

2 June 2010

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 Brady
Ms C Wright

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
Mr R Durham

Representing NHS Highland:

Dr R Gibbins
Ms M Paton
Mr G Coutts

Representing the Scottish Government:

Mr P Russell

Representing UHI:

Mr J Fraser
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 **Tuesday, 8 June 2010** at **9.15am**.

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 (December) and Action Note (March) PP.1-11

There are circulated for noting Minutes of the previous Meeting held on 8 December 2009 (pp.1-8) and the Action Note from 19 March 2010 (pp.9-11).

Board Members are asked to confirm the Action Note for accuracy and to discuss and agree any points which need clarification.

3. Feedback from Best Value Audits PP.12-15

(i) There is circulated Report No. CPP/1/10 dated 25 May 2010 by the Head of Policy and Performance, Highland Council (pp.12-13) which confirms that the Best Value 2 audit of Highland Council is very positive. In addition to noting strengths in partnership working, the audit highlights areas for improvement. These areas have been identified by the Community Planning Partnership previously and work is progressing in this regard.

Board Members are asked to note and comment on the BV2 report and discuss the improvement actions programmed already and the extent to which they feel these can address the improvement areas identified in the report.

(ii) There is also circulated Report No. CPP/2/10 dated 23 April 2010 by the Chief Constables and the Clerk to the Northern Joint Police Board (pp.14-15) which was presented to the Northern Joint Police Board for consideration on 11 May 2010.

The report provided an update on the published Best Value Audit and Inspection by the Accounts Commission and HM Inspectorate of Constabulary of Northern Constabulary and Northern Joint Police Board and sought approval for the Improvement Plan which addressed the areas for improvement identified in the Best Value report.

4. Reviewing Partnership Arrangements to Deliver Outcomes PP.16-42

(a) There are circulated the following Briefing Papers –

- Northern Constabulary – “People are, and feel, safe from crime, disorder and danger” (pp.16-26)
- SNH – “Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns” (pp.27-29)
- HIE – “The impact of the recession is limited and sustainable economic growth is supported” – *to follow*
- UHI – “Growth in the knowledge economy is supported by achieving full University title for UHI in three years” – *to follow*
- NHS Highland – “The health and independence of older people is maximised” (pp.30-33)
- Northern Constabulary – “Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services” (pp.34-39)
- Highland Council – “The cycle of deprivation is broken through intervention in early years” (pp.40-42).

Board Members are asked to note the Briefing Papers which have been circulated, to consider the presentations and to challenge the partnership working arrangements for two of the papers as set out below –

Charlotte Wright, HIE
(Partnership Lead)

The impact of the recession is limited and sustainable economic growth is supported

James Fraser, UHI
(Partnership Challenge Lead)

Alistair Dodds, HC
(Partnership Lead)

The cycle of deprivation is broken through intervention in early years

George Hogg, SNH
(Partnership Challenge Lead)

(b) Getting the Challenge Approach Right

Drawing from discussion on the above, Board Members are asked to reflect on the usefulness of the challenge approach used (plus and minus points) and consider how best to proceed in terms of this approach, the option of pursuing a pilot of the Public Service Improvement Framework for one outcome and which outcomes to focus on at the next meeting.

5. Public Sector Funding – Highland Council’s Budget Consultation PP.43-62

There is circulated Report No. CPP/3/10 dated 24 May 2010 by the Head of Policy and Performance which instigates discussion on how public sector funding reductions will impact on the achievement of local outcomes agreed through the Single Outcome Agreement process.

In considering the impact of the Council’s budget savings ideas on local outcomes, partners are asked to contribute in terms of sharing the savings ideas from their organisations and to embark on a joint risk assessment and risk management process.

6. Update on Capital Programmes Alignment

There will follow Report No. CPP/4/10 from the Director of Finance, Highland Council.

7. Values Statement

Board Members are advised that Glenys Watt has drafted the following values statement based on the work which she has done with the Board over two meetings –

Our Values: We are here to serve the Highland people and we will do this with honesty, openness and commitment. We will challenge each other constructively when necessary to ensure we deliver beyond expectations for the Highlands.

Board Members are asked to discuss the values statement and agree whether to adopt or amend it and what other actions need to be taken forward for the values statement to be demonstrated in partnership behaviours.

8. Dates for Future Meetings

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, 8 December 2009 at 3.00pm.

Present

Highland Council:

Convener
Mr A B Dodds
Ms C McDiarmid
Ms E Johnston

Highlands & Islands

Enterprise :
Ms C Wright

NHS Highland:

Mr G Coutts
Ms M Paton

Northern Constabulary:

Mr I Ross (Northern Joint
Police Board)
Mr I Latimer

Highland and Islands Fire and Rescue

Service:
Mr R Durham (Highlands and Islands Fire Board)
Mr D Gayle

SNH:

Mr G Hogg

Scottish Government:

Mr P Russell

UHI:

Mr D Bedford

In Attendance:

Miss J MacLennan, Democratic Services Manager

1. Apologies for Absence

Apologies for absence were intimated on behalf of Dr M E M Foxley, Dr D Alston, Mr J Gray, Mr S Cumming (HIE), Dr R Gibbins (NHS Highland), Mr I Bryce (Northern Constabulary), Ms S Davies (SNH), Ms A Bryan (SNH) and Mr J Fraser (UHI).

2. Presentation – Equality and Human Rights Commission

A Presentation was undertaken at the meeting by Mr Martin Hayward, Policy Manager, and Mr Euan Page, Parliamentary and Government Affairs Manager, Equality and Human Rights Commission, which focused on the Equality Bill and specifically new public sector duties, ensuring good community relations, managing the recession and the budget impact for equality groups.

It was confirmed that a series of visits were to be made to Community Planning Partnerships across the country which would allow the main messages from the Equality Bill to be conveyed and discussion to be undertaken in relation to issues

arising from the Bill. It was confirmed that the role of the Commission was to act as “enabler, persuader and enforcer” and in this regard an investigative and regulatory framework was currently being developed.

It was also advised that a new general equality duty was currently being progressed and would be applied to all public bodies across Scotland. It was therefore incumbent upon Local Authorities to consider this duty carefully in order to ensure that the right decisions were taken, especially in the current economic recession.

The Equalities Commission was to publish its own response to the Bill in mid January 2010 with the main aim of building upon current examples of ‘good practice’ and ensuring the delivery of ‘real change’ for those people who were not able to make their voices heard.

Following general discussion, the terms of the presentation were **NOTED** and thanks were conveyed to Mr Hayward and Mr Page for their attendance at the meeting.

3. Minutes of Previous Meeting – 22 September 2009

There had been circulated Minutes of the previous Meeting held on Tuesday, 22 September 2009 - which were **APPROVED**.

4. Actions following the Convention of the Highlands & Islands – October ‘09

It was confirmed that, following the paper presented by the Highland Council on behalf of the Community Planning Partnership (CPP) analysing capital investment in the Highlands, it had been agreed that each partner should consider the scope for aligning investment plans and exploring shared services opportunities and that 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 i.e. Senior Asset or Property Manager. The role of the Group would be to regularly share proposals for capital projects, improve asset management planning and consider joint working where appropriate with a report back to the next meeting of the Board in 2010 with alignment proposals.

Following discussion, it was **AGREED** that each organisation should provide details of their representative for this Group as soon as possible.

It was also **AGREED** that a Presentation on the Highland Development Plan should be made to an early meeting of the Group following its establishment.

5. Recession Update

Members of the Performance Board provided a verbal update on their organisation’s view on the recession in terms of pressures for new or additional services, current and proposed responses and any action underway or planned to move out of recession as follows:-

- Highland Council – a number of initiatives currently being taken forward in relation to building of new Council Houses, progression of spend within the Capital Programme in the current year (although reduction in the Capital Grant for future years would present challenges), increased support

through the Money and Advice Service, expansion of shared services within the Council in relation to Employability issues (which included an application to the Future Jobs Fund which would provide an additional 100 jobs which were to be linked to those young people in care – also expected that an additional 30 jobs could be provided in the second round of applications), and Business Support (including confirmation that Business Gateway continued to be successful, a successful application had been made through the LEADER Programme in relation to a new Business Start Up Grant Scheme, the position in regard to 'prompt payments' was improving, progress was being made in terms of the Nigg Masterplan and a further report would be submitted to the Council in May 2010 in relation to the Draft Local Plan);

- Northern Constabulary – confirmed that, despite the fact that previous projections had been for a 5% increase in crime and anti-social behaviour, current statistics revealed that there had been 1300 fewer victims of crime in the Highlands in the current year (which represented a 12% reduction from previous years). All categories of crime had shown a reduction in numbers and in addition the detection of crime within the Highlands had been significantly above the Scottish average. This was welcomed as part of the review of the Force in the Highlands which had invested heavily in the priorities which had been identified as most important by local communities. An efficiency programme was currently in place and it was confirmed that the Force strength would be held at 800 for the following year as part of a 'cash standstill' budget. A Voluntary Redundancy programme was also to be progressed as well as a further best value review of shared services and it was envisaged that this would lead to a reduction in the number of support staff in future. A number of excellent joint initiatives were also currently being undertaken as part of SOA2 and it was confirmed that the Force were generally well regarded by communities within the Highlands (this in turn linked to current initiatives being undertaken within the Economic Development Unit of the Council whereby the Highlands were being actively promoted as an ideal place to live and work – the low rate of crime in particular being seen as an important economic driver;
- Highlands and Islands Fire and Rescue Service – confirmed that efficiency savings were currently being identified and concern was shared in relation to the budgetary position for future years. However, in relation to contractor works which had been ongoing in the current year, an excellent standard of workmanship had been witnessed across the Highlands, most particularly in regard to the new Fire Station in Tongue, and this was welcomed. In addition, the Service had not seen the usual high turnover of staff (which had been a positive outcome for trading costs, etc) and there had been a reduction in instances of wilful fire raising across the Highland area. In terms of the Capital Grant, it was advised that this was still awaited but it was expected to follow the standard formula allocation;
- SNH – it was advised that the internal focus had been on increased efficiencies and the challenge was to achieve these efficiencies whilst still implementing local issues and priorities. Shared services, including shared offices, was also being considered along with other agencies and there was also engagement with the Scotland Rural Development Programme and the Town & Country Planning process;

- HIE – a summary was provided of the general background to current indicators within the local economy which showed that outputs were still contracting and overall credit conditions remained constrained. Unemployment continued to rise although on average the Highland area had been more resilient than the rest of Scotland to date. Job prospects for school leavers were still particularly poor but in contrast the tourism industry had continued to be encouraging. Strong sectors within the Highlands at present were Contact/Call Centres and the Aquaculture/Salmon industries and this was welcomed. However, house sales were still down with a 22% downturn in turnover and broadband connection speeds had placed Inverness at the bottom of the table of all Scottish cities. For HIE specifically, the focus in the coming weeks would be on opportunities in relation to exporting and investment in renewables, tourism, businesses with growth potential and Beechwood. It was also advised that any feedback from partners in relation to banking issues within the Highlands (particularly in rural issues e.g. potential Branch closures, etc) would be welcomed;
- Scottish Government – reference was made to the Grant to Farmers etc in the current year which compared favourably to previous years in terms of the £/Euro exchange rate and it was confirmed that the focus should be on the exploration of export opportunities for the Highlands as a priority;
- NHS Highland – during a summary of the general position, it was confirmed that there had been some variation in the prescribing of anti-depressant medication and this was being kept under review. Also, the focus would be on possible changes to the way in which services were provided to communities in future and this would be taken forward in the coming months;
- UHI – it was confirmed that the focus in future months would be on the creation of a much stronger business development process for UHI and further progress in this regard would be reported to the Board when available.

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

6. Budget Planning for 2010 onwards

Members of the Performance Board provided a verbal update on their organisation's approach to budget setting from 2010 onwards and in particular the process for dealing with budget pressures and savings and how to ensure partner engagement to support the delivery of the Partnership outcomes which had been previously agreed as follows:-

- Highland Council – it was confirmed that it was expected that there would be a standstill budget from 2012 onwards. In this regard, a report was to be submitted to the full Council on 17 December 2009 which would present savings proposals from the Chief Executive's Service, Planning & Development Service, Housing & Property Service and Finance Service. Further proposals from the Education, Culture & Sport Service, Social Work Service and Transport, Environmental and Community Services would be presented in February 2010. However, the funding gap over the next 3 years was still estimated to be in the sum of £60m and Services had therefore been asked to identify savings of 5%, 6% and 6% for that

period. In relation to the budget pressures within the Social Work Service, it was confirmed that the Council would be continuing to work closely with NHS Highland. Also, in regard to pressures in connection with a number of the Concordat commitments, it was confirmed that it was important that the Council continued to meet its commitments in this respect. All Members had been full briefed on the current position and regular meetings had been held with Trade Unions and Staff. In addition, there had been regular liaison with partners on the Board and specific reference was made to the agreement from the Joint Police and Fire Boards who had accepted standstill budgets and thereby eased pressure on the Council in this regard;

- Northern Constabulary – it was confirmed that requisitions had been kept to slightly less than standstill and, in looking ahead to 2011/12, consideration was being given to shared services i.e. working with constituent Authorities as 83% of the current budget was in people;
- Highlands and Islands Fire and Rescue Service – it was confirmed that requisitions had been kept to a standstill budget and further consideration was to be given to the identification of efficiency savings where possible;
- SNH – it was advised that the organisation had been looking at different levels of savings across a range of budgets, including central and corporate priorities, for the current and future years;
- HIE – it was confirmed that the draft Operating Plan for the following year was currently being discussed although it was envisaged that a standstill budget (or less) would be required;
- Scottish Government – it was advised that the challenge for all partners on the Board was to take a corporate view of the current situation and work together where possible in terms of the identification of shared services and efficiency measures, etc;
- NHS Highland – it was confirmed that the organisation was still facing a situation of £2m of efficiency savings to break even although it was envisaged that this could be achieved, the position for future years would be even more challenging. It was also expected that changes to ‘in year allocations’ could take away flexibility in terms of spending which would present further challenges. As such, difficult decisions would have to be taken and the organisation would continue to work closely with Highland Council on a range of issues, including the Community Care Plan;
- UHI – it was advised that the main focus was on the viability and financial sustainability of the organisation and specifically the management processes which were in place.

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

7. Third Sector Developments

There had been circulated Report No. CPP/14/09 which advised of the current commitments in the Single Outcome Agreement which related to the third sector

and provided information on developments at a national level for working with the sector.

During a summary of the report, it was confirmed that the size of the third sector in the Highlands was large and significant in that over 1200 charities were registered with the regulator – the third highest number of all Local Authorities in Scotland against the 8th largest population. In addition, Sector representatives had stated that they believed that there were around 10,000 voluntary organisations in the region. At an individual level, 29% of the adult population volunteered in some capacity with over half (56%) volunteering in more than one activity and taking part at least once a week. There was also a long history of social and community enterprises in the Highlands, particularly in rural and remote areas.

In terms of Partnership commitments to support the third sector, the SOA performance indicators which related to the Partnership's support for developing the sector had been listed in Appendix 1 to the report. The SOA also set out the current processes for engaging with the Sector and how these were to be developed and these had been set out in Appendix to the report. Further information on the development of a compact was also provided and it was confirmed that a Partnership Working Group had produced a draft Highland Compact which had been launched at a Conference Event in November with a view to formal adoption by the end of March 2010. A detailed Action Plan had also been developed to ensure the implementation and monitoring of the Compact and covered three main areas – Communication and Understanding, Participation and Representation and Resourcing Arrangements.

To promote the Compact and to assist with a mediation process, it was proposed that Compact Champions should be identified at organisational, service and area levels with training and support provided in this regard.

In summary, it was confirmed that whilst the Council, NHS and HIE had been involved in developing the Compact, other partners were invited to consider whether their organisation could also adopt the Compact from the end of March 2010.

Following discussion, Board members:-

- (i) noted the current commitments to supporting the development of the third sector in the Highlands;
- (ii) noted the developments nationally in terms of the Joint Statement for working with the sector and the current petition being considered by Parliamentary Committees;
- (iii) agreed that informal discussion should be undertaken by Partners in the first instance to identify the most appropriate arrangements for taking forward engagement with the third sector on the basis that the remaining public sector partners (UHI, Northern Constabulary, Highlands & Islands Fire and Rescue Service and SNH) were generally supportive of the principles of the compact; and
- (iv) noted the work in progress for re-designing the interface with the Sector at area and pan-Highland levels.

8. Seven Outcomes for Partnership Review – Feedback on Progress

Members of the Performance Board provided an update at the meeting on the progress which had been made with the review of the local outcome which they sponsored as follows:-

1. People are, and feel, safe from crime, disorder and danger – Chief Constable – confirmed that a review of Public Protection was already under way and making good progress. The Joint Community Safety Tasking Group was now a well established group which had delivered on a number of areas/initiatives and these were summarised in Appendix 1 to the tabled report. In addition, it was confirmed that all joint objectives and the scale of improvement had been agreed and included in SOA2, equality screening was to be conducted in the coming year, work was ongoing between a number of partners regarding the pooling of resources, delivery was deemed to be a core service for all partners and the tasking group ensured that concerns about delivery could be aired within the partnership, progress against performance indicators had been very positive with most on target or achieved and there was a high level of community consultation through Community Councils and Ward Forums.
2. Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns – George Hogg, SNH – confirmed that a scoping exercise had been undertaken by Highland Council and a further meeting was to be held to discuss clearer ownership of this particular outcome and a revision of the associated indicators following which a report would be submitted to the Board.
3. The impact of the recession is limited and sustainable economic growth is supported – Charlotte Wright, HIE – confirmed that, as part of an update on the Highland Economic Forum, there was to be continued focus on growth, refining and prioritising of an Action Plan (which would be circulated in due course), formation of a short-life Working Group and consideration given to the aligning of staffing and resources.
4. Growth in the knowledge economy is supported by achieving full University title in 3 years – James Fraser, UHI – confirmed that this would be considered at the next Board meeting.
5. The health and independence of older people is maximised – Moira Paton, NHS Highland – confirmed that the Joint Leadership Group has considered this particular outcome and it had been agreed that further work was required in relation to health wellbeing and independence. As such, a short-life Working Group was to be set up to take this forward with a further report to be submitted to the Joint Leadership Group in February 2010 and thereafter to the Performance Board in March 2010. In addition, work on budget setting and resourcing was ongoing and an Equality Impact Assessment would be undertaken in due course.
6. Attitudes and Behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services – Chief Constable – confirmed that, in line with national delivery reform and the review of the local community planning

structures, the Highland Drug & Alcohol Action Team had reviewed and restructured its membership to reflect the requirements of the Highland Alcohol & Drugs Partnership (HADP). In order to support the implementation of the strategy and associated workplan, the HADP had agreed the membership, roles and responsibilities of a Delivery Group which had met for the first time in October. Currently, this Group was working on an outcomes based framework which would seek to inform development and would report using a logic model process. In order to achieve this, the Group was currently reviewing existing baseline and additional indicator information which would identify areas of progress, regression and gaps in information and a report would be submitted to the next meeting of the HADP on 12 January 2010. It was also noted that an update on a recent submission in response to consultation on the Licensing Act would be submitted to this Group for information.

7. The cycle of deprivation is broken through intervention in early years – Chief Executive, Highland Council – confirmed that Highland organisations were committed to the key policy drivers which contributed to the delivery of this particular outcome, principally through the vehicle of the implementation of Getting It Right For Every Child (GIRFEC) – the early years framework, improved life chances for children, young people and families at risk, improved transitions management to support young people who would form families into positive destinations and improved support for parenting. It was advised that governance for these various areas lay with the Joint Committee for Children & Young People although the issues of transitions management cut across a number of Strategic Committees. In terms of joint objectives and resourcing, operational activity across the various strategic areas was part of the established budgets deployed by Strategic Committees but also significantly within the pooled budget of the Joint Committee. The joint objectives to ensure that the cycle of deprivation was broken through intervention in early years would be set out in 'For Highland's Children 3' which would also include associated monitoring arrangements.

The position was **NOTED**.

The meeting ended at 5.20pm and was followed by a Values Workshop which was led by Ms Glenys Watt.

The key action arising from the Workshop was for an off-site away day to be arranged later in February 2010 for the Board to:-

1. agree how to get the challenge approach right for the CPP (as a Partnership Board and at a personal level);
2. revisit how the seven areas of review should be taken forward meaningfully; and
3. agree how to proceed with the values work.

Following the CPP PB meeting 19.3.10 the following actions were agreed:

1. On Challenge in the Partnership

Partnership Lead	Outcome under review	Challenge Lead
Ian Latimer, Northern Constabulary	People are, and feel, safe from crime, disorder and danger	Garry Coutts, Chair NHS Board
George Hogg, SNH	Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns	Peter Russell, Scottish Government
Charlotte Wright. HIE	The impact of the recession is limited and sustainable economic growth is supported	James Fraser UHI
James Fraser, UHI	Growth in the knowledge economy is supported by achieving full university title for UHI in 3 years	Cllr David Alston, Highland Council
Roger Gibbins, NHS	The health and independence of older people is maximised	Cllr Richard Durham, H&IFRS
Ian Latimer, Northern Constabulary	Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services	Cllr Michael Foxley, Highland Council
Alistair Dodds, Highland Council	The cycle of deprivation is broken through intervention in early years	George Hogg, SNH

For the next Board meeting 8.6.10:

1. **Each partnership lead is to produce a short (2 page) description of the current partnership arrangements in place based on the review scope – i.e. a position paper** describing:
 - the joint working arrangements (leadership and management or strategy and delivery) – this should also describe governance;
 - the joint objectives and scale of improvement to be achieved;
 - the impact on equalities groups;
 - the extent of aligned or pooled resources in the partnership;
 - the method of delivery – e.g. in-house, out-sourced;
 - the performance framework (not simply adopting current indicators) – a breakdown of the current indicators by local outcome to be reviewed will be circulated by the Council the end of April 2010;
 - the best approach to stakeholder and community involvement – including third sector organisations;
 - the operational arrangements across the Highland geography.

This should be accompanied by a map/diagram of the partnership architecture to support the achievement of the outcome – e.g. strategy group, delivery groups.

2. The partnership lead will identify where they think improvement is needed, based on the position paper describing current arrangements.

3. The position paper is to be sent to the lead challenger 2 weeks before the meeting (by 25th May) for them to consider challenge points.
4. At the meeting, each position paper will be presented and challenged for all Board members to express views. Leads and challengers will be confirmed and changed if needed. Two outcomes will be selected for focus and agreement is to be reached on what needs to change in the partnership arrangements for them. They are:

Charlotte Wright. HIE – partnership lead	The impact of the recession is limited and sustainable economic growth is supported	James Fraser UHI - partnership challenge lead
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Alistair Dodds, Highland Council – partnership lead	The cycle of deprivation is broken through intervention in early years	George Hogg, SNH – partnership challenge lead
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5. One area to pilot the use of the Public Service Improvement Framework (PSIF) in the partnership is to be selected for more in depth (forensic) self evaluation and challenge. It can be from any of the seven outcomes under review. The PSIF methodology will be stretched to focus not just on continuous improvement but on more integrated ways of working.

2. On the review process

At each Board meeting the focus will be on two or three further review areas – these are to be scheduled in June 2010. The Board will consider the learning from the area reviewed as a PSIF pilot for further roll out.

3. On the Board arrangements

- The Board is to be re-branded as the Highland Public Services Partnership.
- It is to not only ensure that partnership arrangements are reviewed as above for the 7 outcomes, but to consider progress across all 15 outcomes (annual performance report is the next opportunity).
- A standing item for agendas will be about public sector funding reductions and how the partnership will work together and not apart in meeting budget targets, sharing planning assumptions and finding alternative service delivery models to achieve desired outcomes. These would not be confined to sharing back office functions, but to include integrated front-line services and pioneering these in remote areas if that makes most sense. Where barriers exist to doing this, they are to be raised with the Scottish Government for support.
- Highland Council will lead an item on budget savings ideas as part of its first phase of budget consultation at the June meeting 2010.
- A seminar on service delivery models for remote areas is to be scheduled between board meetings (UHI CRRS as an option).
- The Board is to meet more often if required (currently quarterly).
- There is to be shared ownership of agenda planning – draft agenda notified a month in advance for all partners to contribute.

4. On partnership values

To strengthen the process of partnership working a values statement from the work done to date will be drafted by Glenys Watt. It is to encapsulate: doing what is agreed, honesty, simplicity, commitment to the area and its population.

SOA2 Local Outcomes: those highlighted subject to review in 2009-10

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
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

A competitive, sustainable and adaptable Highland economy

7. The impact of the recession is limited and sustainable economic growth is supported
8. Growth in the knowledge economy is supported by achieving full university title for UHI in 3 years
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
13. Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services

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

To ensure the right partnership arrangements are in place for the outcomes, the review scope is to include:

1. the joint working arrangements (leadership and management);
2. the joint objectives and scale of improvement to be achieved;
3. the impact on equalities groups;
4. the extent of aligned or pooled resources;
5. the method of delivery;
6. the performance framework (not simply adopting current indicators);
7. the best approach to stakeholder and community involvement;
8. the operational arrangements across the Highland geography.

Highland CPP

8.6.10

Agenda Item	3(i)
Report No	CPP/1/10

Best Value 2 audit: Highland Council

Report by Head of Policy and Performance, Highland Council

Summary

The Best Value 2 audit of Highland Council is very positive. In addition to noting strengths in partnership working, the audit highlights areas for improvement. These areas have been identified by the Community Planning Partnership previously and work is progressing.

1. Introduction

- 1.1 The Best Value 2 (BV2) audit report of Highland Council was published on 13th May 2010. It assesses the extent to which the Council meets its statutory duties on Best Value and Community Planning. It can be accessed at http://www.audit-scotland.gov.uk/docs/best_value/2010/bv2_100513_highland.pdf
- 1.2 This report sets out the implications of the audit for developing partnership working further.

2. Audit findings – partnership working

- 2.1 Overall the audit is very positive highlighting several strengths in the Council in achieving Best Value and community planning. Community planning partners are thanked in the report for their contributions to the audit process.
- 2.2 Partnership working is highlighted as a strength. Notable conclusions are that the council:
 1. has a clear vision for the Highlands which is shared by partners and clearly defined in strategic plans;
 2. with its partners are improving services to its communities;
 3. has developed effective partnership working and has made consistent progress in delivering complex cross-cutting strategic local outcomes with partners and has good service performance overall;
 4. has ward structures which provide a basis for good monitoring and scrutiny, working closely and effectively with local communities and delivering area priorities within a more corporate framework.
- 2.3 One section of the report (section 5) focuses on the question of 'What are the council and its partners trying to achieve for the Highlands?' The assessment of what has been achieved for the Highlands draws on the SOA framework. The review of partnership arrangements for seven outcomes is noted.

3. Areas for improvement

- 3.1 The following areas of improvement which affect partnership working are listed below.

1. Further improvement to reviewing and refining targets and partnership performance for outcomes

With partners, to improve the management of performance for outcome areas in the SOA, through the development of improved monitoring, challenge and reporting

arrangements.

(Paragraphs 18, 34, 35 and 98). Mixed performance on achieving a Healthier Highland is noted (paragraph 51).

2. Further improvement / challenge to joint working arrangements

- strengthen the communication links between the strategic and local partnerships;
- no clear monitoring and reporting structures in place for local partnerships to show how they contribute to the delivery of local and strategic outcomes;
- refresh area and local Community Planning Partnerships (from the Council's self-evaluation);
- complete the review of partnership arrangements to deliver the SOA outcomes;
- seek better alignment of financial frameworks with partners (from the Council's self evaluation).

(Paragraphs 18, 35, 90 and 97)

3. Some improvement is required in adult social work (affecting joint working with NHSH). Issues noted are:

- delayed discharge;
- budget recovery;
- SWIA follow up (community care, employability for people with disabilities, communication with public on services and strategies for commissioning and carers).

4. Next steps

4.1 Work planned in partnership to address these areas for improvement includes:

1. Agreeing how to get the challenge right in the partnership. This is a key item on the agenda for this meeting, using the briefing approach with leads and challengers identified and a discussion about piloting the Public Service Improvement Framework for one outcome.
2. The review of partnership arrangements to deliver SOA outcomes. This will include, or sit alongside, a review of structures local levels.
3. Improving alignment of financial frameworks, generally in terms of future capital programming and discussion on future public spending reductions.
4. the work taken forward through the joint NHSH / Highland Council Performance Board, which includes community care planning and delivery.

5. Recommendation

5.1 Board members are asked:

- to note and comment on the BV2 report;
- to note and discuss the improvement actions programmed already and the extent to which they feel these can address the improvement areas identified in the report.

NORTHERN JOINT POLICE BOARD

11 May 2010

Agenda Item	3(ii)
Report No	CPP/2/10

Best Value Report and Improvement Plan: Northern Constabulary and Northern Joint Police Board

Joint Report by the Chief Constable and the Clerk

SUMMARY

This Report updates Members about the published Best Value Audit and Inspection by the Accounts Commission and HM Inspectorate of Constabulary of Northern Constabulary and Northern Joint Police Board. It also seeks approval for the Improvement Plan which addresses the areas for improvement identified in the Best Value Report.

Background

The Board is aware that Audit Scotland and HM Inspectorate of Constabulary (HMICS) conducted a Joint Best Value Audit and Inspection of Northern Constabulary and the Northern Joint Police Board in September/October 2009.

Following the formal audit and inspection process Audit Scotland in conjunction with HM Inspectorate of Constabulary (HMICS) published the final report, prepared for the Accounts Commission and Scottish Ministers, in March 2010, and copies of this report were forwarded to all Members.

The report was considered by the Accounts Commission on 18 March 2010 and the Commission's and HMICS Findings were published on 7 April 2010. The Board is required to consider the Commission's Findings within 3 months of publication. After the Board has met the Commission must be notified of any decisions made, arising from the Findings, and these decisions must also be published.

The Audit Commission and HMICS have also requested a meeting with representatives from the Board to discuss the Findings.

Commission's Findings

The Commission's Findings are presented on page two of the report (Appendix 1). In summary the Commission welcomes evidence that the Board demonstrates many of the elements of Best Value, especially relating to strategic oversight and scrutiny, community planning partnerships and single outcome agreements, strong working relationships with the chief constable and the force and a focus on the needs of local communities.

The Commission also identifies some areas for improvement including information sharing, performance reporting, risk management and the need to embed further diversity and equalities issues into the work of the Board.

HMICS Findings

HMICS Findings are summarised on page three of the report (Appendix 1). The overall assessment of Northern Constabulary is that it is performing well and that the force evidences best value with good working relationships with the Board where they work in tandem on community planning and leading improvement. The force Executive play a key role in challenging performance and the force are able to report low crime and high detection rates in comparison to the Scottish average.

HMICS found scope for the force to improve in certain areas, in particular:

- Integrate elements of strategic planning to strengthen their direction and clear communication of their priorities
- Improve its monitoring of performance and clearly communicate this both internally and externally
- Concentrate improvement efforts towards meeting national targets for call handling and the submission of crime reports to the Procurator Fiscal and Children's Reporter
- Maximise the use of staffing resources, while developing a greater understanding of the financial costs of policing activities.

Conclusion

Overall the Best Value report is very positive and reflects the excellent working relationships between the Board and Northern Constabulary and the progress being made by both the Board and the Force in delivering policing services to the communities of the Highlands and Islands.

In response to the report an Improvement Plan has been produced (Appendix 2) which details how the Force and the Board will address the areas for improvement identified by the Audit Commission and HMIC.

RECOMMENDATION

The Board is asked to:

- (i) note the Best Value Report and the Findings of the Audit Commission and HMICS; and
- (ii) agree the proposed Improvement Plan, for submission to the Audit Commission and HMICS and for publication;
- (iii) agree that the Clerk make arrangements for the Convener, Vice Convener and Chief Constable to meet with the Audit Commission and HMICS to discuss the Findings of the Best Value Audit and Inspection.

Signature

Designation **Chief Constable / Clerk**

Date **23 April 2010**

Author **Chief Constable / Clerk**

SOA2 PARTNERSHIP REVIEW

Local Outcome 2 : People are, and feel, safe from crime, disorder and danger

Chief Officer Sponsor: Mr Ian Latimer, Chief Constable

1. Joint Working Arrangement

The Joint Highland Community Safety Tasking Group (JHCSTG) was formed to deliver and monitor the Community Safety outcomes contained within the Single Outcome Agreement between Highland Council in association with several Community Planning partners and the Scottish Government.

Membership of the JHCSTG comprises representative of Highland Council, Northern Constabulary, NHS Highland and Highlands & Islands Fire & Rescue Service. Representatives attending the meetings from these agencies have a geographical or departmental responsibility for the delivery of community safety within Highland.

A review of Public Protection is already under way and making good progress. The Joint Community Safety Tasking Group is now a well established group which has delivered a number on areas/initiatives see Appendix 1.

2. Joint Objectives

The aims and objectives of the JHCSTG are as follows:

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

All joint objectives and scale of improvement have been agreed and included in SOA2. There are no areas of concern which are not being dealt with to report at this time. Discussion about the difficulty alcohol and drugs present to communities and how the partnership can respond better is remitted to the drugs and alcohol partnership which has been reviewed. Tasking issues will be fed into that group's process. Discussions between the Police, NHS and the Council on prevention and treatment services for people with mental health difficulties are underway to avoid inappropriate detention for people in these circumstances.

3. Equalities

Feeling and being safe from crime, disorder and danger is a key objective for the JHCSTG. This objective is relevant for everyone living in the Highland area but we know that for some individuals and/or groups this is more challenging to achieve. This is particularly true in cases of hate crime which are pervasive within diverse communities and have a significant impact on the victim due to the very personal nature of hate crimes. We also know that we need to tailor our services to meet better the needs of our diverse population. To do this, the JHCSTG will undertake an Equality Impact Assessment on its work. Some of this work has already begun, for example, with the EIA on the Hate Free Highland campaign. The results of this assessment will feed the overall EIA for local outcome two which will be available in autumn 2010.

4. Pooled Resources

The intention of the Shared Services Best Value Review Programme is to work with Highland Council and local partners, including the Highlands and Islands Fire & Rescue Service, to develop proposals for leaner and more cost effective support structures.

As we all face significant ongoing budgetary challenges into the medium term the objectives are to maintain key front line service delivery as much as is realistically achievable and to retain needed support staff structures within the Highlands and Islands, but with increasing flexibility of provision.

The review initiated by Northern Constabulary, with the support of Northern Joint Police Board, commenced on 1st February 2010 and seeks to develop proposals for consideration by each of the relevant authorities and Boards, for potential implementation during the next financial year 2011/12 and beyond, recognising that the budgetary challenges which are being faced both in local government and the wider public sector are likely to continue well into the medium-term.

Phase 1 of the programme will concentrate on the development of options and recommendations for service improvement in relation to the following functions which have been identified as falling within the scope of the review:

- Call Management
- Force Operational Estate
- Support Staff Recruitment
- Vehicle Fleet Maintenance
- Procurement
- Payroll
- Forensic Medical Services

The programme team have had an initial focus on costing and examination of current service delivery arrangements in each of these key areas. This work also involves ongoing feasibility study in relation to these identified areas of activity, with an emphasis on introducing improved methods of working which will result in more effective call and demand management practice and allow for the delivery of a shared services footprint which takes account of the requirements of all relevant partner agencies.

All options which are developed will identify realisable cash savings and, importantly, provide evidence how existing service standards are to be maintained or what activities will cease to be undertaken. This will be inextricably linked to the level of service which is currently provided and the capacity to continue to provide effective support in the delivery of operational policing.

5. Delivery

This area of work is deemed to be core service for all partners. The tasking group ensures that concerns about delivery can be aired in partnership. Local issues are raised at the tasking group if (a) they cannot be resolved or resourced locally or (b) if there is potential for the issue to have pan-Highland relevance e.g. sharing good practice or comparing local trends.

The Joint Highland Community Safety Tasking Group meets on a monthly basis. Community safety issues brought to the attention of the JHCSTG are identified from engagement with the Highland communities and analysing of the community safety data. JHCSTG act on these issues by prioritising and resourcing the response and where appropriate refer those for policy review to the other partnership groups and to the Community Planning Performance Board.

Highland Council has recently launched a facility whereby members of the public can highlight community safety concerns via the internet. Though the partnership other agencies are considering how this could also be linked to their individual websites.

6. Performance Framework

This Local Outcome currently has a high number of relevant performance indicators. Progress against these has been very positive with most on target or achieved. It is believed that there is scope to develop further indicators increasing partner involvement and it is hoped that this can be achieved by the production of a Partnership Strategic Assessment of Risks.

A copy of the Executive Summary of Northern Constabulary Strategic Assessment is attached for information, see Appendix 2. Highland is one of only a few areas which do not produce a Partnership Strategic Assessment. It is recommended that this is progressed via the JHESTG and Northern Constabulary would be willing to lead on this area of work.

The performance framework for the JHCSTG drives around the Single Outcome Agreement, in particular around National Outcome 9, 4 and 5 and Local Outcome 9B, 9M, 4M and 5M. Its progress is reported annually to the Scottish Government in its annual Performance Report. Tasking Group Members are provided with a performance update report on the current SOA on a quarterly basis, see attached Appendix 3.

Table of achievements:

The majority of community safety outcomes agreed in the first Single Outcome Agreement showed a positive trend (Performance Report on the SOA 2 due in September 2010). The community planning partners have further reduced the level of crime as well as improved communities' perception on safety at their home and on becoming a victim of crime. A copy of Northern Constabulary's Crime Information package for the year 2009/2010 is enclosed for the information of members. In summary it has been a very positive year with crime (classes 1-5) falling by 12.19% - 1965 crimes. Class 6 crimes (Breach of the Peace etc) fell by 16.95% - 2042 crimes. A similar positive downward trend exists in relation to road safety with fatal casualties down 6 from 39 last year to 33 and serious casualties down by 22 from 151 to 129. In spite of such positive result community planning partners are not complacent and recognise that there are still areas for improvement. There remain challenges for the community planning partners and local priorities have been set including reducing the number of fire casualties, decreasing waiting times for drug treatment or increasing the amount of drug abusers in contact with care services. These are being taken

forward through SOA2 with new prioritised local outcomes to make the Highland communities safe from crime, disorder and danger.

7. Community Involvement

There is already a high level of community consultation through Community Councils and Ward Forums. The Corporate Managers together with Divisional Commanders and CHP Managers are responsible for identifying systematically community safety issues from their operational area through engagement with Ward Managers and the communities through Ward Forums, Community Council meetings, other partnership forums and other engagement with businesses and community group. This process runs on a regular basis to feed into the work of the JHCSTG. Additionally a Community Safety Reporting template has been designed which allows local groups and individuals report community safety issues affecting their area, which cannot be resolved locally.

8. Operational Arrangements Across the Highland Geography

In order to address the various issues associated with Community Safety across the broad spectrum the JHCSTG have a range of membership and joint ownership between the Council and police and key partners to ensure the subject receives adequate levels of support at corporate and operational levels. There has been a general acceptance and support for the model which is working well and is embedded into the governance within the organisations.

9. Recommendations

It would be the collective view of the Joint Highland Community Safety Tasking Group that systems and processes are fully established to deliver Single Outcome Agreement 9 on behalf of the Community Planning Partnership Performance Board.

I therefore recommend that SOA 9 is removed from the list of priorities set by CPPPB.

Ian Latimer
Chief Constable

COMMUNITY SAFETY INITIATIVES

The following list contains some of the joint Community Safety Initiatives progressed over the past year to assist in the delivery of SOA1.

1. Hate Free Highland – increase reporting levels of Hate incidents and making reporting easier for victims
2. Safe Highlanders - to provide children with safety advice
3. Midnight Football - provide activities in the evening for youths
4. Street Football - to provide activities in the evening for youths
5. Blue Light Disco - to provide activities in the evening for youths
6. Test Purchase Scheme - to reduce the supply of alcohol to those underage
7. Joint underage drinking initiative (took place on 23 May - input from Social Work, NHS Highland, Northern Constabulary)
8. Operation Merkinch - to improve the quality of life for those resident in this area of Inverness
9. GIRFEC
10. Operation Youth Advantage Course - partnership with the Army providing a week long course
11. Operation Rise Above The Rest – partnership with the RAF providing a week long course for young teenagers.
12. Women and Alcohol DVD - advice for women
13. Operation Respect - tackling anti-social behaviour in Inverness
14. Street Pastor Initiative - additional support and advice to vulnerable people within the city centre of Inverness
15. Alcohol Awareness Raising campaign run on Moray Firth Radio
16. Nuisance Call Reduction campaign -tackling anti-social noise/nuisance calls – now rolling out across the Highlands
17. Road Safety initiatives: Report 23.01.09; Driving Ambition; Children's' Traffic Club Scotland; Scottish Cycle Training scheme; Junior Road Safety Officer scheme; Crash Magnets; Pass Plus; Walk to School Week; Go For It; MFR Safe Journey campaign; Bikesafe; Diageo; Road Safety talks

Northern Constabulary's Strategic Assessment

Executive Summary

The main findings from this assessment are as follows:

Alcohol Abuse

Alcohol abuse impacts significantly on crime and disorder issues in the force area and continues to place great demands on the force. The vast majority of serious violent crimes in the force area are alcohol related and in the Highland area alone, the alcohol related death rate is twice the UK average. There have been rising levels of alcohol consumption by young people in the force area which highlights an emerging generation of binge drinkers.

Anti-social behaviour

Anti-social behaviour (ASB) affects individuals, families and communities throughout the force area, impacting significantly on feelings of safety. This type of behaviour continues to place the greatest demand on police resources. Vandalism of personal property was given as the main concern of 57% of respondents in the 2009 Northern Constabulary Community Consultation Survey. In terms of ASB committed by youths, the main concerns affecting the force are; gatherings of youths in public and residential areas, under-age drinking and rowdy behaviour. A large proportion of ASB in the force area continues to be largely linked to alcohol and the weekend night-time economy.

Serious & Organised Crime

For the first time, the Force Control Strategy has included the issue of Serious and Organised crime as a stand-alone priority. Drugs are the predominant commodity in which Serious Organised Crime Groups (SOCG's) in the force area are currently dealing in and drugs are considered a significant threat to the force. Cannabis, heroin and cocaine remain the most prevalent drugs in the force area and during 2009 a number of new emerging drug types were also seen in the force area. 'Legal highs' such as Mephedrone and BZP have increased in popularity in all Divisions and there were seizures made of the Class A drug fluoroamphetamine.

A large number of problem drug users (predominantly heroin users) continue to commit acquisitive crimes such as shoplifting, theft and robbery in order to fund their drug habits. Heroin also continues to account for the largest proportion of drug deaths in the force area. Seizures and intelligence indicate that the prevalence of cocaine has increased in the force area. At the same time, the purity of cocaine has decreased, with cutting agents increasingly being used in the preparation of the drug. These factors could potentially give rise to a future increase in cocaine related deaths in the force area.

Public Protection

Protecting adults and children and effectively managing dangerous offenders are very high priorities for Northern Constabulary. During the reporting period there have been increases in the number of enquiries relating to the grooming of children by paedophiles via the Internet. The number of children on Child Protection Registers increased slightly during 2008/09 compared with the previous year (from 246 to 249). Physical neglect, emotional abuse and physical abuse of children are the most common forms of abuse reported against children in the force area. Many child protection incidents in the force area continue to be 'historical' in nature with victims only reporting abuse when they are adults. Under-age sex continues to account for a large number of child protection incidents in the force area.

Protecting vulnerable adults is a priority and the force continues partnership working in relation to these types of enquiries. During 2009, domestic abuse incidents remained at a similar level as the previous year, however, it is assessed that domestic abuse is more prevalent than these incident levels suggest. During 2009 the pilot for the Multi-agency Risk Assessment Conference (MARAC) took place in Central Division. The pilot evidenced good working practices for risk assessments and the logging of domestic abuse incidents. Work is currently on-going in relation to the national Vulnerable Persons Database (VPD) which will improve future partnership working practices and data sharing.

Violent Crime

The biggest threats to the force in terms of violent crime continue to be alcohol related violence and domestic abuse. Domestic Abuse is covered within the Public Protection priority area of this assessment. Violence is strongly inter-linked with alcohol abuse, and chronic alcoholism and binge drinking impact significantly on levels of violence throughout the force area.

Recreational violence is not currently a problem and there is no intelligence to suggest that any organised violent gangs are active in the force area. Recreational knife carrying is apparent in the force area and seizures indicate that during 2009 this has not increased notably compared with the previous year. Despite the high numbers of licensed firearms in the Force area, violent crime involving firearms remains very rare.

Crimes of Dishonesty

During 2010/11 tackling Crimes of Dishonesty remains a priority for Northern Constabulary. Crimes of dishonesty continue to account for the large proportion of crime in the force area with the theft of personal property and shoplifting being the most common crimes. A large proportion of Crimes of Dishonesty continue to be committed by prolific offenders and problem drug users.

Plant theft, metal theft and fuel theft continue throughout the force area and these crimes are often a cross-divisional problem. Plant theft and metal theft have decreased compared with the previous year and it is assessed that this

is the result of a downturn in construction due to the recession and a decrease in metal prices. The high cost of fuel has led to reports of heating oil being stolen from outside properties, particularly in rural areas.

Fraud was seen to show a minimal increase in the force area during 2009. It is apparent that criminals are making increasing use of the internet to facilitate fraud and with more and more individuals using the internet to do their banking and shopping, there is the increased threat from online fraud.

Road Policing

The road network in the force area poses a considerable threat to life, with 31 fatalities due to road collisions in 2009 alone. Fatal collisions involving motorcyclists were seen to increase during 2009, with the vast majority of fatalities residing outwith the force area.

During 2009 there were reductions in the number of speeding offences and detections for drink and drug driving. Mobile phone offences increased significantly during 2009 (from 652 to 846). This increase is assessed to be due to heightened awareness amongst officers and increased enforcement. Northern Constabulary aims to promote public awareness during 2010 and will support ACPOS campaigns in relation to this issue. Driver education on this issue and other road policing matters continues to be a major focus for Northern Constabulary.

Roads throughout the force area are key element in facilitating the movement of criminals and the transportation of criminal commodities across both the force and divisional boundaries. Gathering intelligence on the criminal use of roads is vital in tackling organised crime groups and prolific travelling criminals. The movement of controlled drugs on the roads throughout the Highland and Islands continues to pose a threat to the force. This brings with it, increased challenges as criminals become more aware of policing tactics, technology and the methods of overcoming these barriers.



National Outcome 9
We live our lives safe from crime, disorder and danger

Progress at December 2009 on local outcomes – Q1, 2 & 3 for 2009/10

Local Outcome	Indicators	Baseline	Progress at March 2008	Progress at March 2009	Progress at December 2009 Q1, 2 & 3	2010/2011 targets
Local Outcome 9.B	No increase in the number of persistent young offenders	38 (2006/07)	43	43	Q1 – 29; Q2 – 24; Q3 - 30	No increase in numbers
People are, and feel, safe from crime, disorder and danger	Percentage of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe	94.7% (H&I) (2007/08) NC consultation	94.7% (H&I) NC Consultation	95% (H) Summer 2008 THC Consultation	92% (H) THC Consultation 95% (H) & 96% (H&I) NC Consultation Summer 2009	96% (H & I)
	Percentage of adult residents stating they were very or slightly worried about becoming a victim of crime.	54% (H&I) (2003/04) NC Consultation	49% (H & I) NC Consultation	Data not available	56% (H) 51% (H & I) NC Consultation Summer 2009	52%
	Number of recorded non-sexual crimes against the person (Class 1 Crime)	546 (THC) (2006/07) NC	418	451	276	519 (THC)
	Number of recorded crimes of Indecency (Class 2 Crime)	387 (THC) (2006/07) NC	330	361	215	368 (THC)
	Number of recorded crimes of malicious mischief and vandalism (Class 4 Crimes)	4714 (THC) (2006/07) NC	4420	4185	2803	4478 (THC)

	Number of fatal and non fatal fire casualties	42 average (2005 – 08)	49	57	16	34
	Reconviction rates for Highland local authority area	2216 (2004/05)		n/a	most available data: 2194 (2005-06)	Reduce by 2%
	Incidence of domestic abuse per 100,000 population	1064 (2006/07) NC	998	1056	908	Increase until confidence in reporting levels reached
	Percentage reduction in fatal / seriously injured road traffic accident casualties.	198 2006/07 NC	162	144	118	Reduce by 40%
	Percentage reduction in child fatal / seriously injured road traffic accident casualties.	12 (2006/07) NC	14	5	6	Reduce by 50%
	Increase number of young drivers receiving enhanced driver education.	241 (2006/07) THC	269	353	252	450
	Reduction in households reporting concerns with speeding.	74% (2006/07) THC	75% THC	74% THC	74% THC Consultation	68%
	Reduce the number of hate crimes and incidents	65 Hate Crimes 106 Racism Incidents 6 Other Hate incidents	69 Hate Crimes 124 Racism Incidents 14 Other Hate incidents		60 Hate Crimes 82 Racism Incidents ? Other Hate Incidents (awaiting data)	Increase expected until confidence in reporting levels reached possibly before 2010/11
Local Outcome 9.M	Recorded alcohol related crime figures per 10,000 population.	1661 (2006/07) NC	1499	1425	788	1545
Attitudes and behaviours towards alcohol and other drugs are changed and those in need are	Improved health intervention for those misusing alcohol, measured by achieving the agreed number of	Counting the intervention and screening begins 2008/09 NHS	n/a	88 (North - 25 Mid - 15 SE - 48)	683 (North - 108 Mid - 110 SE - 465)	8964

supported by better prevention and treatment services	screenings using the appropriate screening tool and appropriate alcohol brief intervention					
	Improved health intervention for those misusing alcohol, measured by achieving the agreed number of screenings using the appropriate screening tool and appropriate alcohol brief intervention	No base-line available. Counting the intervention and screening begins in 2008-9 THC	n/a	Data not currently available	All screenings are currently being undertaken by NHS staff	n/a
	Number of alcohol related fires	32 average (2005 – 08) NC	34	16	9	5% reduction (31)
	Recorded drug related crime figures per 10,000 population.	2160 (2006/07) NC	1935	1896	1418	2009
	Reduce waiting times for drug treatment and rehabilitation services - referral to assessment	89 < 28 days (2006/07) NHS	85% < 28 days	78% < 28 days average	Awaiting data	Maintain 89% < days
	Increase the number of drug mis-users in contact with treatment and care services	534 (2005/06) NHS	365	Due end 2009/early 2010	Data not available yet	587 2008
	Increase the number of people recovering from drug and alcohol problems entering training education and employment	92 (2005/06)	n/a	n/a	n/a	TBC
	Reduce the number of drug related deaths	10 (2005) NHS	7 (2007)	20 (2008)	Data not available yet	25% reduction

SOA2 PARTERSHIP REVIEW: Progress Report 8 June 2010**Local outcome F: “Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns”**

Chief Officer Sponsor: George Hogg, Scottish Natural Heritage

Report prepared by: Graham Neville, Scottish Natural Heritage

1 Joint working arrangements

The key joint arrangement for co-ordinated work on climate change, information exchange, and setting actions is the Environment Forum, which leads for the Community Planning Partnership on this and other environmental issues. Links between individual bodies (at a formal or informal level) exist – i.e. regular communication between THC and Environment Forum members including SNH. Individual bodies have a range of climate change Action Plans in place – including THC, SNH, FCS, the Cairngorms National Park Authority and SEPA.

2 Joint objectives

The key shared objectives of the CPP are set out in a Climate Change Declaration. The Declaration will be signed on 2 June by all Environment Forum members (Highland Council lead). The Declaration sets out common ground on key messages from the CPP on the issues of Climate Change, agrees shared objectives and actions to mitigate against, adapt to, and prevent climate change impacts where possible. The key commitments within the Declaration are:

- Measure our Carbon Footprint and work to reduce emissions by 3% from each members' own operations (acknowledging that the public body duties are likely to stretch this to 4% under the Climate Change Act);
- Provide an annual update of progress towards emissions reductions;
- Share information and work with our fellow partners in Highland to promote good practice on carbon management, energy reduction, mitigation and adaptation.
- Encourage and work with others in our businesses and communities to take action to adapt to the impact of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action.

The declaration will be signed by: The Highland Council, Scottish Natural Heritage, Highlands & Islands Enterprise, the Highland Biodiversity Partnership, the Highland Environment Network, Community Energy Scotland, Highland Birchwoods, Forestry Commission Scotland and the Scottish Environment Protection Agency. The Environment Forum is the co-ordination mechanism for leading and reporting on action against the Declaration.

As part of the Declaration signing, a joint event will be held on 2 June in the SNH offices in Inverness. It aims to:

- communicate key messages on climate change impacts in Highland
- outline the action that can and should be taken to mitigate against these impacts;
- showcase actions already being taken by public, voluntary and private organisations;
- engage with stakeholders (private, voluntary and public) through an open event format; and
- form part of the Royal Society of Edinburgh's inquiry and evidence gathering into Climate Change impacts, which includes a public event in the evening.

The expected Public body duties introduced under the Climate Change (Scotland) Act will likely introduce a 4% year-on-year emissions reduction target. This will be challenging but shared work across the Highland CPP will allow knowledge and best practice in ways of working and changes to methods to assist bodies in meeting the target.

The objective of protecting communities from the consequences of changing weather patterns will perhaps be one of the most challenging to deliver on. The lead is the planning authority through the Highland-Wide Development Plan, as they have the necessary authority for areas such as flood protection, sustainable design, and adherence to national sustainable planning policy. The CPP offers the opportunity for joint working on proposals for capital investment for protective measures and joined up consultation on proposals.

3 Equalities

An Equalities Impact Assessment has been carried out on the Highland Council Carbon Management Plan; other individual organisations will be carrying out similar exercises on plans and policies as per the legislation. There has been no overarching EqlA carried out on the overarching outcome. This review recommends that EqlA is carried out on any projects which aim to protect communities to ensure that there are no equalities impacts issues raised.

4 Pooled resources

At present there is no formal agreement to pool resources amongst CPP partners or others. There is a formal agreement within the Scottish Government Rural organisations – known as Scotland's Environmental and Rural Services (SEARS) – which could provide a model for future sharing of resources. It would be worthwhile to share video – conferencing equipment amongst partners which has the benefit of cost reduction as well as carbon emission reductions.

Within the wider CPP there is work underway to;

- Formalise shared or joint capital investment for delivery of other outcomes - this could contribute to the reduction in carbon outcome by having an aim to achieve BREEAM “excellent” rated shared office facilities, which are well linked to public transport (such as the SNH office at Great Glen House). This is especially relevant with the new college campus in Inverness, and shared office facilities throughout the Highlands;
- Allow joint contracting of services to achieve cost and carbon efficiency. For example, SNH currently have biomass boilers at Aviemore and Golspie and are in the process of installing two further boilers. Scottish Government are in the process of setting up collaborative frameworks for the supply of biomass boilers, maintenance and supply of fuel but these contracts are unlikely to be in place until April 2011. Highland Council have proposals to change its existing heating provision to biomass (approx. 60 sites). SNH will be able to “piggy back” onto the THC contract and this could be extended to other bodies.

5 Delivery

Carbon Reduction under the Public Body Duties (and the Declaration) will be core business for public body members of the CPP and delivery will be focussed. The target is challenging and will require real innovation if the year on year targets are to be met. Changes to ways of working (reduction in vehicle usage, increased v/c, better public transport – a challenge for rural areas; better energy efficiency in property, energy reduction from operations, sustainable sources of energy and sustainable procurement (equipment and food for meetings) amongst many others is required. The CPP has the opportunity to drive this through the member organisations.

Beyond emission reduction, there is an opportunity for the CPP (and SEARS partners) to help create a greater understanding of the significance of the natural environment for carbon management, and of ecosystems for human well being. The CPP could work to encourage sustainability and carbon management in a regional land use strategy, or through flood risk management.

Another key shared method of delivery is through the Scotland Rural Development Programme (SRDP); the programme has tackling climate change as one of its key objectives. SRDP is delivered through the Rural Priorities schemes, LEADER (the Highland Strategic Local Action Group under LEADER is a body of the CPP), and to a lesser CPP extent funding streams such as Less Favoured Areas schemes and Forestry Commission challenge funds, amongst others. Rural Priorities is delivered by RPID, SNH and FCS.

Delivery could be more focussed through the CPP on issues of transport in Highland, flooding, renewable energy, and forestry, with SRDP as a measure of success of the latter. The Highlands and Islands Forestry Forum provides an opportunity to link strategic action across to the Environment Forum and it is suggested that such opportunities for the other areas are pursued actively.

The delivery of protection of communities against the effects of changing weather patterns will be primarily through core business through the planning system.

6 Performance framework

At present all indicators against this relate to individual actions within the Carbon Management Strategy of The Highland Council. It does not represent a “shared” performance framework across the CPP. This is also not sustainable if we are to encompass all carbon reduction activities across each member organisation – it would become cumbersome. It is recommended that we develop indicators to report against the targets set out in the Declaration, with indicators which each body can report against to be aggregated in reporting against the Outcome as a whole. These could be:

- Measuring carbon reduction against the 3% target from all areas of our operations
- Tracking opportunities to educate people on the importance of the Highland environment
- monitoring and increasing awareness of the importance of carbon sequestration in soil, forest, peatland, grassland and other vegetation.

In addition, it is proposed that measures achieved under Rural Priorities and LEADER is tracked to give an indication of the success of these funds in achieving their climate change objectives in Highland.

7 Community involvement

The showcase event is targeted at community stakeholders (Councillors, community councils and groups/ organisation). This is important as it will engage and present information to community stakeholders and enable further participation in the future. The SRDP remains a large area of engagement for rural communities (under 3,000 inhabitants) with environmental measures. Other organisations within the CPP have differing levels of community engagement.

8 Operational arrangements across Highland

It is suggested that the Environment Forum remains the oversight body for operational delivery against the Climate Change declaration and the relevant local outcomes, with relevant officer groups contributing to delivery within member organisations’ remits.

It is proposed that the next stage of implementing our work against this outcome is for the CPP lead on Climate Change (SNH) to arrange a meeting of the key bodies (via the Environment Forum) to ensure that the actions and indicators can be tracked and to progress the joint working outlined above.

HIGHLAND PUBLIC SERVICES PARTNERSHIP

8 June 2010

OUTCOME REVIEW

The impact of the recession is limited, and sustainable economic growth is supported.

The following provides a position statement on the priority indicator; 'The impact of the recession is limited and sustainable economic growth is supported' for discussion by Partners. Challenge will be led by James Fraser, Principal of UHI. Given the breadth and complexity of this priority, a briefing session was held on 28 May to present some salient information on the socio-economic conditions in Highland. A copy of the briefing document has been circulated to partners.

1. Joint Working Arrangements

As the economic development agency for the north of Scotland, all of HIE's activities are in support of economic growth, and there is a significant range of projects, initiatives and developments which draw in key partners. The following highlights the key partnership fora which support this outcome:

- The Highland Economic Forum.
A multi-agency partnership with private sector representation, the Forum has developed a Strategy to address key priorities for sustainable economic growth. As a consequence, a number of sub-groups have been set up to tackle various strands (Energy, Procurement, New Business Development and Inward Investment). These sub-groups draw in additional representation to reflect relevant skills and expertise, and report back to the main forum.
- Regional Proposal Assessment Committee (RPAC)
A multi-agency partnership responsible for delivering the Scottish Rural Development Programme. (SRPD).
- Leader
A strategic partnership, supported by 12 Local Area Partnerships, Leader is now part of the new Scottish Rural Development Programme (SRDP), aimed at promoting economic and community development within rural areas
- Project Specific
Many partnerships are formed around a specific project or opportunity for sustainable economic growth. A relevant current example is the work ongoing on the future of Nigg, comprising Highland Council, HIE, Scottish Government, Scottish Development International.
- Geographic
Partnerships are formed to provide a holistic approach to specific geographic areas which are facing challenges – an example being the Caithness and North Sutherland Regeneration Partnership, whose objectives are to limit the impact of the run down of Dounreay. The

partnership involves Highland Council, HIE, Scottish Government, Nuclear Decommissioning Agency (NDA) and has an independent chair from the private sector.

- **Thematic/Sectoral**

The ongoing partnership supporting the legacy of Highland 2007, 'Highland Culture' supports the development of cultural activities which have a role in supporting a sector. Partners are Highland Council, HIE, Creative Scotland and Scottish Government. A set of priorities for action has been agreed, and a funding package assembled.

2. Objectives and Scale of Improvement

Whilst figures are not yet available (due to time lag in obtaining data at sub national level) to confirm whether the Highland economy was actually in recession, partners' objectives have been to introduce specific measures to counter immediate impacts and promote speedy recovery. Key to this is ensuring that the Highland area has the capacity to enter the period of growth with the ability to take advantage of opportunities. Scale of improvement is a relative measure, and main indicators have continued to demonstrate that Highland is in a stronger position than the national picture, and Highland performs well against other areas in the region.

3. Impact on the Equalities Groups

This has not been measured. It is recommended that work is undertaken to assess whether particular groups are disproportionately affected. There is some evidence to support concerns regarding reduced employment prospects for young people.

4. Resources

The breadth of this priority presents some difficulty in gauging alignment of resources. All of HIE's resource is targeted at economic growth and the level of alignment or pooling by partners varies. Partnerships such as RPAC and LEADER have programme budgets, and are matched where appropriate by partners. The fund established to support Highland Culture illustrates a higher level of alignment. The Caithness and North Sutherland Regeneration partnership demonstrates alignment of priorities and monitors resource allocation. Specific projects, such as Nigg, will be addressed through targeted funding packages. Most significant, however, is the contribution of partners jointly through staff support and commitment.

5. Method of Delivery

The majority of partnership effort towards sustainable development is delivered directly by the partners.

6. Performance Framework

Partners are directed to the review of socio-economic indicators in the background report. Key indicators, however, are the unemployment rate and business start-up rate. It is also suggested that business confidence is an important indicator in relation to a recession. HIE will undertake a

second assessment of business confidence using its on-line business panel.

7. Stakeholder and Community Engagement

Liaison with the business community (including social enterprise) is essential. The Highland Economic Forum has business representative organisations such as CBI and FSB as members. HIE's 3 Area Offices in Highland hold a series of business panel events in their localities throughout the year. RPAC and LEADER have third sector representation.

8. Operational Arrangements across the Highland Geography

As noted in 1) above, the scope of partnership fora varies. As the main body responsible for economic development, HIE has 3 area offices covering the Highland geography, and there is significant access to Business Gateway services via key offices and all Highland Council service points.

9. Recommendations for improvements

The following points also reflect discussion at the briefing session held on 28 May:

- Develop greater clarity on partnership strategic economic objectives and priorities, through the Highland Economic Forum
- Improve linkages from the Highland Economic Forum to local level community planning partnerships
- Move focus onto maximising the opportunity for Highland to make a greater contribution to Scotland's economy
- Partners to share information on plans to reduce budgets in line with public sector spending reductions to enable monitoring, and where possible mitigation, of impacts on the economy.
- Undertake review of impacts on equalities groups.

Charlotte Wright
Highlands & Islands Enterprise
May 2010.

**Highland Community Planning Partnership
Meeting 8 June 2010**

**Agenda item 2: Reviewing our partnership arrangements to deliver
outcomes**

**Position statement on review of local outcome: 'The health and
independence of older people is maximised'**

**1 Joint Working Arrangements including method of delivery and the
operational arrangements across the Highland geography**

Strategic leadership and governance is provided by the Joint Leadership & Performance Group comprising elected members and senior officials from Highland Council, and non-Executives and senior management from NHS Highland. An early discussion within the Joint Leadership & Performance Group agreed that there were two components to the local outcome: an 'upstream' health & wellbeing element and a community care service element. These elements are not mutually exclusive and there will be cross-over both in delivery arrangements and in performance measures.

The Joint Community Care Management Team is the delivery mechanism for the community care service element of the outcome. Membership includes senior operational managers from the Highland Council and NHS Highland. Delivery is through a mix of directly provided services, and a wide range of services commissioned from the voluntary and independent sectors. Work is in progress to determine the most appropriate delivery mechanism(s) for the health improvement/social inclusion element of the outcome. It is likely that this will include activity by a wide range of partnership agencies as well as from the voluntary and community sectors.

Following agreement on a work plan and mechanisms for delivery of the wider health improvement element of the outcome, further consideration will be given to how the Joint Leadership & Performance board can ensure appropriate strategic support and governance mechanisms for a programme of work delivered across a much wider base of agencies than the community care services work programme.

2 The joint objectives and scale of improvement to be achieved

A tiered transformational change programme has been agreed and includes stretching objectives and related activity to deliver the community care service element of the local outcome and covers fifteen separate but inter-related workstreams.

A review of current activity related to the health improvement/social inclusion element of the local outcome was recently considered. That report noted that only 15% of older people are in receipt of community care services at any one time and that improving and enhancing the quality of life and sense of

wellbeing of the other 85% is an important element of promoting the health and independence of older people and suggests that we need to shift our focus from responding to crisis to promoting wellbeing. This confirms the perspective that to achieve the local outcome, work on both fronts is required if we are to promote independence.

The report highlights a range of activity currently being progressed in Highland and comments that although these activities generally focus on the domains of wellbeing valued by older people themselves, the approach to date has been very much developmental and marginal, has not been cohesive nor strategic and has not been informed by a consideration of where to disinvest in less valued or less efficient services or to consider the opportunity costs of initiatives.

The review proposed a set of service delivery and intermediate outcomes based around 4 logic model triangles which were agreed by the Leadership and Performance Group. As noted above, work is now underway to determine the most appropriate delivery mechanism (s) to deliver these outcomes.

3 The Performance Framework

Performance information for the community care service element of this work is under development, due to be complete by June, and will be developed using a logic modelling approach, resulting in a series of outcomes triangles.

Further work is underway to identify appropriate measures and indicators for the agreed intermediate and service delivery outcomes for the health improvement work, using the four outcome triangles developed from the review of current activity.

It should be noted that, although these components are described separately in this report, in reality there is overlap in both delivery and in performance measures and the performance framework will reflect this when finally agreed.

4 Impact on Equalities Groups

The Chair of the Joint Community Care Management Group has been tasked with ensuring that equalities impact assessments are carried out on all work programmes and the outcomes reported back to the Leadership and Performance Group. Similarly, the work programmes underpinning the health improvement programme of work will be impact assessed as they are agreed.

5 Stakeholder and Community Involvement

A Stakeholder Forum for community care service users, their carers and other interested stakeholders, including voluntary and independent sector providers has been in place for the past year or so.

Stakeholder involvement for the health improvement element of the work programme will be crucial, with an emphasis on co-production of outcomes.

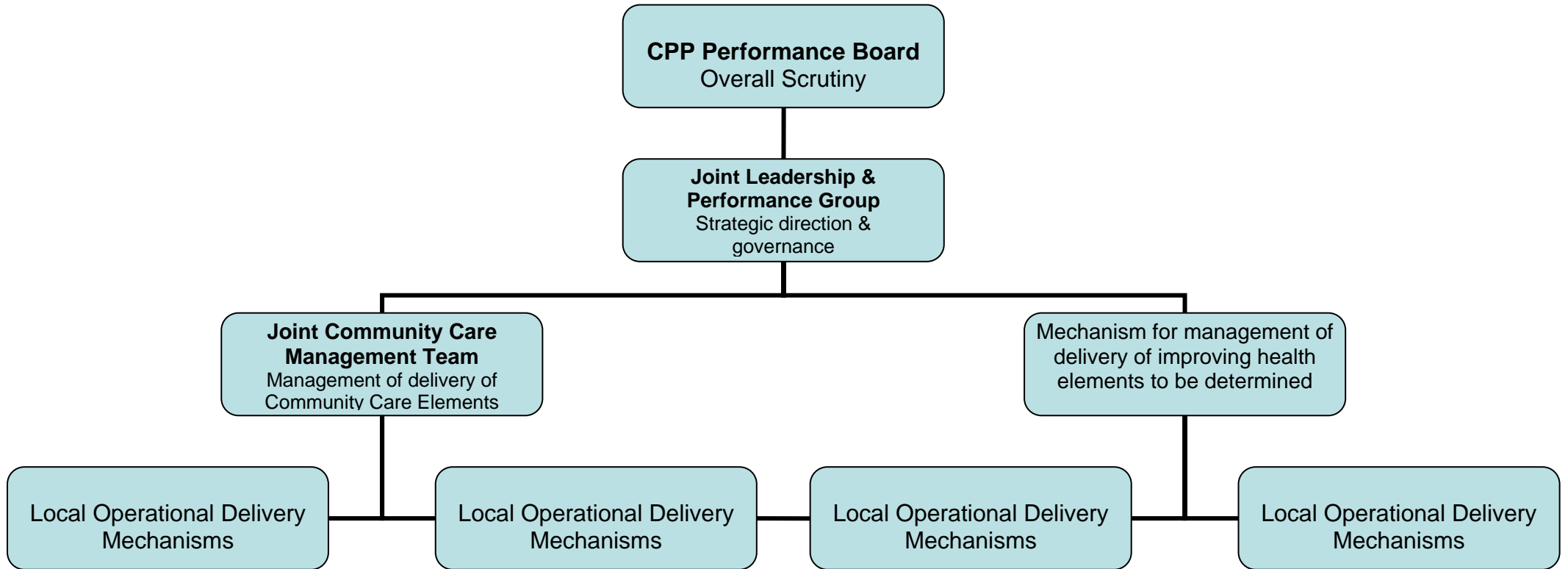
Three recently established Community Development Officer posts will contribute significantly to supporting stakeholder involvement.

6 Extent of aligned or pooled resources

The NHS H/THC partnership was one of the four successful applicants to achieve test site status within the National "Integrated Resource Framework Programme". The Partners are actively mapping their resource use (in terms of cost and activity) to understand variation (in terms of allocative equity and efficiency). The aim is to understand how resource is used around specific populations (in this case the population over 65), to identify changes that we wish to make in these patterns; and to identify the methods and mechanisms that we will use to achieve this change. We plan to have an active, integrated approach for the 65+ population in use by April 2011.

The partnership has also put in place a number of closely aligned arrangements including complex case funding; voluntary organisation funding; joint community store and a "virtual ward" arrangement. The work underway to establish delivery mechanisms and performance indicators for the wider health improvement programme will also consider the question of aligning or pooling resources where appropriate and possible.

APPENDIX 1





Item 4(a) - 6
Highland Alcohol & Drugs Partnership
Community Planning Partnership
Local Outcome Reviews

The following paper presents an update on the work of the Highland Alcohol & Drugs Partnership towards the development of an outcomes based framework, this is in line with Scottish Government expectations and meets the needs of the Safer Highland Leadership Group.

SOA2 – Local Outcome 13 under review

Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services.

1 HIGHLAND ALCOHOL & DRUGS PARTNERSHIP (HADP) - JOINT WORKING ARRANGEMENTS

1.1 In January 2008, a Delivery Reform Group was established to improve alcohol and drug delivery arrangements and ensure better outcomes for service users. This group took account of the Concordat between the Scottish Government and CoSLA, and the single outcome agreements; the publication of the Stocktake Review of Alcohol & Drug Action Teams and the parallel development of the new drugs and alcohol misuse strategies. Subsequently, the Scottish Government issued guidance in April 2009 in the form of a new framework for local partnerships on alcohol and drugs.

A NEW FRAMEWORK FOR LOCAL PARTNERSHIPS ON ALCOHOL AND DRUGS

<http://www.scotland.gov.uk/Publications/2009/04/23084201/0>

1.2 The local Safer Highland arrangements have created a model of governance and accountability not previously in place locally for the Highland Alcohol & Drug Action Team now the Highland Alcohol & Drugs Partnership.

In line with the Safer Highland guidance, the Highland Alcohol & Drugs Partnership has reviewed its membership and agreed a Delivery Group structure in order to agree and implement a local strategy for alcohol and drugs.

1.3 *Aim of HADP*

In line with the national Framework for Local Partnerships on Alcohol & Drugs, and the local Community Planning Partnership structures, the Highland Alcohol and Drug Partnership will lead on the development of a local alcohol and drugs strategy.

2 JOINT OBJECTIVES AND SCALE OF IMPROVEMENT TO BE ACHIEVED

2.1 The new framework for alcohol and drugs partnership sets out the expectations of Scottish Government of strategy and delivery. An outcomes



toolkit was developed and published in April 2009. The Safer Highland Leadership Group has agreed that the 6 strategic groups develop their strategy in line with the Logic Modelling; this reflects the outcomes framework determined by Scottish Government. The Logic model has been accepted as a model which enables the appropriate linking of outcomes and will inform the Leadership Group in a consistent manner. HADP have agreed the outcomes as they apply to alcohol and drugs in Highland (attached appendix A).

- 2.2 The SOA2 outcome target under review has been discussed by members throughout the process of developing the HADP strategic outcomes. It is considered to have 2 component parts. The first part relates to attitudes and behaviours and would indicate the need for a whole population approach, the second part relating treatment and support services requires targeted interventions. Developing indicators relating culture change is challenging and will require adopting a social marketing approach with partners. Further consideration is required to develop a framework that would support this.
- 2.3 The Delivery Group has been charged with taking forward actions and reporting in a RAG format to the HADP as contained in the HADP Workplan. It is anticipated that exception reporting only will be required with agreed updates on recognised progress. Contact has been made with National Coordinators in Scottish Government who have endorsed the current approach taken by the Delivery Group.
- 2.4 Having agreed the outcomes, HADP have now charged the Delivery Group with determining the most appropriate methods of measurement. There are high level indicators already agreed and contained within the document that reflect those with SOA2 and other relevant local strategies. A subgroup is currently working on this detail.
- 2.5 Consideration is being given to build on the local reports that have already taken place to undertake a formal comprehensive needs assessment on alcohol across the NHS Highland area. This will further enhance understanding of gaps and needs to inform future priority setting for development.

3 IMPACT ON EQUALITIES GROUPS

- 3.1 HADP has agreed the outcomes on the premise that these are relevant to all communities living within the HADP area. A formal equality and impact assessment is to be undertaken to ensure they are fit for purpose.

4 EXTENT OF ALIGNED OR POOLED RESOURCES

- 4.1 Scottish Government allocated drug and alcohol treatment monies via the NHS Boards. These monies are further enhanced from other NHS budgets and Local Authority resource. The HADP monitor the joint allocation at quarterly meetings where a nominated accountant from NHS Highland presents the update on behalf of both organisations.

The total investment currently reported on is: -

Highland ADP Funding 2010-11

Allocation	Highland ADP Allocation	Total NHS Highland Allocation
*Support Funding	£163,735	£207,972
*Drug Treatment Funding	£619,883	£1,170,000
*Alcohol Treatment Funding	£476,718	£688,546
*Public Health Allocation - Alcohol	£1,137,165	£1,579,165
NHS Highland – core funding	£2,310,000	
Highland Council – core funding	£2,618,000	
Total	£7,325,501	£3,645,683

* Scottish Government allocation to NHS Highland

- 4.2 The future of budget reporting and monitoring against the agreed outcomes is subject to discussion at the next HADP meeting. Further exploration is to be made in to the development of a formal Commissioning Strategy across the partner agencies, examples are being sought via the Scottish Government National Support Co-ordinators. Colleagues in Moray and Lanarkshire have recently had strategies agreed.

5 METHOD OF DELIVERY

- 5.1 Given the varied and complex agenda surrounding alcohol and drug use and misuse, the Delivery Group comprises of a number of agencies, services to reflect the range of activity involved. The national Alcohol Strategy is developed with a whole population approach and the national Drug Strategy is focussed on recovery. There are a number of common themes that are reflected in the HADP workplan; prevention and education, enforcement, culture change, children affected by parental substance misuse and treatment and recovery.
- 5.2 The Delivery Group is scheduled bi-monthly and the actions contained within the workplan are allocated to a lead within that group who co-ordinates and feeds back progress. Particular performance measures relating to outcomes are being developed.
- 5.3 The range of activity is implemented across the operational arms of the organisations represented at the Delivery Group. Members act as a conduit for the two way flow of information and reporting. The activity ranges from prevention, through to treatment and support with a renewed emphasis on recovery, enforcement and culture change.

6 PERFORMANCE FRAMEWORK

- 6.1 There are a number of factors relating to the development of an outcomes performance framework. As described earlier, Scottish Government has set out expectations that every Alcohol & Drugs Partnership will implement an

Outcomes Based Framework; this compliments the local expectations of Safer Highland to implement a Logic Modelling approach.

- 6.2 This sits alongside further expectations of Scottish Government to continue with activity reporting in respect of the two relevant HEAT targets, HEAT H4 (Alcohol screening and brief intervention) and HEAT A11 (faster access to drug treatment and alcohol treatment services). Locally there is evidence that waiting times for drug treatment services has reduced, the alcohol waiting times trajectory will not be implemented until 2011-12, and services for alcohol treatment are currently collecting the data to inform the baseline. NHS Highland colleagues are confident that the implementation of alcohol screening and brief interventions will be met.
- 6.3 The HADP have adopted some high level indicators (appendix A) also reflected in the SOA2, however, this needs to be further complimented by a range of outcome measures in line with the agreed high level and delivery outcomes. There is a subgroup tasked with developing this framework, one meeting has been held with a further meeting scheduled for 21st May. It's intended that this work will be completed over the summer months and feed in to the SOA2 review due September 2010.
- 6.4 It's anticipated that the framework will be supported by the HADP Support Team and a number of processes will be implemented including data collection and reporting, audit, national quality standards for substance misuse services and focus groups. There is an expectation that services funded and delivering in alcohol and drugs will sign up to a Performance Agreement that will detail their role in reporting to the HADP

7 BEST APPROACH TO STAKEHOLDER AND COMMUNITY INVOLVEMENT

- 7.1 There are currently 8 Drug and Alcohol Fora in existence across the HADP area. The membership of these groups include local services (including statutory and non-statutory), in some cases young people and where possible interested community members. There is a desire to develop a formal engagement process to enhance the working of these groups and give greater clarity on consultation. Safer Highland are considering the role of fora across the 6 strategic groups with a view to developing more effective working.
- 7.2 The HADP Delivery Group are currently seeking to develop a formal user, family and carer strategy that will ensure involvement at this group and give a clear process for engaging to ensure views are represented in the priority planning and decision making processes. This will cross reference with existing practices in place across the Safer Highland partnership and be influenced by best practice models implemented across Scotland.

8 OPERATIONAL ARRANGEMENTS ACROSS THE HIGHLAND GEOGRAPHY

- 8.1 In order to address the complex issues associated with alcohol and drug use, the HADP have agreed a broad membership of the Delivery Group. Members of this group have been identified to ensure that there is a two way flow of information relating to their areas of expertise, and that they represent their organisation at the meeting e.g. there is one CHP representative at the group and they link to their CHP colleagues across Highland. The HADP Support

Team has a role to facilitate support to the HADP, the HADP Delivery Group and local areas.

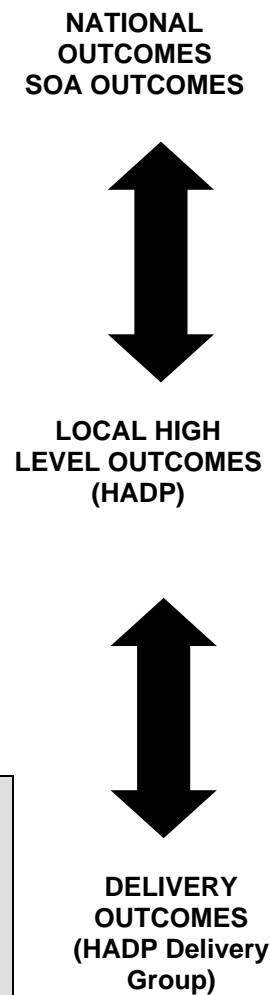
HIGHLAND ALCOHOL & DRUGS PARTNERSHIP STRATEGIC OUTCOME FRAMEWORK

Attitudes and behaviours towards alcohol and other drugs are changed and those in need are supported by better prevention and treatment services Nat O - 4, 5, 9
 Contribute to: -

- People across the Highlands have access to the services they need Nat O-1, 3, 7, 8, 10, 13
- Healthy life expectancy is improved especially for the most disadvantaged Nat O - : 6, 7
- People are, and feel, safe from crime, disorder and danger Nat O - 8, 9, 13
- The impact of poverty and disadvantage is reduced Nat O -2, 4, 7

- A. Individuals and communities have access to information to support a positive and healthy attitude to alcohol and drugs (1,2,3,4,5,6)**
- B. Those in need are supported by high quality prevention and treatment services (1,2,3,4,5,6)**
- C. Individuals, families & communities are actively engaged in the development & review of services (1,3,6)**
- D. Individuals and communities in Highland are resilient and protected against substance misuse and related harms (1,2,3,4,5,6)**
- E. Communities in Highland and individuals within them affected by substance misuse are supported by well trained staff (1,2,3,4,5,6)**
- F. Children and Young People are kept safe from parental substance misuse (1,2,4,5,6)**

1. Effective integrated care pathway offering a flexible range of services from assessment to recovery is in place (A,B,C,D,E,F)	2. All relevant staff are appropriately trained and developed and confident in delivering best practice (A,B,D,E,F)	3. Health in Highland is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs (A,B,C,D,E)	4. Individuals and communities are protected against substance misuse harm (A,B,D,E,F)	5. Children are protected and build resilience through the joint working of adult and children's services (A,B,D,E,F)	6. The outcomes based framework is supported by a system of audit and quality assurance (A,B,C,D,E,F)
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Highland Alcohol & Drugs Partnership - Core Indicators

Outcome Reference	Cross Reference	Aim	Information / Source
A, 3, 4	National Target	Reduction in consumption of alcohol and reduction in acceptability of hazardous drinking and drunkenness	Scottish Health Survey (3 to 5 years)
A, B, F, 1, 5	FHC3 SOA2	Reduce the proportion of 13 and 15 year olds self-reporting using alcohol in the last week	SALSUS (Bi-annual with 4 yearly local analysis) Highland Lifestyle Survey
A, B, F, 1, 5	FHC3 SOA2	Reduce the proportion of 13 and 15 year olds self reporting using drugs in the last month	SALSUS (Bi annual with 4 yearly local analysis) Highland Lifestyle Survey (repeat timescale unknown)
B, C, 1, 2	HEAT A11 SOA2	By March 2013, 90% of clients will wait no longer than 3 weeks from referral received to appropriate drug treatment that supports their recovery. Waiting times appropriate to alcohol treatment will be defined and incorporated into a target covering both drugs and alcohol by April 2011.	Key Performance Measure (KPM) KPM1, by Dec 2010, 90% of clients offered an assessment within 4 weeks of date referral received. Clients to wait no longer than 8 weeks from referral to assessment date offered. KPM2, by Dec 2010, 90% of clients to be offered a treatment date within 4 weeks from date of assessment. Clients to wait no longer than 8 weeks from assessment to treatment date offered. Data and Reports held by HADP (available quarterly)
A, B, 1, 2, 3	HEAT H4 SOA2	Achieve an agreed number of screenings using the setting appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11	19% of 16+ populations screened (estimate 25% positive), 75% of the 25% screened positive offered brief intervention. Data and Report held by NHS Highland Public Health Department (available quarterly)
A,B, 1, 2, 3	SOA2	Reduce the no of drug and alcohol related deaths	General Registry Office Scotland (annual) Alcohol Statistics Scotland publication from ISD (bi-annual)
A, B, 1, 2	SOA2	Reduce alcohol related admissions	Alcohol Statistics Scotland Publication from ISD (bi-annual)
B, D, 1, 3, 4	National Target	Decrease the estimated prevalence of drug use by 2011	Estimated Prevalence of Drug Misuse Scotland (3 yearly)
A, B, F, 1, 5	FHC3 SOA2	Reduce the number of children under 15 hospitalised with an alcohol related diagnosis	e-Health and A&E Departments (timescale of reporting to be confirmed)
A, B, D, 4	National Target	Reduce drug and alcohol related crime	Northern Constabulary (timescale of reporting to be confirmed)
A, B, D, 4	National Target	Reduce the number of underage sales of alcohol	Northern Constabulary (timescale of reporting to be confirmed)
A, D, 4	SOA2	Reduce alcohol related fires	Highland and Islands Fire and Rescue Service (timescale of reporting to be confirmed)
A, B, E, F, 1, 2, 5	National Target HCPC	Reduce harm to children affected by substance misusing parents / carers through improved multi-agency support to parents and children	Highland Council Social Work and Child Protection (timescale of reporting to be confirmed)

The cycle of deprivation is broken through intervention in early years

The cycle of deprivation can only be broken through intervention at a number of levels, starting with very young children, but also including work with parents. However the economic realities for many vulnerable families must also be acknowledged.

Agencies in Highland are addressing this in a co-ordinated and integrated manner, in particular through:

- Delivering the objectives of the Scottish Government and CoSLA's *Early Years Framework*
- Implementation of *Getting it right for every child (GIRFEC)*.
- Coordinating all relevant planning within *Highland's Integrated Children's Plan, For Highland's Children 3 (FHC3)*.

Governance, Leadership & Management

Governance is principally through the Joint Committee on Children and Young People (JCCYP). This multi-agency member-led committee provides the vision and leadership for integrated children's services in Highland.

Eighteen (18) multi-agency strategy groups lead on and report to the JCCYP across all aspects on children and family services in Highland, reporting to a lead officer group and then to Chief Officers (see Appendix One). The Planning and Operational structure has been developed over the past 9 years with the first integrated children's service plan *FHC1 2001-2004*.

Stakeholder & Community involvement

Consultation and involvement of the relevant groups of service users and other stakeholders is a pre-requisite for each strategic plan, before approval by the JCCYP. The main large and/or pan highland stakeholders include:

(SCMA) Scottish Childminding Association, CALA (Care and Learning Management), TAIC (Support in Gaelic), Direct Childcare, Action for Children, Highland Children Forum, HiMATS (Highland & Moray Accredited Training Services), Inverness College, Highland Mobile Toy Library, Keeping Children Safe, CHIP+ (Children in the Highlands Information Point), Family First, Homestart, Women's Aid Children Services, SNAP (Special Needs Action Project). SOAR (Socialisation, Opportunities, Activities and Recreation).

A wide range of more local stakeholders, including voluntary and private sector child care providers, are represented in each of the three area based Child Care & Family Resource Partnerships (CCFRP).

Joint Working, Strategy & Delivery

All strategy groups with their associated delivery arrangements address problems of deprivation, although not all are directly involved in service provision for children in their early years.

The joint working arrangements for implementing the *Early Years Framework* are contained within *FHC3* and are the responsibility of the early years strategy group linking with more specialist health, education and social work groups.

Objectives in *FHC3* for implementing the Framework include:

- Enhancement of wraparound care.
- Increased hours for early education.
- Further strengthening of Surestart services for vulnerable young children.

This very much accords with the *GIRFEC* model, and indeed the Highland pathfinder experience, and the requirements of the national roll-out of *GIRFEC*, is described as fundamental to implementation of the *Framework*. Many of the key themes are integral to integrated children's services planning in Highland:

- Effective early interventions to address need.
- Supporting families and sustaining community based services.
- Delivering improved opportunities for play.
- Reducing the need for referrals to targeted services through strengthening universal services.
- Improving access to integrated pre-school and childcare services.
- Improving local partnerships.

Getting it right for every child ensures the highest standards of front-line joint working to provide the best possible outcomes for children & families. While the implementation of *GIRFEC* impacts on all of Highland's children, there is an obvious and particular focus on the youngest and the most vulnerable.

GIRFEC involves a tiered approach, with effective intervention in universal services to identify needs as quickly as possible, and provide responses that prevents needs and concerns from escalating. It provides an effective linkage between midwives and health visitors, and then with Pre-school, Primary Schools and School Nurses. It also provides an increased and more intensive level of assessment, planning and response for those children with higher level and more complex needs. This seeks to provide enhanced support for children at home, as part of a greater emphasis on community based supports, and a focus on improved outcomes for all children who may be vulnerable.

Improved transition management for children and young people of all ages is being addressed and a number of protocols are being developed/updated particularly addressing *GIRFEC* principles for the key times of change through children's early years. These protocols address the challenges faced by children in vulnerable groups, including those with additional support needs, disability or illness.

Resources & Method of Delivery

Operational activity across these various strategic areas is part of mainstream provision and commissioning from the third sector. Established budgets are deployed by strategic committees, but also significantly within the pooled budget of the Joint Committee. Indeed, developments in early years services were targeted as an initial objective by the Joint Committee. Total annual funding for early years services is in excess of £12.5 million. There is a level of risk that local and central government may be required to achieve budget reductions in coming years that may impact negatively in this area, particularly with regard to:-

- ◆ Capacity to identify and respond to additional support needs in the early years (measures are being pursued that can help to mitigate this).
- ◆ Loss of dedicated support for the 'Bookstart' programme, which promotes a culture of reading for young children.
- ◆ Reduced accessibility to permanent affordable housing for young families.
- ◆ Play strategy funding is maintained but will be limited

Joint Objectives & Performance Framework

Multi-agency joint objectives (with associated monitoring arrangements) to ensure that the cycle of deprivation is broken are set out in *FHC3*. At least 7 of the 15 Key Outcomes in *FHC3* address important issues of deprivation:

- *Improve the life chances of children by supporting women to make good health choices during pregnancy and the early weeks of birth. KO4*
- *Improve the life chances of children by supporting parents and carers to access and use appropriate health services for their children, particularly in the early years. KO5*
- *Improve the life chances of children and young people by promoting self esteem and reducing the level of high risk activity among young people. KO6*
- *Promote the general wellbeing of children and young people in vulnerable families through enhanced support for parents and carers, particularly in the early years. KO8*
- *Improve opportunity for parents, children and young people to make positive choices about their quality of life through access to employment and training. KO9*
- *Improve the outcomes for children who cannot live with their own parents through delivery of the Action Plan for Looked after Children and the Corporate Parenting Strategy. KO10*
- *Reduce the effect of disadvantage by providing opportunity for achievement of personal goals and involvement in community life for all vulnerable children, including those with disability and Looked After Children through appropriate assessment and planning. KO15*

Each Key Outcome has a set of indicators which will be augmented over time as new evidence becomes available.

Additionally, *FHC3* has 120 Improvement Objectives each with associated action plans. Progress on each action plan will be reported to the JCCYP on a regular basis.

The impact on equalities groups

The explicit intention of the various strategic developments to ensure that the cycle of deprivation is broken through intervention in early years is to address disadvantage and promote greater social and economic opportunities.

FHC3 has been subject to equalities screening, but additional work is undertaken by each strategy group to ensure full impact assessment in critical areas.

**CPP Performance Board
8 June 2010**

Capital Programme Alignment

Summary

This report provides an update and action points for CPP in relation to capital programme alignment.

1. Introduction

1.1 CPP Performance Board has previously agreed that an officer group would be formed to take forward alignment of capital programmes. The group would explore opportunities to improve alignment and collaboration on capital programmes.

1.2 The officers nominated are summarised below.

Brian Porter/Gary Westwater, THC
Fiona Larg, UHI
John Bogle, NHS
Keith Bryers, HIE
Joe Moore, SNH
Marcus Jenks, HIFRS
tbc, NC

Previous discussion has highlighted the potential for alignment opportunities involving other public sector partners, e.g. Scottish Ambulance Service. It is recommended the officer group moves forward at this time, based on the core group set out above. The group can then consider liaison with other partners, as appropriate, as its work moves forward.

1.3 It had been intended to hold a first meeting during Spring 2010 but that did not prove possible. A group meeting will now be called for July/August 2010. Nominees will be contacted directly.

1.4 Action Points:

It would be helpful if all CPP members could provide the following in advance. Information should be provided to Brian Porter, Highland Council.

brian.porter@highland.gov.uk

- Copy of current capital programme, relating to CPP area.
- Status of that programme, i.e. approved, draft, etc
- Notification of any current or planned review of the capital programme, and the timescale for that review.

- 1.5 It is recommended that the Performance Board considers a report from the Officer group setting out improvement actions in Autumn of this year. That report to focus on short term opportunities/actions relating to current capital programmes, and also medium term actions relating to future capital planning.

Brian Porter, Finance Manager, Highland Council

07/06/10

**REDUCING THE IMPACTS OF THE RECESSION
AND
SUPPORTING SUSTAINABLE GROWTH IN HIGHLAND**

Briefing Paper

24 May 2010

**Steve Westbrook, Economist, Bellevue, Seafield Street, Nairn IV12 4HL
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**Reducing the Impacts of the Recession
and
Supporting Sustainable Growth in Highland**

Briefing Paper

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Appendix 2 : ScotAction: Highlands and Islands Update	

1.0 INTRODUCTION

1.1 This Briefing Paper has been produced to inform a briefing session to be held on 28 May on the Single Outcome Agreement priority: “The impact of the recession is limited and sustainable economic growth is supported.” The partnership lead on this Outcome, Charlotte Wright, will be producing a short description of current partnership arrangements for optimising this Outcome for a Community Planning Partnership meeting on June 8th, the effectiveness of these arrangements, and how delivery might be improved.

1.2 Research and analysis for this Paper has comprised:

- A summary socio-economic analysis of the Highland economy from the period prior to the recession to the latest month / year for which figures are available (Section 2).
- Contacts with key agency representatives to check recession-related measures and initiatives that have been introduced and their knowledge of the impacts of the recession on the Highland economy.
- Consideration of relevant reports produced by partner agencies and the Scottish Government.
- Consideration of the potential impacts of expected public expenditure cuts.
- A review of the continuing relevancy of the priorities identified in the Draft Economic Development Strategy / Action Plan produced for the Highland Economic Forum (May 2009).

1.3 Recommendations are provided on priorities – short term and longer term – based on the analysis, and how the relevant partners might best work together to take these forward in the climate of reduced public expenditure.

The Single Outcome Agreement (SOA)

1.4 The Highland SOA was produced in July 2009, and the period leading up to its publication was broadly in the middle of the national recession.

1.5 Under the priority, “A Competitive, Successful and Adaptable Highland Economy”, the SOA themes are:

- From recession to sustainable economic growth.
- Move to a more knowledge based economy.
- Support businesses with growth potential.
- Employability.

1.6 The theme, “From recession to sustainable economic growth” is shown to relate to the following national outcomes:

1. Sustain jobs and grow business (including high value and SME).
2. Aligning the response to the recession across all public sector bodies in the short and long term.

1.7 In the table that sets indicators, targets and timescales against local outcomes, baselines (generally for 2006/07) and targets are given for the following against the local outcome, “The impact of the recession is limited and sustainable economic growth is supported”:

- Increase the business start up rate.
- Increase the number of business start ups with public agency support (split by social enterprises and private sector businesses).
- Increase the number of account managed social enterprises with growth plans (to 30 by 2010/11 from 20 in 2008/09).
- Increase the number of VAT-registered businesses.
- Increase in productivity in HIE-assisted businesses within the key sectors (20% increase by 2010/11).
- Growth in the creative industries (20% growth by 2010/11).
- Increase installed capacity of renewable energy to 1280 MW by 2010.
- Increase the working age employment rate from 78.8% to 85% by 2010/11.

1.8 The SOA partners can influence achievement of these targets, and, even during a recession, it would have been possible to have stepped up provision and make a positive contribution to achieving the targets. However, the length and depth of the recession could mean that targets such as increased number of business starts might well be unachievable by 2010/11 – indeed, maintaining (or recovering back to) 2006/07 levels might be considered a very good achievement.

1.9 The following points are also suggested:

- Promoting and supporting growth of new businesses (and businesses that were started before July 2009) is arguably more important for sustainable economic growth than the number of new business starts. Indeed, the structure of the Highland economy, with a high proportion of small and micro businesses, can handicap economic growth (while appreciating the need for appropriate sized local businesses in small and remote communities).
- Increasing productivity by an average of 20% across all HIE-assisted businesses within the key sectors by 2010/11 is considered unrealistic. The trend during the

recession generally has been for employment to reduce at a lower rate than output, i.e. productivity in many businesses will have fallen. Taking into account greatly reduced investment, business productivity growth over the 2006/07 to 2010/11 period in general is likely to be significantly lower than prior to this period – although many individual HIE-assisted businesses will achieve more than 20% productivity growth (albeit, in some cases, over a longer timescale than 2010/11 given the UK’s expected slow recovery from the recession). In HIE’s new Operating Plan 2010/13, its contribution towards the productivity challenge is to raise productivity in assisted *high-growth businesses* by 20% by 2011.

- Many creative industries have been hit by the recession, and overall 20% growth (presumably in output) by 2010/11 would appear unrealistic. The SOA aspiration to increase median incomes in Highland would suggest that the focus within the creative industries (in relation to the sector’s growth target) should be those niches where average earnings are relatively high or where they could be increased significantly.
- Increasing further the already high working age employment rate in Highland will tend to conflict with the aspiration for more young people to go into Further Education, Higher Education within the region, and vocational training for the longer term benefit of the economy.

1.10 A number of targets under other SOA Local Outcomes are as (or more) important in achieving sustainable economic growth than those given for the “From recession to sustainable economic growth theme”, and some of these are also possibly unrealistic in the recession and its aftermath given the partners’ degree of influence and the cuts in their operating budgets – e.g. “Reduce the number and % of working age population unemployed and living in Highland”, under “More people are supported into employment”.

1.11 The message from this introductory analysis is that explicit prioritisation of what can be achieved by the SOA partners is required. In as far as the SOA process specifies targets for achievements by 2011/12, there needs to be some attention to short term outcomes. However, sustainable economic growth is essentially promoted by activities that are focused on the medium to longer term, and the recommendations on priorities given in Section 5 below reflect this.

2.0 SOCIO-ECONOMIC ANALYSIS

2.1 The tables and graphs below illustrate the relative impact of the recession on Highland in as far as available statistics allow. GDP / GVA data for the period since the start of the recession are not yet available for Highland – the latest data relate to 2007 (and changes for year to year are not statistically reliable).

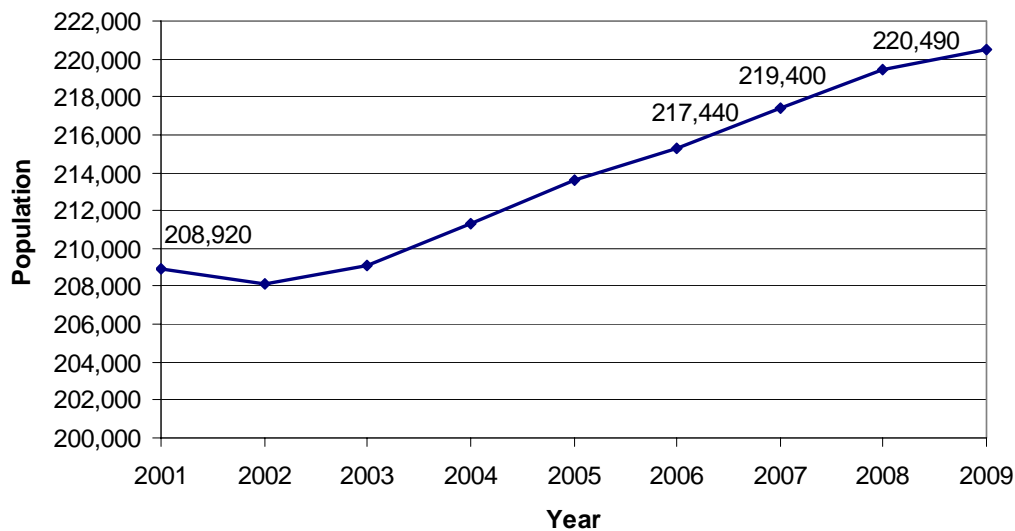
Table 1
Population Change since 2001

	2001	2009	% Change 2001-2009
Highland	208,920	220,490	5.5
Scotland	5,064,200	5,194,000	2.6
	2001	2008	2001-2008
Great Britain	57,424,200	59,608,200	3.8

Sources: ONS, GROS

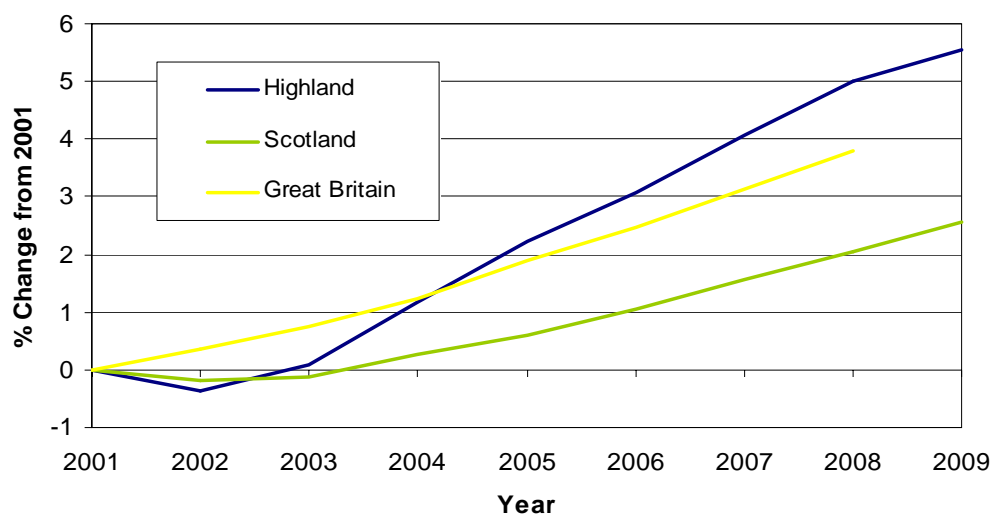
2.2 Highland has experienced more than double Scotland's population growth since 2001, although, as shown below, the rate of increase reduced from 0.9% between 2007 and 2008 to 0.5% between 2008 and 2009.

Figure 1
Population Change in Highland, 2001-09



Source: GROS Population Estimates

Figure 2
Population Change in Highland, Scotland and Great Britain, 2001-2009



Source: GRO Population Estimates

Table 2
Change in the Population Structure since 2001

	Highland			Scotland		Great Britain	
	Population (2009)	Population Share (2009) %	Population Change (2001-09) %	Population Share (2009) %	Population change (2001-09) %	Population Share (2008) %	Population change (2001-08) %
All Ages	220,490		5.5		2.6		3.8
0-15	39,120	17.7	-4.3	17.6	-6.0	18.7	-2.9
16-29	32,403	14.7	6.4	18.6	9.4	18.8	10.8
30-49	59,606	27.0	-2.7	27.8	-3.7	28.2	0.9
50-64	48,487	22.0	16.7	19.3	11.0	18.1	7.5
65-74	22,491	10.2	15.6	9.0	5.2	8.4	4.1
75+	18,383	8.3	19.9	7.7	10.5	7.8	7.8

Sources: ONS, GROS

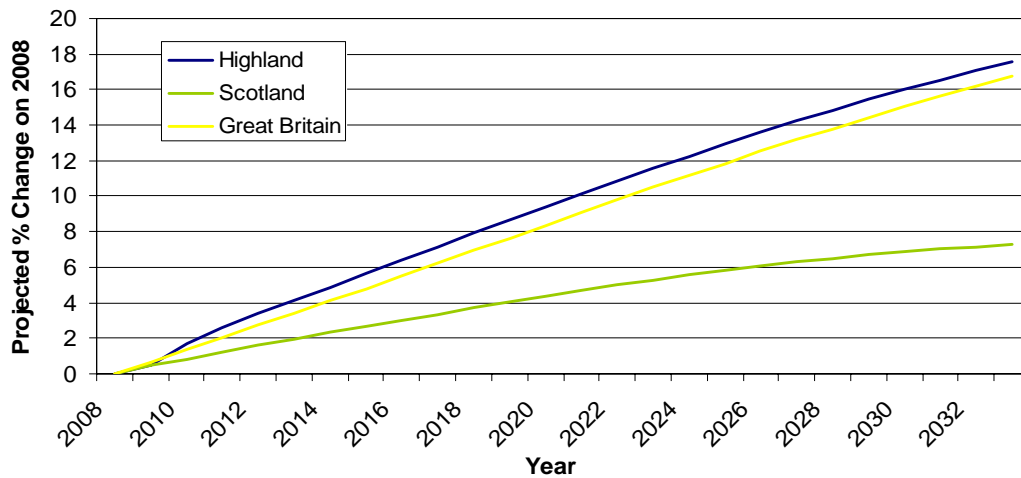
- 2.3 Although Highland's population aged 16-29 has grown since 2001, the rate of growth has been slower than in Scotland and Great Britain, and there were 8,608 fewer people aged 16-29 resident in Highland in 2009 than there would have been had the proportion of its total population been the same as in Scotland.
- 2.4 41.3% of Highland's population were aged 50 or over in 2009, compared with 36.0% of Scotland's population and 34.3% of Great Britain's population. This elderly population structure has an inevitable impact on the birth rate in the area.

Table 3
Projected Population Change, 2008-2033, Highland, Scotland and Great Britain

	2008	2033	% Change 2008-2033
Highland	219,400	257,965	17.6
Scotland	5,168,500	5,544,410	7.3
Great Britain	59,618,279	69,607,146	16.8

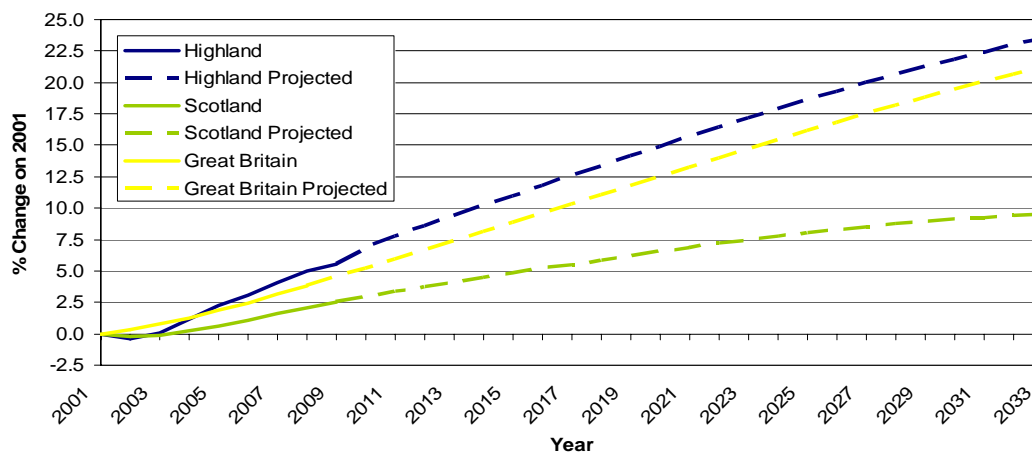
Sources: ONS, GROS

Figure 3
Projected Population Change, 2008-2033, Highland, Scotland and Great Britain



Sources: ONS, GROS

Figure 4
Population Change, 2001-2008, and Projected Population Change 2008-2033 for Highland, Scotland and Great Britain



Sources: ONS, GROS

2.5 The relatively fast growth of Highland’s population projected over the period to 2033 (on GROS base-case projections) reflects the trend since 2003 – although whether this is achievable without a continuing increase in employment opportunities is doubtful. Population growth stimulates service sector employment growth, but accelerating

growth in the elderly population is likely to have less impact than the growth in those aged 16-64 that has been achieved since 2001 – although care for the elderly is a growth sector with an increasing range of employment opportunities.

Economic Activity

- 2.6 Highland has an exceptionally high economic activity and employment rate compared with Scotland and Great Britain for both males and females. This reflects growth in the economy, but also the relatively low proportion of students in full time Higher Education in the region and of full time Further Education students. The latter in part reflects the availability of local employment for school leavers (although demand for College courses has increased since the recession). This relative lack of training for school leavers could be disadvantageous in the longer term for the quality of the region’s labour supply. The unemployment rates in Highland for both males and females during the recessionary October 2008-September 2009 period were very much lower than the Scotland and Great Britain rates according to the Annual Population Survey data. This “ILO” unemployment rate is now the main measure of national and international trends in unemployment (rather than the Claimant Count).

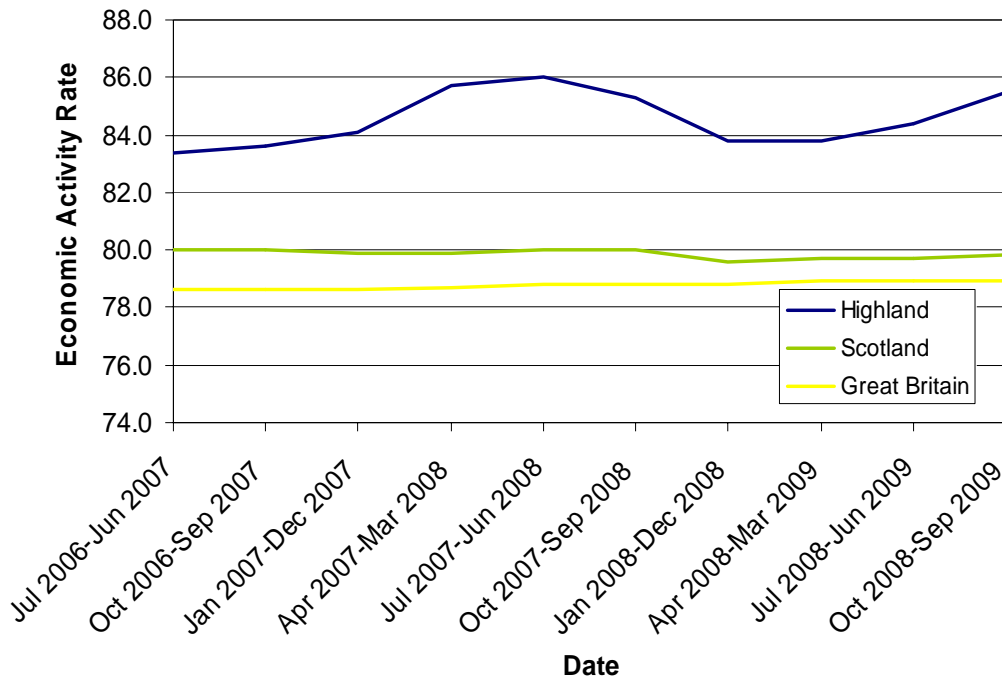
Table 4
Economic Activity, October 2008- September 2009

	Highland		Scotland	Great Britain
	Number	%	%	%
Total				
Economic activity rate	112,700	85.5	78.9	79.8
Employment rate	109,600	83.2	72.9	74.3
% of working age who are employees	96,600	73.3	63.4	66.4
% of working age who are self employed	12,000	9.1	9.1	7.5
Unemployment rate	3,100	2.7	7.6	6.8
Males				
Economic activity rate	62,200	89.3	83.2	83.1
Employment rate	60,900	87.5	76.3	76.7
% of working age who are employees	52,200	74.9	63.1	65.9
% of working age who are self employed	8,200	11.7	12.7	10.3
Unemployment rate	1,200	2.0	8.3	7.6
Females				
Economic activity rate	50,500	81.2	74.2	76.3
Employment rate	48,700	78.3	69.2	71.8
% of working age who are employees	44,400	71.4	63.6	66.9
% of working age who are self employed	3,800	6.1	5.2	4.5
Unemployment rate	1,800	3.6	6.7	5.9

Source: Annual Population Survey

2.7 As shown below, there has been an encouraging recovery in Highland's Economic Activity rate in 2009 (although there is a relatively high margin for error in the Annual Population Survey).

Figure 5
Economic Activity Rate, 2006-2009



Source: Annual Population Survey

2.8 Highland is relatively dependent on public sector employment, with 31.1% of its employees in 2008 working in public administration, education and health (34,000 people) compared with 30.0% in Scotland and 27.0% in Great Britain. When jobs supported by public sector spending (e.g. in construction) and indirect and induced impacts are added, this public sector dependency in Highland could be at least 40% of full-time equivalent employment.

2.9 12.8% of Highland's employees were working in sectors that are broadly tourism-related in 2008 (14,000 people, including part-time staff). All tourism spending, however, might support c16,000 full time equivalent jobs per annum in the region – including multiplier impacts.

2.10 The downturn in the construction sector is illustrated by a reduction of 24% in Planning Applications received by Highland Council between 2007 and 2009.

Unemployment

2.11 The Claimant Count unemployment rate for Highland was also significantly lower than for Scotland or Great Britain in April 2010 for both males and females, with the female rate indicating close to “full employment” – although a relatively high proportion of part-time or seasonal female employment opportunities (often not well paid) is a significant factor in this.

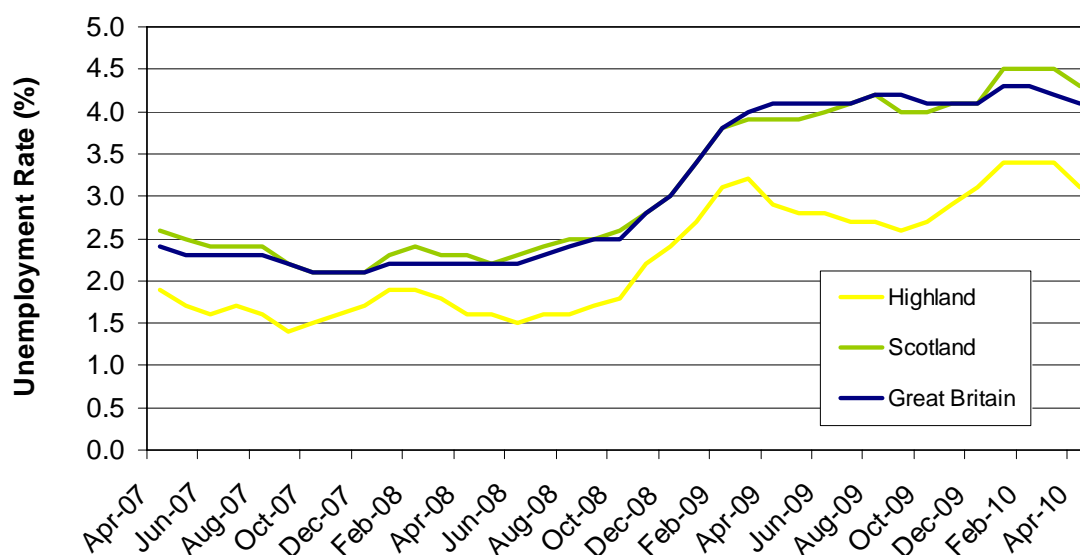
Table 5
Unemployment and Unemployment Rate,
Highland, Scotland and Great Britain, April 2010

	Highland		Scotland	Great Britain
	Numbers	%	%	%
Total	4,124	3.1	4.3	4.1
Male	3,058	4.4	6.2	5.6
Female	1,066	1.7	2.3	2.4

Source: ONS Claimant Count

2.12 As shown below, the trend in Highland’s unemployment rate broadly followed the national trend up to early 2009, but has improved (relatively) since spring 2009 – although the Highland rate rose after the end of a relatively strong 2009 tourism season.

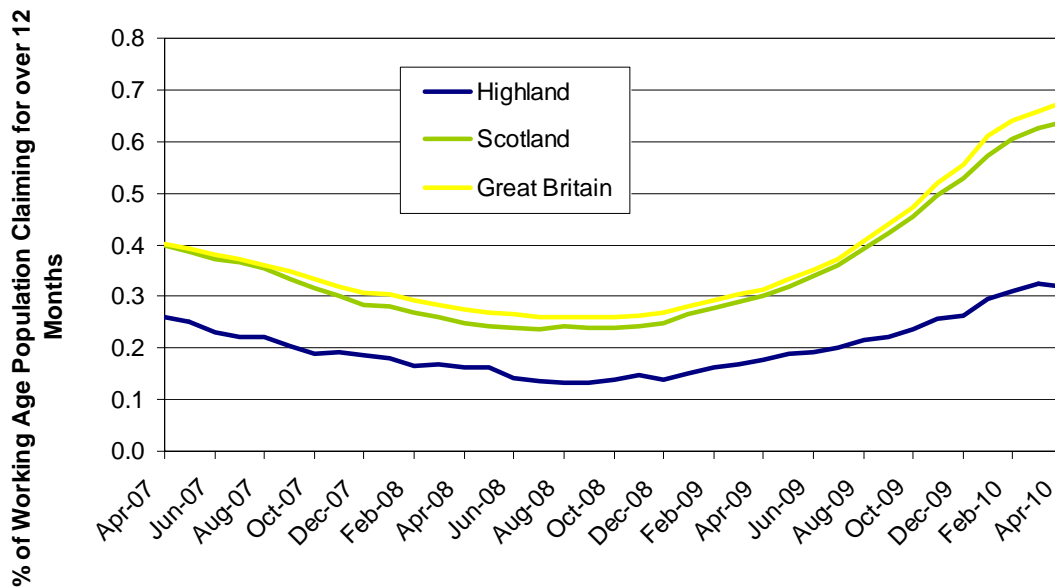
Figure 6
Unemployment Rate, 2007-2010



Source: ONS Claimant Count

2.13 Similarly, long term unemployment has not increased in Highland as rapidly as in Scotland or Great Britain – although the number of those out of work for more than a year has more than doubled over the past eighteen months.

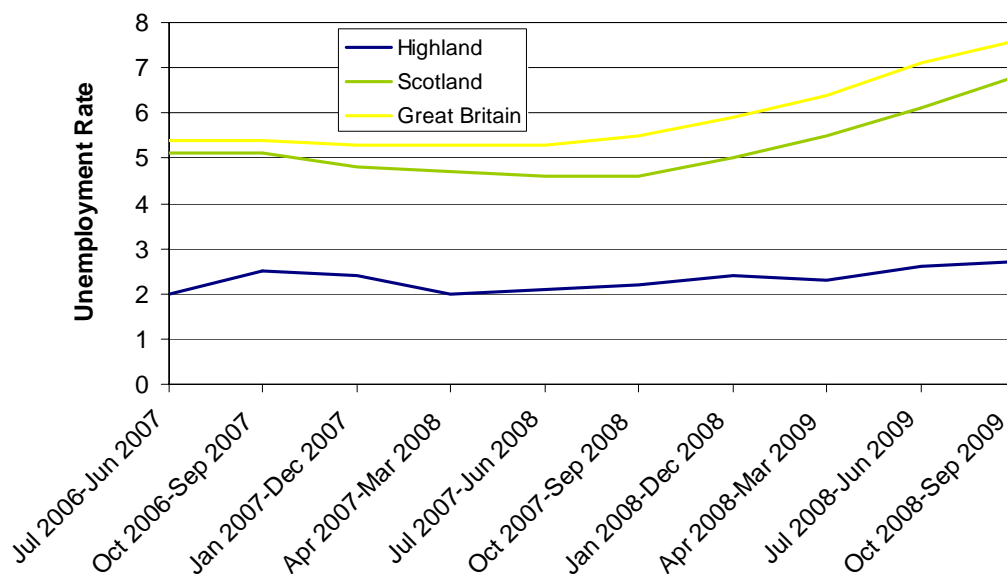
Figure 7
Long Term Unemployment, 2007-2010



Source: ONS Claimant Count

2.14 The graph below shows that the ILO unemployment rate for Highland has risen relatively modestly since the start of the recession.

Figure 8
ILO Unemployment Rate, 2006 - 2009



Source: Annual Population Survey

Vacancies

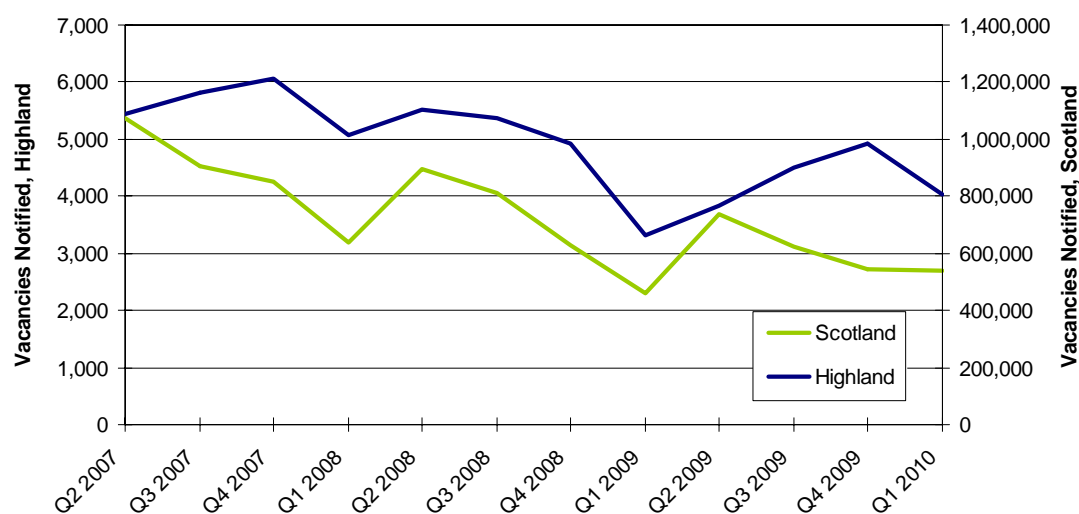
2.15 As shown below, vacancies notified to JobCentrePlus in Highland have recovered better than in Scotland over the past year, and there were more job vacancies per unemployed claimant in April 2010 than in Great Britain.

Table 6
Vacancies Notified, Highland, Scotland and Great Britain

	April 2010	% Change YE April 2009 – YE April 2010	Vacancies per JSA Claimant
Highland	1,203	-9.6	0.29
Scotland	23,067	-18.7	0.16
Great Britain	297,741	-5.4	0.20

Source: JobCentre Plus Vacancies

Figure 9
Quarterly Vacancies Notified, 2007-2010, Highland and Scotland



Source: JobCentre Plus Vacancies

Benefits

2.16 As shown below, Job Seekers are a minority of people in receipt of Work and Pension benefits. For some categories of benefit, rates are higher in Highland than in Great Britain.

Table 7
DWP Benefits, November 2009

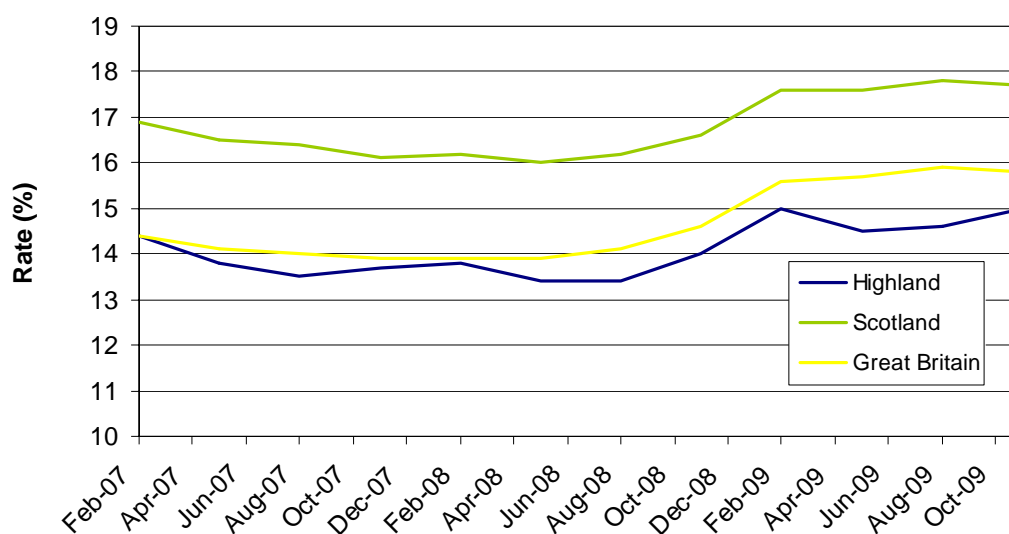
	Highland		Scotland	Great Britain
	Number	%	%	%
Total claimants	19,870	15.0	17.7	15.8
Job seekers	4,010	3.0	4.0	4.0
ESA and incapacity benefits	10,010	7.5	8.9	7.1
Lone parents	1,720	1.3	1.7	1.9
Carers	1,550	1.2	1.2	1.1
Others on income related benefits	570	0.4	0.5	0.5
Disabled	1,580	1.2	1.1	1.0
Bereaved	430	0.3	0.3	0.2
Key out-of-work benefits†	16,310	12.3	15.1	13.4

Source: Department of Work and Pension Benefits

Notes: Key out-of-work benefits consists of the groups: job seekers, people on incapacity benefit, lone parents and others on income related benefits

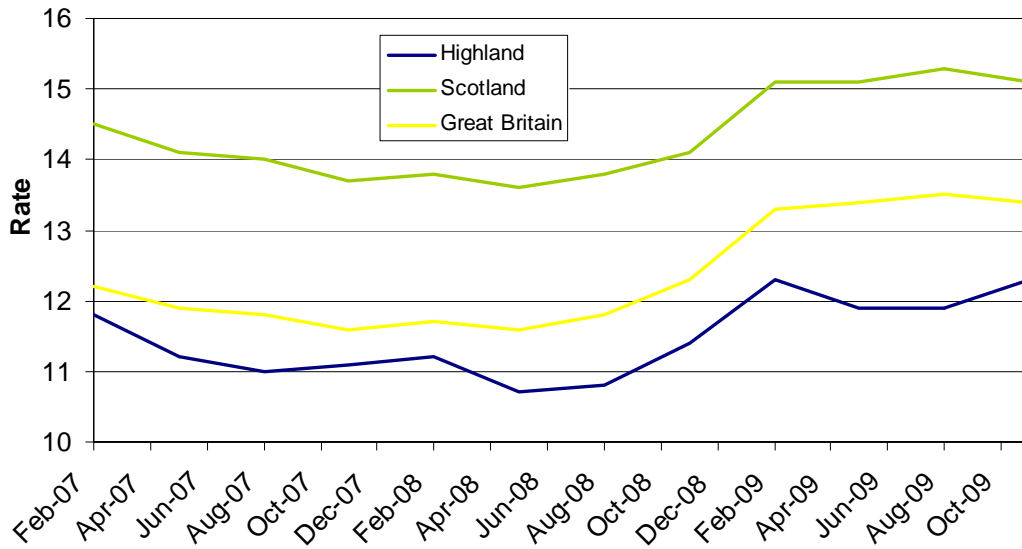
2.17 Trends since the recession started (mid 2008) are shown in Figures 10-12 below.

Figure 10
Proportion of Working Age Population Claiming Any Benefits



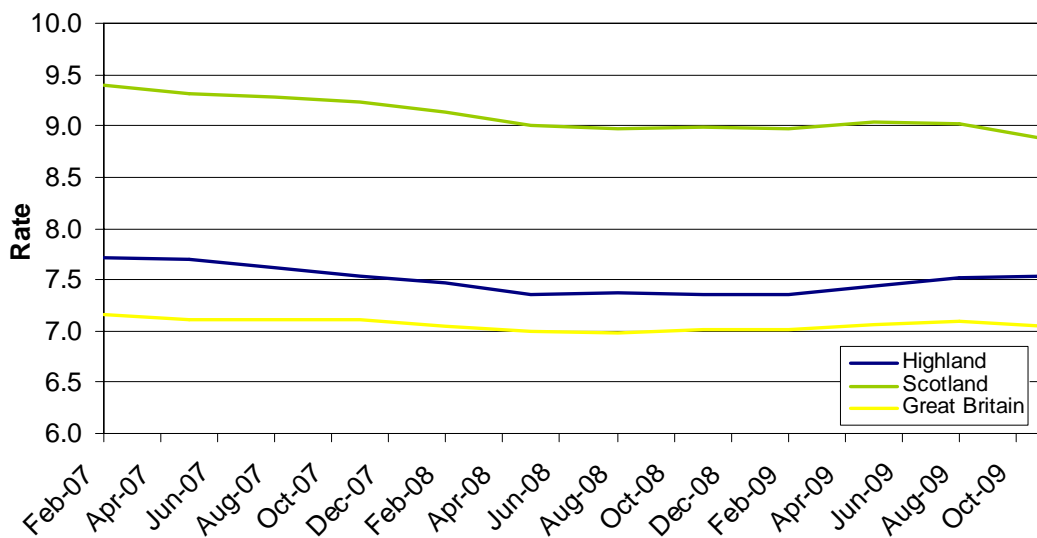
Source: Department of Work and Pension Benefits

Figure 11
Proportion of Working Age Population Claiming Key Out of Work Benefits



Source: Department of Work and Pension Benefits
 Notes: Key out-of-work benefits consists of the groups: job seekers, people on incapacity benefit, lone parents and others on income related benefits

Figure 12
Proportion of Working Age Population Claiming Incapacity Benefits



Source: Department of Work and Pension Benefits

Hours and Earnings

2.18 Sample sizes for the Annual Survey of Hours & Earnings in Highland are relatively small and figures can be subject to a fairly wide margin for error. The most recent survey data show that average full time male earnings rose faster in Highland between 2008 and 2009 than in Scotland or Great Britain – possibly due to a relatively high dependence on the public sector, which provides relatively well paid jobs in Highland. Female full-time earnings barely rose over the year, however. In 2009, median pay for full time males in Highland was 99.3% of the Scotland average and 95.0% of the Great Britain average, while female median earnings were 10.9% lower than in Scotland and 12.7% lower than in Great Britain.

Table 8
Hours and Earnings by Place of Work, 2009

	Median Annual Pay (£)	Annual Percentage Change	Median Total Hours Worked	Annual Percentage Change
Male Full Time Workers				
Great Britain	28,388	2.6	38.6	-0.9
Scotland	27,178	3.4	38.6	-0.9
Highland	26,980	5.7	40.0	-0.1
Female Full Time Workers				
Great Britain	22,170	3.0	37.0	-0.1
Scotland	21,728	4.8	37.0	0.0
Highland	19,356	0.3	37.5	0.0

Source: Annual Survey of Hours and Earnings, 2009

Business Demography

2.19 Data on business starts and failures are provided below. Business starts in Highland in 2009 were 29.8% lower than in 2007, although the trend in 2009 was better than in Scotland.

Table 9
Business Births and Deaths, 2006-2008

	2006		2007		2008	
	Births	Deaths	Births	Deaths	Births	Deaths
Highland	800	610	885	590	860	655
Scotland	15,070	12,595	18,165	12,035	16,340	13,010
Great Britain	249,950	203,350	274,770	219,265	264,525	214,700

Source: ONS Business Demography

Table 10
New Business Starts, 2006-2009

	2006	2007	2008	2009
Highland	1101	1230	1015	863
Scotland	23,468	25,041	20,028	15,726

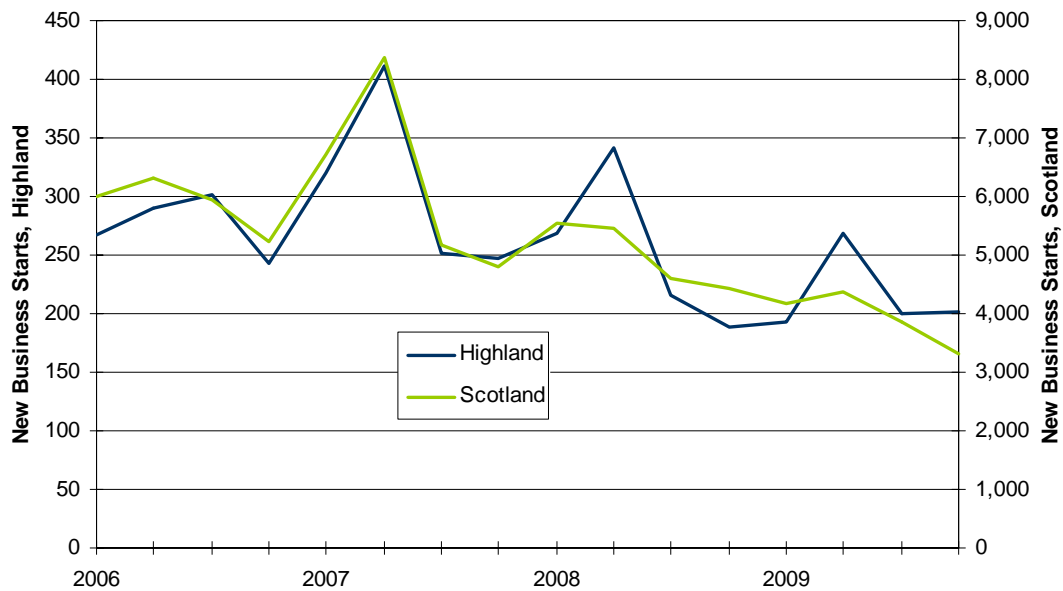
Source: The Committee of Scottish Clearing Bankers

Table 12
Business Failures, 2007-2009

	2007	2008	2009	Annual Change 2008-2009
	Numbers	Numbers	Numbers	% change
Scotland	1,267	1,253	1,069	-14.7
Great Britain	23,649	27,958	32,988	18.0

Source: Equifax

Figure 13
Quarterly New Business Starts, Highland and Scotland, 2006-2009



Source: The Committee of Scottish Clearing Bankers

Migrant Workers

2.20 Prior to the recession, in-migrants, particularly from Eastern Europe, were substantially augmenting the local labour force in Highland as its economy grew. This helped to cushion the area's permanent workforce from job reductions through the national recession as a number of migrant workers returned home (or moved elsewhere), and the rate of new in-migrants fell.

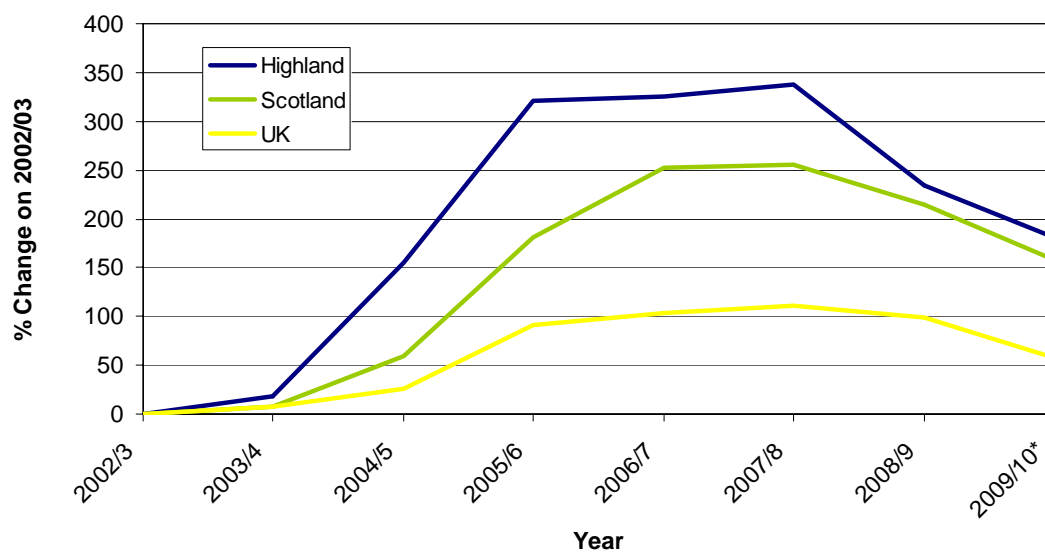
Table 11
National Insurance Registrations by World Area of Origin,
January 2002- September 2009

	Total	European Union	EU Accession States	Other European	Africa	Asia and Middle East	The Americas	Australasia and Oceania	Unknown
Highland	13,910	12.1	65.9	1.9	3.5	6.6	4.5	5.5	0.1
Scotland	268,070	17.1	44.4	2.1	7.2	18.2	5.2	5.7	0.1

Source: Department of Work and Pensions

Notes: Figures are cumulative from January 2002

Figure 14
NINo Registrations by Area, Financial Year 2002/2003 – 2009/2010



Source: Department of Work and Pensions

* Trends from April – September 2009 are extrapolated to October 2009 – March 2010

3.0 ANTI-RECESSIONARY MEASURES

- 3.1 Specific measures have been introduced by agencies since the start of the recession to counter its immediate impacts, promote a quick recovery, and/or increase the capacity of the region to come out of the recession with renewed strength.
- 3.2 These measures have been pursued alongside the other activities of the agencies that relate to economic growth, other SOA priorities, and their other responsibilities. Inevitably, there has been some diversion of resources from other activities (especially as public sector funding has been tightening), and – ideally – any appraisal of the impact of anti-recessionary measures should include consideration of this.

The Scottish Government

- 3.3 The Scottish Government has periodically produced updates of its Economic Recovery Plan, which incorporate measures being taken by its agencies, e.g. HIE and VisitScotland. The key features of the 3 March 2010 Update are summarised in Appendix 1. The Plan incorporates: accelerated capital spending; low carbon economy; renewables infrastructure; key sectors (tourism, creative industries, financial services, food and drink, and life sciences and universities); infrastructure; schools building programme; affordable housing; investment in business; and access to finance.
- 3.4 The acceleration of capital spending and certain other measures that have been taken during the recession will inevitably reduce future support funding.

Highland Council

- 3.5 The Director of Planning and Development produced a report on 4 March detailing progress on the implementation of the Council's economic downturn action plan. The following actions were noted in the report:

Housing

- 132 affordable houses brought forward into this year's programme.
- £4.5m of projects which are to be 'forward funded' were approved by Housing & Social Work Committee in September & November 2009.
- A further report was to be produced in March on new projects to be 'forward funded' in 2010/2011.
- A successful bid to the Scottish Government was made for 51 new Council houses, and the Council is now considering an additional bid for more.
- Working with a pilot group of local authorities to look at ways to act as guarantor for the proportion of a mortgage for those who can't raise deposits.
- Construction activity has commenced on Scotland's Housing Expo site at Balvonie Braes, Inverness – the Expo will run throughout August this year.

Capital Programme

- The programme is on target to deliver c£70m of spend in the current financial year including £6m of accelerated spend which has been brought forward from 2010/11.
- A Community Planning Partnership Officer Group is being established to co-ordinate and align capital spending programmes.
- £1.58m of Town Centre Regeneration funding has been secured from the Scottish Government for projects in Nairn, Dingwall and Fort William.

Money Advice and Support to Individuals

- A progress report on the development of a credit union for the Highlands was to be provided to the Resources Committee in April 2010.
- Advice agencies funded by the council report 16,298 customer contacts for general and welfare advice in Q1 and Q2 2009/10. The total contacts for 2008/09 were 40,125, a 7.2% increase on 2007/08. Total contacts for this period to the Council's Income Maximisation Team were 465 with total gains during Quarters 1 and 2 of £784k. The financial gain from closed cases dealt with by the advice network was £1.07m in Q1 2009/10 and £784k in Q2 2009/10.
- The number of debt cases presented to the Council's own team and the agency network was 292 in Q1 which was consistent with previous quarters, with the debt level remaining high at over £5m for the quarter.
- A review of the delivery of advice and information services is now underway.

Employability

- Future Jobs Fund - The Council has successfully been awarded funding for the creation of 203 youth trainee posts under the UK Government's Future Jobs Fund. These posts will be located across Highland and will be created in three tranches, with the first start commencing in March 2010 and the last start commencing before the end of March 2011.
- Employability Service - The Council has agreed to establish a corporate Employability Service to commence on 1st April 2010. This new Service will deliver a client centred service that assists people who are furthest removed from the labour market, including those with disabilities, to be job ready and then move into the world of work.
- Skills Development Scotland (SDS). Following strategic and operational meetings the Council is currently developing a Service Delivery Agreement with SDS. In a practical sense this will define the actions that SDS will undertake during 2010/11 in collaboration with the Council in its support for youth, employability and Highland businesses.

Business Advice and Support

- Business Gateway has had a successful first 10 months with over 1200 referrals across Highland.
- At the end of February 2010, 50 courses had been held involving 160 workshops with over 300 participants.
- Over 150 business start-ups have been assisted through Business Gateway.
- The Highland Business Growth Fund has assisted 15 companies across the area with £469,000 of low cost finance. More than 90 new jobs have been created.
- A new business start-up grant scheme with a funding pot of £250k of LEADER and Highland Council monies was launched at the end of January 2010. This is generating considerable interest and will provide support for up to 150 businesses offering an average grant of around £1,500.
- The Small Business Bonus Scheme is continuing to be marketed, with 7,886 businesses now benefiting from the scheme and receiving a total of £608k from the scheme.
- Prompt payment is continuing to feature as a means of supporting companies with the percentage paid within 10 days increasing by nearly one sixth from 48.86% in the second quarter to 55.9% in the third quarter.

Wider Economic Initiatives/Other Actions

- The Nigg Development Masterplan has been approved by Council and adopted as Supplementary Planning Guidance. *[KBR has now decided not to move forward with proposals to redevelop the site for offshore renewables].*
- The third round of offshore leases was announced by the Crown Estate in early January. These will provide for 32.2 GW of generating capacity equivalent to nearly 6,500 5MW turbines which would meet 25% of the country's electricity needs.
- The Council is working with HIE to maximise local benefits from offshore renewables and recently held a seminar in Inverness with the industry to help secure supply chain benefits for Highland businesses.
- An announcement was expected from the Crown Estate in March triggering the first phase of wave and tidal energy developments in the UK in the Pentland Firth and Orkney waters *[These included two sites off the North Highland Coast – Armadale and Ness of Duncansby – with total generating power of 150 MW].*
- The Council continues to work with HIE and the Crown Estate on a Memorandum of Understanding to maximise local benefits from offshore renewables.

- The Vacant and Derelict Land fund is on target to spend £1.037 million on addressing problems associated with long-term vacant and derelict land.
- Progress with Highland LEADER programme is very encouraging. Since its launch in December 2008 some 137 projects have been supported with an anticipated total spend of £3.815m.

3.6 As shown below, the Council's spending in 2008/09 was significantly higher than in 2007/08, which will have helped mitigate the impacts of the recession in the region. Details are provided in the Council's Performance Report, Strengthening the Highlands, December 2009.

	2008/09 £m	2007/08 £m
Expenditure on Council Services	589.6	520.7
Capital Expenditure	84.9	48.5

3.7 According to papers presented to the Council's Resources Committee (14 April 2010), the net out-turn for 2009/10 for expenditure on Council Services was estimated at £575.4 million and capital expenditure was estimated at £75.2 million. These are lower levels of spend than in 2008/09 but higher than the pre-recession levels in 2007/08.

Highlands and Islands Enterprise

3.8 HIE's End Year Performance Review 2009/10 was presented to its Board Meeting on 27 April. HIE's total spend for the year was £83.2 million (utilising its full budget), including investment of £49.4 million. No breakdown is available for how much of HIE's budget was spent in Highland.

3.9 The Performance Review summarises progress in key activities, including the following of relevance to Highland:

- UHI campuses in Inverness and Skye
- Caithness & North Sutherland Regeneration
- UHI Clinical Research Facility
- Account Managed Businesses
- Account Managed Social Enterprises
- Community Account Management (*none of the account management relationships in Highland have yet produced growth plans*)
- Community Land and Asset Management
- Community Renewable Energy
- Arts & Culture (*via HI Arts*)
- Gaelic Language
- Crofting Community Development
- Key Sectors (*Energy, Universities, Life Sciences, Financial & Business Services, Tourism, Food & Drink, and Creative Industries*)
- Connectivity and Technology
- Transport
- Grid Connections

- Enterprise Education
- Innovation
- Internationalism (*including expanded collaboration with Scottish Development International*)
- Inward Investment
- Partnership Working (*including HIE's role in the Highland SOA*)

3.10 HIE's early contribution to the public sector's response to the recession, as specified in its 2009/12 Operating Plan, included:

- Advisory services offering specialist advice to significant businesses and those with growth potential.
- Economic and business reviews to improve understanding of the threat of the global recession.
- A business masterclass / virtual conference programme to address relevant issues.
- A business mentoring programme.
- In selected areas, provision of De Minimis or Interest Relief Grant to complement lending from other sources.
- Support for growth businesses seeking to propose an investment portfolio.
- Support for social enterprises to protect lifeline services at risk in rural communities.
- Enhanced PACE arrangements.
- Payment of uncontested invoices within ten days.

3.11 Over the next stage of economic recovery, HIE believes that efforts through the Economic Recovery Plan should target:

- Supporting and encouraging exports – across the business spectrum.
- Accelerating the growth of the renewables industry. Investment in infrastructure and ambitious businesses will capitalise on opportunities in a growing sector.
- Grow UHI - employment and student numbers. Increasing the level of R&D taking place within the region and providing a steady stream of new graduates into the labour market.
- Capitalise on a good 2009 tourism season – target new investment at growth propositions within a changing market.

- Invest in entrepreneurial businesses with growth potential. In most sectors, employment growth in some businesses will be balanced by reductions in others. Supporting those with the most growth potential will provide considerable scope to raise average incomes and aggregate GVA.
- Encourage new housing developments – fostering population growth. Initial benefits for the construction sector and its valuable supply chain will generate longer term outcomes for the region through increases in domestic demand, bringing new skills into the workforce and, through planning gain, increasing the supply of affordable housing.
- Understand and accommodate the impacts of climate-change on the economy. Tackling carbon emissions is more than good environmental stewardship, it impacts on overall business performance and reputation – key components of long-term competitiveness.
- Support people to continue working after retirement age. Retaining skills in the workforce, maintaining higher income levels and associated consumer demand.

3.12 Priorities also include:

- High-speed, universal digital connectivity and its exploitation.
- Developing a renowned life sciences sector.
- Increased internationalisation, innovation and entrepreneurship.
- A strong and expanding social enterprise sector.

3.13 HIE's budget for 2010/11, £83 million, is a slight reduction in real terms from its 2009/10 expenditure of £83.2 million, although its investment budget of £51.8 million is higher than the 2009/10 level of £49.3 million. The forecast 2010/11 budget in HIE's Operational Plan 2009/12 had been £87.6 million.

3.14 Modest increases in budgets for 2011/12 and 2012/13 of £83.5 million and £84 million respectively (slight reductions in real terms) are given in HIE's Operational Plan 2010/13 as dependent on the outcome of the Scottish Government's 2010 Spending Review. A projected increase between 2010/11 and 2011/12 of £7.1 million in spending on Transformational Investments is largely counterbalanced by a projected decrease of £6.3 million in Growth Investment.

3.15 HIE's contribution towards National Outcome 2, "We realise our full economic potential with more and better employment opportunities for our people" will be through promoting GVA growth through:

- Account managed businesses supported to implement growth plans.
- Productivity improvements.
- Growth generated through exports.

- Supporting jobs and increasing average wages.

Scottish Development International

- 3.16 SDI have been strengthening their presence and activities in the Highlands, led by the appointment of a Head of Highlands and Islands for SDI (Michael Koetsier) in May 2009. This has been further strengthened by the appointment of four sector specific members of staff for the Highlands in Energy (previously in post), Food and Drink, Life Sciences and Tourism. These members of staff coordinate all activities and enquiry handling for both inward and outbound activities.
- 3.17 This team has undertaken a range of activities in the last year to increase exporting from and inward investment into the Highlands:
- (i) Reviewed and amended the series of proposition documents which are used by SDI overseas field staff in their work with potential investors and trade purchasers. This has ensured that information on what the opportunities are in the Highlands and information on existing companies are available for use by field staff, as well as generally helping to raise awareness and understanding of the Highlands. This is supported by regular engagement with the SDI field staff to ensure that they understand Highland's propositions and are presenting it.
 - (ii) Held a series of roadshows in the HIE area which 260 companies attended to provide them with information/secure participation in SDI activities. In addition, other support mechanisms such as SMAS and Business Gateway, were promoted.
 - (iii) Establishing group exporting initiatives. This is where a group of companies in the same market/product area are brought together to undertake joint or collaborative action for exporting. The first has successfully been undertaken with aquaculture businesses and a second is in development in brewing/distilling.
 - (iv) Identified two opportunities which represent early benefits (Food and Drink and the US market). Specific actions are being designed, with roadshows for local companies and incoming visits from US companies arranged for May and June 2010.
 - (v) Further opportunities are being investigated in homeworking, marine energy and commercialisation of unmanned aerial systems. It is expected that these will be launched in June/July 2010.
 - (vi) Targeted one to one support for key businesses in the Highlands. Each of HIE's area offices have identified the top 5 businesses in each of their priority sectors, and they, as well as all existing overseas investors, are now part of an account management programme which includes at least one visit a year from SDI staff.

Scottish Manufacturing Advisory Service

- 3.18 The level of activity in the Highlands has increased, with increased advisors and events to promote SMAS services to local businesses.

Small Business Bonus Scheme

- 3.19 The old Small Business Rates Relief scheme has been extended and provides a reduction in business rates to smaller businesses. These reliefs have recently been further reduced and are currently:

Rateable Value	% Relief Available
Up to £10,000	100%
£10,001 to £12,000	50%
£12,001 to £18,000	25%
Businesses with 2 or more properties with combined RV less than £25,000 and individual property RV £18,000	25%

Future Jobs Fund

- 3.20 This programme provides a wage subsidy for employers creating new jobs, filled by candidates who are young people not in employment, education or training (part of the youth guarantee). The Fund is operated through a series of contracted 'Lead Accountable Bodies'. There are two main LAB programmes operating in the Highlands: Highland Council (203 places) and SCVO.
- 3.21 Other LAB programmes which operate across Scotland and the UK have some placements in the Highlands. The main ones are Scottish Wildlife Trust and RSPB.

Community Task Force

- 3.22 This is a new programme, which has not yet been introduced to the Highlands which provides 3 months work experience (which could be extended to 6 months), again targeted at young people.

New Deal

- 3.23 SCVO hold the contract for New Deal in the Highlands. This programme provides a range of support to those who are long-term unemployed including: Education; Employability training; Mentoring.

Progress to Work

- 3.24 This is a similar programme, targeted at those who have suffered a substance misuse problem.

Flexible New Deal: From Oct 2010

- 3.25 Building on other programmes currently operating elsewhere in Scotland, but not in the Highlands, from Oct 2010, Flexible New Deal will be targeted at those over 25

and the long-term unemployed. The expected number of participants has not yet been formalised.

Progress to Work Link Up: Oct 10

- 3.26 This will be an extension of a programme not currently operating in the Highlands which targets a wider range of those with particular employability difficulties, including ex-offenders and the homeless.

Skills Development Scotland (SDS)

- 3.27 SDS are undertaking a range of programmes both implementing national programmes regionally and developing local approaches.
- 3.28 At a strategic level, SDS are working with Highland Council to develop a service delivery agreement between SDS and the Council. Following a workshop in February 2010, a draft of the agreement has been established and it is anticipated that this will be in place for implementation in July 2010.
- 3.29 This service delivery agreement is expected to lead to a number of improvements including:
- Closer alignment of SDS and Highland Council priorities and strategies.
 - A clearer understanding of priorities, which will allow SDS to identify local and national resources to help address these needs.
 - Supporting the skills and employability issues facing Highland Council staff themselves.

Partnership Action for Continuation Employment (PACE)

- 3.30 SDS are delivering a national programme providing support to business in handling redundancies. This includes advice to consider alternatives to redundancies (e.g. shorter hours, lower pay), coordination of local support services, help with industrial liaison and media handling and training/advice programmes to assist employees to find alternative employment. A number of PACE initiatives are in place in the Highlands.

Integrated Employment and Skills Pilots

- 3.31 SDS are operating an IES pilot in Dingwall, focused on the process of establishing and operating a closer working relationship between SDS and Job Centre Plus. Processes have been established, and although it is early days in terms of the number of clients supported, this will form the basis for effectively increasing the scale of support in the near future. This will also help provide models for similar partnerships in other areas.

Adopt an Apprentice/Safeguard an Apprentice

3.32 This SDS programme has provided support of £2,000 to employers to take on apprentices who are partly through their training. £75 per week was also offered to employers experiencing difficulties in keeping on their apprentices. A report provided as Appendix 2 shows the uptake of this programme in the Highlands and Islands. Carpentry and joinery has been the most popular Adopt an Apprentice MA, accounting for 35 of the 52 redundant apprentices taken on in Highland up to the end of March 2010.

National Programmes

3.33 SDS also operate four main national training programmes:

- Skillseekers
- Modern Apprenticeships
- Training for Work
- Get Ready for Work

UK Skills Programmes

3.34 Other programmes which operate across the UK can include Highland participants, although there is thought to be only minimal participation. These programmes include:

- Volunteering Options Programme, targeted at short term unemployed.
- Backing in Britain, providing mentoring support.

Jobcentre Plus

3.35 Jobcentre Plus has produced a Customer Progression Map which shows the help and support available to get people back to work. Separate access information is provided for those aged 18-24 and those aged 25 and over for pre-unemployment, Stage 1 unemployed (up to 13 weeks), Stage 2 (13-26 weeks), Stage 3 (26-52 weeks) and Stage 4 (52-104 weeks).

3.36 Pre-unemployment and Stage 1 unemployed includes Rapid Response Service (RRS), which helps workers facing a major redundancy by enhancing JobCentre Plus services and includes skills transfer analysis, job focused training, and an action fund. For pre-unemployment, RRS is an aspect of PACE (see above) for individuals.

NHS Highland

3.37 NHS Highland covers Argyll and Bute as well as Highland, which is split into three sub regions.

3.38 NHS Highland's contribution towards countering the recession and sustainable economic growth includes delivery of relevant national programmes, initiatives in partnership with other agencies, and contributing towards the lease costs of parts of the Centre for Health Science at Raigmore, including the new Diabetes Institute.

- 3.39 The Healthy Working Lives Award (gold, silver, and bronze), which integrates Scotland's Health at Work Programme, includes promoting health and wellbeing in the workplace, e.g. supporting smoking cessation or healthy eating, providing access to advice and support for people who need it, and making more work opportunities available to people with disabilities or health problems. There has been a big uptake in the services since the recession, with business having put a range of policies in place – improving employer / staff relations.
- 3.40 Condition Management includes people on incapacity benefit in its client base. There has been no increase in this service – with more people having gone through the programme finding it more difficult to obtain jobs in competition with those who have been made redundant.
- 3.41 As an employer and purchaser of services, NHS is the second largest public sector employer in the region after Highland Council. NHS Boards must deliver Efficient Government Savings of at least 2% per annum, and recurring and non-recurring savings combined have averaged c£16.4 million per annum over the past four years. Recurrent savings of around £14.7 million are required in 2010/11 (Highland NHS Board, 13 April 2010 – Financial Plan and Budget 2010/11), and revenue savings beyond 2010/11 are likely to be in the range £14m-£22m per annum, although allocations will be part of the next national Spending Review. The capital budgets for 2010/11 and 2011/12 are around £35 million, but reductions to around £22.5 million in 2012/13 and £17.5 million in 2013/14 and 2014/15 are projected in the Capital Five Year Plan. Staff reductions to meet efficiency targets are being achieved without compulsory redundancies.

Highlands and Islands Partnership Programme

- 3.42 Given the increase in unemployment since the recession, there has been a disappointing rate of ESF applications for programmes that address this, especially the needs of young people and graduates.
- 3.43 ERDF applications have picked up, particularly renewables infrastructure projects, although little has come through for Highland. The focus is on strategic projects (e.g. the next generation of IT) that will have a legacy after the end of the Programme period in 2013.
- 3.44 Applications can be approved up to the end of 2013, for completion by the middle of 2015.

Cairngorms National Park Authority

- 3.45 Relevant measures have included:
- Courses and training to strengthen business efficiency and greenness by making businesses more energy and resource efficient.
 - A rural apprenticeship scheme.

- Assisting businesses to diversify and broaden the Park's economic sectoral base.

UHI

3.46 Over the past year, Colleges have experienced increased demand for full and part-time courses as a direct result of the recession. Places have been increased to help meet this demand, but this has not been possible for all courses.

The Impact of Partners' Actions

3.47 As summarised above, the SOA partners have introduced a range of new measures and re-focused their activities to an extent in response to the recession.

3.48 These changes in inputs will have helped mitigate the impacts of the recession for particular businesses, families and individuals, but (as noted in Section 1) indicators for the Highland economy (where available) will reflect the net aggregate change – in business starts, unemployed people moving into work, etc, which tend to show declines. As illustrated in Section 2, however, the region has weathered the recession better than either Scotland or Great Britain, which suggests that the measures that have been taken have been supportive.

4.0 REDUCTIONS IN PUBLIC EXPENDITURE

- 4.1 The Scottish Government's Chief Economic Adviser, Andrew Goudie, produced a detailed report in April 2010, Outlook for Scottish Government Expenditure.
- 4.2 The analysis in the report takes Budget 2010 projections for UK public spending and the UK economy alongside the Fiscal Responsibility Act as a basis for informing an assessment of the medium term outlook for UK and Scottish Government public spending.
- 4.3 While exact details have yet to be announced, the report's analysis suggests that the Scottish Government DEL (Departmental Expenditure Limit) may experience five consecutive years of real-term cuts starting in 2010/11, and it may take a further two years before growth returns to trend. While the precise magnitudes are as yet unclear, the report concludes that:
- Reductions averaging approximately 3% a year in real terms between 2011/12 and 2014/15 are likely;
 - By 2014/15, the Scottish DEL could be between £3½ and £4 billion lower in real terms than in 2009/10;
 - It will take a period of sustained adjustment lasting up to 12 to 15 years before 2009/10 levels of expenditure are reached once again in real terms; and
 - Over this period, Scottish expenditure could cumulatively forego between £25 and £35 billion in real terms compared to a situation whereby the 2009/10 peak level of DEL remained unchanged. The upper end of this scale is more likely if the UK economic recovery were to be slower than forecast in Budget 2010.
- 4.4 The new UK Government has announced the first £6 billion of cuts as a step towards reducing the country's £156 billion budget deficit, and further cuts through the course of the new parliament appear inevitable. The new Government's policy document promises year-on-year real terms increases in health spending, with administrative costs cut by a third and savings transferred to frontline services.
- 4.5 Highland Council requires to save a further £36 million over the next three years, on top of savings of £23 million already agreed. This could result in the closure of schools and community centres, privatisation of care homes, swimming pool closures, further grant reductions to voluntary organisations, and the reduction of teaching posts. The Council is carrying out a four month public consultation exercise to help determine where savings should be found. The Council agreed to a freeze in Council Tax levels for the fourth consecutive year.
- 4.6 As noted in Section 2, Highland is highly reliant on the public sector, and cuts over the next few years will tend to counterbalance additional employment in the private sector created through the national economic recovery (which is not expected to be strong in terms of employment growth). One means of achieving spending cuts while minimising impacts on services will be increased contracting out to the Third Sector.

5.0 FACTORS IN DETERMINING PRIORITIES

5.1 Consultation for this Paper has identified the following:

- There is widespread reporting of a deterioration in the lending terms from banks. These include instances where standard facilities such as overdrafts are renewed on substantially poorer terms or where loan facilities were refused where similar loans were accepted in the past. This has led to a number of companies facing major financial difficulties and some closing as a result. A particularly vulnerable group are reported as those who have a seasonal business and use facilities such as overdraft to sustain them through the quiet period.
- There is a shortage of risk capital for high growth and exporting businesses from mainstream banks, and delays in the establishment of Scottish Investment Bank (including Scottish Coinvestment Fund and Scottish Venture Fund) have exacerbated this funding gap. Finance does seem to be available for new technologies, however – boosted by Government subsidies for renewables development.
- As part of the drive to increased efficiency in public spending, there are reports of public procurement becoming even harder for SMEs to access. In part this is due to the consolidation into larger contracts often covering multiple areas where previously they covered only the Highland Council area. This trend is expected to extend into the private sector as cost reduction becomes a greater priority.
- HIE's focus on high growth businesses as the most effective use of its reduced resources means that small and medium sized businesses with more modest growth potential will require to access a wider range of partner support mechanisms.
- Without urgent expenditure on infrastructure, the Highlands might miss out on offshore renewables development.
- The construction industry remains depressed, to an extent due to the reduction in new house building, and will suffer further from cuts in public sector investment.
- An increasing focus on fragile areas is required, e.g. through community account management, with scope for LEADER to fund new initiatives.
- Housing waiting lists continue to rise as affordable housing provision falls behind needs, and average house prices remain above the Scottish average despite the relatively lower average earnings in the region.
- Total visitor spending has reduced despite increases in tourist trips to the region through “staycations” and sterling's exchange rate.

5.2 Highlands and Islands Airports has lost more than £500,000 due to the disruption caused by volcanic ash from Iceland.

Opportunities

5.3 There appears to be a reasonable degree of consensus on the following:

- Focus on developments that will increase growth and competitiveness in the medium to long term. Short term measures should, wherever possible, also have a longer term benefit.
- Take advantage of European funding available up to 2013.
- Step up the attraction of inward investment.
- Take advantage of sterling's exchange rate and the recovery from the recession of particular countries to increase exports and import substitution, in particular in food and drink.
- Increase apprenticeships and other training in skills for tomorrow's economy.
- Prioritise developments that could become major drivers of the future Highland economy, including the following, with attention to maximising regional benefits (e.g. through the supply chain):
 - Reuse of the Nigg Yard.
 - Pentland Firth wave and tidal leases and related onshore engineering.
 - Plans for Beechwood.
 - Other UHI developments.
- Increase the financial benefits to Highland communities from renewables developments.
- Maximise the employment impacts in Highland from renewables infrastructure development.
- Maximise the contributions of the UK and Scottish Governments towards developments in the Highlands of national importance, which will help in realising the region's scope to provide employment and a healthy living environment for an increasing share of Scotland's population (of all ages).

5.4 The Highland Economic Forum has a wider action plan and is establishing sub-groups to progress particular themes, including public sector procurement.

6.0 PARTNERSHIP MECHANISMS

6.1 As means of addressing the priorities identified in Section 5 above (and others that will emerge), it is suggested that:

- The Highland Economic Forum be given an explicit role in taking forward major shared priorities, with a modus operandi that promotes progress between meetings.
- A wider range of people employed by the organisations that are SOA partners and/or Highland Economic Forum members are involved in small project teams.
- Progress reports on initiatives and projects that involve partner agencies are produced monthly to inject momentum. If progress is not being made, working arrangements are likely to be inadequate or the projects are not genuine priorities (and their continuation should be reviewed).
- Business expertise should be maximised in joint project implementation, either through goodwill or limited term contracted support with a clear remit.
- There should be a focus on the skills needed for tomorrow's economy, with further analysis between partners to identify the priorities.

6.2 In view of the serious threat to employment in Highland over the next few years through reductions in public expenditure, it is recommended that an impact analysis of public spending in the area be carried out. This could be completed quickly and cost effectively through a commitment from partners to provide relevant data.

6.3 Such an analysis would inform measures that partners might take to minimise the direct and indirect impacts of current and potential future cuts.

APPENDICES

The Scottish Government's Economic Recovery Plan, Summary of March Update

Key features of the March update include the following:

Prospects

The latest evidence suggests that the Scottish economy was close to emerging from recession in the final quarter of 2009. The recovery is expected to gather pace in 2010, as business surveys report an improved outlook for the first half of the year. As in the UK, the recovery is expected to be modest, with independent forecasts suggesting growth of between 0.3% to 1.0% in 2010 – considerably below average rates of growth in the years before the recession.

Accelerated Capital Spending

The Budget for 2009-10 accelerated £293 million of capital spending into 2009-10, whilst an additional £53 million was accelerated into 2008-09. Analysis using the Scottish Government input-output model estimates that, in total, this accelerated capital investment has supported over 5,000 jobs in the Scottish economy over the period, including over 3,000 jobs in the construction sector.

It is estimated that the programme will also have significant employment impacts throughout the Scottish economy, including manufacturing (over 800 jobs), finance and business (over 750 jobs), distribution and catering (around 140 jobs), and transport and communication (around 120 jobs). The remaining jobs are spread across other sectors of the economy, including agriculture, forestry and fishing; energy and water; and other services.

Low Carbon Economy

A new 2020 Delivery Group was established in December 2009 to ensure that all sectors of Scotland's economy and civic society contribute fully to achieving the Climate Change Delivery Plan which includes the target of a 42% reduction in emissions over the next decade.

Renewables Infrastructure

Stage one of the National Renewables Infrastructure Plan, launched in February, identifies sites required for large-scale infrastructure investment in the offshore wind, wave and tidal sectors. These will enable Scotland's renewables industry to capture a share of the £100 billion plus investment in wider UK and North Sea wind farms. Scottish Enterprise and Highlands and Islands Enterprise will now work more intensively with key port owners, the Crown Estate, renewable energy developers and the Scottish Government to develop robust investment plans.

The recent consent for the upgrade of electricity infrastructure from Beaully to Denny releases huge potential to develop Scotland's renewables sector, where over 600MW of additional capacity has been consented in the past 12 months, with a further almost 2.7GW in the planning pipeline.

Offshore wind is the biggest near-to-market opportunity in Scotland's low carbon economy. The Scottish Government are now developing a comprehensive off-shore wind route map with key industry and public sector bodies, which will detail the steps to create tens of

thousands of new Scottish jobs and over £20 billion of investment by 2020.

As part of this work, discussions have already taken place with the European Investment Bank on the opportunities for it to become involved. The Scottish Government also intends to host a large-scale finance conference in Scotland later in the summer, which will stimulate new investment models and ideas for the funding of offshore infrastructure and Scotland's low carbon transition more widely.

The Scottish Government will also shortly publish a low carbon discussion document, which aims to raise awareness of the economic opportunities and challenges that Scotland faces in the transition to low carbon. Together, with its key partners, it will draw on the responses to this consultation to shape a Low Carbon Strategy for publication later this year

Scotland's Key Sectors

Tourism

Tourism is among the largest contributors to the Scottish economy. In 2008, total tourist expenditure in Scotland was £4 billion. Plans to build on the success of Homecoming are now underway. From May 2010 to April 2011 there will be a national celebration focusing on Food and Drink, with plans for further themed years in the promotion of Scotland. Visit Scotland recently launched its new £1.25 million European marketing campaign for 2010.

Creative Industries

Creative Scotland has created an innovative package of projects to support Scotland's artists and practitioners through the downturn. The £5 million Innovation Fund has been targeted to support artists and creative practitioners. The fund includes £1.5 million for a Digital Media initiative in partnership with SE (who have committed £1.5 million match funding) and other investors, and £1 million for an enterprise support programme for start up creative entrepreneurs.

Financial Services

In November 2009, the European Commission approved plans by RBS and Lloyds Banking Group to divest parts of their organisations to meet EU State Aid Rules. Divestments from each bank – which will take place over the next four years – will represent a viable stand-alone entity, together representing nearly 10% of the UK retail banking market.

Food & Drink

The recently refreshed food and drink strategy for Scotland provides strong direction for longer-term expansion of the sector, aiming to grow the industry from £10 billion to £12.5 billion by 2017.

Life Sciences & Universities

The 'Science Graduates forWork' programme, launched on 1 March 2010, is an innovative pilot initiative designed to help unemployed science graduates become 'work ready' by providing them with technical laboratory skills and industrial awareness.

The Universities Budget for 2010-11 shows a further increase of 2% in real terms and over 4% in cash terms next financial year. Universities' share of Scottish Government spend remains higher, at over 3.85%, than to the pre-2007 level of 3.73%.

Infrastructure

The Government will maintain the Air Discount Scheme, which makes air travel more affordable for the residents of the remotest communities, and the three Public Service Obligation air services (Glasgow to Barra, Campbeltown and Tiree) which cannot be provided commercially.

The Scottish Government has already made significant progress in improving broadband availability in Scotland. As a direct result of government intervention, availability of a basic, affordable broadband service is now over 99% – comparable with the rest of the UK, and ahead of most of Europe.

Schools Building Programme

In June 2009 it was announced that there would be £800 million of additional government support towards a new £1.25 billion school building programme, which will see around 55 schools rebuilt or refurbished between 2010 and 2018.

Affordable Housing

Through the affordable housing investment programme, £675 million will be invested in affordable housing in 2009-10 including an accelerated £80 million for the Affordable Housing Investment Programme (AHIP).

£75 million has been made available to local government to kick-start a new generation of council house building. The first two rounds of funding have seen around £50 million allocated to support over 2,300 new homes across 22 local authorities. A third round, providing an extra £25 million, was launched at the beginning of February.

Investment

Scottish Development International

SDI has launched a new ‘partnership approach’ with Scottish Chambers International and Scottish Council for Development and Industry. A joint £7.5 million funding application to the 2007-13 European Social Fund Programme was announced in late December 2009.

Despite the very challenging global trading conditions, SDI has helped secure new projects to bring and retain jobs from overseas investors. Between 1 April 2009 and 31 January 2010, SDI secured 1,764 planned high value jobs through inward investment.

Access to Finance

In the coming months, the Scottish Government will provide more detail on the Scottish Investment Bank (SIB), and specifically how support will be delivered to those companies that can best contribute to Scotland’s economic recovery and growth. Initial SIB activity will comprise SE’s three existing, mainly equity-based funds: the Scottish Venture, Coinvestment and Seed Funds. In total, this amounts to combined funds of around £150 million. This is currently invested, alongside the private sector in a number of young, innovative and high growth potential Scottish SMEs. The Scottish Government has also recently allocated an additional £10 million towards the SIB through new savings from across the Scottish Government.

Education and Skills

Funding of £16 million has been provided for an additional 7,800 apprentices.

In January 2010, the Scottish Government announced that businesses of all sizes and in all sectors would be eligible for £1,000 to take on a new apprentice between January 11th and March 26th. The £4 million scheme is available for up to 4,000 employers.

Community Planning Partnerships

The Fairer Scotland Fund have allocated £145 million a year to CPPs to address regeneration locally and, at the Jobs Summit in January, the First Minister announced an additional £1.2 million to Argyll and Bute Council where £8 million has been made available for CPPs from European Structural Funds.

Innovation

Measures include innovation vouchers provided by the Scottish Funding Council to meet up to 50% of the costs of new collaborations between universities and Scottish SMEs.

Spring Budget Revision

The Scottish Government's Spring revision to its 2009/10 budget has enabled more money to be invested in economic recovery. The main changes included:

- The Scottish Funding Council will receive an additional £20 million, largely from savings secured from across other portfolios, to help it meet the costs resulting from increased levels of Higher and Further Education students entering the system this year.
- Confirmed allocation of £31 million in consequentials from the UK Budget to meet housing need and accelerate and sustain investment in affordable housing across the country.
- £10 million contribution towards the Scottish Investment Bank activity to support access to finance for firms to contribute towards Scotland's economic growth. The funds are being re-allocated from savings from across the Scottish Government.

The Scottish Government 2010/11 Budget

Measures within the £30 billion budget include:

- Further to the £20 million of additional funding for Further and Higher Education provided in the Spring 2009-10 Budget Revision, the Scottish Government is providing an additional £10 million in 2010-11, drawing on the budget consequentials arising from the December 2009 Pre-Budget Report, to ensure that demands continue to be met in the academic year 2010-11.
- Maintaining the high level of Modern Apprenticeship (MA) opportunities, making available 15,000 MA places, which, alongside other flexible training opportunities, amount to a package of 34,500 new training places in 2010-11.
- Establishing a new area-based, universal access £10 million Home Insulation Scheme, drawing on the budget consequentials arising from the December 2009 Pre-Budget

Report, which will enable the Government to offer home insulation measures to around 90,000 homes in the course of 2010-11.

- Committing, in full, the £2 million Barnett consequential received as a result of UK Government expenditure on its boiler scrappage scheme to support boiler scrappage in Scotland, as part of the Scottish Energy Efficiency Action Plan.
- Increasing the thresholds of the Small Business Bonus Scheme to ensure that Scotland provides the best package of small business rates relief available in the United Kingdom. From April 1st, almost 60% of all business premises will be better off, with average savings on their business rates bills of over £1,300.

APPENDIX 2

ScotAction: Highlands and Islands Update, April 2010

ScotAction is the Scottish Government's skills support package for leading Scotland out of recession and onto economic growth. The Scottish Government package has three main elements which have been identified as Training for Work; Training in Work; Training from Work to Work and will complement the work of existing national training programmes such as Modern Apprenticeships, Training for Work, and Get Ready for Work.

ScotAction is an integrated package combining new and improved measures to help individuals and businesses through the recession and will provide skills assistance, with wage subsidies in some circumstances, for training for work, training in work and training from work to work to help Scottish people and businesses survive the downturn and thrive when the economy starts to recover.

Adopt an Apprentice gives employers a £2,000 lump sum payment to help with wage costs of taking on a redundant apprentice for at least 12 months. Up to 31 March 2010, Skills Development Scotland have supported 76 individuals within the Highlands and Islands area to find alternative employment. 76 businesses have benefited from the £2,000 incentive as a result of recruiting these individuals. The attached table gives a breakdown of the sectors in which individuals have been recruited:

MA Title	Argyll & Bute	Highland	Moray	Orkney	Shetland	Western Isles	Grand Total
Bricklaying	2	6					8
Carpentry & Joinery	3	35	3	3	5		49
Civil Engineering Technician		1					1
Electrotechnical Services						3	3
MES Domestic Plumbing		5			1		6
Painting & Decorating	1	3	1		2		7
Stonemasonry		1					1
Wood Machining		1					1
Grand Total	6	52	4	3	8	3	76

There has been little take up from Life Science companies in the area for the **Innovate with an Apprentice** initiative, which provides employers 50% wage costs for two or more apprentices, for up to three years. Only one company has taken advantage of this support, being Lifescan Scotland based in Inverness. They have

recruited four individuals to undertake a level 2 Modern Apprenticeship. They are working closely with Inverness College to deliver this training.

Support for **Invest in an Apprentice** has been provided to two companies in the Food and Drink sector. These companies have recruited three individuals (2 in A&I Quality Butchers, Culloden and 1 in Clark Butchers, Nairn). For the **Micro Business** part of the Invest in an Apprentice project, 2 companies have recruited Managers, one in the Personal Services industry (Dingwall), and one in Manufacturing (Kildary).

There are currently five individuals being supported through **Safeguard an Apprentice** to help retain them in employment during this difficult time for employers. Four individuals from Argyll and Bute and one from Highland council area. All individuals are in the construction industry.

Highlands Expenditure to Date:

	£
Adopt and Apprentice	152,000
Innovate with an Apprentice	NIL
Invest in an Apprentice	6,000
Invest in an Apprentice: Micro Business	4,000
Safeguard an Apprentice	<u>6,450</u>

TOTAL SCOTACTION EXPENDITURE (H&I) £ 168,450