

## 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 Tuesday, 22 September 2009 at 12.00pm.

**Present****Highland Council:**

Convener

Dr D Alston

Mr R Durham

Mr A B Dodds

Ms C McDiarmid

Mr B Porter

Ms E Johnston

**Highlands & Islands Enterprise :**

Ms C Wright

**NHS Highland:**

Dr R Gibbins

**Northern Constabulary:**

Mr B Duncan

Mr I Ross (Northern Joint Police Board)

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

Mr J Donaldson

Mr R Durham (Highland and Islands Fire Board)

**UHI:**

Mr J Howarth

**Scottish Government:**

Mr P Russell

**SNH:**

Ms S Davies

Ms A Bryant

**In Attendance:**

Mr D MacDonald, Principal Administrator, Democratic Services

Ms G Watt, Consultant, Blake Stevenson Ltd

Ms F Selkirk, Audit Scotland

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Dr M E M Foxley and Mr J Gray (Highland Council); Mr S Cumming (HIE); Mr I Latimer (Northern Constabulary); Mr B Murray (Highlands and Islands Fire and Rescue Service); Mr G Coutts and Ms M Paton (NHS Highland); Mr B Cormack, Mr D Bedford and Mr J Fraser (UHI)

## 2. Minutes of Previous Meeting – 24 June 2009

There had been circulated Minutes of the previous Meeting held on Wednesday, 24 June 2009, which were **APPROVED** subject to the deletion of Ms C Wright (HIE) from the sederunt of those attending the meeting.

## 3. Recession Update

Members of the Performance Board were 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.

In summary, Members highlighted the following:-

### HIE

In a national context,

- while there were signs of recovery in the economy overall throughout the country, output in key industries had fallen. However, it appeared that the Highlands and Islands had suffered less as a result of positive seasonal performances being achieved in a strong tourism sector;
- unemployment figures were increasing and giving rise to concern particularly in relation to the provision of employment opportunities for school leavers and graduates;
- there had been some recovery in the foreign exchange rate;

Locally,

- there was improvement in the local construction industry, with a main contractor re-engaging staff;
- optimistic development opportunities existed in the IT and renewable energy sectors;
- HIE had confirmed an investment commitment of £25m over the next 5 years supporting the UHI Beechwood Campus project.

### Highlands & Islands Fire and Rescue Service

- pressure remained in retaining front line services and the Service continued to undertake risk assessments enabling it to respond positively to changing risks;
- work continued in developing a realistic premises portfolio and efforts continued to best use capital allocations using, where possible, shared premises (e.g. Lochaline Primary School);
- consideration was being given to using different revenue funding streams and greater opportunities for partnership working including improved sharing of data.

**SNH**

- continued to examine efficiency programme including asset management, shared service delivery, IT infrastructure, together with scope for greater partnership working and possible use of co-locations.

**UHI**

- while able to work within the 2009/10 settlement, there was a growing concern that difficulties would arise in the future with regard to meeting research funding needs and the inability to take on more students.

**NHS Highland**

- a tighter Government settlement for 2009/10 and reduced ability to use supplementary allocations had resulted in the need to identify a budget saving of approximately £6m. Priority remained in protecting front line services and meeting patient outcomes. There had also been a reduction in staff turnover suggesting higher levels of staff stability.

**Northern Constabulary**

- overall, with the exception of drugs related incidents (where there had been an increase this year of 2.4%), there had been a 7.2% drop in the levels of crime. Recruitment had now peaked and work was ongoing to reduce staff costs which represented 84% of the budget.

**Highland Council**

- with an expected reduction in funding support over the next three years, it was important to consider the situation post recession, and to acknowledge the need to rebalance the Highland economy to maintain the same level of economic activity between the public and private sectors;
- on housing, anticipation of further allocation would enable the Council to build 51 new affordable homes;
- good partnership working was being developed to address a growing demand on services for assistance to deal with increase in drug related incidents and the need for more support in relation to the provision of money advice;
- a proactive approach to support suppliers / contractors meant that payment on an increased number of invoices was being made on time and within a 10 day period;
- on employability initiatives, a bid would be made under the Government's Futures Jobs Fund;
- following its launch in April, over 500 approaches had been made through the Business Gateway which had resulted in support of 82 business start ups and 22 courses being run to assist new business owners;
- the partnership was working well with regard to progressing redevelopment proposals at Nigg; and

- on planning developments to support the economy, the Council continued to develop greater working partnerships particularly with SNH and Transport Scotland.

In supporting the need for partners to continue to work together in the sharing of information and budget aspirations, the Board **AGREED** that updates similar to those given above, should appear as a standing item for discussion on future agendas.

#### 4. Capital Investment Alignment

There was circulated Report No.CPP/11/09 by the Finance Manager, Highland Council, which summarised and analysed the Community Planning Partnership (CPP) Capital Programmes to support alignment of capital investment and identify overall investment into the local economy. Further, the report proposed improvement actions to improve co-ordination and alignment of future CPP capital programmes.

It was reported that from information received on their capital investment plans from partners, it was clear there was a mix of duration, as well as different approaches to the analysis and format of the plans across the partners; that there were differing geographies; and that management/operational boundaries also made consolidation of the plans a complex task. In total, the capital investment covered by the plans represented £516m of gross expenditure.

The Board was reminded that as Shared Services and Asset Management Planning were key aspects of the Scottish Government's Efficiency Plans, the sharing and alignment of CPP capital investment plans would enable the CPP to consider opportunities for mutual benefit from collaboration on assets and efficiencies which could be achieved, including

where Identify shared service/co-location opportunities may exist,

- Savings in capital costs.
- Improvements in cost of service delivery.
- Improvements in quality of service delivery to the customer.

where co-location was not an option,

- 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.

In discussion, Members commented on the current examples of good working partnership approaches being developed in relation to the sharing of properties and other services and acknowledged the importance of this work in achieving greater alignment of capital investments. It was suggested that it was equally

important for partners to consider the alignment of strategies and objectives and the inclusion of other partner representatives in this process, e.g. SEARS (Scotland's Environmental and Rural Services) partners, the Scottish Ambulance Service, and that opportunities existed to examine the role of HUB as a joint procurement vehicle.

Following consideration, the Board **AGREED** that:-

- (i) each partner should consider the scope for aligning investment plans, and exploring shared service opportunities, based upon the analysis outlined in the report;
- (ii) a CPP Officer Group should be established, with each partner nominating a senior officer with a co-ordinating role in the planning and implementation of capital programmes. The role of the group would provide the regular sharing of proposals for capital projects, and consideration of joint working where appropriate;
- (iii) the CPP Officer Group should report back to the next meeting of the Board in December with alignment proposals;
- (iv) an invitation be extended to other public partners (SEARS partners, Scottish Ambulance Service) to participate in the CPP Officer Group;
- (v) the report be considered at the next meeting of the Convention of the Highlands and Islands in October, together with examples of current partnership success in meeting alignment proposals (e.g. SNH/Forestry Commission offices in Golspie; HIE/UHI Beechwood Campus development; Highland Council/Highlands and Islands Fire and Rescue Service, Lochaline Primary School; and co-location of offices with Visit Scotland); and
- (vi) an examination be carried out on the possible support from the Scottish Futures Trust and HUB to take plans forward.

## 5. Facilitation of the Development of Partnership Values

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

After being provided with an outline of the approach being proposed, Members in reconfirming their commitment to developing the partnership suggested that it might be useful to examine organisational values that might cut across the partnership and which could contribute to the process. It was acknowledged that as long as consistency existed in the approach being taken by each organisation in the development of their respective organisation's values, then this should support the process.

In thanking Ms Watt for the information which she had been able to provide at the meeting, the Board **AGREED**:-

- (i) the proposed format and 4–stage approach outlined in Section 2 of the report, viz

Stage 1: preparation with partners prior to Stage 2

Stage 2: a half day meeting with the CPP Board

Stage 3: write up of the day and of a statement of values

Stage 4: a 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.

- (ii) to make themselves available for telephone discussion (Stage 1) prior to the agreed date for Stage 2;

and **NOTED** that

- (iii) although the Stage 2 meeting was scheduled to take place at the next meeting of the Performance Board on 8 December 2009, it was hoped that a lunch time meeting could be held earlier on a date yet to be confirmed in November; and
- (iv) should a Stage 2 meeting date be confirmed for November, then there would be an opportunity to complete the development of the partnership values (Stage 4) at the next scheduled meeting on 8 December 2009.

## 6. Single Outcome Agreement – SOA1 Annual Performance Report

There was circulated Report No.CPP/13/09 by the Head of Policy and Performance which provided the final draft of the SOA1 annual performance report.

Following consideration, the Board **AGREED**

- (i) that where organisational performance data was awaited, that this would be provided by 25 September 2009 for inclusion in the final report;
- (ii) the draft SOA1 Performance Report for submission to the Scottish Government, with outstanding data included, to be provided by the 30 September 2009 deadline;
- (iii) that performance management mechanisms would be needed to enable challenge in the partnership for the achievement of particular outcomes, and that the SOA1 performance would be brought into the scope for the review of the seven outcomes as stated in SOA2 (which already included a review of performance management arrangements);
- (iv) the review of the working arrangements for the seven areas for review be taken to the next meeting of the CPP Performance Board in December and that the role of the Performance Board be considered to enable further challenge with the process to be constructive and effective and provide some degree of formality for partners.

and **NOTED** that

- (v) the SOA case studies or examples of community planning in action should be targeted for SOA2 reporting focusing on where the partnership had made the greatest impact on those people or communities requiring the most support;
- (vi) in developing the SOA approach, it would be helpful for partners to examine lessons learnt as well as areas that had worked well. Focussing on these areas would allow organisational dialogue with proposals coming to future Board meetings for discussion;
- (vii) there was a need to acknowledge the links between PIs and organisational procedures that they underpinned, noting that some initiatives were longer term – effort should, therefore, be given to not become ‘reactive’ and ‘short term’;
- (viii) there was a need for partners to provide assurances that appropriate managerial and governance structures were in place, and that there was a ‘home’ for each indicator and that this would be included in the review of the seven local outcomes to be reported back at the next meeting.

The meeting ended at 2.00 p.m.

