

Agenda Item	3.
Report No	CPB 13/17

The Highland Outcome Improvement Plan (HOIP)

Report on behalf of the HOIP Sub Group

Summary

The Community Planning Board is asked to consider and agree;

- The proposed amendments
- The areas of feedback from the consultation where it is proposed there is no immediate amendment
- The focus of the proposed action plan for the 2017/18 period to include, infrastructure and detailed planning for each thematic area.

1. Background

- 1.1 The consultation for the Highland Outcome Improvement Plan (HOIP), which followed extensive initial engagement with communities, concluded on the 31st of August 2017. Over 280 responses were received.

On the 22nd of September 2017 the CPP Chief Officers group considered the recommendations of the HOIP Sub Group and this paper outlines the proposed next steps for the development of the HOIP with a recommendation for adoption by the Community Planning Board.

This final draft version (**Appendix 1**) is a culmination of engagement activity starting from January 2017 and includes information from a combination of survey's, focus groups, workshops and one to one feedback. While it does not comprehensively represent every individual suggestion for tackling inequalities in Highland, the sub group are confident that it represents an initial set of key outcomes which have been driven by feedback from individuals, community groups, and third and public sector colleagues.

2. Proposed Amendments Following Consultation

- 2.1 Digital Connectivity & Inclusion: It is proposed that this cross-cutting theme is amended to 'Digital Inclusion' as this takes account of skills and accessibility issues which are crucial across all 5 outcomes. Connectivity remains important, but should be picked up more explicitly within the 'infrastructure' outcome.
- 2.2 Disability & Inclusion: The consultation received a small number of responses on the need for disability and the inequality faced by disabled people to be better reflected within the HOIP. This included a comprehensive response from Inclusion Scotland. It is therefore proposed that the 'Equality' cross cutting theme be amended to 'Equality of Opportunity and Inclusion'. This would better reflect the need to focus on the inequalities facing a range of groups with protected characteristics, not just disabled people.

2.3 Housing: It is proposed to move the priority of 'Affordable Housing' from the Poverty Reduction outcome to the Infrastructure outcome where it has been suggested that it is more appropriately located. It is also proposed that this priority is amended to be Affordable and Accessible Housing, which better reflects the demographic challenges faced by communities and agencies.

3. Areas Noted With No Proposed Amendments

3.1 Environment: There was some feedback from individuals and organisations, suggesting that the environment be added as a cross cutting theme. Following discussion, it was felt that the environment as a theme which reduces inequality is more likely to relate to specific outcomes rather than as a cut across all five of the outcomes in the HOIP. As a specific request however from SNH the Board are asked to consider adopting the environment as a cross cutting theme and should give consideration to the role of the environment as it relates to the reduction of inequality.

3.2 Community Justice: Feedback from the survey suggested that links to community justice should be made explicit within the HOIP. Following discussion, it was noted that there is an existing plan and structure to deliver on outcomes related to community justice and that while this would support delivery of some of the HOIP outcomes, it did not need to be duplicated within the HOIP

3.3 Early Years: The importance of prevention in the early years as a means of addressing inequality was highlighted and some feedback suggested that this should be included in the HOIP. Similar to Community Justice, it was felt that there is a significant programme of work on the Early Years that is delivered through For Highland's Children 4 that is not necessary to replicate within the HOIP.

3.4 Mental Health: Some respondents suggested that there should be a focus on physical as well as mental health in the HOIP, particularly in relation to a wider spectrum of 'disability' However, this feedback has been coupled with considerable support for the specific focus on mental health. It is proposed to keep the outcome on mental health at the current time as it reflects the majority view that mental health and wellbeing needs to be a specific area to focus on.

4. Action Planning

4.1 The next stage for implementing the HOIP is to produce a more detailed action plan, taking account of the views and priority areas identified within the community engagement process. It is proposed that in 2017-2018 priority is given to ensuring that the necessary infrastructures, partnerships and engagement processes are in place. This will also allow for more detailed action planning for each priority to be completed to cover the period up to and including 2020.

4.2 The proposed areas agreed and proposed by COG are included in **Appendix 2** and are as follows:

- Developing a communication and engagement plan for the Highland CPP
- Review the current CPP thematic structure to ensure a focus on delivery of the HOIP Outcomes and cross cutting themes
- Develop action plans for each of the five outcomes, detailing the specific priorities, identified within the HOIP

- Support the ongoing development of the Community Partnerships
- Review the relationships between the new thematic structure, the Board, COG and Community Partnerships

Draft high level actions are also included in **Appendix 2** for consideration to indicate the proposed steps for the first year.

Recommendation

For the **Community Planning Board** to agree the proposed amendments and action plan.



Highland

Community Planning Partnership

The Highland Outcome Improvement Plan

Working Together To Reduce Inequalities In Highland

2017—2027



Foreword

We are proud of Highland and the quality of life our region offers the people living here. Not surprisingly, people have told us how important the physical environment of the Highlands is to them, but they have also said that they place a high value on the work of their communities.

Our communities recognise and appreciate the strong record of volunteering and engagement at local level. This provides people living in Highland with access to a wide range of opportunities including community activities and groups.

We have an excellent record on community safety in Highland; people report that they feel safe here and recognise that this is a safe place to live and work .

The Highland Community Planning Partnership (CPP) seeks to build on this strong foundation by bringing together public agencies, third sector organisations and other key community groups. We aim to work with the people of Highland to plan and secure resources where needed for the provision of services which improve outcomes, with a view to reducing inequalities.

The Highland CPP has been tasked with the development of the Highland Outcome Improvement Plan (HOIP). The HOIP outlines our aspirations for Highland and the specific actions we will undertake to deliver them, and has been developed following extensive engagement with communities across Highland.

The HOIP's main ambition is to tackle the issues that lead to inequalities. In doing so, we will make the Highlands a fairer place, so that everyone has the opportunity to enjoy the benefits of our region. We will do this by listening to our communities and working with them to make Highland an even better place to live, work and play.

David Alston
Highland Community Planning Board Chair



The Highland Community Planning Partnership

The Highland Community Planning Partnership (CPP) brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes. The Partnership works at a Highland level but also at a local level through our nine Community Partnerships which are located across the area.



Empowering Communities

The Community Empowerment (Scotland) Act, commits the CPPs to working more closely with communities to ensure that the outcomes delivered reflect the needs of the communities each partnership represents. Each CPP is tasked with ensuring communities are engaged and involved in developing and defining the priorities of the Partnership.



Developing the HOIP

The document has been drawn together following discussion and engagement with Communities, Third Sector and Partner organisations.

We identified a set of potential priority outcomes from past and new discussions between partners and community bodies. We sought the views of local communities and other stakeholders through a series of local community workshops, surveys and other forums and asked if these were the right outcomes and what action should be taken to deliver on them.

This work has produced a draft Highland Outcome Improvement Plan which is now available for consultation. (To be updated following formal consultation).



What is the HOIP?

This document sets out the vision, purpose and focus for the Highland CPP from 2017-2027 in order to reduce inequalities in Highland. You can find an illustration of the vision, purpose, values and outcomes we have committed to for that period on page six.

The **five core outcomes** have been chosen and agreed upon with communities. We believe working towards these will have a significant impact on reducing inequalities in Highland.

The second half of this document describes the outcomes in more detail and in particular the **priority areas** for action under each outcome. These priority areas are based entirely on feedback and information received from the community engagement undertaken. Some reflect the opportunities to build on strengths within communities and the wider partnership whilst other priorities focus on doing things differently but together, which will result in a positive impact for our communities. These priorities will be reviewed annually, alongside the activity to support them, to ensure they remain relevant and current.

To support the overall purpose of reducing inequalities, community engagement has also highlighted four **cross-cutting themes** which are important to inform action in most or all of the core themes and their priority areas.

The cross cutting themes are:

- **Employability, employment and skills development** – this recognises the importance of providing economic opportunities to communities as a way of addressing inequality
- **Community Investment and development** – this promotes inclusion and builds strong communities
- **Digital Inclusion** – ensuring that people have the knowledge and confidence to actively participate in the use of digital technology.
- **Equality of opportunity and inclusion** – recognises that certain groups within our communities are more likely to experience inequality than others.

This document will work with and inform a delivery plan which will describe short-term and medium-term milestones against each of the priority areas in order to deliver against the ten year outcomes. The delivery plan will be a 'living document', regularly reviewed and informing the process of accountability back to communities.

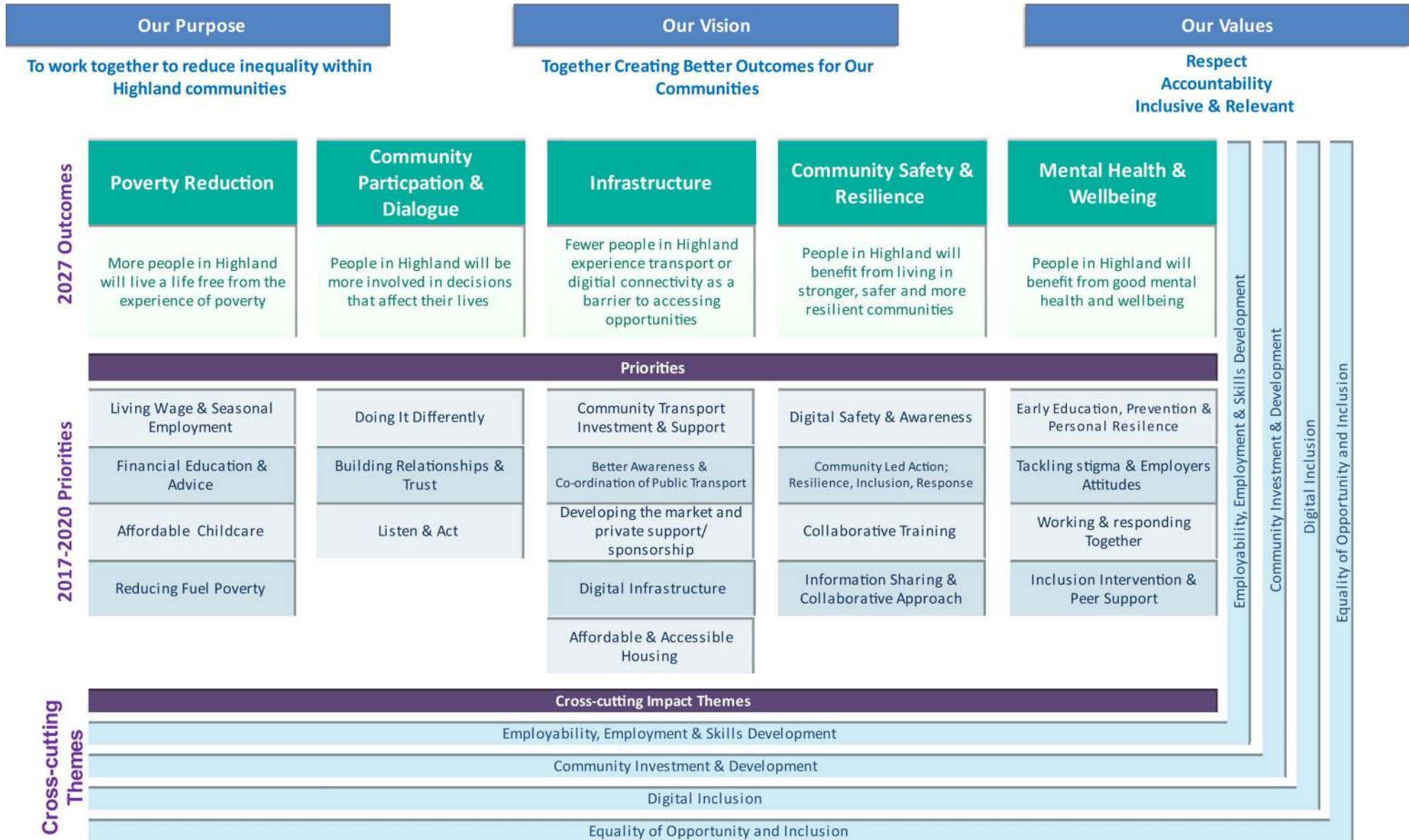


Progressing the HOIP

We will demonstrate progress in the following ways:

- Establishing a delivery plan;
 - Agree 1 and 3 year actions to support achieving the 10 year vision;
 - Agree roles and responsibilities against each action
 - Agree key performance indicators and targets
- Monitoring and reporting progress annually to the Community Planning Partnership Board, through Community Partnerships and through individual partners' governance arrangements;
- Annual progress updates for Highland Communities and opportunities for community feedback on those updates;
- Quarterly reports to the Community Planning Partnership Board;
- Each partner integrates the themes, commitments and actions of the HOIP into their strategic plans where appropriate;
- Annual review of the HOIP in order to update milestones and actions as required. This review must include seeking the views of communities and the ability to hold the partnership to account.
- Consideration should be taken of local priorities identified within Community Partnerships and how they relate to the strategic HOIP.

Highland Outcome Improvement Plan 2017 - 2027 - Overview





Poverty Reduction

More people in Highland will live a life free from the experience of poverty.

“UK poverty is real, costly and harmful. Millions of people, many of them in a working family, are struggling to make ends meet.” – The Joseph Rowntree Foundation (JRF), 2016

The JRF define poverty as ‘when someone’s resources, mainly material resources, are well below those required to meet their minimum needs, including participation in society.’ Nationally within Scotland the Scottish Government estimated that in 2015-16 880,000 people (17% of the population) were living in poverty; up from the previous year. Overall it is estimated that 19% of young people in Scotland live in poverty, demonstrating that the impacts of poverty are disproportionately felt on the young.

Initial engagement across the CPP and our communities has highlighted several areas that the CPP can start to work on with a view to eradicating poverty in the region. They are not a fully comprehensive solution but represent an initial focus to build upon and which compliments the existing work of partner organisations.

Living Wage & Seasonal Employment

Wages in Highland particularly those in remote and rural communities are below the equivalent of the national living wage. This, combined in some areas with an overreliance on employment that is by nature, seasonal contributes to ‘in work poverty’. Tackling underemployment and diversifying the economy for those communities most impacted by seasonal employment are identified areas for action.

Financial Education & Advice

Engagement has highlighted the need to do more to prepare people to manage their household incomes. This should focus on training and awareness-raising in order to reduce poor financial management which can lead to debt and poverty at key life stages and changes.

Affordable Childcare

Affordable childcare is a significant factors in the cost of living in Highland. For those households, working or looking for work, access to affordable childcare is necessary in order to remain economically active or enter work as these costs have the potential to neutralise the benefits of work.

Reducing Fuel Poverty

With recent increases in fuel poverty in Highland work needs to continue to ensure that the unique challenges which Highland households face don’t disadvantage them further.



Community Participation & Dialogue

People in Highland will be more involved in decisions that affect their lives.

“... significant investment and energy is also going to be needed to rebuild the eroded capacity and confidence of communities to participate effectively, particularly amongst those that are furthest from decisions at the moment...” – Effective Democracy: Reconnecting with Communities, 2014

In 2014 the Commission on Strengthening Local Democracy published their final report which endorsed the idea of citizens being directly involved in their local services. In 2015 the Scottish Government passed the Community Empowerment Act which actively gave communities the power to participate in the work of public sector agencies to deliver better outcomes for those communities.

There is increased recognition that people experience better outcomes when they are directly involved in making the decisions about things which impact on them and their communities, there is still a significant amount of work to be done in realising this vision of public participation. The development of the HOIP along with communities has started this process and includes community participation as a core outcome recognises the need to prioritise this within the Partnership.

Doing It Differently

We need to recognise that no one approach suits every community or every group within a community. The current way of ‘consulting’ communities isn’t really working and we need to be open to changing our approach, listening to communities about what works for them and doing things in different ways with more creativity. We should be engaging wherever possible and with a focus on quality of participation rather than quantity. Working with communities to design engagement opportunities would support this approach.

Building Relationships and Trust

There is a need to renew the relationship between public sector agencies and communities – that means that both groups should be prepared for change, honest exchange (even when its being clear about what can or can’t be done and might not be popular) and working on a lasting relationship built on the principle of regular dialogue.

Listen and Act

Too often people feel that the engagement public sector agencies do is ‘lip service’. It is difficult for those who do participate to understand what impact their participation has made. This needs to change and people need to know what the timescales are for action following any engagement activity. This will help to increase participation and engagement. There needs to be a clear feedback loop which explains what action has been taking following that participation and what action won’t be taken and why.



Infrastructure

Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities

“For the past 8 years I have worked intensively with people with learning disabilities, autism and mental health issues to try and help them with their health, happiness and quality of life. Transport problems are one of the primary barriers that these clients face, and one that all services ‘pass the buck’ on because it’s too logistically difficult and/or financially expensive to tackle in a rural area. As a result people are trapped at home.” – Participant, CPP Survey, 2017

Without a doubt access to, the cost and reliability of transportation in Highland is one of the biggest issues our communities have highlighted. Lack of transport is also identified as a barrier within two other HOIP outcomes; Poverty Reduction and Mental Health and Wellbeing. Communities openly acknowledged that the difficulty with transport is the complexity of resolving these issues. It is appreciated that there can be no one solution, however, it is important that the CPP considers what it can do in relation to alleviating the negative impacts which arrive from problems associated with Transport.

Better Awareness and Co-ordination of Public Transport

Existing timetable information is often inaccessible to those who depend most on public transport options. The timetabling of public transport is done without consultation or engagement with communities and impacts in a range of ways including getting crucial services to ‘link up’.

Developing The Market

Some areas in Highland would benefit from more transport options, which actually meet the community’s needs. In addition the cost of transport is prohibitive for some for work and leisure and the options limited. Opportunities to explore include working with private companies and large traders in Highland to look at funding or sustaining improvements to community led transport options.

Community Transport Investment/Support

Community Transport provides an essential service to many people in our communities, operating at times as a spine for other services to branch from. There is not universal access to community transport and at times it is restrained by funding rules or sustainability problems. There are opportunities to review the current investment and support structures around community transport in Highland.

Digital Connectivity

There is a need to ensure all communities benefit from access to high speed broadband and telephone networks in order to support employment, leisure and sustainable communities. The digital agenda can support alternatives to face-to-face appointments and access to services which would avoid transport costs.

Affordable and Accessible Housing

Affordable housing is a key necessity in life and the lack of affordable housing impacts on the sustainability of communities and their ability to retain or attract the professionals and skill sets needed by that community to prosper. More than that though there is a need to consider how new housing meets existing and future needs around accessibility.



Community Safety & Resilience

People in Highland will benefit from living in stronger, safer and more resilient communities

“We believe people are safer when they know more about the risks they face and have the capacity and resilience to help themselves. A common understanding between agencies and communities of local priorities will allow for better integration of plans, co-production and coordination of services to target prevention activity where it will be most effective. We will therefore increasingly deliver our broad prevention work as part of local multi agency action teams.” – Scottish Fire and Rescue Service Strategic Plan 2017 - 2020

Community safety and resilience is a wide ranging issue comprising of both prevention and intervention activities. It includes reducing the likelihood of all types of emergencies occurring, reducing the likelihood of criminal activity and having the appropriate plans and models in place to support and deliver the required interventions. Importantly, it is also about providing communities with the skills, guidance, knowledge and confidence to improve self-sufficiency and to become stronger and more resilient.

This outcome focuses on delivering improved community safety and resilience and on keeping the most vulnerable people in our communities safe, including what the community and wider CPP can do to support this.

Community Led Action; Resilience/Inclusion/Response

There is support for communities across Highland to increase their collective resilience and the resilience of people living within that community. Stronger partnerships between the CPP and communities will enable communities to build appropriate responses to the risks that are particular to them.

Collaborative Training

Opportunities to share training across agencies, sectors and communities will help to strengthen support, delivery and co-operation.

Information Sharing and Collaborative Approaches

More can be done to share information across our public sector agencies where doing so would help to reduce the impact of an individual’s vulnerabilities. Working with communities will help to identify the people who are most likely to need support and this will assist in providing or signposting the right support and services.

Digital Safety and Awareness

With all the advantages of digital technology there remains concern about the lack of awareness around how to maintain personal and family safety and security when using it. The provision of information and targeted guidance, the delivery of training and appropriate awareness raising can be used to improve safety and security without creating unnecessary fear.



Mental Health & Mental Wellbeing

People in Highland will benefit from good mental health and wellbeing

"Mental health... is a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community." (World Health Organisation, 2001)

Resilience – as in "being able to cope with the normal stress of life" – is an important component of most definitions of mental wellbeing, and is relevant for preventing mental illness. It covers the personal attributes and capacities that are known to increase happiness both in self and others.

Good mental health allows children and young people to develop the resilience to cope with whatever life throws at them, and starting early to promote emotional and social wellbeing is essential to ensuring that the population of Highland are supported to start well, develop well, work well, live well and age well.

Although many people in Scotland enjoy good mental health there has been no significant changes to levels of wellbeing, for men or women, since 2008. 1 in 3 GP appointments relates to a mental health problem. Around one in ten adults (9%) had two or more symptoms of depression with approximately 12% of the population of Scotland using an antidepressant every day. Suicide rates for both men and women are higher in Highland than the Scottish average and suicide in Scotland is three times more likely in those from the most deprived areas when compared to those in the least deprived areas. Poverty is the single biggest driver of poor mental health according to the Scottish Government Mental Health Strategy 2017-21.

Promoting the mental wellbeing of all is therefore an important approach to preventing inequality.

Early Years, Childhood and Adolescence

Raising awareness across the population and opportunities to educate about mental health are important to build personal resilience and promote good mental wellbeing. A preventative approach is essential combined with building a broader understanding of mental wellbeing. There is a particular need to consider how this work can be prioritised with young people.

Tackling Stigma and Discrimination

Stigma and discrimination are contributing factors to inequality and are major barriers to full participation in society. Supporting employers and public services to take action to reduce stigma and discrimination can have a significant impact on promoting mental wellbeing.

Working & responding together

A stronger collaborative approach across the public, third and independent sectors will help to more effectively meet the needs and support people with mental ill health in communities.

Participation and Inclusion

Activities which encourage participation, social inclusion and purpose all support improved mental wellbeing. Peer support, learning and collective action within communities promote mental wellbeing. Person centred and equitable services that enable people to have control over their lives and facilitate active involvement will help mobilise personal and community assets and enhance individual experience.

The Highland Outcome Improvement Plan (HOIP) has been produced by the Highland Community Planning Partnership (CPP). If you require a copy of this plan in an alternative format please contact the Highland CPP by emailing admin@highlandcpp.org.uk or calling **01463 702006**



www.highlandcpp.org.uk

	Action	Indicator	Measure of Impact	Responsible lead	Deadline	RAG
Developing a communication and engagement plan for the Highland CPP						
1	Establishing a new Highland CPP Communications and Engagement Group for the coming twelve months	Group Established	Separate action plan executed and reported to COG	COG	November 2017	
2	Execute a communications and engagement strategy for the period November 2017 – November 2018	Increased public awareness and engagement with the Highland CPP	Increased visits to CPP Website	Communication and Engagement Group	Ongoing through period	
			Establish a 'network' of community contacts			
			Regular 'news stories' in local press and digital media platforms			
			Feedback and evaluation from engagement exercises			
3	To develop a clear reporting method and structure which supports community accountability for the Highland CPP	Public and community participation impacts and influences on the work of the Highland CPP	Feedback and evaluation from engagement exercises	Communication and Engagement Group	August 2018	
			Establish a 'network' of community contacts who form part of a 'CPP Community Voices Panel'			
4	Support sessions and engagements (Development sessions) around each of the individual themes within the HOIP	Public and community members are able to participate in the development of the	Feedback and evaluation from engagement exercises	Outcome leads & Communication and Engagement	October 2018	

		action planning process for the HOIP		Group		
Review the current CPP thematic structure to ensure a focus on delivery of the HOIP Outcomes and cross cutting themes						
5	Identify existing role and responsibilities, membership and clarification on relationship with the CPP of the current thematic groups currently identified within the CPP Structure	The CPP Structure is capable of delivering, monitoring and measuring the outcomes it has committed to delivering	Revised CPP structure is reviewed and implemented	HOIP Sub-Group & Thematic Group Chairs	February 2018	
6	Identify the structural needs for delivery of the HOIP, agree and implement recommendations for the delivery structure of the HOIP			HOIP Sub Group	March 2018	
Develop action plans for each of the five outcomes, detailing the specific priorities, identified within the HOIP						
7	The identified 'structure' for the delivery of each outcome will engage, with the support of the communication and engagement group to identify areas of possible action for planning development	Public and community members are able to participate in the development of the action planning process for the HOIP	Feedback and evaluation from engagement exercises	Outcome leads & Communication and Engagement Group	September 2018	
8	Action plans are developed, considered and agreed for implementation.	The Highland CPP can started detailed delivery of actions for the achievement of their outcomes	Action Plans, delivery structures and accountability frameworks are in place	Outcome Groups	September 2018	

Support the ongoing development of the Community Partnerships

9	Complete a skills analysis and horizon scanning exercise for the CPs and their members in Highland to support a training development process	The Community Partnerships are aware of training needs	Skills analysis documents	Community Partnership Sub Group	April 2018	
10	Develop and implement a training plan for the Community Partnerships	The Community Partnerships are confidence and competent to undertake heir duties and responsibilities	Training Plan in place	Community Partnership Sub Group	From May 2018	
			Evaluation and feedback from partnership surveys	Community Partnership Chairs		
11	Facilitate CP Chair sessions and development	Chairs are supported and able to rely on peer support	Evaluation and feedback	Community Partnership Sub Group	Ongoing	
12	Facilitate inter CP learning exchange and development	The Community Partnerships are confidence and competent to undertake heir duties and responsibilities	Evaluation and feedback	Community Partnership Sub Group	Ongoing	
13	Develop and implement a peer review system for the Community Partnerships	The Community Partnerships are confidence and competent to undertake heir duties and responsibilities	Evaluation and feedback	Community Partnership Sub Group	Ongoing	

Review the relationships between the new thematic structure, the Board, COG and Community Partnerships

14	Review the CPP structure, purpose and processes to strengthen the organisation of the CPP for delivery of the HOIP through to 2027	The CPP Structure has clearly defined roles, responsibilities and relationships which deliver the change and ambitions the people of Highland expect	<p>Revised terms of reference are available for each membership area of the CPP and published on the CPP website</p> <p>The Outcomes, priorities and actions of the HOIP are delivered by 2027</p>	CP Board	September 2018	
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