

23 September 2008

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

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

Dear Member

A meeting of the Community Planning Partnership Performance Board will be held in **Committee Room 1, Council Headquarters, Inverness** on **Thursday, 25 September 2008** at **12.30pm**. Lunch will be provided at **12.00pm**

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

Yours faithfully

Alistair B Dodds
Chief Executive

Business

Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.

1. Welcome and Apologies for Absence

2. Appointment of Chairman

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

PP. 1-2

There is circulated Report No. CPP/01/08 which sets out the purpose of the Board and reminds members of the Board of the commitments made in the Single Outcome Agreement to reform the Partnership.

Members are asked to re-consider the purpose of the Partnership and the core values it seeks to have and endorse to guide the operation of the Partnership and also to consider the role and membership of the Performance Board.

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

The SOA p.5 (para 2.6) states “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”.

Dr Bernard Marr from the Advanced Performance Institute has worked with clients in the private and public sectors internationally in developing fit for purpose performance management systems. Government clients have included the Home office, Ministry of Defence and the Royal Air Force, Belfast City Council, the East of England Regional Assembly and the Government of Victoria, Australia. He will describe the benefits this has brought. Members are asked to consider using the approach he promotes for the CPP, by training officers in the CPP to use it and piloting it in three areas initially, selecting from the outcomes which relate to:

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

There would be scope to roll the approach out across all areas of the SOA in different phases.

5. Managing performance: Proposals for new partnership arrangements

PP.3-14

There is circulated Report No. CPP/02/08 which advises members of the Board of the arrangements for partnership working at officer level and for scrutiny and governance that have been mapped against the local outcomes set out in the Single Outcome Agreement.

Board members are asked to consider this mapping and to discuss:

- The recent or new proposals for partnership forums;
- The emerging or potential partnership forums;
- How to deal with the gaps in partnership working arrangements;
- How the effectiveness of current partnerships can be supported by the CPP;
- The adequacy of current partnership governance arrangements.

6. Involving the Land and Environment interest

A verbal update will be provided by Susan Davies from SNH on how the SEARS partners can make a contribution to the SOA delivery based on SNH's experience to date, outlining different roles and levels of engagement according to the issues and set out how SNH might take forward representing other SEARS bodies on the CPP Board.

7. Draft timeline for developing the SOA:

PP.15

There is circulated Report No. CPP/03/08 in which SOLACE sets out a draft timeline for developing the SOA.

8. Involving communities / customers in the Single Outcome Agreement

PP.17-19

There is circulated Report No. CPP/04/08 asking Board members to consider that for consultation on the Single Outcome Agreement (SOA) user views have been captured in some service areas already and that meaningful involvement can be progressed through service specific consultations, including partnership approaches, and Ward Forums.

It was agreed for the SOA that community planning will operate at four geographies within Highland: Highland wide; operational level (x 3); Ward level; and at the personal / professional level. Work is beginning to review and re-focus the former area community planning partnership activity.

Board members are asked to discuss:

- their current approaches to consulting and involving customers and service users, including the use of the Standards of Community Engagement;
- rather than establishing a separate and additional consultation process for the SOA, that service specific consultation is done through service arrangements, including those taken forward through partnership arrangements, along with the scope for widening the use of Ward Forums for all partners to use;
- reviewing and re-focusing the former area-based partnerships, and;

- note that a summary leaflet of the SOA can be produced which lists the national and local outcomes, the partnership forum for taking these forward and provides lead contact details.

9. Items for the CPP Board meeting in December

- 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

10. Dates of future meetings – December 2008, March 2009, June 2009

Please note that a meeting in February may be required to consider the SOA submission for 2009-11.

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

25 September 2008

Agenda Item	3
Report No	CPP/01/08

Purpose of the Highland Community Planning Partnership and the Performance Board

Discussion paper by: Head of Policy and Performance, Highland Council;
Head of Community and Health Improvement Planning NHS Highland; and
Regional Director, Highland, HIE.

Summary

Members of the Community Planning Partnership Board are reminded of the commitments made in the Single Outcome Agreement to reform the Partnership. Members are asked to re-consider the purpose of the Partnership and the core values it seeks to have and endorse to guide the operation of the Partnership. Members are asked also to consider the role and membership of the Performance Board.

1. Introduction

- 1.1 The Single Outcome Agreement (SOA) contained a description of how the Community Planning Partnership (CPP) would be reformed (pp 4-6). That included:
1. ensuring partnership structures were fit for purpose;
 2. the creation of a Partnership Performance Board for elected and board members to meet quarterly to review progress and to develop the SOA to 2011, with the involvement of the Scottish Government in that Board.
- 1.2 The SOA has 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 it wants to the Partnership to operate.

2. Purpose of the Partnership

- 2.1 The SOA sets out what the public sector partners want to achieve with the Scottish Government to benefit Highland communities within the framework of national outcomes. It was produced in a relatively short period of time, and while it is comprehensive, there has been little time for the Leaders of the Partnership to reflect on and debate the fundamental purpose of the Community Planning Partnership and how it should develop from the previous partnership. In particular it would be useful for the Leaders to consider:
1. The ambitions and visionary goals for the Highland Community planning Partnership, perhaps for a 10 year span; and
 2. The fundamental purpose of the Partnership, agreeing its reason to exist.

3. The Values of the Partnership

- 3.1 Leaders of the Partnership are asked to consider how it seeks to achieve its purpose. This can be expressed as the values of the Partnership and might include:
1. principles it seeks to uphold;
 2. how it wants to interact with partners and service users;
 3. how it expects employees of the organisations in the Partnership to behave;
 4. what it expects from elected and board members of the organisations in the Partnership.

While the SOA sets out what the Partnership seeks to achieve, the values should guide the way in which these are achieved; how the Partnership should operate.

4. The Role and Membership of the Performance Board

- 4.1 The SOA sets out what the Partnership seeks to achieve and how it will measure progress and demonstrate the impact it makes. Given the performance focus of the Partnership, it was agreed earlier this year that a Performance Board, comprised of Leaders (political and chief officer level) would be established.
- 4.2 It has been agreed earlier that the Board will review progress and develop the SOA to 2011. This would include:
1. twice a year receiving and scrutinising performance reports from partnership forums, on the measures contained in the SOA, and addressing areas of underperformance;
 2. challenging organisational and joint performance when it is reported;
 3. reviewing whether targets are ambitious enough for the region and can meet public expectations of public services to 2010-11;
 4. supporting the SOA process also at the sub regional level (three operational areas and at ward level) and within each organisation (professional level through training, management development, appraisal and related award schemes);
 5. seeking Scottish Government support where regional working alone cannot bring the results sought;
 6. shaping the SOA from 2009 onwards.

Members may wish to highlight any other functions or activity for the Performance Board for a remit to be drafted for the next meeting which would take into account the purpose and values of the Partnership.

- 4.3 Present membership of the Performance Board includes representation at Chief Officer and political level from: Highland Council, NHS Highland, HIE and the Joint Police Board.

At Chief Officer level there is representation from the SNH, UHI, Highlands and Islands Fire and Rescue Service and the Scottish Government. From these organisations, members may wish to consider board member places for SNH, UHI and the Fire and Rescue Service for future meetings.

- 4.4 Other organisations will be involved in working towards the outcomes to be achieved. A paper will be brought to the next Board meeting listing all of those involved to date and others still to be engaged. For other organisations, participation maybe at officer level and in partnership forums focused on particular outcomes, rather than at member level on the CPP Performance Board. This can be kept under review. It is a national requirement that all partners are brought into the SOA process from 1.4.09.

5. Discussion Points

5.1 Board members are asked to discuss:

- the fundamental purpose of the Partnership
- the values the Partnership should have and work to
- the role and membership of the Performance Board

Authors: Carron McDiarmid (Highland Council), Charlotte Wright (HIE), Moira Paton (NHS) Date: 15.9.08

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

25 September 2008

Agenda Item	5
Report No	CPP/02/08

Managing Performance: proposals for new partnership arrangements

Report by Head of Policy and Performance, Highland Council
Head of Community and Health Improvement Planning, NHS Highland
Regional Director, Highland HIE
Chief Superintendent, Northern Constabulary

Summary

Arrangements for partnership working at officer level and for scrutiny and governance have been mapped against the local outcomes set out in the Single Outcome Agreement. Board members are asked to consider this mapping and to discuss:

- The recent or new proposals for partnership forums;
- The emerging or potential partnership forums;
- How to deal with the gaps in partnership working arrangements;
- How the effectiveness of current partnerships can be supported by the CPP;
- The adequacy of current partnership governance arrangements.

1. Introduction

1.1 In the SOA it is stated (p4) that as part of the reform of the Community Planning Partnership and to ensure partnership structures and processes are fit for purpose, by October 2008 we would:

- Have new or reviewed joint working arrangements at officer level to ensure delivery against the outcomes at Highland level and for the three operational areas.
- Create a partnership performance management review group, at officer level, led by the Council, to produce and analyse performance information and to monitor progress against the indicators within the Outcome Agreement.
- In addition to creating a new Partnership Performance Board, a review other partnership governance arrangements.

2. Mapping partnership arrangements

2.1 Appendix 1 lists the local outcomes in the SOA and the partnership forums and officer groups responsible for taking these forward along with the current arrangements for scrutiny and governance. It should be noted that this is not an exhaustive list of the partnership groups which exist; rather it identifies the lead or key partnership group which may draw on other supporting groups.

2.2 Recent, or new proposals for, partnership forums at an officer level exist for:

- **Community Safety Tasking Group** – This has been operational since March 2008 at a Highland level with the emergence of joint tasking meetings at the three divisional policing areas. The remit is attached at Appendix 2.
- **Performance Management Review Group** - A partnership performance management review group, at officer level, led by the Council, has been established. It will gather and report on performance information relating to the indicators within the Outcome Agreement. This group replaces the former

Intelligence and Monitoring group within the CPP, with membership drawn from key performance staff across the partnership.

- **Environment Forum** – A new partnership forum is proposed, with a draft remit attached at Appendix 3.
- **Business Forum** – A new partnership forum is proposed, with a draft remit attached at Appendix 4.

2.3 Emerging or potential partnership forums are developing for taking forward work relating to:

- Climate change – following the Partnership Climate Change Conference hosted by the Council in June 2008.
- Employability – emerging from the new streamlined approach to helping those with support needs to access and sustain employment, through the Fairer Scotland Fund. A partnership conference is being arranged for November 2008, which will include consideration of how best to work in partnership.
- Health improvement/equalities - a range of indicators are found across all 15 national outcomes which relate to health improvement or tackling health inequalities. Early discussions between NHSH and HC show a desire to streamline current partnership working and there is scope for performance in this area to be reported to the Joint NHSH and HC Performance Board.

Further reports can be brought back to the CPP Performance Board as these developments progress.

2.4 Areas where there appear to be gaps in partnership working relate to:

- 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.

2.5 Board members are asked to consider how these gaps might be filled and supported across the Partnership. Some of them, for example on business improvement processes, could be addressed initially by the Board sharing current practice and insights. This could be a theme for a future CPP Board meeting. Others may require a more structured partnership, e.g. on workforce planning and management.

2.6 There is no assessment in this mapping on the quality or effectiveness of current partnership working as set out in Appendix 1. However, as the partnership has a stronger partnership focus, areas of underperformance, and the reasons for that, will be reported to the Partnership Board. In addition, if the Board agrees to work with the Advanced Performance Institute (as presented earlier at this meeting), this will enable a review of partnership performance with each partnership forum or group.

2.7 At the moment, joint governance and scrutiny exists for:

- Children and Young People through the Joint Committee;
- Community care through the Joint NHS and HC Performance Board, with the remit of this group extendable to cover public health and health improvement.

Given the scrutiny arrangements which exist within each of the organisations involved in the CPP, as shown in Appendix 1, and the need for efficiency in the public sector, it is not recommended that any further or new joint governance structures are created at this time. This can be reviewed after one year if members feel that additional joint scrutiny and governance are required.

3. Discussion Points

Members of the Board are asked to note the mapping exercise as shown in Appendix 1 and to discuss:

- The recent or new proposals for partnership forums;
- The emerging or potential partnership forums;
- How to deal with the gaps in partnership working arrangements;
- How the effectiveness of current partnerships can be supported by the CPP;
- The adequacy of current partnership governance arrangements.

Author: Carron McDiarmid (Highland Council), with contributions from Charlotte Wright (HIE), Moira Paton (NHS), Bruce Duncan (Northern Constabulary), Stuart Black, Director of Planning and Development (HC)

Date: 21.9.08

Local Outcomes: partnership forums and groups for delivery and governance and scrutiny arrangements

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
1.1 To grow more local businesses, including social enterprise	New Business Forum Links with: Emerging Employability Forum Procurement Community in Highland - network and programme of events Social Economy networks	Organisational: HIE Board Highland Council Planning and Development Committee and Resources Committee
1.2 Increased productivity in businesses with growth potential in the key sectors of; tourism; food and drink; financials services; energy; life sciences; and creative industries	New Business Forum	Organisational: HIE Board Highland Council Planning and Development Committee
1.3 Balanced population growth across the Highlands	New Business Forum Links with: Community Learning and Development Partnership	Organisational HIE Board Highland Council Planning and Development Committee and ECS Committee
2.1 High levels of economic activity are sustained	New Business Forum Links with: Child Care Partnership	Organisational: HIE Board, Highland Council Planning and Development Committee Joint Committee for Children and Young People
2.2 Median earnings increase in Highland	New Business Forum Emerging Employability Forum	Organisational: HIE Board Highland Council Planning and Development Committee and Resources Committee
2.3 More balanced economic growth across the Highlands (to target transformation to areas of lowest or falling levels of economic activity)	Caithness Regeneration Partnership	Organisational: HIE Board HC Resources Committee

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
3.1 Increase the proportion of school leavers in positive and sustained destinations	16+ Learning Choices Group Emerging Employability Forum	Organisational: HC Resources and ECS Committees Skills Development Scotland Board
3.2 increase the number of young people in training and apprenticeships	Emerging Employability Group	Organisational: HC Resources and other Committees Skills Development Scotland Board
3.3 More people able to access opportunities for learning and employment in their communities	Business Forum SQA strategy group for school leavers <i>Possible gap in terms of graduates?</i>	Organisational: UHI, HC – ECS Committee Skills Development Scotland
3.4 Improved workforce development and workforce planning	<i>Possible gap in partnership working?</i>	Organisational: HIE, NHSH, HC, NC
3.5 Research and development supported to deliver business growth in the Highlands	New Business Forum	Organisational: HIE Board, HC Planning and Development Committee
4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths	Joint Officers Group- integrated children's services	Joint Committee for Children and Young People, also ECS Committee
4.2 More young people are confident and contribute effectively to their communities	Joint Officers Group- integrated children's services	Joint Committee for Children and Young People, also ECS Committee
4.3 More young people are supported to take responsibility in their life choices	Joint Officers Group- integrated children's services HDAAT Joint Community Safety Task Group	Joint Committee for Children and Young People, also ECS Committee NHSH Board (HEAT targets), HDAAT Police Board
5.1 Early years services deliver improvement across all developmental indicators	Joint Officers Group- integrated children's services	Joint Committee for Children and Young People, also ECS Committee NHSH Board (HEAT targets)

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
5.2 Effective education services for early years	Joint Officers Group- integrated children's services	Joint Committee for Children and Young People, also ECS Committee
6.1 Increase proportions of older people receiving appropriate care in the appropriate setting to maintain or improve their independence	New Joint Officers Group to support the Board Housing Strategy Group	New Joint NHSH and HC Performance Board HC – H&SW Committee, NHSH Board
6.2 Reduce the % of the adult population who smoke	Emerging Health Improvement Group	Potentially new Joint NHSH and HC Performance Board NHSH Board (HEAT target)
6.3 Reduce obesity in the population	Emerging Health Improvement Group Your Choice Health Action Group	Potentially new Joint NHSH and HC Performance Board NHSH Board (HEAT target) HC ECS Committee
6.4 People affected by mental ill health receive appropriate care for their needs	New Joint Officers Group to support the Board Emerging Health Improvement Group (wellbeing) Choose Life Group	New Joint NHSH and HC Performance Board HC – H&SW Committee, NHSH Board
7.1 Reducing poverty by supporting more people into sustained employment	Emerging Employability Forum 16+ Learning Choices Group Community Learning and Development Partnership	HC Resources Committee, ECS Committee DWP
7.2 Reducing financial hardship by ensuring more people access services and benefits they are entitled to	HC and Advice Providers Network	HC Resources, ECS and H&SW Committees
7.3 Reducing homelessness and providing responsive services to homeless people	Homeless Strategy Group	HC H&SW Committee NHSH Board

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
7.4 Reducing health inequalities	Emerging Employability Forum Emerging Health Improvement Group	Potentially the new Joint NHS and HC Performance Board HC Resources Committee NHS Board
7.5 Tackling discrimination, promoting equality, participation and good relations	Equalities and Diversity Partnership Forum Plus arrangements for community care planning	Organisational: NHS Board HC Resources Committee HIE Board Police Board
8.1 Children are safe	Joint Officers Group- integrated children's services Child Protection Committee	Joint Committee for Children and Young People, also ECS Committee NHS Board
8.2 Children at risk are looked after well	Joint Officers Group- integrated children's services Child Protection Committee	Joint Committee for Children and Young People, also ECS Committee NHS Board
8.3 Reduce bureaucracy and number of meetings by using GIRFEC processes and systems	Joint Officers Group- integrated children's services Child Protection Committee	Joint Committee for Children and Young People, also ECS Committee NHS Board
9.1 Reduced crime and fear of crime	Joint Community Safety Task Group	Organisational: Police Board, HC various committees, NHS Board
9.2 Reduced problematic alcohol misuse	Joint Community Safety Task Group Joint Officers Group- integrated children's services	Organisational: Police Board, HC various committees, NHS Board HDAAT

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
9.3 Reduced problematic drug misuse	Joint Community Safety Task Group Joint Officers Group- integrated children's services	Organisational: Police Board, HC various committees, NHS Board HDAAT
9.4 Reduced reconviction rates and levels of repeat victimisation	Officer support for CJA Joint Community Safety Task Group	Community Justice Authority (CJA) Police Board HC H&SW Committee
9.5 Improved levels of safe driving	Joint Community Safety Task Group Road Safety Teams	Police Board HC- TEC Services Committee
10.1 New development and growth is planned and designed for sustainability	Development Plan consultation process	HC Planning and Development and TEC Services Committees HITRANS
10.2 Increase the supply of housing	Housing Strategy Group and area development forums	HC Planning and Development and H&SW Committees
10.3 Invest in the infrastructure for rural communities	<i>Possible gap in partnership arrangements?</i>	Organisational – capital programmes HC Committees, NHS Board, Fire and Police Boards,
10.4 Limit the impact of distance from services in rural and remote communities	<i>Possible gap in partnership arrangements?</i>	Organisational – broadband and digital and tele services HC TEC Services Committee (community transport)
11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands	Third Sector Compacts Group (membership may grow)	Organisational- HC Resources Committee, NHS Board, HIE Board
11.2 More communities own, manage or have a stake in local assets	<i>Possible gap in partnership arrangements?</i>	Organisational; - HIE Board, HC various Committees
11.3 Improved quality of life through community led action and more people feeling connected to their communities	LEADER Action Group	Programme approved HC Resources Committee, other funding contributors seek organisational governance

Local outcomes	Partnership forum / group	Governance /scrutiny arrangements
12.1 Recognition and awareness of the outstanding natural heritage of the Highlands	New Environment Forum	Organisational: HC Planning and Development Service, SNH Board
12.2 Limit pressure on species and habitats	New Environment Forum	Organisational: Highland Council, HIE NESH, NC etc
12.3 Improved environmental awareness and action	New Environment Forum	Organisational: Highland Council, HIE NESH, NC etc
12.4 Improve the quality of housing	Housing strategy group and development forums	Organisational: HC H&SW Committee
13.1 Development of the Gaelic language and culture	Possible gap in partnership arrangements?	HC Gaelic Committee Bord na Gaidhlig
13.2 Growth in the arts, literary, drama and Music festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands	Highland 2007 Officer Group	Highland 2007 Board HC ECS Committee, HIE Board
14.1 Reduce greenhouse gas emissions from regional public sector operations	Possible Climate Change Forum	Organisational: Highland Council, HIE NESH
14.2 Promote renewable energy and improve municipal waste management	Waste strategy partnership with Moray Council	HC – TEC Services
14.3 Adapt public services to deal with the impact of global warming	Possible Climate Change Forum	Organisational: Highland Council, HIE NESH, NC etc
15.1 Best value and continuous improvement are demonstrated	Possible gap in partnership arrangements?	Organisational: Highland Council, HIE NESH, NC etc
15.2 Improved access to public services with customers' views taken into account	Possible gap in partnership arrangements?	Organisational: Highland Council, HIE NESH, NC etc
15.3 Efficiency demonstrated	Possible gap in partnership arrangements?	Organisational: Highland Council, HIE NESH, NC etc
15.4 A workforce which is the right size, skilled, supported and rewarded.	Possible gap in partnership arrangements?	Organisational: Highland Council, HIE NESH, NC etc

Joint Highland Community Safety Tasking Group Terms of Reference

Purpose

The Joint Highland Community Safety Tasking Group has been formed to deliver and monitor, the Community Safety outcomes contained within the Single Outcome Agreement between Highland Council, in association with several Community Planning Partners, and the Scottish Government.

Membership

Membership will comprise representatives of Highland Council, Northern Constabulary, NHS Highland and Highland & Islands Fire & Rescue Service. The representatives attending from these agencies will have a geographical or departmental responsibility for the delivery of Community Safety within Highland.

The Joint Community Safety Tasking Group will:

1. Focus Community Planning Partner's efforts on the local outcomes to be achieved, within the Single Outcome Agreement, in relation to Community Safety.
2. Drive work to ensure that partnership structures and processes, across Highland, with a remit for Community Safety are fit for purpose and deliver the agreed outcomes.
3. Through an intelligence led approach, co-ordinate and task the Community Planning Partner's operational delivery of Community Safety initiatives
4. Provide reports as required to the Highland Community Planning Partnership Performance Board.
5. Provide a formal channel for dialogue between Community Planning Partners to improve Community Safety across Highland.
6. Promote a culture of equality and diversity and cross-strand working in the delivery of Community Safety.

Frequency of meetings

The Tasking Group will meet monthly.

At the Operational Area Police Tasking meetings will extend to include partnership community safety issues with Highland Council, Community Health Partnership and H&I Fire Service.

Proposed Community Planning Partnership – Environment Forum

1.0 Introduction and purpose

It is proposed that the CPP establish an Environment Forum (EF). The EF will provide an opportunity to strengthen co-ordination of partner activities in the environment and delivery of joint priorities set out within the Single Outcome Agreement and contributing plans. It will develop the environment outcomes within the Single Outcome Agreement and the performance framework to measure the progress against these outcomes. The Environment Forum should support and demonstrate partnership working and engage with service users and communities. If required, the EF could agree to produce a Highland Environment Strategy that partners sign up to and implement jointly.

2.0 Membership

Initial membership of the EF is proposed below for discussion and agreement:

- Crofters Commission
- Scottish Crofting Foundation
- SNH
- SEPA
- Cairngorm National Park
- Fishermen's Federation
- Federation of Scottish Aquaculture Producers
- Highland Biodiversity Partnership
- RSPB or Scottish Environment Link
- SG Rural Inspectorate and Payments Directorate (for SRDP)
- Association of Salmon Fishery Boards
- Highland Farm and Wildlife Advisory Group
- National Farmers Union Scotland (Highland Branch)
- SRPBA
- H&I Local Food Forum

3.0 Operation

The EF would be part of the CPP. It would make recommendations to the CPP Performance Board in developing the SOA and report its performance to it. This would be supported by the performance management review group (data collection and analysis). It would be responsible for ensuring that the joint actions agreed are taken forward. .

4.0 Lead and frequency of meetings

Lead would lie with the Partnership (alternating chair) and the frequency of meetings would allow for regular reporting to the Partnership or the CPP Performance Board. It is suggested that, initially quarterly meetings may be required to allow discussion, getting to know the issues, developing a focus on joint priorities and the pulling together of a draft CPP Environment Strategy. Thereafter meetings could be once or twice a year to suit monitoring and reporting arrangement.

5.0 Links with HC Land, Environment and Sustainability Strategy Group

The Chair of the Highland Council LESSG should be invited to become a member of the Forum, to ensure appropriate linkage is made between the Strategy Group and the CPP.

Highland Council, 25th September 2008

Proposed Community Planning Partnership-Business Forum

1.0 Introduction and purpose

It is proposed that the CPP establish a Business Forum. The Forum will provide an opportunity for HIE and the Highland Council to engage with the business community, specifically on the development and delivery of the Single Outcome Agreement local outcomes related to growing the economy of the Highlands, and on the establishment of the Business Gateway in the Highlands in April 2009. It will also enable partners to strengthen the co-ordination of partner activities in the economy. The Business Forum should engage with the local business community and should support and demonstrate partnership working.

2.0 Membership

In addition to Highland Council and HIE, initial membership of the Business Forum is proposed below for discussion and agreement:

Inverness and District Chamber of Commerce (Stuart Nicol Chief Executive)
 Caithness and Sutherland Chamber of Commerce (George Bruce Chairman)
 Fort William and District Chamber of Commerce (Robert Hawkes)
 Cairngorm and Aviemore Chamber of Commerce (Jacqui Bell)
 SCDI Inverness (Gareth Williams plus Highlands and Islands Chairman Joe Moore)
 Federation of Small Businesses (Fay Thomson plus Highland Chairman)
 North of Scotland Industries Group (Chief Executive Ian Couper plus Chairman)
 Fusion (Bruce Morrison)
 PSYBT (David Knight plus regional Chairman Bill Fraser)
 HITRANS (David Duthie)
 UHI (Principal)
 SNH (Chairman/Lead Director)
 HIAL (Managing Director Chairman)
 Skills Development Scotland (Highland regional manager)
 VisitScotland (Regional Director Scott Armstrong)
 Mick Routledge, Rio Tinto Alcan Fort William
 Alan Byrne Fassfern Mussels Fort William
 Willie Printie Lifescan Inverness
 Jamie Hogan Inverness Marina Limited Inverness
 Lawrence Hill SGL Group Muir of Ord
 Laurence Watkins Keltic Seafare Dingwall
 Relevant Social Enterprise organisations, e.g. HISEZ

3.0 Operation

The Business Forum would form part of the CPP. It would:

- advise the Partnership on economic development priorities and confirm the local economic outcomes to pursue;
- agree the performance framework for measuring progress against these outcomes;
- agree the joint actions to be taken;
- report on progress and performance to the CPP Performance Board.
- Hold an annual event for elected and Board Members and a wider audience
- Be linked with:
 1. a business panel which would allow more frequent engagement with the business community during the year on particular issues
 2. the emerging employability forum to be established to help those furthest away from the labour market into employment.

4.0 Lead and Frequency of meetings

HIE and the Highland Council should take the lead on this on behalf of the Partnership (alternating chair). It is suggested that meetings of the Business Forum are held twice yearly at venues to be decided throughout the Highlands.

Draft - SINGLE OUTCOME AGREEMENTS -THE NEXT STEPS

Agenda Item	7
Report No	CPP/03/08

Phase 1 - End of June 2008

individual councils and community planning partnerships refine, update and secure sign-off on the single outcome agreement for 2008/2009.

Phase 2 - July 2008

Updated analysis of all final SOA's by Improvement Service with a summary report coming before a further meeting of the High Level Steering Group and SOLACE during August.

Over the course of July and into August it is also envisaged that there will be discussion between individual councils/community planning partnerships with Ministers during the summer tours at which point both "asks" and "offers" can be considered in more detail.

Phase 3 - August-October 2008

The High Level Steering Group will finalise guidance for (a) 2009/2010 SOA's to be submitted by community planning partnerships, and (b) confirm the reporting format and timescale for 2008/2009 outcomes.

Phase 4 - November 2008 -February 2009

All 32 CPPs prepare and submit 2009/2010 SOA's by end of February.

Phase 5 - March-May 2009

Dialogue with Scottish Government and community planning partnerships to secure sign-off.

Phase 6

By 30 September 2009 final performance reports against targets for 2008/2009.

In terms of the main mechanisms to drive all of the above processes the High Level Steering Group will continue to meet on a regular basis and consideration will be given on how to best involve representation from ACPOS, Fire and Rescue, College Principals, Health Sector etc. to reinforce the CPP approach at a national level. In addition the Practitioners Forum should continue to meet to develop and share best practice and feed into the High Level Steering Group. At a local level community planning partnerships will all need to be fully engaged in this process from 1 July 2008 onwards in preparation for CPP SOA's submitted for 2009/2010 onwards.

It is important that the dialogue already established between the Liaison Directors from Scottish Government continues with local councils and community planning partnerships and that this also ideally involves a link Improvement Service Officer as has previously been suggested.

Finally there would also be benefit in considering how we can best work together to support delivery of the key outcomes already specified in the initial agreements.

G. Whitefield Chair, SOLACE (Scotland)

**Highland Community Planning Partnership (HCCP)
Performance Board
25 September 2008**

Agenda Item	8
Report No	CPP/04/08

Involving communities / customers in the Single Outcome Agreement
Report by Head of Policy and Performance, Highland Council

Summary

Board members are asked to consider that for consultation on the Single Outcome Agreement (SOA) user views have been captured in some service areas already and that meaningful involvement can be progressed through service specific consultations, including partnership approaches, and Ward Forums.

Board members are invited to discuss their organisational approaches to consultation and customer involvement. It was agreed for the SOA that community planning is to operate at four geographies within Highland: Highland wide; operational level (x 3); Ward level; and at the personal / professional level. Work is beginning to review and re-focus the former area community planning partnership activity.

1. Introduction

1.1 Community planning means that service users and communities should be involved in decisions affecting the services they receive. In the Highlands, user involvement has been considered thematically by service, and geographically for specific areas. Arrangements need to be reviewed in light of the Single Outcome Agreement (SOA).

2. Consultation on the SOA - service specific

2.1 The SOA states (p4 para 2.4) that by October 2008 we would have a process in place for consulting on the SOA to improve it from 2009-10 onwards. Consultation would be segmented to allow for a range of interest and community groups to make their views known.

2.2 Board members will be aware that the SOA is comprehensive, providing local contextual information which explains the selection of local outcomes, along with a suite of performance indicators. For several outcomes, current partnership plan information was adopted rather than created and for several of these partnership plans a process of user involvement or customer opinion has been used, e.g. the Integrated Children's Plan. Some content of the SOA already captures user views.

2.3 Given the breadth and detail of the SOA it is extremely difficult to consult meaningfully on it; no user friendly version could capture the range of information for seeking feedback on specific services. In addition, for the CPP to consult separately on the SOA may send out the wrong signal; that the CPP is separate from mainstream public service providers. However, it would be possible and useful to produce a summary leaflet listing the national and local outcomes, naming the relevant partnership forum and identifying a lead contact for further information.

2.4 A more meaningful approach to user involvement and consultation can be taken forward in two ways:

1. Where services are consulting with customers and users that they seek views on the SOA content and feed these views back for the future development of the SOA. This has the advantage of Services being explicitly linked into the SOA process. This would include partnership approaches to service

consultation.

2. Where area-based consultation is underway, or in Ward Forum meetings, the relevant content of the SOA is presented for views. This means for example where community safety may be discussed at a Ward Forum, contextual informational, the local outcomes and performance indicators for Highland are discussed to set the local community safety issues in context and to feed local views back to improve the community safety content of the SOA – such feedback would go to the relevant partnership forum, in this example the Community Safety Task Group.

2.5 Board members will be aware of the increasing importance placed on using customer and user views to help improve performance. Partner organisations will have their own approach to doing this and it might be helpful for the Board to discuss this at this meeting. The Crerar Review of Regulation emphasises the importance of using customer views in assessing organisational performance and recommends that if service providers can demonstrate this is done well then external regulators would need to do less of it.

2.6 In terms of the approach to consultation and engagement, a range of methods is available. Board members are reminded that the Partnership previously agreed to adopt the Standards of Community Engagement. Chief Officers may wish to discuss any progress or issues made with the use of these standards.

3. Reviewing area arrangements

- 3.1 Board members are asked to note that the SOA sets out (p. 5 para 2.5) that community planning arrangements will operate in Highland at four geographies:
1. pan-Highland for the SOA as a whole
 2. at operational level (x 3) for organising public service delivery (e.g. community health partnerships, policing tactical meetings)
 3. at Ward level, or combination of wards, for community projects and for consultation through Ward Forums which will be supported as a means for local scrutiny of public service delivery;
 4. at the personal and professional level for staff working in public services.

It also states that local community planning partnerships should be supported at a project level where projects are aligned to the local outcomes in the SOA.

3.2 This raises a question about the former structure of area community planning in eight areas, rather than the 3 operational areas and 22 Ward Forums (the Inverness Forums are combined). The way in which the area partnerships functioned and were resourced varied across the region. The Council's Corporate Managers will liaise with the former area partnerships to discuss what added value they might be able to bring to the new arrangements for community planning in the Highlands to consider the future of these partnerships. Most work has been done with the Inverness City Partnership to date to refocus its work and to ensure alignment with the SOA. It may be that the rural partnerships could add most value by supporting community projects through the EU LEADER programme. Further information can be brought to the Board on this matter over the next year.

4. Discussion points

4.1 Board members are asked to discuss:

- their current approaches to consulting and involving customers and service users, including the use of the Standards of Community Engagement;
- rather than establishing a separate and additional consultation process for the SOA, that service specific consultation is done through service arrangements, including those taken forward through partnership arrangements, along with the scope for widening the use of Ward Forums for all partners to use;
- reviewing and re-focusing the former area-based partnerships.

4.2 Board members are asked to note that a summary leaflet of the SOA can be produced which lists the national and local outcomes, the partnership forum for taking these forward and provides lead contact details.

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