arrangements and scrutiny arrangements of the Council and Community Planning partners.

Outlines the responsibilities and accountabilities of Scottish Government, the Council, the statutory Community Planning partners and, at a minimum, those other public bodies in the Community Planning Partnership, for the successful delivery of the SOA.

Further support on good practice on governance and accountability for SOAs, for use by Community Planning Partnerships, will be provided by the High Level Steering Group in December 2008.

6.6 Ongoing Development of the SOA

- Explains the arrangements for developing future iterations of the SOA.
- Outlines arrangements for securing and refreshing community and partners' ownership of the SOA.
- Outlines mechanisms for accommodating change and enabling future improvement and development of the SOA.

6.7 Performance Management

Briefly confirms that robust performance management arrangements will be in place for the delivery of agreed outcomes, with a very clear line of sight to supporting material 'below the waterline' - use of hyperlinks would be helpful here. Examples of such arrangements include:

- Relevant corporate and service plans.
- Self-assessment and collective assessment arrangements.
- Individual and shared performance management arrangements.
- The risk assumptions and risk management arrangements underpinning delivery of the SOA.

Further support on the alignment of performance management approaches for Community Planning Partnerships will be provided by the High Level Steering Group.

6.8 Reporting

Confirms that the prime focus of reporting is to communities and explains how the Council, on behalf of the Community Planning Partnership, will report and review progress:

- through an annual review process by which progress and changing circumstances can be considered;
- through Public Performance Reporting which both reports to communities on the delivery of outcomes within the local area and to the Scottish Government on the local contribution toward relevant National Outcomes and Purpose Targets; and

Further advice on the annual September report for Community Planning Partnerships will be provided by the High Level Steering Group in December 2008.

7. SOA Template

This template follows from the strategic local priorities evidenced in the Area Profile. It should be used for each National Outcome, to demonstrate its local relevance in relation to the Area Profile, showing whether and how the National Outcome is addressed through a local outcome/s.

National Outcome -				
Local context – briefly summarising evidence from the Area Profile; demonstrating the local relevance of this National Outcome; and summarising progress and achievements in 2008-09 :				
N.B. Links to other relevant National Outcomes may also be noted in this section.				
Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)				

**Highland Community Planning Partnership (HCPP)
Performance Board**

Agenda Item	7
Report No	CPP/03/ 09

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

Report by: Head of Health Improvement NHS Highland

Summary

Health Improvement and inequalities is a cross cutting theme within the Single Outcome Agreement. The responsibility for many of the indicators relating to health improvement and health inequalities sits across a number of existing or emerging structures/groups within community planning. There is a requirement to put in place a community planning arrangement for the health improvement indicators that do not sit within existing structures and at the same time ensure that where necessary there is appropriate health improvement expertise within other community planning groups, so that there will be appropriate support, development and scrutiny of health improvement and inequalities programmes that will form part of the work of other community planning groups. It is proposed that a new arrangement (Public Health Network Steering Group) be developed within the community planning structure to address these issues.

1. Introduction

This paper describes the proposed arrangements for taking forward joint health improvement programmes and monitoring progress of health improvement indicators outlined in the Highland Single Outcome Agreement (SOA), within the community planning structure for Highland.

2. Background

The previous Joint Health Improvement Plan covered the period 2005 to 2008. During that period, specific health improvement targets for the NHS were developed as part of the HEAT performance management framework, and in 2008 the SOA provided a new framework for community planning which sets out the joint commitments of the community planning partners in Highland. Of the 273 indicators in the Highland SOA, 70 are directly related to health improvement with a great many others addressing the underlying causes of health inequalities.

3. Proposed Community Planning arrangements for Health Improvement

Within the current SOA, many of the indicators that relate to health improvement and inequalities cut across a number of existing or emerging arrangements for joint working within the community planning structure, including the drug and alcohol partnership, joint committee for children and young people, community safety task group, anti-poverty group etc.

However, there are some indicators that do not easily fit into the remit of existing groups, and some structures that would benefit from additional expertise and support in health improvement and inequalities. It is therefore proposed that a separate arrangement within the community planning structure be established (Public Health Network Steering Group), to ensure development and scrutiny of health improvement and inequalities programmes, activities and indicators that do not come under the remit of existing structures. It is proposed that this group will

also have a role in supporting consideration, development and scrutiny of health improvement and inequalities programmes that will form part of the work of other community planning groups. At the same time, it is proposed that a review of the membership of the other community planning groups be undertaken to ensure that, where necessary, they have appropriate expertise in health improvement, and that there are appropriate links to the Network Steering Group, thus providing a matrix management approach to health improvement and inequalities work within the Community Planning structure in Highland.

A Highland Public Health Network was established in 2008 to link and support groups of public health/health improvement professionals and to ensure that the common agenda to promote health improvement and reduce inequalities in health can be developed in a co-ordinated manner across organisational and structural boundaries. It is recommended that the role and remit of the Network Steering Group be developed to incorporate the proposals above (see Appendix 1).

4. Resource implications

There are no additional financial implications relating to development of the proposed structure.

5. Recommendation

- Agree proposals for developing community planning arrangements for health improvement and health inequalities.
- Approve the proposed role and remit for the Public Health Network Steering Group.

Author: Cathy Steer, Head of Health Improvement NHSH

Date: 13.1.09

Highland Public Health Network Steering Group Proposed Role and Remit

Purpose and scope

To provide a forum for leadership and direction, and scrutiny of performance for the indicators in the Highland Single Outcome Agreement that relate to Health Improvement and inequalities.

To make recommendations on local health improvement and inequalities outcomes to be incorporated into the Single Outcome Agreement.

To provide performance reports, and provide joint strategy and plans on specific issues not picked up by other community planning groups for approval to the Joint Performance Board.

The formal and public adoption of any joint health improvement strategy and plans and resource allocation will be considered through the appropriate committees of each organisation.

Role

The group will monitor the performance of relevant indicators relating to health improvement within the Highland Single Outcome Agreement, for the delivery of partnership activity. This will be against agreed outcomes and performance measures.

The group will provide appropriate performance reporting information to the Joint Performance Board and contribute to monitoring of the SOA.

The group will look ahead at the joint strategic issues and make recommendations to the Joint Performance Board for relevant plans being developed. Where necessary, the group will undertake or commission health needs assessments to inform planning of health improvement programmes, including those that impact on the wider determinants of health to progress the focus on inequalities. The group will consider national priorities for health improvement as well as regional priorities.

The group will be part of the structure of the Community Planning partnership for Highland.

Membership

to be agreed, but is likely to include membership from:

Public Health – NHS Highland

Planning – NHS Highland

Chief Executive's Service – Highland Council

Education, Culture and Sport Service – Highland Council

Voluntary Organisation representative

Representation from other community planning groups as required

Process

The group will meet to look at health improvement and inequalities overall in terms of the SOA. This will be achieved through development and support to specific programmes of work as well as membership or attendance at other community planning groups and forums as required.

Agenda Item	8
Report No	CPP/04/09

CPP emerging arrangements
Report by Head of Policy and Performance, Highland Council

Summary

Members are advised of the emerging partnership arrangements for the delivery of the Single Outcome Agreement. New forums are likely to be proposed. Some gaps remain in arrangements and the Board is asked to consider how these might be addressed.

1. Introduction

- 1.1 At the meeting of the Board on 25th September 2008, members considered proposals for new partnership arrangements. This focused on having the right partnership forums in place, at a Highland level, to deliver against the local outcomes in SOA1. In addition, members confirmed support for the new community safety task group create in 2008 and approved the creation of an economic forum and an environmental forum.
- 1.2 This report provides up-dated information on the emerging partnership structure.

2. Partnership forums

- 2.1 The diagram at Appendix 1 shows the emerging structure for delivering the SOA, highlighting established, new and potential forums for partnership working aligned to the SOA.
- 2.2 The new forums for environment and economy are being established this month. Members have considered in a separate item the creation of the Public Health Network Steering Group.
- 2.3 The following proposal are expected to be brought to a future meeting of the Board:
- creating a new Drug and Alcohol Partnership, instigated by Government guidance;
 - creating a new Climate Change Partnership, following the partnership conference hosted by the Council in June 2008;
 - finding the right fit with the Third sector, probably by inclusion in appropriate thematic partnerships and through a focused group monitoring the implementation of a compact with the sector. It should be noted that the compact is being developed as a public sector and third sector compact with the Council, HIE and NHH already signed up to the process. The compact is being led by a small partnership working group which is currently consulting with the sector at five area events, concluding in a partnership conference in the spring. The compact is expected to be in place by early 2010.
- 2.4 In addition, as the NHS/HC Performance Board widens its remit, other health working groups may report to it, e.g. the sexual health group. An employer's forum, initially focusing on the wellbeing of public sector staff through the Healthy Working Lives programme, may become a formal arrangement feeding into the public health network.

3. Developing arrangements

- 3.1 While the diagram may appear complicated, it does not show any hierarchy.

However, clearly some groups feed into others. The key partnership groups for responsibility in delivering and developing the local outcomes in the SOA are:

1. the NHS/HC Performance Board for community care and public health outcomes;
2. the Joint Committee for Children and Young People - for their outcomes;
3. the Community Safety Task Group – for community safety outcomes;
4. the Economy Forum – for economic outcomes linked to learning and housing outcomes
5. the Environmental Forum – for environmental outcomes

Other groups will be supportive generally (e.g. the Equalities and Diversity Forum will have a role in supporting all forums to take equalities and diversity issues into account) or supportive in focusing on specific services (e.g. the Anti-poverty Group would focus on designing services for those people who need the most support to access employment and contribute to the Economy Forum).

3.2 There remain several local outcomes in SOA1 which currently have no partnership arrangements in place. They may not need long term forums to be created, but some sharing of practice should at least be considered. They are for the following local outcomes:

- Improved workforce development and workforce planning (and possibly in terms of UHI graduate opportunities) and a workforce which is the right size, skilled, supported and rewarded
- Investing in the infrastructure of rural communities – largely capital investment programmes
- Limiting the impact of distance from services in rural communities – largely a digital Highland agenda
- More communities own, manage or have a stake in local assets
- Development of the Gaelic language and culture
- Best Value and continuous improvement are demonstrated
- Improved access to public services with customer views taken into account
- Efficiency demonstrated.

Board members are asked to consider how they want to take forward a partnership approach to these local outcomes.

3.3 As the Performance Board will receive reports on performance against the SOA indicators and targets (the first is due by April 2009 for the Government), this will provide insights into effectiveness of partnerships and where further support may be required from the Board.

4. Resource implications

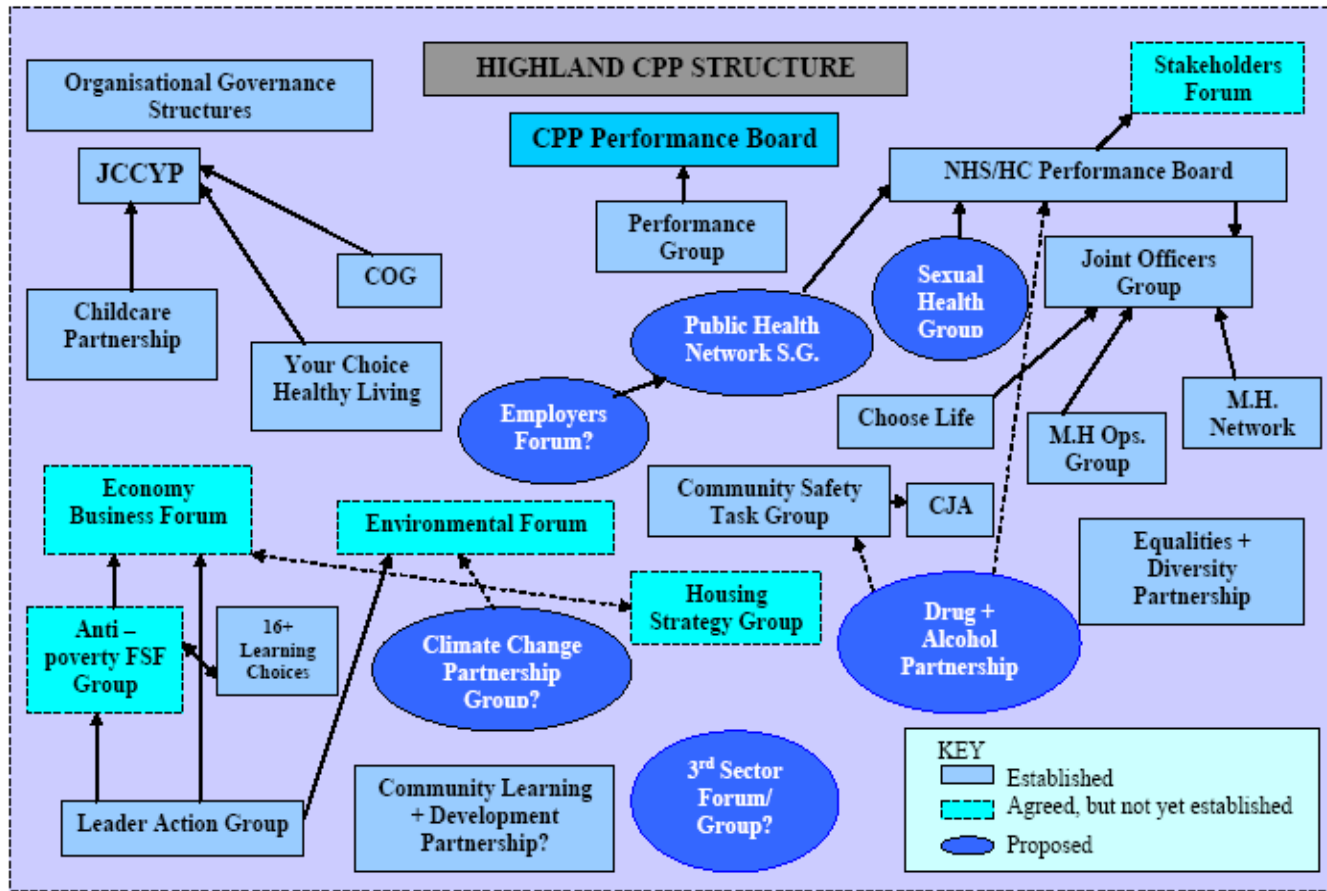
4.1 The establishment of the right partnership arrangements will be met from resources within the partner organisations. Partnership funding is available for the training of officers in joint performance management.

5. Recommendation

5.1 Board members are asked to note the emerging forums for partnership working to delivery the SOA and that further reports will be made as the arrangements develop and mature.

5.2 Board members are asked to consider the local outcomes which currently have no partnership focus, as identified in paragraph 3.2, and advise how these should be taken forward.

Emerging CPP arrangements November 2008



attachd