

16 September 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 A B Dodds
Ms C McDiarmid
Ms E Johnston

Representing HIE:

Mr S Cumming
Ms C Wright
Mr W Roe

Representing Northern Constabulary:

Mr I Latimer
Mr I Ross
Mr B Duncan

Representing SNH:

Ms S Davies
Ms A Bryan

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 **Tuesday, 22 September 2009** at 12.00pm. Please note that a working sandwich 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 – 24 June 2009

PP.1-6

There are circulated for noting Minutes of the previous Meeting held on Wednesday 24 June, 2009.

3. Recession up-date

Members of the Performance Board are asked to provide a verbal up-date for the Board with their organisation's view on the recession in terms of: any pressures for new or additional services; current and proposed responses; and any action underway or planned to move out of recession. HIE will lead the discussion.

4. Capital Investment Alignment

PP. 7-14

There is circulated Report No.CPP/11/09 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 that:-

- each partner should consider the scope for aligning investment plans, and exploring shared service opportunities, based upon the enclosed analysis
- a CPP Officer Group is established, with each partner nominating a senior officer with a co-ordinating role in the planning and implementation of capital programmes i.e. Senior Asset or Property Manager. The role of the group to be regular sharing of proposals for capital projects, and consideration of joint working where appropriate. It is recommended that the group reports back to the next meeting of the Board in December with alignment proposals

5. Facilitation of the Development of Partnership Values

PP.15-19

There is circulated Report No.CPP/12/09 dated 28 August 2009 by the Head of Policy and Performance which details the proposal of the preferred supplier, Glenys Watt, Blake Stevenson Ltd. who will be in attendance at the Performance Board to provide an opportunity for the board to feedback on the proposed approach and agree refinements should these be required.

Board members are asked to:-

1. agree the dates to meet to take forward stages 2 & 4 as outlined above.
2. make themselves available for telephone discussion (stage 1) prior to the agreed date for stage 2.

6. Single Outcome Agreement – SOA1 Annual Performance Report

There will follow Report No.CPP/13/09 by the Head of Policy and Performance which provides the final draft of the SOA1 annual performance report.

The Highland Council

Item 2

Community Planning Partnership Performance Board

Minutes of Meeting of the Community Planning Partnership Performance Board held in Committee Room 2, Council Headquarters, Inverness on Wednesday, 24 June 2009 at 3.00pm.

Present**Highland Council:**

Convener
Dr M E M Foxley
Dr D Alston
Mr J Gray

Mr A B Dodds
Ms C McDiarmid
Mr B Porter

Highlands & Islands Enterprise : NHS Highland:

Ms C Wright
Mr S Brady
Mr J Watt

Ms M Paton

Northern Constabulary:

Chief Inspector I Bryce

Highland and Islands Fire and Rescue Service:

Mr B Murray
Mr R Durham (Highland and Islands Fire Board)

UHI:

Mr B Cormack
Mr D Bedford

Scottish Government:

Mr P Russell

SNH:

Ms S Davies
Ms A Bryant

In Attendance:

Mrs R Moir, Principal Administrator, Democratic Services

1. Apologies for Absence

Apologies for absence were intimated on behalf of Dr R Gibbins (NHS Highland), Mr G Coutts (NHS Highland), Mr S Cumming (HIE), Mr W Roe (HIE), Mr I Latimer (Northern Constabulary), Mr I Ross (Northern Constabulary/Northern Joint Police Board) and Mr B Duncan (Northern Constabulary)

2. Minutes of Previous Meeting – 21 April 2009

There had been circulated Minutes of the previous Meeting held on Monday, 21 June 2009, which were **APPROVED**.

3. Matters Arising

Partners were reminded that the Highland Council was undergoing a Best Value 2 Audit on a Pathfinder basis, with all relevant scrutiny bodies working together. The process would involve a self-assessment submission being made by the Council, with initial feedback from the audit team indicating those areas that would be subject of more in-depth scrutiny around late September. The Council's role in the functioning of the Community Planning Partnership (CPP) would be included in the audit and discussions were likely to be held with Partners. Audit publication, with areas for improvement, was expected in December 2009 or January 2010.

Northern Constabulary and the Northern Joint Police Board were also to be the subject of a joint Best Value 2 Audit/inspection, involving Audit Scotland and Her Majesty's Inspectorate of Constabulary, on a similar schedule to the Council audit.

The Board **NOTED** the position.

4. Single Outcome Agreement (SOA) 2

The Highland Council had approved SOA2 in mid May 2009, which had allowed submission to the Scottish Government within the required timescale. Final comments had been received from Partners and these had been included in the final SOA2 document.

In this regard, there had been circulated for consideration Letter dated 16 June 2009 from the Cabinet Secretary for Finance and Sustainable Growth, confirming Scottish Government approval of the Highland SOA2 and commending the substantial work carried out by the Community Planning Partnership (CPP) to develop it. An opportunity would be sought for formal ministerial signing of the Agreement later in the summer.

There was tabled paper by the Head of Policy and Performance reminding Partners that, of the 15 local outcomes identified in SOA2, 7 had been prioritised for partnership review on a joint working basis. The paper set out Partner lead officer details for each priority outcome, as currently notified. Partners were asked to review this data, complete any gaps, and notify the Head of Policy and Performance by 1 July 2009.

Partners confirmed their respective governance arrangements for the adoption of SOA2 within their organisation and outlined their progress to date on review activity. In response to a question as to whether Further Education, as well as Higher Education (represented by UHI), could be included in the CPP, it was commented that many other organisations wished to be included in the formal Partnership. While the latter was focussed on the most significant partners, an inclusive approach was nevertheless being sought to working with other organisations, and ways would be found for these to be able to contribute to the development of the partnership approach.

The Board **NOTED** the current position and **AGREED** that full lead officer details be passed to the Head of Policy and Performance by 1 July 2009.

5. Single Outcome Agreement – SOA1 Interim Report Approach

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

Partners were reminded that they had established a SOA Performance Group to support the ongoing monitoring and reporting needs of the Board. That Group had met and had agreed to recommend to the Board the following approach to developing the annual report for SOA1:

- 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 2008/09
 - Updated targets where the indicator had been drawn into SOA2
- Narrative on proposed local outcomes
 - Analysis of data trends including influencing factors
 - Case study examples

The Group also proposed the following deadline dates for the process:

- Submission of data sets, including 2008/09 data – 17 July 2009
- Submission of data analysis – 31 July 2009
- Submission of case studies – 28 August 2009

Partners were advised that the Scottish Government had asked that a qualitative assessment, or “soft” information, be provided with the SOA annual report. Partners acknowledged the importance of aligning organisational service planning and performance management reports to the SOA, and the potential benefits of undergoing a formal self-assessment process. Attention was drawn to the need to identify a good range of case studies, with examples demonstrating not only positive engagement with other community bodies, but also learning points gained from less successful experiences. This information should also be reported back to the Convention of the Highlands and Islands.

The Board **AGREED**:-

- i. to approve the approach set out for preparing the SOA1 Annual Report through the established SOA Performance Group, including the use of case studies showing community planning in action to demonstrate progress against national and local outcomes;
- ii. to consider the draft SOA1 Annual Report at the next meeting of the Board prior to submission to the Scottish Government.

The Board also **NOTED** that its October meeting would be brought forward to enable the consideration of the draft report prior to the end of September 2009.

6. Highlands & Islands Enterprise (HIE) - Proposals on Strengthening Communities

Dr J Watt, Director of Strengthening Communities (HIE), gave a presentation on the realignment of HIE's role on working with communities, with particular reference to the Growth at the Edge programme. He drew attention to the shift in HIE's role to that of growing the economy and focussing on Gross Value Added, in accordance with Government policy. With a reduction in small grant availability, HIE's approach was now more intensive, with a focus on working with smaller numbers of partners and organisations, but seeking bigger impact. Within its Strengthening Communities remit, Dr Watt highlighted three main areas of activity: social enterprises; a particular focus on Fragile Areas; and cultural activity, including the Gaelic language. With reference to a map, he outlined the main indicators used by HIE in defining Fragile Areas: average household income; distance from a medium sized service centre; population change between the last two censuses; and population density.

In addition to large scale projects and its work with social enterprises, HIE was developing the concept of community account management (CAM), building on the former Initiative at the Edge, supporting bottom-up community development and supporting fragile communities to achieve growth. This would involve working with Community Planning Partners and would contribute to achieving SOA objectives.

Under the CAM process, HIE would identify an Anchor Organisation, often a social enterprise with community development objectives, and would work with the whole community, employing a local development officer and developing a sustainable revenue stream. HIE would nominate an "account manager" for each community and, where appropriate, establish an account management team, perhaps with the involvement of CPP partners. HIE would also work towards an exit strategy.

HIE had approved a three year funding package for the Highland area, permitting employment of 9 Local Development Officers, and was seeking LEADER match funding. HIE was in the process of selecting potential communities, all in fragile areas, and would be seeking CPP endorsement, as well as clear community commitment. To date, 11 areas had been identified as suitable for this approach: Helmsdale, Tongue and Bettyhill, Melness, Melvich, Kinlochbervie, Lochcarron, Applecross, Rural Ullapool, Achiltibuie, Isle of Rum, Glenelg.

The CAM approach would lead to the development of a Community Growth Plan, articulating a vision for the future 5-10 years and setting out growth targets, project schedules and implementation plans, a carbon footprint assessment and reduction plan, a crofting statement (relating to community development), and a benefit realisation and exit strategy. The outcomes sought would include community-led economic and social growth; enhanced community capacity; improved community incomes; sustainable community action planning; dynamic,

creative communities; improving population trends; and greater cohesion between communities.

Partners welcomed the presentation and emphasised the need to ensure alignment with partner strategies and to optimise joint working/partnership opportunities. They underlined the need for cross-sector flexibility in fragile areas, particularly in income terms, and recognised the importance of sectors such as tourism and crofting. They warned against a “one size fits all” approach and urged CPP engagement and not just endorsement. It was suggested that, using the Ward Forum approach as a model, the Council could perhaps help facilitate initial discussions within communities, where required.

The Board thanked Dr Watt for his presentation and **NOTED** the update.

7. Capital Investment Alignment

There had been circulated Report No.CPP/09/09 by the Finance Manager, Highland Council, summarising and analysing the Partners’ Capital Programmes to support alignment of capital investment and identify overall investment into the local economy.

The report analysis - carried out on a Council Ward basis - included information from the Council, HIE, the Highlands and Islands Fire and Rescue Service, Northern Constabulary, NHS Highland and SNH. UHI information was awaited and would be added. Capital Plans had also been requested from the Scottish Government, the Scottish Environmental Protection Agency and Scottish Water but the data was either unavailable or could not be broken down to produce Highlands and Islands data.

The analysis revealed differences in plan periods, format and boundaries, as well as different approaches to plan analysis.

Partners were reminded that Shared Services and Asset Management Planning were key aspects of the Scottish Government’s Efficiency Plans. It was suggested that Partners could benefit from identifying shared service/co-location/collaborative working opportunities, and thus collective investment opportunities and benefits. Each was urged to consider the scope for aligning investment plans and for exploring shared service opportunities, and to share their capital proposals for a 5 year minimum plan period, as plans, once set, were difficult to revisit.

In discussion, it was suggested that this was an area in which the Highlands could be seen to take a lead. Partners should take ownership of the process, be forward-thinking, and remain in regular contact on capital issues. Forestry Commission Scotland should also be involved. The support and co-operation of the Scottish Government would be vital. This was an issue which should be brought to the Convention of the Highlands and Islands as well as being a regular agenda item for this Board.

The Board **NOTED** the terms of the report as circulated and **AGREED** that a final version of the report be considered at the next Board meeting prior to submission to the next meeting of the Convention of the Highlands and Islands.

8. Facilitation of the Development of Partnership Values

There had been circulated Report No.CPP/10/09 dated 15 June 2009 by the Head of Policy and Performance providing an update on the facilitation of the development of Partnership Values and outlining a number of proposals received from different organisations/consultants. It was suggested that more information was required for a decision to be made. The Council's Standing Orders Relating to Contract would require a formal bid process above a certain threshold.

The Board **NOTED** the terms of the report as circulated and **AGREED** that the Head of Policy and Performance, in consultation with the Chief Executive of Highland Council, obtain further information as required and make the relevant arrangements.

The meeting ended at 4.35 p.m.

Agenda Item	4
Report No	CPP/11 /09

Highland Community Planning Partnership Performance Board

22 September 2009

CPP 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. The report also proposes improvement actions to improve co-ordination and alignment of future CPP capital programmes.

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. An initial report was considered by the June 2009 Highland CPP Performance Board, and this has since been updated and refined.
- 1.2 It is the intention that this report would be considered by the Highlands and Islands Conveners' meeting and thereafter the Convention of the Highlands and Islands in October.

2. Overview

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

Bodies Included:-

- Highland Council (HC)
- Highlands & Islands Enterprise (HIE)
- Highlands and Islands Fire & Rescue Service (HIFRS)
- Scottish Government
- NHS Highland (NHS)
- Northern Constabulary (NC)
- Scottish Natural Heritage (SNH)
- University of the Highlands and Islands Millennium Institute (UHIMI)

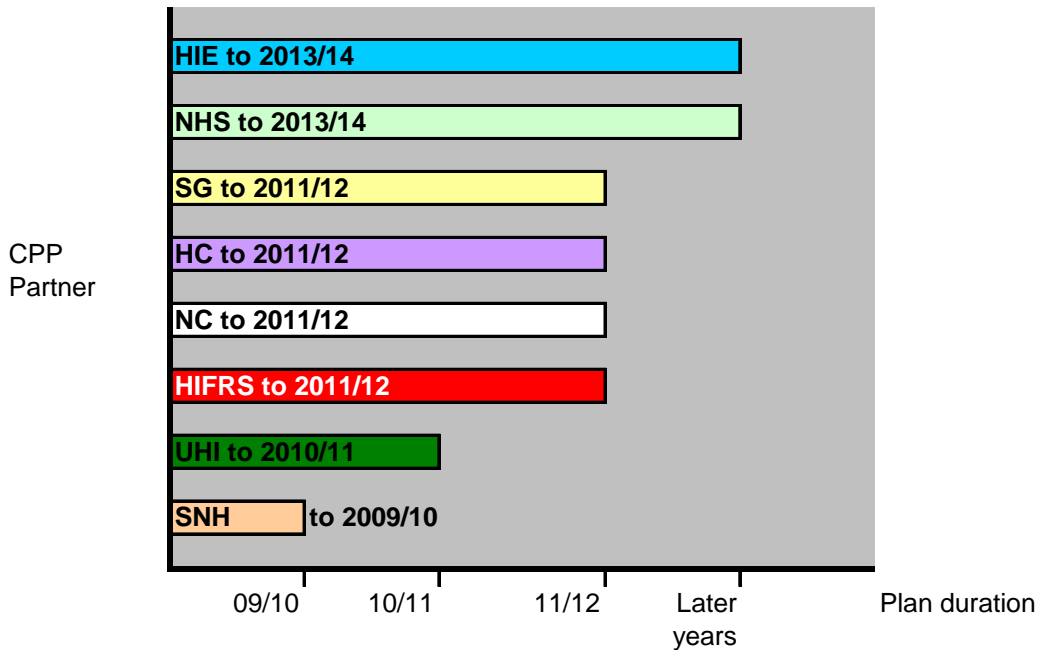
At this time, capital investment proposals for Scottish Water have not been incorporated. Scottish Water is currently awaiting approval of its draft business plan 2010-2014, following which details of investment projects in the Highlands will be available. Approval is expected in January 2010.

- 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 consolidation of the plans a

complex task.

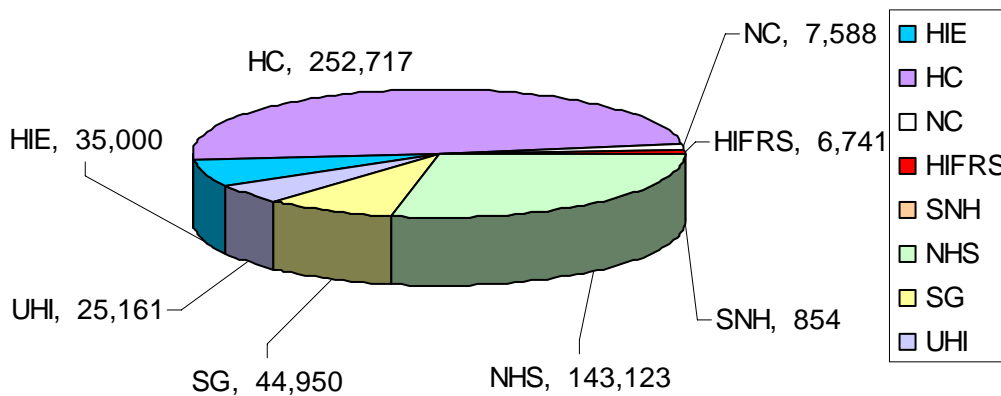
- 2.3 Diagram 1 below summarises the different time periods covered by the capital investment plans provided. The duration varies from a minimum of 1 year, to a maximum of 5 years.

Diagram 1 - CPP Capital Investment Plan Timeline



- 2.4 In total, the capital investment covered by these plans is **£516m** of gross expenditure. 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.
 - Complementary 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. **Annex B** represents the same analysis represented on a map of the Highlands.

This has in turn been used to identify where alignment opportunities across partners may exist, as set out on the following **Annex C**.

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 £516m planned spend, approximately £148m (29%) is shown as pan-organisation expenditure. A further £83m is expenditure across a

number of Wards.

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 The exercise of analysing CPP partner capital programmes has highlighted a significant degree of commonality of investment within the same geographical locations (in this case Ward boundaries). This report presents an opportunity for CPP partners to consider where investment in the same, or proximate locations, may present an opportunity for collaboration or co-location.

Recommendation: each partner should consider the scope for aligning investment plans, and exploring shared service opportunities, based upon the enclosed analysis.

- 4.2 To support improved alignment and communication in future, a mechanism for regular sharing of capital plans proposals amongst partners will be required. For collaboration and co-location opportunities to be explored, it will be necessary for regular dialogue, and that this happens at an early stage before plans are formalised.

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.

Recommendation: it is recommended that a CPP Officer Group is established, with each partner nominating a senior officer with a co-ordinating role in the planning and implementation of capital programmes i.e. Senior Asset or Property Manager. The role of the group to be regular sharing of proposals for capital projects, and consideration of joint working where appropriate. It is recommended that the group reports back to the next meeting of the Board in December with alignment proposals.

- 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 is considered seriously by the CPP at this time.

Author: Brian Porter, Finance Manager, Highland Council 01463 702424
Date: 15 September 2009

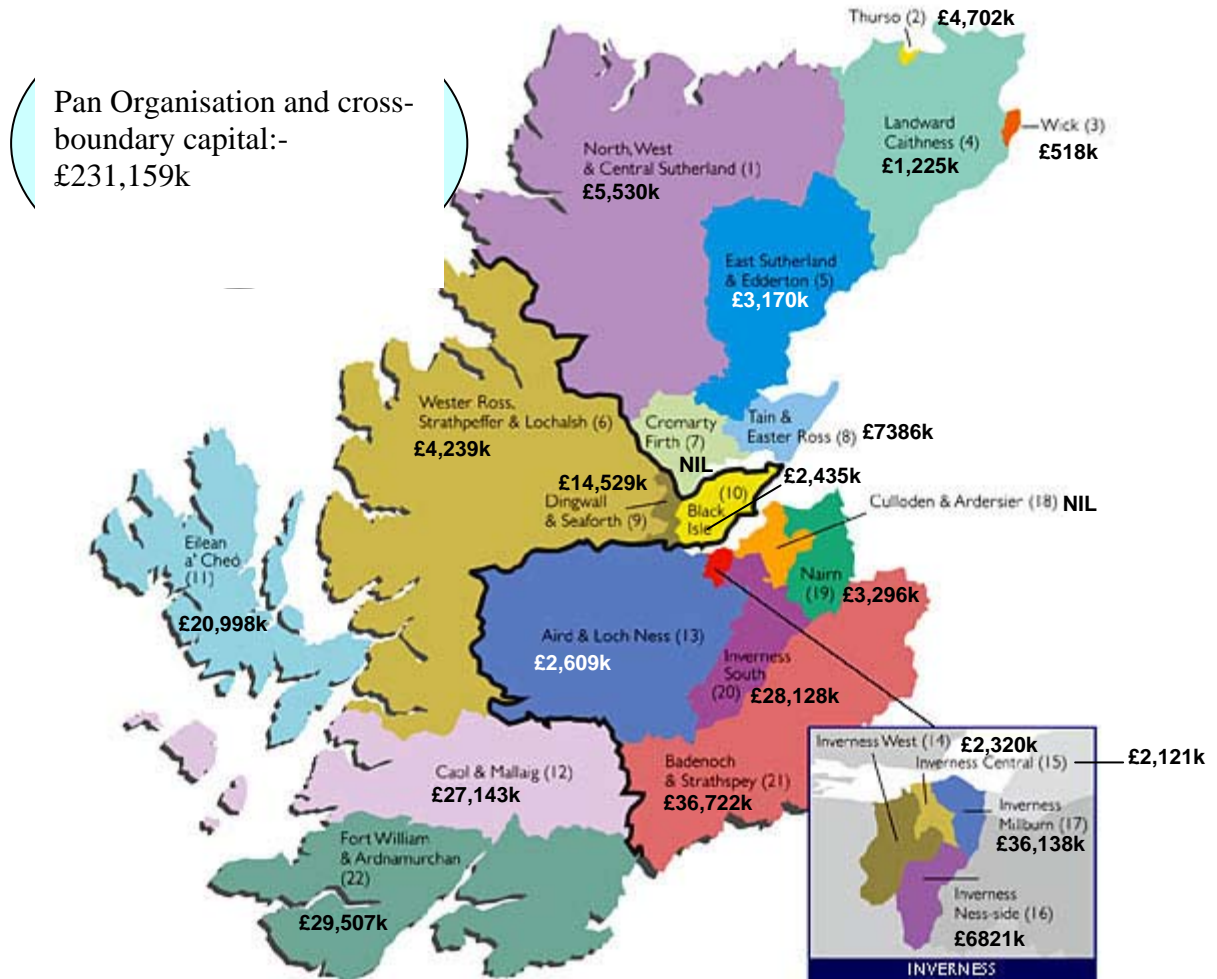
Mapping of CPP Capital Plans against Highland Council Wards

Annex A

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

THC Spend by Ward/Area		Other CPP Partners Spending Plans £000						CPP total per Ward	
	HC Gross £000	HIE	SG	NC	UHI	HIFRS	NHS		SNH
1 - North, West & Central Sutherland	5,220			35		265		10	5,530 *
2 - Thurso	379				3,000		1,323		4,702 *
3 - Wick	348						170		518 *
4 - Land Ward Caithness	1,225								1,225
5 - East Sutherland & Edderton	282				2,729	84		75	3,170
7 - Cromarty Firth	-								-
8 - Tain & Easter Ross	6,967						419		7,386 *
Multi-ward 2, 3, 4	330								330
Multi-ward 4, 5, 8	4,770								4,770
North CHP (NHS)							7,963		7,963 *
Caithness, Sutherland & Easter Ross	19,521	3,000	-	35	5,729	349	9,875	85	38,594
6 - Wester Ross, Strathpeffer & Lochalsh	4,154					20		65	4,239
9 - Dingwall & Seaforth	12,878						1,651		14,529 *
10 - Black Isle	2,435								2,435
11 - Eilean a Cheo	8,738	9,000			641		2,619		20,998 *
12 - Caol & Mallaig	1,994		24,700					449	27,143 *
22 - Fort William & Ardnamurchan	24,175	3,000		2,020		312			29,507 *
Ross, Skye & Lochaber	54,374	12,000	24,700	2,020	641	332	4,270	514	98,851
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	6,821								6,821
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			4,000				28,128 *
21 - Badenoch & Strathspey	13,470	3,000	20,250			2			36,722 *
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
Inverness, Nairn, Badenoch & Strathspey	89,615	20,000	20,250	1,971	4,000	2	37,657	-	173,495
Multi-ward 3, Various	8,773								8,773
Multi-ward 3, 6, 19	5,830								5,830
Multi-ward 8, 9, 16, 21, 22	-								-
Pan Organisation Area Expenditure	74,604			1,850	6,920	5,100	59,679		148,153
Multi Operation Areas/Pan Organisation	89,207	-	-	1,850	6,920	5,100	59,679	-	162,756
Total THC Area	252,717	35,000	44,950	5,876	17,290	5,783	111,481	599	473,696
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			7,871		31,642		39,513
Total Spend	252,717	35,000	44,950	7,588	25,161	6,741	143,123	854	516,134

**MAPPING OF CPP PARTNER CAPITAL PLANS
To Highland Council Ward and CPP Areas
Total £516m**



Other CPP areas:-
 Western Isles £2,306k
 Orkney £403k
 Shetland £6k
 Argyll & Bute £39,513k

Alignment Opportunities**Analysis of Project Investment by Ward**

Note: only projects >£100,000 shown

	Spend £000	Year(s)
1 - North, West & Central Sutherland		
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
2 - Thurso		
NHS - Dental Thurso	1,323	2009/10-2010/11
HC - Thurso High St Streetscape	100	2009/10
HC - Thurso Cemetery footbridge	100	2009/10
3 - Wick		
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
HC - Wick office rationalisation	tbc	tbc
8 - Tain & Easter Ross		
NHS - PCCPMP Tain	419	2010/11
HC - Milton Prim School refurbishment Kildary	390	2009/10
HC - New Care Home Tain	6,482	2009/10-2011/12
9 - Dingwall & Seaforth		
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
HC - New Care Home Muir of Ord	4,796	2009/10-2011/12
11 - Eilean a Cheo		
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)
12 - Caol & Mallaig		
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
22 - Fort William & Ardnamurchan		
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
HC - New Care Home Fort William	5,560	2009/10-2011/12
17 - Inverness Millburn		
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
19 - Nairn		
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
20 - Inverness South		
HIE - Beechwood	17,000	up to 2013/14
HC - Milton of Leys Primary school	6,973	2009/10-2011/12
21 - Badenoch & Strathspey		
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
HC - New Care Home Grantown	733	2009/10-2011/12
Western Isles		
NC - Stornoway	1,706	up to 2011/12
HIFRS - Lochboisdale new build	600	2009/10-2010/11

**Highland Community Planning
Partnership Performance Board**

22.09.09

Agenda Item	5
Report No	CPP/12 /09

Development of Partnership Values – Selected Facilitator
Report by Head of Policy and Performance, Highland Council

1. Background

- 1.1 At the last Board meeting details were provided on expressions of interest from three potential providers of facilitation services. The board delegated the Highland Council to further assess the options discussed and award the contract.
- 1.2 The preferred supplier is Glenys Watt, Blake Stevenson Ltd, the detail of her proposal is provided in section 2 below. Glenys will be in attendance at the 22nd September 2009 Board to provide an opportunity for the board to feedback on the proposed approach and agree refinements should these be required.

2. Summary of proposed approach by Blake Stevenson Ltd

- 2.1 Glenys Watt, Director, Blake Stevenson Ltd has proposed the following approach:

- Stage 1: preparation with partners prior to stage 2
 Stage 2: half day meeting with CPP
 Stage 3: write up of the day and of a statement of values
 Stage 4: further meeting (quarter of a day), date to be arranged, to agree the statement and discuss any further issues in relation to maintaining and embedding the values.

Stage 1

Prior to the first ½ day meeting the key partners, telephone conversation with the key participants (20 max) to explain the process, to ask them what they hope will come out of the exercise and to ask them to prepare their thoughts about their own personal values and those of the organisation for which they work. In particular Glenys will explore whether there are issues where partners feel that any of their personal or organisational values are or have been at odds with the work of the Highland CPP.

Stage 2

The half day session will start with an exercise that shares people's personal and organisational values in a visual way. From this Glenys will work with the partners to explore commonalities and differences. She will then work with the group to identify a small set of key shared values for the partnership and examine where any conflicts might potentially arise with these. This will be done using a build up method that allows everyone to contribute their views on what the values should be. Joint discussion on the long list of values and distil them down to a smaller, manageable number.

Stage 3

After the event write up a short summary and pull together a partnership value statement. This will be sent to all participants for their comments and agreement at the next CPP meeting.

Stage 4

Glenys will attend the next CPP meeting for a follow up short session of up to 1.5 hours to reflect with the group on the values that have been agreed and to discuss any issues that may need to be addressed to ensure the values remain meaningful.

The full submission is provided as Appendix 1 of this report; the dates have been amended as above.

- 2.2 The cost of the proposal from Blake Stevenson is £3000 and includes travel and subsistence. This is within the scope to approve without the requirement for comparative tenders. Costs can be met from current partnership budget.

3. Timescales for completion

- 3.1 The next available meeting of the Performance Board is 8th December 2009 when the stage 2, half day session could be scheduled. However the Board may wish to consider opportunities to take forward stage 2 at an earlier date.
- 3.2 A further date is required to complete the development of partnership values (stage 4), should the Board decide to take forward stage 2, at a date to be agreed between September and December, then there would be an opportunity to complete the work at the scheduled 8th December 2009 meeting.

3. Recommendations

3.1 Board members are asked to:

- 1. Agree the dates to meet to take forward stages 2 & 4 as outlined above.
- 2. Make themselves available for telephone discussion (stage 1) prior to the agreed date for stage 2.

Author: Evelyn Johnston, Strategic Performance Manager, Highland Council

Date: 28.08.09

Developing Partnership Values with Highland Community Planning Partnership

Introduction

Highland Community Planning Partnership comprises the following key partners:

- Highland Council
- NHS Highland
- Highland & Islands Enterprise
- Northern Constabulary
- H and I Fire and Rescue Service
- UHI Millennium Institute
- Scottish Natural Heritage

The Partnership has produced its Single Outcome Agreement for 2009-2011 with the following main outcome headings:

- sustainable Highland communities
- safeguarding our environment
- a competitive, sustainable and adaptable Highland economy
- a healthier Highlands
- better opportunities for all/a fairer Highland

Under these headings there are 15 locally agreed and focused outcomes.

While there has been increased involvement of the partners over the period of the development of this SOA, the partnership is still in some respects in its infancy.

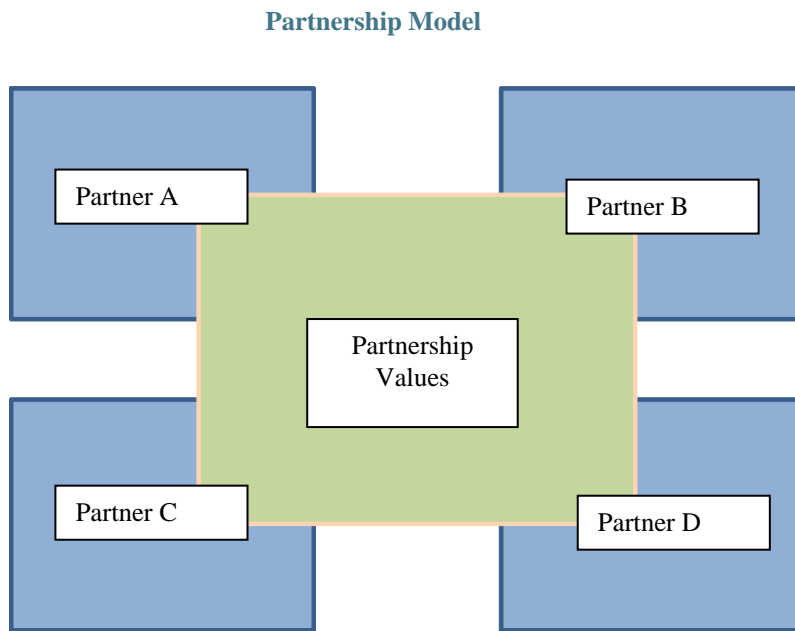
It has no stated partnership values and the purpose of this short piece of work is to help the partners agree these values.

Our Approach

Values describe a partnership's strengths and character.

Every partnership is made up of individuals who bring their own personal values and the values of the organisation which employs them to the partnership. The diagram on the following page illustrates a typical partnership structure.

Diagram 1



It is important for partners to share their values so that they can examine where they overlap and where any potential conflicts lie across their personal, organisational, and partnership values.

This requires those participating in this exercise to be willing to share their personal values and the values of their employing organisation honestly with the partner group. Without this level of sharing it is likely that any exercise about the partnership's values will be superficial, and will not result in the sound foundation of trust which is necessary for developing a successful partnership.

Proposed methods

I propose the following four stages to the work:

- Stage 1: preparation with partners prior to December meeting
- Stage 2: half day meeting on 8th December or earlier
- Stage 3: write up of the day and of a statement of values
- Stage 4: further meeting (quarter of a day, to be agreed) to agree the statement and discuss any further issues in relation to maintaining and embedding the values.

Stage 1

Prior to the stage 2 session I will have a telephone conversation with the key participants (20) to explain the process, to ask them what they hope will come out of the exercise and to ask them to prepare their thoughts about their own personal values and those of the organisation for which they work.

In particular I will explore whether there are issues where partners feel that any of their personal or organisational values are or have been at odds with the work of the Highland CPP.

Stage 2

The half day session will start with an exercise that shares people's personal and organisational values in a visual way. From this I will work with the partners to explore commonalities and differences.

I will then work with the group to identify a small set of key shared values for the partnership and examine where any conflicts might potentially arise with these. This will be done using a build up method that allows everyone to contribute their views on what the values should be. We will jointly discuss the long list of values and distil them down to a smaller, manageable number.

Stage 3

After the event I will write up a short summary and pull together a partnership value statement. This will be sent to all participants for their comments and agreement at the next meeting.

Stage 4

I will attend the meeting on December 8th for a follow up short session of up to 1.5 hours to reflect with the group on the values that have been agreed and to discuss any issues that may need to be addressed to ensure the values remain meaningful.

Facilitator's Fees

I have worked with partnerships for the past 20 years including community planning partnerships, health boards, colleges of further education and local authorities. My CV is attached.

The days/fees for the work will be as follows:

	Days
Stage 1	1.5 day
Stage 2	1 day
Stage 3	0.5 day
Stage 4	0.5 day
Total days	3.5 days

Costs	No. of Days	Daily Rate £	£
Glenys Watt	3.5	800	2,800
Total Fees			
Expenses			200
Total Fees and Expenses			3,000

In addition VAT at the current rate is payable.

