

18 March 2011

## **Highland Public Services Partnership Performance Board**

**‘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’.**

**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:**

Ms C Wright

**Representing Northern Constabulary:**

Mr I Ross  
Officers TBC

**Representing SNH:**

Mr G Hogg

**Representing the Third Sector Interface**

Ms Harry Whiteside  
Ms Sarah Ward

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

Mr D Wynne  
Mr R Durham

**Representing NHS Highland:**

Ms E Mead  
Ms M Paton  
Mr G Coutts

**Representing the Scottish  
Government:**

Mr J Pryce

**Representing UHI:**

Mr J Fraser  
Mr J Howarth

Dear Member

A Meeting of the **Highland Public Services Partnership** will be held in the **Main Conference Room, Northern Constabulary Headquarters, Old Perth Road, Inverness** on **Friday, 25 March 2011** at **10.00am**.

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 Meeting – 3 December 2010

PP. 1-8

There are circulated Minutes of Meeting held on 3 December 2010.

### 3. Actions arising from the Special Meeting held on 25 January 2011

PP. 9-10

#### I. Report into the Impact of Public Spending and its Reduction for the Highland Economy

There is circulated (pp.9-10) Status Report from the Consultant engaged in this study and a further update report will be provided at the meeting.

There is circulated separately the public document setting out how the Council's budget consultation influenced the budget decisions made by the Council. Hard copies will also be available at the meeting.

#### II. Christie Commission Evidence Gathering

Partner organisations submitting evidence to the Christie Commission are asked to share their evidence with the CPP Board either in advance of the meeting or at the meeting.

The evidence submitted by Highland Council is available on the Highland Council website at <http://www.highland.gov.uk/NR/rdonlyres/DD62E7B4-01CE-405D-BE5D-F7F2526DA26B/0/CommissionforDeliveryofPublicServices.pdf>

#### III. Audit Scotland – Audit of Community Planning

Board members are advised that the Highland CPP is involved as one of the field sites for the Audit Scotland audit of community planning and the difference this has made to economic development outcomes will be highlighted. Auditors are currently reviewing reports and gathering other material and Board members will receive further information when it becomes available.

### 4. Improving Joint Service Delivery – A New Partnership Model for Health and Social Care Services

A Presentation will be made at the meeting by Jan Baird, Transitions Director, on the single lead agency model for children's services and for adult community care.

This will describe the business case for the new model, progress made and future plans as jointly agreed NHS Highland and Highland Council.

### 5. Reviewing Partnership Arrangements to Deliver Outcomes

PP. 11-17

- Follow Up (Verbal) from Presentation by Margaret Somerville on 'Outcomes for Older People and Actions to Support Healthy Ageing';

- Follow Up (Verbal) from Presentation by James Fraser and Jeff Howarth on 'Growth in the Knowledge Economy';
- There is circulated (p.11-17) Report which will be presented by George Hogg SNH, on the local outcome 'Carbon Emissions are reduced and communities are protected from the consequences of changing weather patterns' – challenge to be led by Mr J Pryce, Scottish Government.

## **6. Dates of Next Meetings**

Friday, 10 June 2011

Tuesday, 20 September 2011

Friday, 2 December 2011

**Highland Public Services Partnership**

Minutes of Meeting of the Highland Public Services Partnership held in Committee Room 1, Council Headquarters, Inverness, on Friday, 3 December 2010 at 10.00 a.m.

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

Convener  
Dr M E M Foxley  
(by video-conference)

Mr A B Dodds  
Ms C McDiarmid  
Ms E Johnston

**Highlands & Islands**

**Enterprise:**  
Ms C Wright

**NHS Highland:**

Dr R Gibbins  
Ms M Paton  
Mr G Coutts  
Dr M Somerville (item 4(i))

**SNH:**

Mr G Hogg

**Northern Constabulary:**

Mr I Ross (NJ Police Board)  
Mr B Duncan

**Highland and Islands Fire and Rescue Service (HIFRS):**

Mr R Durham (H&I Fire Board)  
Mr D Wynne

**UHI:**

Mr J Fraser  
Mr J Howarth

**Scottish Government:**

Mr P Russell (by video-conference – part of meeting only)

**In Attendance:**

Mrs R Moir, Principal Administrator, Highland Council

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Dr D Alston, Mr J Gray and Mr I Latimer.

**2. Minutes of Previous Meeting (September)**

There had been circulated Minutes of the previous Meeting held on 3 September 2010, the terms of which were **NOTED**.

**3. Single Outcome Agreement – SOA2 Annual Performance Report**

There had been circulated Report No. HPSP/5/10 dated 10 November 2010 by the Head of Policy and Performance, Highland Council, confirming that the SOA2 Annual Performance Report had been submitted to the Scottish Government on 30 September 2010. An overview of progress against each of

the national and local outcomes evidenced that 82% of indicators showed improvement or sustained performance across the Partnership where data had been reported.

The report highlighted notable areas of achievement and decline. Areas of notable improvement were identified as: Economy, Employment and Skills; Education, Families and Health; Tackling Inequality; Community Safety and Environment; and Consumption and Efficiency. Based on performance data and analysis, areas of notable decline were identified as: Economy; Education; and Managing Staff Sickness and Absence.

The report suggested that the most effective approach to ongoing review would be for the relevant partnership forum – e.g. the Economic Forum – or working group to take responsibility for improvement.

Comments made during discussion included:

- there could be merit in future in reducing the overall number of indicators and in having a greater focus on outcomes rather than inputs/outputs
- there were no Scottish Government plans to alter the SOA arrangements prior to the May 2011 election.

After discussion, the Partnership **AGREED**:

- i. that the relevant partnership forum consider what more could be done in areas of declining performance, with a view to improving results, with a report back to the Performance Board;
- ii. that future changes of indicators be driven through the relevant forum or working group and its associated governance arrangements and thereafter reported back to this Board; and
- iii. to examine current SOA targets and indicators to identify any potential scope for their further refining/streamlining, with particular reference in the shorter term to those targets not currently being met or affected by any budget savings

#### 4. Reviewing Partnership Arrangements to Deliver Outcomes

- (i) Dr Margaret Somerville, Director of Public Health, gave a presentation on the role of all public bodies in achieving the Local Outcome: 'The Health and Independence of Older People is maximised', with particular reference to the implications of public sector funding reductions.

Dr Somerville highlighted:

- the implications for the delivery of health care for an ageing population
- the numbers of frail elderly with long-term conditions requiring significant health/care intervention
- the importance of increasing the proportion of the "elderly well", and the role for partner agencies in helping to encourage healthy lifestyles, improve wellbeing and provide a supportive community environment to assist in maintaining independent living and self-management of health issues
- the potential role of new technology such as Telecare as a factor in health/care delivery, while recognising the need to maintain an appropriate level of human interaction.

Comments made during discussion included:

- the focus should be on actual need, rather than an age label, and on a holistic multi-agency approach
- service delivery should be designed to address protection and prevention as well as intervention
- the potential role of older people themselves in healthy ageing and of the third sector should be recognised, as should the health benefits to be drawn from the natural environment
- the role of the family support network had seen a decline due to greater mobility and dispersal.

After discussion, the Partnership **NOTED**:

- i. factors identified relevant to maintaining good physical and mental health;
- ii. the key challenges to address; and
- iii. the potential for and limits to an increasing role for technology in delivering elderly care.

The Partnership **AGREED** that the Head of Policy and Performance (HOPP), the Highland Council, would facilitate further partnership discussion of the key challenges to achieving the outcome, with a view to all partners considering what more could be done to encourage healthy ageing. A meeting between the HOPP and the Director of Public Health would be arranged to take this forward.

- (ii) Mr James Fraser and Mr James Howarth, UHI, gave a presentation on the Local Outcome 8: 'Growth in the Knowledge Economy is supported by achieving University title for UHI in 3 years'.

Mr Fraser outlined the process and anticipated timescale for the award of University title to UHI, explaining that this should be completed early in 2011. Mr Howarth highlighted the importance of impacting on the knowledge economy and drew attention to the outcomes of an economic impact assessment (EIA) carried out by Biggar Economics.

The EIA had estimated that, in summary, in terms of gross value added (GVA), UHI contributed £353m to the economy of the UHI area and £393m to Scotland as a whole. UHI contributions to its area included:

- direct impact, supplier impact, staff and student spending
- labour market impact through the supply of graduates attracted from outside the area or retained from within and from part-time working by students
- business and key sector development through business start-up and development; attraction and retention of companies; knowledge transfer and commercialisation; contribution to tourism activities
- individual development through added wellbeing and professional development
- sustainable development through local capital investment, workforce education, social capital (volunteering)
- facilitating the attraction and retention of people.

In terms of educational contribution, Mr Fraser provided a range of figures demonstrating a steady growth in student numbers and illustrating student distribution in terms of home and educational base.

Mr Howarth drew attention to a range of statistics on UHI research activity, which outperformed many other Scottish institutions, ranking seventh in terms of the level of knowledge exchange, and illustrated the diversity of disciplines and programmes involved, together with examples of related capital development.

Mr Fraser outlined future challenges facing UHI in the short to medium term in maintaining current provision, let alone progressing further development. It would be vital to secure both academic leadership and sufficient funding, and to this end to identify both additional income streams and internal efficiencies.

Comments made during discussion included:

- UHI would be happy to be considered as a service supplier to partner agencies
- strong links should be forged with the business sector and with agencies promoting economic and employment growth
- it was vital to the area's economy to identify and improve relevant knowledge and skills levels; information was essential as to where the demand/gaps were and where education and training effort would realise the greatest benefit
- a single portal for further and higher education (FHE) enquiries/information could be of assistance in providing an overview and co-ordination of the education and training effort.

After discussion, the Partnership **NOTED**:

- i. the anticipated award of university title in 2011, and the consequent promotional opportunities;
- ii. the need to raise public awareness of the relatively high ranking of the UHI in terms of research capacity;
- iii. the importance of analysing the outputs from the knowledge economy and of identifying priorities for translating these into economic and industrial activity, with a focus on positive outcomes; and
- iv. an offer by the Highland Council Convener to invite UHI to make a presentation at a future Council meeting, following the outcome of the assessment by the Quality Assurance Agency for Higher Education (QAA) of UHI's application for university title, expected in December 2010

**(iii)** The Partnership **AGREED** to **DEFER** a presentation by Mr George Hogg, SNH, on the Local Outcome: 'Carbon Emissions are reduced and communities are protected from the consequences of changing weather patterns', to permit challenge to be led by Mr Peter Russell, Scottish Government, with whom electronic contact had been lost.

## 5. Partnership Responses to Public Sector Funding Reductions from 2011-13

**(i)** Ms Charlotte Wright, HIE, gave an update on the economic impact of public sector funding reductions in the Highlands following the information provided by public sector organisations. The comment was made that every effort

should be pursued to ensure that Highland companies were positioned to compete within public procurement processes.

The Partnership **NOTED** that the outcome of the study into 'The economic impact of the public sector funding reductions in the Highlands', by Mr Steve Westbrook, would be reported back to the Board, and that in the interim copies of the draft report would be distributed to all Board members, and **AGREED** that a Special Meeting of the Board be held to take forward discussion on shared services options to maintain local services delivery and community sustainability

- (ii) The Director of Planning and Development, Highland Council, gave a presentation on the potential cumulative impact of proposed changes to a range of public services in communities across Highland; however, figures on potential jobs impact were not currently available.

Comments made during discussion included:

- it was important to identify opportunities for shared services to help ensure retention of facilities within communities
- it would be important to avoid creating clusters of disproportionate impact in remote rural communities
- the addition of further agencies' services and information, e.g. FHE, SNH, would further enhance the usefulness of the maps/data presented and facilitate the identification of sharing opportunities, for example through a form of "clearing house" mechanism
- due account should be taken of service delivery and community impact as well as financial considerations
- public consultation responses would be factored in to Council budget decision-making

The Partnership **NOTED** the presentation and **AGREED** that a colour version of the maps used in the Director of Planning and Development's presentation be distributed electronically to all Board members.

- (iii) There had been circulated Report No. HPSP/6/10 dated 24 November 2010 by the Head of Policy and Performance, the Highland Council, providing an update on the work undertaken since the previous Board meeting to respond to the reduction in public sector funding in terms of developing alternative governance and operational models for public sector services.

The report set out the conclusions and outcomes of three meetings scheduled in September 2010, summarising agreement on:

- the purpose of the discussions
- values for designing service delivery arrangements
- practical considerations to be taken into account in developing options for service delivery.

It also outlined a number of propositions identified as potentially leading to a more unified public sector:

- one public sector authority for the Highlands and Islands
- joint arrangements for police and fire services/boards
- joining emergency services in terms of geographical scale rather than across sectors

## 6

- joint board for current Council activities across local authorities in the Highlands and Islands
- joining Health and Social Care
- joining tertiary education and economic development

While time had not permitted exploration of all the options identified, particular attention had been given to the proposal to examine joining up the emergency services, which had subsequently been given support by the Highland Council and had been raised in other forums.

The report also highlighted subsequent relevant national developments:

- the Scottish Parliament's Economy, energy and Tourism Committee's Enterprise Networks Inquiry
- the establishment of the Commission on the Future Delivery of Public Services, chaired by Dr Campbell Christie (the Christie Commission)

Mr David Wynne, HIFRS, gave an update on the Fire Spending Review and discussions within the Ministerial Advisory Group and advised that a Ministerial announcement was anticipated, setting out three options for further study:

- retention of all 8 existing fire and rescue services, with enhanced partnership/collaboration
- a single fire and rescue service for Scotland
- a regionalised model of three or four services.

There was tabled during discussion a proposal that the Board scope and prepare the case for a Highlands and Islands "blue light" service by better and closer integration of the Fire and Rescue Service, the Ambulance Service, NHS Highland and the Police to improve service delivery, with a view to submission of the case to the Christie Commission.

In presenting the proposal, Mr Wynne highlighted that:

- the government focus appeared to be on identifying potential savings rather than building a fire and rescue service fit for the 21<sup>st</sup> century
- there was no proposal to examine further the "blue light" service option put forward by the Highland Council
- the Highland and Islands Fire Board had agreed to support further work on this proposal and to seek the support of the four constituent authority community planning partnerships.

Comments made during discussion included:

- it was important to keep the Islands authorities fully engaged
- the difficulty of engaging on this issue with the Scottish Ambulance Service, already structured as a national body, was recognised
- the quality of the current emergency service delivery in responding to the area's particular needs needed to be emphasised
- Government was taking a similar approach to police reform
- it was important to link the police and fire reform agenda with the work of the Christie Commission
- as the anticipated Ministerial options paper would not include the "blue light" service option, the partnership should support the

development of an Outline Business Case for submission direct to the Christie Commission

- the Commission was likely to favour solutions that could be applied Scotland-wide.

After discussion, the Partnership **AGREED**:

- i. the tabled proposal on scoping the case for a Highlands and Islands “blue light service”; and
- ii. in determining how best to present the submission of this case to the Christie Commission, to discuss the proposals in the first instance with the community planning partnerships and Chairs of NHS Boards in the islands authorities.

## 6. Working with the Third Sector

There had been circulated Report No. HPSP/7/10 dated 24 November 2010 by the Head of Policy and Performance, Highland Council, providing an update on national and regional developments in working with the Third Sector, in particular the developments at a national level for supporting a single coherent ‘interface’ for the Third Sector in each community planning partnership area; and the proposal submitted by the new third sector ‘interface’ in Highland, the Highland Third Sector Limited Liability Partnership (HSTLLP), as set out in Appendix 1 to the report. The criteria and requirements to which a recognised third sector interface body would be subject were outlined, as were responses received to a consultation exercise carried out in Highland to gather views on how best to develop the new organisation.

There was also tabled Report No. HPSP/8/10 dated 1 December 2010 by the Director of Social Work on the Scottish Government’s Reshaping Care for Older People Change Fund, established to enable health and social care partners to implement local plans for making better use of their combined resources for older people’s services; to provide bridging finance to facilitate shifts in the balance of care from institutional to primary and community settings; and to influence decisions taken with respect to the totality of partnership spend on older people’s care.

This report advised that, to access the Fund, each partnership had to submit to the Scottish Government a short Change Plan agreed by all partners, requiring coordination of a wide range of groups. The report recommended that, to address this, a stakeholder event be held before the end of the year, reflecting the broad interests set out in paragraph 3.2 of the report.

Comments made during discussion included:

- the establishment of a successful Third Sector interface would have benefits for inter-agency working
- the co-ordination of the sector in Highland was particularly challenging, given the diversity and large number of third sector organisations
- the lack of clear budget information from the Scottish Government had made it difficult for the HSTLLP to devise proposals demonstrating any significant organisational change and that any subsequent funding reductions could affect sustainability of the model proposed
- Government expected such interface bodies to participate in formal community planning structures

After discussion, the Partnership **NOTED** the information given on developments at a national level for supporting a single coherent 'interface' for the Third Sector in each community planning partnership area, the proposal submitted by the Highland Third Sector Limited Liability Partnership (HSTLLP), and the extent of partnership working with the sector in Highland and **AGREED**:

- i. to invite the HSTLLP, once confirmed and supported by the Scottish Government, to be represented on the Partnership Board, with the next meeting to be arranged for March 2011;
- ii. to invite the HSTLLP also to participate in the Economic Forum and the Environment Forum;
- iii. that a stakeholder event be held before the end of the year, reflecting the broad interests set out in paragraph 3.2 of the Director of Social Work's report;
- iv. that the stakeholder event involve a range of Third and Independent Sector representatives, including the HSTLLP, to identify nominated representatives to be involved in the final agreement and submission of the Change Plan to the Scottish Government ; and
- v. that the potential for the continued use of this framework be considered by the Highland Community Care Partnership, to support ongoing consultation with the sector regarding community care services in Highland.

## 7. Future Meetings

It was **NOTED** that a schedule of meeting dates for 2011 would be drawn up and circulated to all Board Members.

The meeting ended at 4.50 p.m.

**HIGHLAND PUBLIC SECTOR EMPLOYMENT STUDY UPDATE**

Since the Highland Public Sector Partnership meeting in January, additional information has been obtained from the public sector organisations in the area on their 2010/11 expenditures and their anticipated expenditures for 2011/12. Almost all of this information has now been received and is being processed to give estimated impacts for 2010/11 and 2011/12. These impacts will then be related to the baseline 2009/10 figures that were presented at the meeting (which themselves have been adjusted marginally).

For the Partnership meeting on 25 March, an update report will be provided that will incorporate:

- Indications of how 2010/11 and expected 2011/12 impacts compare with the 2009/10 impacts (although figures will not be finalised for a further 2-3 weeks).
- The implications of these impacts and further reductions in impact by 2014/15 for the Highland economy.
- A draft Section of the study report summarising how adverse impacts might be countered through anticipated increases in private sector activity and new activity that might be stimulated by appropriate partnership action (a role for the Highland Economic Forum, which next meets on 17 May).

It appears, from information recently obtained, that the overall reduction in impact in 2011/12 will not be as serious as was indicated in the presentation to the January Partnership meeting. This was based on the region experiencing a reduction in impact pro-rata to that anticipated for Scotland as a whole in relation to the Scottish Government budget for the year.

The principal reason for this is the relatively modest reduction between 2010/11 and 2011/12 in Highland Council's revenue and capital budgets.

**Steve Westbrook, Economist**  
**17 March 2011**



**SOA2 PARTERSHIP REVIEW: Progress Report 3 December 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 Public Services Partnership on this and other environmental issues. Scottish Natural Heritage has the lead on Climate Change on behalf of the PSP. Links between individual bodies (at a formal or informal level) exist – e.g. 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. These have often been created using the Carbon Trust template and advice has been shared from SNH and THC through the THC Sustainable Development Officer and the SNH Greening Officer. The SNH Carbon Management Plan is available at:

<http://www.snh.gov.uk/docs/B488501.pdf>

**2 Joint objectives**

The key shared objectives of the PSP are set out in a Climate Change Declaration. The Declaration was signed on 2 June by all Environment Forum members (the Declaration is Highland Council led). The Declaration sets out common ground on key messages from the PSP 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 has so far been 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. It is an aspiration to increase the signatories to the Declaration and to extend this beyond the members of the PSP to voluntary bodies such as the Highland Environment Network. As part of the Declaration signing, a joint event was held on 2 June in the SNH offices in Inverness. It aimed 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.

As a follow-up to this, and with the intention of reviewing progress against the Local Outcome, a meeting was held on 22 October. The meeting was initiated and chaired by SNH, and attended by THC, HIFRS and NHS Highland. Peter Russell also attended as Sponsor Director from SG. The meeting had three specific aims:

- 1) To review individual organisations' approaches to carbon emission reduction and protection of communities;

- 2) To review the specific wording of the outcome and the indicators used to measure action against it;
- 3) To identify joint opportunities for shared action towards the outcome.

The outcome of the meeting was that whilst there is good progress within the separate member organisations on “greening” issues, including the preparation of Carbon Management Plans, there are still gaps in the shared delivery of these, including having a shared objective for area-wide emissions measurement and reduction. The meeting also identified some areas for sharing joint objectives across the protection of communities. A minute of this meeting is annexed to this report.

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 PSP 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 EqIA carried out on the overarching outcome. This review recommends that EqIA 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 PSP 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. The Declaration process lends itself to be a formal mechanism under which resources (financial or otherwise) could be shared in the delivery of the Declaration’s objections.

Within the wider PSP 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 PSP 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 PSP has the opportunity to drive this through the member organisations. It is recommended that SNH and THC continue to explore ways to measure and reduce area-wide emissions, with the view to this becoming a target for the local outcome.

Beyond emission reduction, there is an opportunity for the PSP (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 PSP 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 PSP), and to a lesser PSP 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 PSP 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. However, the review meeting also identified opportunities for joint delivery through shared intelligence into preparedness for severe weather and the emergency services' approaches to community protection. Finally, SNH and HIFRS are working together on the Scottish Wildfire Forum to lessen the impacts of uncontrolled wildfire.

## **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 PSP. 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 for the next suitable opportunity (acknowledging the current work by the Improvement Service to identify a suite of common indicators) 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 was targeted at community stakeholders (Councillors, community councils and groups/ organisation). This could be built on with the engagement of the Highland Environment Network into the Declaration and other community bodies as relevant. The SRDP remains a large area of engagement for rural communities (under 3,000 inhabitants) with environmental measures. Other organisations within the PSP 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. The next steps would be to:

- Implement the actions of the Review meeting held on 22 October 2010;
- Engage more of the members in the PSP into the process;
- Engage with wider signatories of the Declaration.

## ANNEX: NOTE OF MEETING TO REVIEW LOCAL OUTCOME F

## HIGHLAND PUBLIC SERVICES PARTNERSHIP

## Local Outcome F Review

*“Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns”*

## NOTE OF MEETING HELD ON

14.00 – 16.00, 22 October 2010

Scottish Natural Heritage, Inverness

**Participants:**

<b>George Hogg</b>	Acting Director, Operations North	Scottish Natural Heritage
<b>Graham Neville</b>	Operations North Manager	Scottish Natural Heritage
<b>Peter Russell</b>	Director, Rural and Environment	Scottish Government
<b>Ailsa Villegas</b>	Sustainable Development Officer	The Highland Council
<b>Trevor Johnston</b>	Deputy Chief Fire Officer	H&I Fire & Rescue Service
<b>Alistair Mackenzie</b>	Facilities Management	NHS Highland

**Apologies:**

**Douglas Seago** Head of Facilities Management NHS Highland

**Purpose of meeting**

The meeting was held to progress a review of the suitability of, indicators measuring and progress towards the Highland Single Outcome Agreement (2009-2011) Local Outcome F: *“Carbon emissions are reduced and communities are protected from the consequences of changing weather patterns”*. The review is required as agreed by the Performance Board of the Highland PSP.

The meeting had three specific aims:

- 4) To review individual organisations' approaches to carbon emission reduction and protection of communities;
- 5) To review the specific wording of the outcome and the indicators used to measure action against it;
- 6) To identify joint opportunities for shared action towards the outcome.

**Review of individual organisations' approaches**

**SNH:** Graham Neville outlined a quick overview of key actions that SNH are undertaking relevant to the outcome:

- SNH have a Carbon Management Plan (called *Carbon/ite*), with aims firmly embedded in the organisation. The Plan targets a 4% year on year reduction to reach 80% by 2050. We are on track to deliver this target over the first 3 years.
- The CMP has been designed in discussion with the Carbon Trust.
- We are working with other bodies to share experience and expertise in greening the workplace and reducing carbon emissions from property portfolios.
- On protecting communities, we have produced guidance for staff on engaging with planning authorities on issues of climate change; making sure our key messages are clear. We use UKCP09 data to support some of the discussions, and aim to demonstrate the need for sustainable plans to protect communities.
- We have launched a climate change communications plan and have a range of key messages for a range of different target audiences.
- We have a direct advocacy function in our advice to other bodies for sustainable solutions to climate change issues.
- In terms of routine casework we advice on climate change related issues e.g. in response to transport infrastructure applications.

- We work with SEARS bodies and through other opportunities such as SRDP and LEADER.

**Highland Council:** Ailsa Villegas outlined the current 2<sup>nd</sup> generation Carbon Management Plan that the Council have, also constructed using the Carbon Trust format. This plan:

- Sets a 6% target for carbon reduction across all Council operations
- Has a communications plan element for internal and external audiences
- Has an adaptation strategy also based on UKCP09 scenarios
- Includes an Action Plan, which is currently out for public consultation

In addition, the Council is working through the Highland Environment Forum to:

- Progress the actions agreed in the Highland Climate Change Declaration (signed June 2010)
- Work out area-wide emissions (with the Carbon Trust)
- Work with the Highland Environment Network to stimulate community action across the network.

**Highlands & Islands Fire and Rescue Service:** Trevor Johnston noted current work on:

- Public preparedness for severe weather events
- Carbon footprint work within the Carbon Management Group of the Chief Fire Officers association
- Acknowledging challenges of the existing property stock held by HIFRS which tend to be older buildings and those of the appliances which are not procured with carbon emissions as the main priority
- Work on protecting communities – identification of new roles to respond to new or more frequent severe weather type events – and outlined the fact that landscape scale responses (as opposed to single address rescue situations) are more taxing on crews required to tackle them – and they deplete the ability of the Service to respond to “Category 1” calls
- Trevor chairs the Scottish Wildfire Forum and they are engaged in the work on the Climate Change risk assessment for Scotland, working with the Met Office, and the CFOA Severe Weather Forum – leading to outcomes like joined up responses to landslips
- This work is leading to a more joined up response to severe weather events and looking for opportunities to work with local groups to bring out better shared outcomes.

**NHS Highland:** Alistair Mackenzie noted that unlike SNH and to some extent THC, provision of advice on carbon emission reduction was not a main aim of the NHS Highland. That said:

- NHS Highland has taken on a Carbon Reduction Officer, who works closely with the Carbon Trust and has developed a prioritised action plan for energy efficiency management
- There is a challenge of old buildings also
- NHS Highland has installed 5 biomass plants this year and is exploring further opportunities with PSP bodies (including UHI in relation to the new Beechwood Campus).

**Discussion** on this item noted the following points:

- It was acknowledged the need for the organisations represented to also look at policies and proposals for mitigating climate change – and to communicate this to the general public, noting areas where change has to happen, including transport. In one month a major SG report will highlight key areas for action.
- It was accepted that as individual organisations there is a lot being done to work on our carbon footprints amongst our own assets and behaviours, and to engage with communities, depending on remit. However, it was acknowledged that little is being done across the PSP and that silo working is continuing.
- With forthcoming budget cuts, revenue and capital funding will be reduced with a knock-on effect on operations, staff employed – will this reduce our carbon emissions? It was agreed that it is not enough to sit back and let this happen, while there may be an inbuilt carbon reduction coming forward, we should be actively managing this.
- Related to this discussion touched on whether we should be measuring absolute or relative carbon emission, and noted that while THC may aim to spend £1m on renewable energy, there may not be the staff capacity to deliver this, losing the saving, and also that fewer staff may mean more travel operations – with unexpected consequences it’s not necessarily true that carbon savings will be achieved by a reduction in the scale of operations.
- There is a challenge in maintaining service delivery across a dispersed rural area – and where co-locations arise, maintaining presences in distinct customer areas. Some organisations require coverage (HIFRS for example) whereas other organisations require this to a lesser extent.

- SNH are working on a strategic property review which will identify where the opportunities may be for co-locations.
- Carbon emissions savings can come as a bonus (i.e. not the main driver) to integrated approaches to service delivery.

### **Review of the wording of the outcome and the indicators used to measure it**

It was **agreed** that given the point in the implementation of the SOA (mid-term), this is not the time to be pressing for changes to the indicator wording.

It was **agreed** that some general “SMARTening” of the targets tied to the indicators is required. It was felt that the indicators are orientated towards the Council and not to the wider partnership – they are too disaggregated. This should be done in the context of the SOLACE/ Improvement Service who are currently working towards a menu of indicators, to allow benchmarking and more appropriate measures. Any ideas could be usefully fed into this process.

**Action 1: George Hogg/ Graham Neville** agreed to find out the timescale for the improvement service indicator work and to circulate this.

Some specific discussion on the indicators followed, noting:

- Under National Outcome 10, the sole existence of a Sustainable Design Statement, with no quality measure or measure of the value of the SDS, is not a good indicator. **Agreed** to discuss with Planning officials a better measure.
- It was **agreed** to use the 3% year – on- year carbon emission reduction target as used in the Climate Change Declaration as an indicator under Outcome 10. It should be a target that all PSP member bodies are signed up to this Declaration. An additional target could be the voluntary bodies signing up to the Declaration.
- Under National Outcome 12, it was **agreed** that the three indicators on Eco-schools are not the best measure of valued and protected natural and built environments under this outcome.
- It was suggested to use area wide carbon emission indicators here in future SOAs. Transport emissions may also be an appropriate indicator.

**Action 2: Ailsa Villegas/ Graham Neville/ others as appropriate** to take forward Area Wide emissions indicators for the SOA.

- It was also suggested that the measures on tackling climate change as delivered by the SEARS bodies through SRDP could be used, e.g. extent of new forestry planted.
- Under National Outcome 14, it was **agreed** that the existing Council – led indicators are too disaggregated and that work should be taking forwards to explore how these can be used to show joined up work across the PSP, either under the Declaration or shared outcomes.

**Action 3: Ailsa Villegas/ Graham Neville/ others as appropriate** to discuss joint indicators under the Climate Change Declaration and to explore summarised joint reporting.

### **Identification of joint opportunities to progress action against the outcome**

Under this agenda item, it was **noted** that shared services and co-locations had delivered some benefits, but that we need to have a clear idea of how to progress these benefits and take forward shared delivery against the outcome.

**Discussion** under this item noted the following points:

- Agenda items are required for the forthcoming Environment Forum; some of the identification of opportunities outlined above could be discussed at this meeting.
- The Environment Forum could play a role in helping to define area wide emissions, including through knowledge exchange, support, measuring benefits – so that this is not just through the public bodies but the voluntary sector as well. Additionally, the voluntary sector could assist, such as the Highland Environment Network, with the ability to promote others’ work and share examples.
- The Declaration should be used to “brand” the PSP work on climate change.
- We could usefully do some communications work on defining responsibilities amongst the various relevant public bodies – taking the opportunity afforded by the SG report/ consultation exercise which will broadly identify land use, waste, energy generation and heat generation as key sectors for action.

- It was **agreed** that we should engage across the PSP to agree some consistent and coherent key messages on climate change for our public engagement.

**Action 4: Graham Neville** to circulate the SNH Climate Change Communications Guide; other bodies to reciprocate where these exist.

**Graham Neville**  
**Scottish Natural Heritage**