

Agenda Item	7.
Report No	CPB 10/18

## Highland Outcome Improvement Plan – Annual Review Arrangements

### Report on behalf of the Chief Officers Group

**The Board is asked to:**

- **Note the work undertaken over the last year to develop structures to support delivery of the Highland Outcome Improvement Plan**
- **Consider and agree the arrangements for monitoring the Highland Outcome Improvement Plan (HOIP)**

## 1. Background

- 1.1 The Highland Outcome Improvement Plan (HOIP) 2017-2027 was approved by the Board in October 2017. The plan provides the direction and ethos the Board agreed in taking forward their agenda in ‘Working Together to Reduce Inequalities in Highland’. The outcomes, priorities and cross-cutting theme identified through community consultation set the framework for partnership delivery.
- 1.2 Over the course of the first year, the main focus has been to ensure that there are appropriate structures in place to support the delivery of the HOIP. The next steps following the approval of the HOIP have been a review of the CPP structure. This, whilst recognising the importance of long-standing statutory and other sub-groups, has streamlined a number of existing groups and has establish a Delivery Group for each of the HOIP Outcomes. Each Delivery Group has a lead agency and officer with an expectation that all partners will contribute to the delivery of each outcome in the HOIP. As agreed, each lead officer is a member of the Chief Officer’s Group.

<b>Outcome</b>	<b>Lead Agency</b>	<b>Lead Officer</b>
Poverty Reduction	HC	Alison Clark, Acting Head of Policy
Community Participation & Engagement	HC	Director of Care & Learning  Ian Kyle, Children’s Planning Manager and Douglas Wilby, Head of Performance Joint deputes
Infrastructure	HIE	tba

<b>Outcome</b>	<b>Lead Agency</b>	<b>Lead Officer</b>
Community Safety & Resilience	Police Scotland & SFRS	Chair Sup. Philip MacRae  Vice – Derek Wilkie SFRS
Mental Health & Wellbeing	NHS Highland	Cathy Steer, Head of Health Improvement

## **2. Delivery Group Updates**

2.1 The Delivery Groups have now been established and lead officers identified. Delivery Group Chairs have concentrated on the identification of members from the five lead partners and known interested stakeholder and liaising with the HTSI to identify third sector representatives through the HTSI representative pathway. However, should CPP partners have a particular interest in participating in any of the Delivery Groups; they should contact the Chair of that group directly. As each group has begun planning and the following provides an update on progress:

### 2.2 Poverty Reduction

The first meeting of the Poverty Reduction Group will take place on the 11 October 2018. The majority of representatives from the five lead agencies have been identified along with an HLH representative and a temporary representative from the third sector. The first meeting will focus on identifying actions to support the key priorities identified in the plan and will be facilitated by the Children's Planning Manager.

The Poverty Reduction group will also oversee the commitments contained within the Child Poverty Act to deliver a Local Action Plan by June 2019 outlining what partnerships have done and will do to address child poverty within the local area.

### 2.3 Community Participation and Dialogue

A verbal update will be provided by High Life Highland.

### 2.4 Infrastructure

A verbal update will be provided by HIE.

### 2.5 Community Safety and Resilience

The first meeting of the group will take place in late October owing to availability of key members. All participant agencies have been identified with named representatives are being provided by these organisations. The Third Sector Interface will provide appropriate representation from its membership.

The group will identify actions to support the four main themes within the HOIP and integrate work currently undertaken by the Safer Highlands group.

### 2.6 Mental Health and Wellbeing

The first meeting of the Mental Health and Wellbeing Group will take place on the 15 October 2018. The majority of representatives from the five lead

agencies have been identified. The first meeting will discuss wider membership, and identify and prioritise actions to support delivery of this outcome within the HOIP.

The multiagency suicide prevention group that was established in 2017 have agreed to operate within the community planning structure and will report through the Mental Health and Wellbeing Delivery Group to the CPP Board.

- 2.7 As agreed at the Board meeting on 21 June, third sector representation for each will be identified at the Third Sector Forum in November to ensure groups are representative on behalf of the sector.

### **3. Monitoring and Review of the HOIP**

- 3.1 The approved HOIP contains a section on 'Progressing the HOIP' and this includes agreement for the following arrangements for monitoring:
- Monitoring and reporting progress annually on the delivery of the HOIP;
  - Annual progress reports to Highland communities;
  - Quarterly reports on progress to the Board
  - Annual review of the HOIP in order to update milestones and actions.
- 3.2 Following the review of the CPP structure and the establishment of Delivery Groups for the HOIP leads officers have responsibility to develop delivery plans. The HOIP Subgroup has prepared guidance and a template to support this process and this is the next step in finalising the arrangements for delivery. Please see appendix 1 which provides an example of the Delivery Plan guidance. This format can be easily reviewed for reporting purposes and an element of self-evaluation will also be included.
- 3.3 In terms of reporting progress not all the pieces are yet in place to prepare annual or quarterly reports or consider a review of the HOIP. The following is proposed for monitoring:
- An update, along with the first delivery plans for each group to be considered by the Board at the March 2019 meeting.
  - That the 1<sup>st</sup> full annual report on the HOIP should be prepared for Autumn 2019 for 2018/19 financial year;

Evelyn Johnston  
Corporate Audit & Performance Manager  
Highland Council

for the COG, HOIP Subgroup

# Appendix 1

## Progressing the Highland Outcome Improvement Plan (HOIP)

### 1. CPP Responsibilities

The Highland Community Planning Partnership Board approved the following actions within the Highland Outcome Improvement Plan in order to 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

### 2. CPP Agreed Remit for each Delivery Group:

- Will be responsible for the delivery of their outcome and associated priorities;
- Will develop an delivery plan to take forward the identified priorities and deliver against the key outcome;
- May task other relevant partnership groups for the delivery of particular actions;
- Will be responsible for ensuring delivery of the cross-cutting themes in relation to their outcome;
- Will take cognisance of the locality plans developed by Community Partnerships in relation to the delivery of their outcome and priorities identified;
- Will develop appropriate performance indicators in order to measure the delivery of each action plan;
- Will report to both the COG on the Board on progress quarterly and produce an annual report each October summarising the previous year's activities and actions;
- Every three years, each group will be responsible for leading on the review of the three year priorities for their particular outcome;
- Carry out at least annually self-evaluation of the Delivery Group's work to feed into performance and improvement planning in relation to the Delivery Plan.

### 3. Next Steps

Following the approval of the HOIP the next steps required are for each Delivery Group to develop a Delivery Plan for the HOIP outcome they lead on:

- Poverty Reduction
- Community Participation and Dialogue
- Infrastructure
- Community Safety & Resilience
- Mental Health & Wellbeing

In order to assist Delivery Groups a standardised approach is being taken to ensure all the relevant information is captured in order to demonstrate the action being taken and how progress will be monitored.

The bullets below contain explanatory notes and should be used to develop Delivery Plans and the following criteria should be used to ensure the plan focuses on strategic partnership action:

- Consider the implications of the cross-cutting themes:
  - Employability, Employment & Skills Development
  - Community Investment & Development
  - Digital Inclusion
  - Equality of Opportunity & Inclusion
- Resources required to achieve action/outcome;
- Focus on inequality and prevention
- Focus on strategic partnership activity (2 or more partners required)
- Outcome focused – long term, medium term and short term
- Consider 1, 3 and 10 year actions and measures in order to demonstrate progress in achieving 2017-20 priorities and outcomes;
- The plan should consider high level outcome measures over the life of the plan along with intermediate and short term measures to evidence progress;
- Sources of data will include the National Performance Framework, SIMD, and existing strategic measures on the economy, population, health, community safety, children, digital and transport.
- Each Delivery Group should determine the measures most appropriate to evidence the agreed outcomes, recognising these may be of a strategic nature, take time to effect change and have other influencing factors;
- Delivery Groups should make use of existing information on engagement for their thematic and consider any supplementary engagement required to address gaps including communities of interest.

#### Plan updating

- The plan once complete has an 'update' column which should be used to provide the CPP with quarterly progress reports and enable the document can be used in a range of environments to provide updates of progress.
- The numbering column below should be used to provide a RAG update:

Status	
	Good progress
	Some slippage
	No progress

# Delivery Plan - 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 Community Planning Partnership (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.

## 2017-20 Priorities for Poverty Reduction:

### 1. 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.

No. (RAG)	Action	Timescale	Lead Officer	Measure, target & baseline	Update
1.1					
1.2					

## 2. 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.

No. (RAG)	Action	Timescale	Lead Officer	Measure, target & baseline	Update
2.1					
2.2					

## 3. Affordable Childcare

Affordable childcare is a significant factor 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.

No. (RAG)	Action	Timescale	Lead Officer	Measure, target & baseline	Update
3.1					
3.2					

## 4. 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.

No. (RAG)	Action	Timescale	Lead Officer	Measure, target & baseline	Update
4.1					
4.2					