

19 June 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 2, Council Headquarters, Inverness** on **Wednesday, 24 June 2009** at **3.00pm**.

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

Yours faithfully

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

**Business**

**1. Apologies for Absence**

**2. Minutes of Previous Meeting – 21 April 2009**

**PP.1-5**

There are circulated for noting Minutes of the previous Meeting held on Tuesday, 21 April 2009.

### **3. Single Outcome Agreement (SOA)2**

**PP.7-8**

It is confirmed that the Highland Council approved SOA2 in mid May which allowed submission to the Scottish Government within the required timescale. Final comments were received from Partners and these were included in the final SOA2 document.

In this regard, there is circulated Letter dated 16 June 2009 from the Cabinet Secretary for Finance and Sustainable Growth for consideration.

Partners are asked to confirm their governance arrangements for the adoption of SOA2 in their organisation and, in terms of reviewing Partnership arrangements for the 7 local outcomes, an update on the Lead Officers identified will be provided at the meeting. Chief Officers championing local outcomes will be asked to comment on how they wish to proceed with the review or to provide an update on review activity already underway.

### **4. Single Outcome Agreement – SOA1 Interim Report Approach**

**PP.9-10**

There is circulated Report No.CPP/08/09 dated 15 June 2009 by the Head of Policy and Performance which provides an update on the SOA1 performance reporting requirements.

Board members are asked to:-

- 1) approve the approach to preparing the SOA1 Annual Report through the established SOA Performance Group, including the use of case studies drawn from Council Wards to demonstrate progress against national and local outcomes;
- 2) discuss the approach to capturing 'soft' information from local outcome review processes for the qualitative assessment;
- 3) await the draft SOA1 Annual Report for consideration and approval prior to submission to the Scottish Government;
- 4) discuss the approach to reporting SOA performance in partnership; and
- 5) note that the October Board meeting will be brought forward to enable a draft of the SOA1 performance report to be considered by Board members prior to submission – a revised date will be agreed at this meeting.

### **5. Highlands & Islands Enterprise (HIE) - Proposals on Strengthening Communities**

A Verbal Update will be provided by Mr J Watt, Director for Strengthening Communities (HIE), at the meeting.

### **6. Capital Investment Alignment**

**PP.11-18**

There is circulated Report No.CPP/09/09 by the Finance Manager, Highland Council, which summarises and analyses the Community Planning Partnership (CPP) Capital Programmes to support alignment of capital investment and identify overall investment into the local economy.

Board members are asked to consider the terms of the report as circulated.

### **7. Facilitation of the Development of Partnership Values**

**PP.19-20**

There is circulated Report No.CPP/10/09 dated 15 June 2009 by the Head of Policy and Performance which provides an update on the facilitation of the development of Partnership Values.

Board members are asked to consider the terms of the report as circulated and agree an option to take forward the facilitation work.

## The Highland Council

### Community Planning Partnership Performance Board

Minutes of Meeting of the Community Planning Partnership Performance Board held in Committee Room 2, Council Headquarters, Inverness on Tuesday, 21 April 2009 at 10.30am.

#### Present

#### Highland Council:

Convener  
Dr M E M Foxley  
Dr D Alston

Mr A B Dodds  
Ms C McDiarmid

#### Highlands & Islands

**Enterprise :**  
Ms C Wright

#### NHS Highland:

Dr R Gibbins  
Mr P Hopkins

#### Northern Constabulary:

Mr I Latimer  
Mr I Bryce  
Mr I Ross

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

Mr B Murray

#### UHI:

Ms D Murray

#### Scottish Government:

Mr P Russell

#### In Attendance:

Mr J Allison, Principal Administrator, Democratic Services

#### 1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr J Gray (HC), Mr S Cumming (HIE), Mr W Roe (HIE), Mr B Duncan (Northern Constabulary, Mr G Coutts (NHS Highland), Ms M Paton (NHS Highland), Ms S Davies (SNH), Ms A Bryan (SNH), Mr B Cormack (UHI) and Mr D Bedford (UHI).

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

There had been circulated Minutes of the previous Meeting held on Monday, 19 January 2009 - which were **APPROVED**.

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

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

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

Board members were reminded that the final draft of the SOA was due by the end of May and that any further comments should be submitted to the Head of Policy and Performance within the next 7 days to permit the submission deadline to be met.

During discussion, it was indicated that the whole area profile approach resulted in a very powerful, positive analysis.

The Board **NOTED** the current position and **AGREED** to proceed with the submission subject to any final, additional comments made.

#### 4. Feedback from the Scottish Government on the draft SOA submitted.

There had been circulated the letter of 8 April 2008 from the Scottish Government in response to the first draft of the SOA as submitted.

The letter indicated that the draft SOA was well on the way to giving the Board an effective basis for activity in 2009/10. However, a number of areas for improvement and further work were suggested. These included:

- The outcomes and indicators;
- Numerical or percentage indicators may not give a clear indication of the significance of the outcome to those without specialist knowledge and a better way of conveying such information should be addressed;
- An indication of the processes for community engagement;
- The means to improve and maintain the momentum for joint working;
- An indication of the priorities allocated to activities;
- Fuel poverty should perhaps feature more prominently in the outcomes;
- While the identification of opportunities in the current recession were well covered, opportunities for recovery linked growth had not been followed up;
- While ambitious targets had been set for housing supply, it was suggested that a longer term commitment might be useful with 2020 indicated as a possible date.

The Board **NOTED** the comments made

The reply to the Government's letter was tabled at the meeting, replying to the points above. The Board **NOTED** the reply.

#### 5. Single Outcome Agreement Checklist

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

Board members were asked to note that lead officers from the CPP would work with groups of officers and the check list would be a useful touchstone for this SOA and later revisions to enable an assessment of the area profile against the statements listed for the evidence base to make improvements by the end of April 2009.

The Board **NOTED** the report.

## 6. Translating regional priorities into local outcomes and identifying priorities for the partnership in 2009-10.

There had been circulated Report No. CPP/05/09 by the Head of Policy and Performance which proposed, in Appendix 1 to the report, local outcomes for SOA2 and identified priority outcomes for partnership review in 2009 -10.

Board members reviewed the priorities in detail and were also asked to consider the proposals and the mechanisms for reviewing partnership activity to achieve the outcomes.

The Board **AGREED** the following revised list of priorities and the descriptions of them:

### **Sustainable Highland Communities**

1. People across the Highlands have access to the services they need;
2. **People are, and feel, safe from crime, disorder and danger** (Championed by Ian Latimer, Chief Constable);
3. Our communities take a greater role in shaping their future;
4. Public services are delivered effectively, efficiently and jointly;

### **Safeguarding our environment**

5. Our natural heritage is protected and enhanced enabling it to deliver economic, health and learning benefits;
6. **Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns** (Championed by SNH);

### **A competitive, sustainable and adaptable Highland economy**

7. **The impact of the recession is limited and sustainable economic growth is supported** (Championed by Charlotte Wright, HIE);
8. Growth in the knowledge economy is supported by achieving university title for UHI in 3 years (Championed by UHI);
9. To support the economy access is improved to housing, transport and high speed broadband;
10. More people are supported into employment;

### **A healthier Highlands**

11. Healthy life expectancy is improved especially for the most disadvantaged;
12. **The health and independence of older people is maximised** (Championed by Roger Gibbins, NHS);
13. **Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services** (Championed by the Chief Executives from HC and NHS and Chief Constable);

### **Better opportunities for all / A fairer Highland**

14. The impact of poverty and disadvantage is reduced

## 15. **The cycle of deprivation is broken through intervention in early years** (Championed by Alistair Dodds, Highland Council);

Note: Local outcomes in bold text are to be prioritised for partnership review from 2009.

### 7. **Partnership values to support the delivery of local outcomes**

There had been circulated Report No.CPP/06/09 by the Head of Policy and Performance which Board members were asked to consider partnership values; what influenced value setting; how values could be aligned and reinforced and to discuss the merits of developing partnership values and how the Board wished to reflect on what should be valued in the partnership.

The Board **AGREED** that:

- 1) there was a need to put a value on partnership working;
- 2) values agreed could guide ways of working in partnership at all levels of joint working;
- 3) setting and recording of such values would not be easy but would be useful to support partnership development; and
- 4) A facilitator be appointed to aid discussion on this topic at a future Board meeting and that consideration be given to appointing 'focus' groups to target particular areas of the work.

### 8. **Interim progress report on SOA 1**

There had circulated Report No. CPP/07/09 by the Head of Policy and Performance which set out the approach to providing the first interim progress report on SAO1. The report explained that the guidance issued on SOAs and the guidance on performance reporting had been followed. Performance data for SAO1 had been gathered since December 2008 and had been co-ordinated by the Council's performance team. The interim report was due to be received by the Government by 30 April 2009.

The Board **NOTED** the current position and that the full report was due to be submitted on 1 October 2009 and **AGREED** that the draft interim report be circulated to members of the Board for final comments prior to the submission date.

### 9. **Best Value 2: Proposals for Consultation**

Board members were asked to note the recent publication of the consultation proposals from Audit Scotland on the Best Value 2 Audit process. The consultation document and a summary were available at [http://www.audit-scotland.gov.uk/work/local\\_bestvalue.php?year=2008](http://www.audit-scotland.gov.uk/work/local_bestvalue.php?year=2008)

Board members were also asked to note that partnership working features within the new audit proposed and that Highland Council was to be one of five pathfinder authorities in 2009 for the new audit approach. At this time, the focus for the Council's pathfinder audit had still to be considered, but any impact on partnership activity or partnership involvement would be discussed with partners as soon as possible following the first meeting with Audit Scotland at the end of April 2009.

The Board **NOTED** the report.

## **10. Dates and Proposed Items for Future Meetings in 2009**

The dates for future meetings for 2009 detailed below were **NOTED**:-

- 24 June – Proposed items for inclusion:
  - SOA2 Progress
  - Follow up: Convention of Highland and Islands held in Arran in March
- 1 October – Proposed item for inclusion
  - SOA1 Annual Report (please note that the date of this meeting may need to be moved forward by 1-2 weeks, but to be confirmed)
- 8 December.

It was **AGREED** that the meeting scheduled for October would be brought forward to allow discussion on the draft annual performance report for SOA1. Alternative dates would be circulated.

The meeting ended at 12.30 pm.



Cabinet Secretary for Finance and Sustainable Growth  
John Swinney MSP

Item 3



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E: scottish.ministers@scotland.gsi.gov.uk

Cllr Sandy Park  
Convener  
Highland Council  
Glenurquhart Road  
INVERNESS  
IV3 5NX



16 June 2009

*Sandy,*

We were pleased to receive your Community Planning Partnership's Single Outcome Agreement (SOA) for our joint agreement. We are pleased to be able to agree this important document on behalf of the Scottish Government.

The Scottish Government and local government share an ambition for the outcome focussed planning and delivery of public services in Scotland. That ambition is expressed in the Concordat of November 2007 and the successful agreement of all 32 first phase SOAs last year. We continue to regard our relationship with local government, as expressed through the SOAs and the partnership approach, as key to achieving our aspirations for Scotland as set out in our purpose and national outcomes.

The agreement of 32 SOAs in 2008 marked a significant early milestone in the evolution of our outcomes-based approach. However, we have collectively recognised the importance of pursuing rapid progress in taking this approach forward, so that it fulfils our aspirations of securing better outcomes for people in communities across Scotland, an agenda which is all the more critical in these testing economic times.

At the heart of this progress has been the development of this second iteration of SOAs with Community Planning Partnerships. We had collectively set expectations for these Agreements which were considerably more challenging than in 2008-09. In particular, we expected the latest SOAs to demonstrate a clear and sustainable strategic focus, to clearly set out aspirations for local outcomes in terms of people's quality of life and opportunities, to be evidence-based, to be capable of delivery and show a commitment to continuous improvement. We commend the substantial work your CPP has carried out to develop the SOA you have presented to us.

St Andrew's House, Regent Road, Edinburgh EH1 3DG  
www.scotland.gov.uk



We all recognise though, that, if SOAs are to secure real, demonstrable results for communities, they need to be capable of delivery and all partners will need to pursue your Partnership's aims with vigour to make progress towards the local outcomes you have identified. Equally we understand the Government's role in supporting this process. We also recognise that although substantial progress has been made, arrangements to help make SOAs and related activities work as effectively as possible are still evolving. In particular, they will need to continue to reflect the priorities, needs and expectations of all sections of our communities. We will need to continue our joint work on indicators to make sure they are robust and relevant. We see the need to work to ensure that Councils and CPPs increasingly benefit from the reductions in monitoring, reporting and scrutiny which the Concordat promised, together with more proportionate and risk-based approaches towards scrutiny of services. Equally, we know that you are working on ensuring that this is allied to improvements in performance management and self-assessment within your organisations and Partnership, as outlined in the Concordat. We hope that, as a result of this activity, we will start to see more and more examples of how this new approach is delivering change on the ground.

Successfully meeting the challenges facing our communities depends on our continuing joint commitment to the specification and delivery of clear outcomes at local level linked to our national outcomes. We will continue to place a strong emphasis on working together with you and your partnership, in particular in taking forward the jointly agreed approaches in areas such as tackling health inequalities (Equally Well and its implementation plan), dealing with poverty (Achieving our Potential), and improving the opportunities available to our young people, (the Early Years Framework and Curriculum for Excellence).

The annual Ministerial summer tour will present an opportunity for either us or our Ministerial colleagues to visit your CPP area to have discussion about issues of mutual interest, including economic recovery, to formally sign this SOA and, I hope, for us to jointly promote the benefits of the outcomes-based approach for communities in your area.



**John Swinney**



**Fiona Hyslop**

- cc. Chief Executive - Alistair Dodds
- cc. COSLA – Pat Watters and Rory Mair
- cc. SGIG Director - Peter Russell

9  
Highland Council

24.06.09

<b>Agenda Item</b>	<b>4</b>
<b>Report No</b>	<b>CPP/08/09</b>

Single Outcome Agreement – SOA1 Interim Report Approach  
Report by Head of Policy and Performance Highland Council

**1. SOA Performance Reporting Requirements**

- 1.1 On 21 April 2009 the Performance Board considered a report which outlined the requirement for an annual report on SOA1 to the Scottish Government setting out our progress and achievements towards the National Outcomes. The deadline for submission of the report is 30 September 2009 with an on-going requirement for a report by the same date each year.
- 1.2 The guidance on reporting contains a number of key elements and these are detailed in section 2 along with the proposed approach and timescales to enable the report to be completed by the required deadline.

**2. Approach to developing SOA1 Annual Report**

- 2.1 During May 2009 Performance Board members nominated lead officers to enable the establishment of a SOA Performance Group to support the on-going monitoring and reporting needs of the Board in relation to Highland SOAs. The group met for the first time on 26 May 2009 to consider the guidance for SOA reporting. Following discussion by the group the following approach to developing the annual report for SOA1 is proposed:

- Narrative on progress in improving the delivery of national outcomes
  - Overview of progress from data and data analysis and case studies.
- Progress to March 2009 on local outcomes
  - Indicator data against trends and targets up to and including year 2008/9
  - Updated targets where the indicator has been drawn into SOA2
- Narrative on progress on local outcomes
  - Analysis of data trends including influencing factors
  - Case study examples

- 2.2 In order to meet the deadline of 30 September 2009 the group considered the deadlines required and the following dates are proposed:

- Submission of data sets including 2008/9 data – 17 July 2009
- Submission of data analysis – 31 July 2009
- Submission of case studies – 28 August 2009

To facilitate completion of the work required the Highland Council, Chief Executive's Service, Performance Team agreed to circulate partner specific cuts of relevant elements of SOA1 data tables for completion and return by the deadlines.

- 2.3 The proposal to use case studies will enable the report to respond to the requirements to demonstrate progress on national outcomes through examples of key activities. This approach will also articulate the benefits and changes in outcomes in terms of people's quality of life and opportunity demonstrating process towards the agreed local outcomes for Highland. It is proposed that case studies are drawn from Council Wards (up to 22) or combinations of Wards with examples of community planning in practice which

contribute to both the local and national outcomes. Examples of community planning at this geography could be co-ordinated by the Council's Ward Mangers in association with partners locally.

- 2.4 The Scottish Government has asked for a Qualitative Assessment along with the SOA annual report and this is described as 'soft' information. The main purpose of this is to provide an assessment of what has been achieved and what still needs to happen, in terms of improving the SOA and the effectiveness of the SOA approach.
- 2.5 The agreement to review partnership arrangements for seven of the local outcomes within SOA2 has already been reported to the Scottish Government through the submission of SOA2. However, there is a need to capture and report information and the outcome of the reviews in order to meet the requirements for a qualitative assessment.

### 3. Public Performance Reporting

- 3.1 A key purpose of the SOA annual report is to provide an outward focus, reporting to communities and the public on the delivery of outcomes for Highland. Currently the Highland Council uses a number of routes to enable public access to performance information:

- Annual Performance Report to Council
- Publishing key performance reports on the Council's web pages
- Reporting key performance outcomes annually in the Council Tax Leaflet
- Annual news paper supplement on outcomes and performance

Board members may wish to provide information on the current routes they use for reporting their organisational performance to the public. The Board may wish to consider partnership approaches to public reporting of SOA annual performance reports report in addition to the normal channels used by individual partners.

#### 4. Recommendations

Board members are asked to:

1. Approve the approach to preparing the SOA1 annual report through the established SOA Performance Group including the use of case studies drawn from Council Wards to demonstrate progress against national and local outcomes;
2. Discuss the approach to capturing 'soft' information from local outcome review processes for the qualitative assessment.
3. Await the draft SOA1 Annual Report for consideration and approval prior to submission to the Scottish Government.
4. Discuss approach to reporting SOA performance in partnership.
5. Note that the October Board meeting will be brought forward to enable a draft of the SOA1 performance report to be considered by Board members prior to submission.

Author: Evelyn Johnston, Strategic Performance Manager, Highland Council

Date: 15.06.09

<b>Agenda Item</b>	<b>6</b>
<b>Report No</b>	<b>CPP/09/09</b>

## Highland CPP Performance Board

24 June 2009

### Capital Investment Alignment Report by Highland Council

#### Summary

This report summarises and analyses the Community Planning Partnership (CPP) capital programmes, to support alignment of capital investment and identify overall investment into the local economy and communities.

#### 1. Introduction

- 1.1 At the March COHI meeting, it was agreed that partners would provide details of capital investment plans to support alignment of these, and through identification of overall capital investment planned, boost confidence in the construction sector. This report summarises the results of this exercise.

#### 2. Overview

- 2.1 Capital plans of the following partners have been provided, and included in the report analysis.

##### Bodies Included:-

- |   |                                   |
|---|-----------------------------------|
| ▪ Highland Council (HC)                               | ▪ NHS Highland (NHS)              |
| ▪ Highlands & Islands Enterprise (HIE)                | ▪ Northern Constabulary (NC)      |
| ▪ Highlands and Islands Fire & Rescue Service (HIFRS) | ▪ Scottish Natural Heritage (SNH) |

At the time of writing information is awaited from the University of the Highlands and Islands Millennium Institute (UHIMI).

Capital plans of the following bodies were also requested, where there was expected to be opportunities for further alignment of capital expenditure. Plans for these bodies have not been incorporated in the report as the plan was not available, or the body advised the plan could not be analysed to give a Highlands and Islands breakdown.

##### Bodies not Included:-

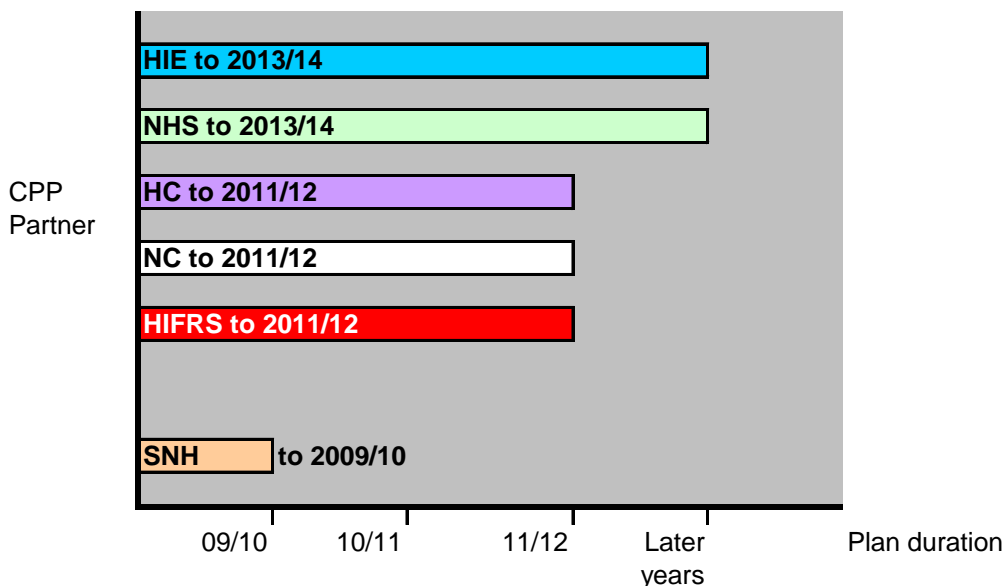
- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Scottish Government</li> <li>▪ Scottish Environmental Protection Agency (SEPA)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Scottish Water</li> </ul> |
|--|--|

- 2.2 From the plans provided, it is clear there is a mix of capital investment plan duration, as well as different approaches to the analysis and format of the plans across the partners. Also, as was expected, differing geographies and

management/operational boundaries also make analysis of the plans complicated.

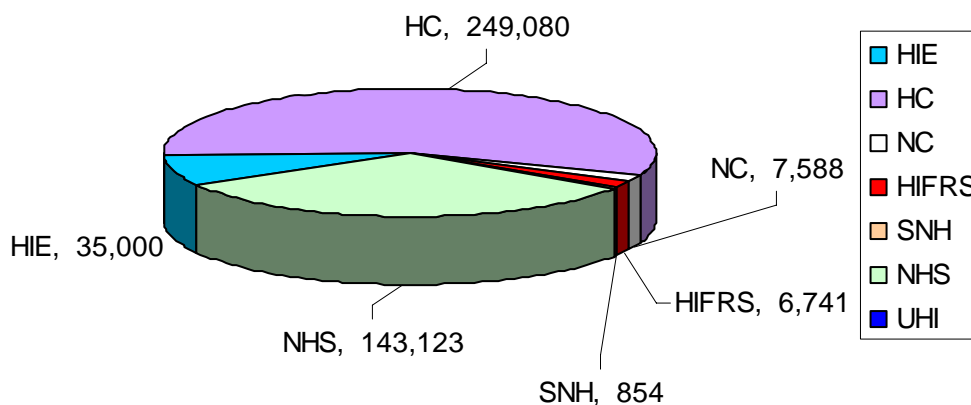
2.3 Diagram 1 below summarises the different time periods covered by the capital investment plans provided. The duration varies from a minimum of 1 year, to a maximum of 5 years.

Diagram 1 - CPP Capital Investment Plan Timeline



2.4 In total, the capital investment covered by these plans is **£442m**. As highlighted above, the plans cover different time periods, as a result the total investment over a comparable 5 year period could be assumed to be of higher value. Diagram 2 below shows the value of investment plan for each partner.

Diagram 2 - Gross Plans £000 by partner



### 3. Alignment

3.1 Shared Services and Asset Management Planning are key aspects of the Scottish Government's Efficiency Plans, and therefore the sharing and aligning of CPP capital investment plans is the starting point for the CPP to consider opportunities

for mutual benefit from collaboration on assets and efficiencies which can be achieved.

- 3.2 The alignment of plans also allows the CPP to consider how, collectively, its capital investment will feed into and support the local economy, particularly in the current economic climate.
- 3.3 The benefits which can accrue from alignment of capital plans include:-
- Identify shared service/co-location opportunities that may exist which could lead to:-
    - Savings in capital costs.
    - Improvements in cost of service delivery.
    - Improvements in quality of service delivery to the customer.
  - Where co-location is not an option, to nonetheless consider:-
    - Opportunities for collaboration on procurement.
    - Complimentary opportunities to benefit from sharing of experience e.g. in areas such as energy efficiency or carbon reduction investment.
    - Opportunities to support creation and retention of jobs, training and apprenticeships possibly aligned to the UK Government's Future Jobs Fund programme matched with EU funding.
- 3.4 As stated earlier, there are a number of factors impacting on the ability to align the capital plans as currently presented; differing format and approaches, different time periods, different geographies and boundaries.
- 3.5 The approach taken for the purposes of this report has been as follows.

Firstly, as the Highland Council capital plan is currently analysed by Council Ward, and this being the lowest geographical level used to categorise any of the plans received, this has formed the basis of the first alignment exercise. Other partner's capital plans have been aligned as closely as practicable with Highland Council Wards. **Annex A**, summarises the analysis of expenditure on a Ward by Ward basis. This has in turn been used to identify where alignment opportunities across partners may exist, as set out on the following **Annex B**.

It should be noted that a significant proportion of partners planned spend represents projects or budgets which are not specified at a project or location level, either because the project is managed on an organisation wide basis, spans more than one Ward or area boundary, or decisions have yet to be made on where the funds will be allocated. Of the £442m planned spend, approximately £177m (40%) is not currently identifiable to a particular location based on information received.

**Annex B** shows significant value projects by partners planned within the same Ward. For the purposes of this exercise, a 'significant' project has been deemed to be any with a planned cost over £100,000.

#### **4. Conclusions and Recommendations**

- 4.1 Each partner should consider the scope for aligning investment plans, and exploring shared service opportunities, based upon the enclosed analysis. Consideration should also be given to the c40% of expenditure, not currently analysed to individual location, but which may also include expenditure which may overlap geographically with other partner's plans. Further detail on these budgets would be required to allow alignment.
- 4.2 To support improved alignment and communication in future, consideration should be given to regular sharing of capital plans amongst partners. While each partner will have its own planning and governance arrangements, and financial constraints, there is merit in each partner considering the sharing of longer term capital investment proposals. Opportunities to collaborate will require significant lead time and discussion, and plans of a shorter duration are likely to give insufficient opportunity for such discussion. It is recommended that partners would benefit from the sharing of capital proposals, even if only at outline rather than approved status, for a plan covering 5 years minimum.
- 4.3 At the time of writing there is an awareness that capital programmes may be affected by reduced funding available to the public sector from 2010-11 onwards. However, as the scale of this is not yet known and the need to develop more shared services and better alignment across the public service is brought into sharper focus, it is recommended that the opportunities for alignment are considered seriously by the CPP at this time.

Author: Brian Porter, Finance Manager, Highland Council 01463 702424

### Mapping of CPP Capital Plans against Highland Council Wards

Annex A

\* denotes Wards where significant value multiple partner projects are planned - see annex B

THC Spend by Ward/Area		Other CPP Partners Spending Plans £000					CPP total per Ward	
	HC Gross £000	HIE	NC	UHI - awaiting details	HIFRS	NHS		SNH
1 - North, West & Central Sutherland	5,220		35		265		10	5,530 *
2 - Thurso	379					1,323		1,702 *
3 - Wick	348					170		518 *
4 - Land Ward Caithness	1,225							1,225
5 - East Sutherland & Edderton	282				84		75	441
7 - Cromarty Firth	-							-
8 - Tain & Easter Ross	485					419		904 *
Multi-ward 2, 3, 4	330							330
Multi-ward 4, 5, 8	4,770							4,770
North CHP (NHS)						7,963		7,963 *
<b>Caithness, Sutherland &amp; Easter Ross</b>	<b>13,039</b>	<b>3,000</b>	<b>35</b>		<b>349</b>	<b>9,875</b>	<b>85</b>	<b>26,383</b>
6 - Wester Ross, Strathpeffer & Lochalsh	4,154				20		65	4,239
9 - Dingwall & Seaforth	8,082					1,651		9,733 *
10 - Black Isle	2,435							2,435
11 - Eilean a Cheo	8,738	9,000				2,619		20,357 *
12 - Caol & Mallaig	1,994						449	2,443 *
22 - Fort William & Ardnamurchan	18,615	3,000	2,020		312			23,947 *
<b>Ross, Skye &amp; Lochaber</b>	<b>44,018</b>	<b>12,000</b>	<b>2,020</b>		<b>332</b>	<b>4,270</b>	<b>514</b>	<b>63,154</b>
13 - Aird & Loch Ness	2,609							2,609
14 - Inverness West	2,320							2,320
15 - Inverness Central	2,121							2,121
16 - Inverness Ness-side	75							75
17 - Inverness Millburn	50		616			35,472		36,138 *
18 - Culloden & Ardersier	-							-
19 - Nairn	556		1,355			1,385		3,296 *
20 - Inverness South	7,128	17,000						24,128 *
21 - Badenoch & Strathspey	12,737	3,000			2			15,739 *

## Mapping of CPP Capital Plans against Highland Council Wards

Annex A

\* denotes Wards where significant value multiple partner projects are planned - see annex B

THC Spend by Ward/Area		Other CPP Partners Spending Plans £000					CPP total per Ward	
	HC Gross £000	HIE	NC	UHI - awaiting details	HIFRS	NHS		SNH
Multi-ward 13, 14, 15, 16	6,281							6,281
Multi-ward 13, 14, 15, 16 18, 20	1,668							1,668
Multi-ward 14, 15, 16, 17	41,151							41,151
Multi-ward 14, 18	240							240
Multi-ward 15, 17	-							-
Multi-ward 16, 18	4,000							4,000
Multi-ward 17, 18	1,200							1,200
SE CHP (NHS)						800		800
<b>Inverness, Nairn, Badenoch &amp; Strathspey</b>	<b>82,136</b>	<b>20,000</b>	<b>1,971</b>		<b>2</b>	<b>37,657</b>	<b>-</b>	<b>141,766</b>
Multi-ward 3, Various	8,773							8,773
Multi-ward 3, 6, 19	5,830							5,830
Multi-ward 8, 9, 16, 21, 22	20,680							20,680
Pan Organisation Area Expenditure	74,604		1,850		5,100	59,679		141,233
<b>Multi Operation Areas/Pan Organisation</b>	<b>109,887</b>	<b>-</b>	<b>1,850</b>		<b>5,100</b>	<b>59,679</b>	<b>-</b>	<b>176,516</b>
<b>Total THC Area</b>	<b>249,080</b>	<b>35,000</b>	<b>5,876</b>		<b>5,783</b>	<b>111,481</b>	<b>599</b>	<b>407,819</b>
Outwith THC Area - Western Isles	0	N/a	1,706		600			2,306
Outwith THC Area - Shetland	0	N/a	6					6
Outwith THC Area - Orkney	0	N/a	-		358		45	403
Outwith THC Area - Aberdeen-shire	0	N/a					210	210
Outwith THC Area - Argyll & Bute	0	N/a				31,642		31,642
<b>Total Spend</b>	<b>249,080</b>	<b>35,000</b>	<b>7,588</b>		<b>6,741</b>	<b>143,123</b>	<b>854</b>	<b>442,386</b>

## Alignment Opportunities

### Analysis of Project Investment by Ward

Note: only projects >£100,000 shown

	Spend £000	Year(s)
<b>1 - North, West &amp; Central Sutherland</b>		
HIFRS - Tongue build project	245	2009/10
HC - Caladh Sona (Social Work)	1,000	2010/11-2011/12
HC - Kyle of Tongue Bridge	1,860	2009/10-2010/11
HC - Bonar bridge	800	2009/10
HC - A836 Naver bridge	430	2009/10-2011/12
HC - A835 Luirgean bridge	1,000	2010/11
<b>2 - Thurso</b>		
NHS - Dental Thurso	1,323	2009/10-2010/11
HC - Thurso High St Streetscape	100	2009/10
HC - Thurso Cemetery footbridge	100	2009/10
<b>3 - Wick</b>		
NHS - Caithness Gen Hospital heating	170	2009/10
HC - Wick High St regeneration	210	2009/10-2010/11
HC - Wick river flood prevention	138	2009/10-2011/12
In addition:-		
HC - Wick office rationalisation	tbc	tbc
<b>8 - Tain &amp; Easter Ross</b>		
NHS - PCCPMP Tain	419	2010/11
HC - Milton Prim School refurbishment Kildary	390	2009/10
In addition:-		
HC - New Care Home Tain	tbc	tbc
<b>9 - Dingwall &amp; Seaforth</b>		
NHS - Dingwall dental	1,521	2009/10-2010/11
NHS - Dingwall health centre roof	130	2009/10
HC - Conon/Marybugh Primary school	5,731	2009/10-2011/12
HC - Dingwall High Street improvements	400	2009/10, 2011/12
HC - Kinnairdie Link Road, Dingwall	1,925	2009/10-2010/11
In addition:-		
HC - New Care Home Muir of Ord	tbc	tbc
<b>11 - Eilean a Cheo</b>		
HIE - Land acquisition and servicing Skye	2,000	up to 2013/14
HIE - Raasay house	7,000	up to 2013/14
NHS - Mackinnon/Broadford hospitals	1,341	2009/10, 2011/12
NHS - Dental portree	1,278	2009/10-2010/11
HC - Portree town regeneration phase 2	200	2010/11-2011/12
HC - Storr woodland restructuring/enhancements	170	2009/10-2010/11
HC - An acarsaid (social work)	1,330	2009/10-2010/11
HC - Broadford-Armadale Ph Vb (Roads)	800	2009/10
HC - A855 Portree-Staffin	666	2009/10-2010/11
HC - Skye Waste treatment and disposal facility	3,400	2009/10-2011/12
HC - Raasay ferry terminal	2,152	2009/10-2010/11

## Alignment Opportunities

### Analysis of Project Investment by Ward

Note: only projects >£100,000 shown

	Spend £000	Year(s)
<b>12 - Caol &amp; Mallaig</b>		
SNH - Creag Meagaidh shed/battery converter, farmhouse	159	2009/10
SNH - Rum battery inverter, shed, incinerator	290	2009/10
HC - Mallaig hostel	1,034	2009/10-2010/11
HC - Inverlair bridge	500	2010/11
HC - River lochy & Caol flood prevention	300	2009/10-2011/12
<b>22 - Fort William &amp; Ardnamurchan</b>		
HIE - Land acquisition and servicing Fort William	3,000	up to 2013/14
NC - Fort William	2,020	up to 2011/12
HIFRS - Lochaline new build	300	2009/10
HC - Lochaber High school refurbishment	13,897	2009/10-2011/12
HC - Acharacle Primary replacement	113	2009/10
HC - Lochaline primary replacement	2,941	2009/10-2011/12
HC - Inverlochy village centre regeneration	207	2010/11-2011/12
In addition:-		
HC - New Care Home Fort William	tbc	tbc
<b>17 - Inverness Millburn</b>		
NC - HQ remodelling	311	up to 2011/12
NC - central custody suite	303	up to 2011/12
NHS - Raigmore various projects	35,472	2009/10-2011/12
<b>19 - Nairn</b>		
NC - Nairn	1,355	2009/10
NHS - Nairn equipment, xray equipment and dental	1,385	2009/10-2010/11
HC - Nairn community centre income	- 881	2009/10
HC - Nairn High Street streetscape	486	2009/10
<b>20 - Inverness South</b>		
HIE - Beechwood	17,000	up to 2013/14
HC - Milton of Leys Primary school	6,973	2009/10-2011/12
<b>21 - Badenoch &amp; Strathspey</b>		
HIE - Cairngorm mountain	3,000	up to 2013/14
HC - Highland Folk Museum	3,442	2009/10-2011/12
HC - Aviemore Primary school replacement	8,185	2009/10-2011/12
HC - Aviemore railway bridge	290	2009/10-2010/11
HC - Landfill restoration Grainish	720	2010/11-2011/12
In addition:-		
HC - New Care Home Grantown	tbc	tbc
<b>Western Isles</b>		
NC - Stornoway	1,706	up to 2011/12
HIFRS - Lochboisdale new build	600	2009/10-2010/11

Agenda Item	7
Report No	CPP/10/09

Facilitation of the development of Partnership Values  
Report by Head of Policy and Performance Highland Council

**1. Background**

1.1 At the last Board meeting it was agreed to take forward the development of Partnership Values and to investigate external facilitation of this work for the Board. Some proposals were put forward and these have been followed up.

**2. Summary of potential Facilitators**

2.1 a) Mark McAteer  
Director of Governance and Performance Management  
The Improvement Service

The Improvement Service has offered support at **no cost** (other than travel & subsistence) – they need further clarification on the time commitment before confirming.

b) John Deffenbaugh,  
Director  
Frontline

John has over 25 years' health care expertise, from having both worked in and consulted with the NHS, private sector and health care businesses. John co-founded Frontline in 1991, and is the company's director responsible for its London office, the company also has an office in Scotland. **Day rate £1100.**

c) Glenys Watt  
Director  
Blake Stevenson Ltd  
Edinburgh

Glenys works with a wide range of public sector partner agencies to develop forward strategies and new policies. She has undertaken complex analysis and developed strategies to take organisations forward and has knowledge and experience of working on issues that affect disadvantaged and vulnerable people. She has also worked with community planning partnerships on their Single Outcomes Agreements. Work also included development of materials, case studies, audits of good practice linked to learning and development events. **Day rate £800**

c) Jeffrey Lawrence,  
Principal  
Cambridge Leadership Associates  
USA

Jeff is currently one of the consultants delivering the Scottish Governemnt's Adaptive Leadership course for senior staff in the Civil Service and across the public sector. He is currently engaged in supporting CPPs in the South West of Scotland. A fee would be negotiated but it is likely to be in excess of £800 a day.

### **3. Resource Implications**

- 3.1 If the support to the CPP is commissioned by the Council, the work can be awarded provided the tender value is under £3K to the preferred choice of the Board. Should the cost be between £3K-£10K then there will be a requirement to secure three competitive bids in order to demonstrate Best Value.

### **4. Recommendations**

3.1 Board members are asked to:

1. Consider the options for facilitator and agree an option to take forward the facilitation work.

Author: Evelyn Johnston, Strategic Performance Manager, Highland Council

Date: 15.06.09