

Agenda Item	6.
Report No	CPPB/1/24



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Highland Community Planning Partnership Board – 1 March 2024

Resetting the Highland Outcome Improvement Plan

Report by: CPP Senior Officers

Summary

The Highland Outcome Improvement Plan is the Strategic Plan for the Community Planning Partnership in Highland. Developed in 2017, in response to the new duties contained within the Community Empowerment Act, the plan has a vision to reduce inequalities in Highland with five focused outcomes directly related to delivering that vision. These were identified by the community as key areas for action in order to address inequality.

In response to a range of external factors, the CPP Board agreed in September 2023 to reset the HOIP. Following engagement with strategic partners, a proposed vision, emerging strategic priorities and areas for development were agreed at the CPP Board in December 2023. It was agreed that engagement would take place on the emerging priorities, to inform the reset of the HOIP.

The CPP Board are asked to:

- Note the engagement that has been undertaken to gather views to reset the HOIP;
- Note the feedback received and how this has amended the emerging strategic priorities and developing outcomes;
- Consider and agree the draft revised HOIP as outlined at Appendix 1; and
- Note the next steps for developing a delivery plan which will set out the actions for delivering the revised HOIP.

1. Background

- 1.1 The Highland Outcome Improvement Plan is the Strategic Plan for the Highland Community Planning Partnership. It was ratified in 2017 following a period of engagement across the Highland area that identified the core outcomes and priority areas.
- 1.2 The HOIP was in response to new duties outlined in the Community Empowerment (Scotland) Act 2015 for CPPs. The Act set out a stronger role for CPPs in relation to addressing inequality and focusing on prevention. At the time, the CPP determined to identify a small number of outcomes for the HOIP, with the focus on tackling inequality

and it did not reflect wider partnership work nor other challenges facing the wider Highland area.

1.3 Since 2017, the impacts of a global pandemic and cost of living crisis have been experienced across the area and the effects continue to be felt by Highland communities. The current financial issues facing the partnership mean that the operating context of the partnership and individual partners within in has also changed and partners must reconsider their priorities and where to concentrate resources.

1.4 It is within this context that it is timely to reset the Highland Outcome Improvement Plan. Partners recognise that it is important not to lose the good work being progressed by the partnership, but that it is important to jointly agree where resources need to be directed and actions focused. The HOIP is currently in its 7 of 10 years, so the reset would be for the 2024-2027 period.

1.5 At the CPP Board meeting in December 2023, the Board agreed a set of design principles to guide the reset of the HOIP. These principles reflected the current operating context of the partnership, recognising the need for partnership priorities to better align to service delivery and reduce duplication but also for the partnership to address the current challenges facing Highland communities. It was agreed that addressing inequality would remain at the heart of what the partnership was aiming to achieve.

1.6

The design principles were:

- To establish an agreed collective vision to maximise opportunities and improve outcomes for Highland communities
- Preventative approaches should underpin what the Partnership does along with addressing inequalities
- To deliver against the challenges facing Highland communities
- To be ambitious and bold in vision and action within the resources available
- Collaborative in focus and design to avoid and reduce duplication
- To deliver at a strategic and local level
- Establish clear and understandable priorities which are aligned to service delivery
- Mobilising community action should be at the heart of the Partnership

2. **Reviewing the HOIP**

2.1 To consider the potential areas of focus for the new HOIP, several pieces of work were undertaken:

2.2 ***Review of existing partnership and strategic plans and priorities*** - This highlighted a cluttered landscape of partnership plans, not always aligned and with some duplication. It also highlighted a number of areas of shared priorities across partners, that were not reflected in the HOIP, despite this being the main Plan for the partnership e.g. economic investment and development, supporting vulnerable adults and children and adult strategic care challenge.

2.3 **Review of the evidence base**

Consideration was given to what the evidence would indicate are current challenges and issues facing the partnership. This included:

- Population decline currently being experienced in communities across the Highland area, with further falls in younger and working aged populations predicted. Particular challenges being faced in rural areas.
 - 65% of people in Highland live in remote rural, accessible rural areas or remote small towns
 - Over the next 22 years, a predicted fall of 15% in young people aged 0-15 across Highland - 31% fall Caithness, 30% fall Wester Ross, 24% fall Sutherland, 22% fall Easter Ross.
 - A 9% fall predicted in working aged population across Highland over the next 22 years – 30% fall in Sutherland, 27% fall in Caithness, 20% fall in Ross & Cromarty and Wester Ross;
- Aging population, with further growth predicted and challenges for providing care to enable people to stay at home:
 - Predicted 70% growth in people over 75 over the next 22 years
 - 1,070 service users of care at home services (8,922 weekly hours), with 2,600 hours per week of unmet care at home need.
- The need for early intervention and prevention to empower and support families to be resilient and address the challenges of poverty:
 - 1 in 5 children are affected by poverty
 - In 2021 43% of children were identified as having an additional support for learning needs
 - 75% of referrals to CAMHS are for young people between 12 and 17 years
 - 2021 Lifestyle survey - 30% of young people did not feel they were achieving their potential
 - Increase in number of infants with developmental concerns recorded at the 27-month health visitor check

Further information is set out at Appendix 2.

- 2.4 In addition to the above, engagement was undertaken at strategic level across the partnership. From this work, a proposed vision, emerging strategic priorities and outline areas for development were agreed by the CPP Board in December. It was agreed these would form the basis for further engagement across the partnership during January and February to refine and shape these and the outcomes required to reset the HOIP.

3. **Engagement January- February 2024**

- 3.1 A range of engagement activity has been undertaken across the partnership to consider the proposed strategic priorities and areas for development. This has been led by Senior Officers using online and in person opportunities to engage across

partnership groups, internal to individual organisations and with third sector partners. A summary of the engagement can be found at Appendix 3.

3.2 Key messages from the engagement included:

- Support for the high level strategic priorities. Partners could recognise these as strategic priorities and how their own work could support/complement these.
- It was suggested that inequality should have a stronger focus. Whilst there was understanding for the need to create and maximise opportunities to address inequality, it should be clearer as a central driver for the partnership.
- Transport, childcare and housing were critical to supporting employment, addressing poverty and ultimately enabling sustainable communities.
- Language was considered very important, having shared understanding and being clear about what the aim is.
- Values and behaviours needed to underpin the work of the partnership
- The areas for development needed to be changed into outcomes and/or actions.
- Innovation needed to have a stronger role.
- Integrating and aligning resources – people and finance, assets and investment should be an underlying principle for the partnership to enable and support change.
- Culture change was required across the partnership – from public sector partners being more open to doing things in different ways and seeing the third sector as core partners, to third sector bodies recognising service needs have changed.

3.3 A short survey was circulated to wider partners of individual Community Partnerships, which some shared across their wider networks. Much of the feedback received through survey responses mirrored the key messages noted above. Additional points included:

- Alongside integrating resources, respondents emphasised avoiding duplication
- Recognition of third sector involvement and co-production of services
- Socio-economic disadvantage, depopulation and community wealth building is key
- Delivery against national priorities and policy, distinguishing Highland's role taking into account accountability and indicators of success
- Recognition of the needs of remote rural areas, children and young people
- One size doesn't fit all, take into account decision making, mapping and budget implications
- Involvement of business and education

3.4 A specific Partnership Co-ordinating Group was organised in February with the single Agenda item of the HOIP Review. Representation from all nine Community Partnerships (Chairs and/or Vice Chairs) and all five HOIP Delivery Groups (Chairs) were in attendance. Working in small groups attendees were split to cover a mixture of Senior Officers, HOIP Delivery Group Chairs and Community Partnership representatives to discuss the Strategic Priorities and Partnership Development

Opportunities. Key messages received during this engagement are reflected in the outline above.

- 3.5 Engagement with both of these groups is important as they will become key delivery mechanisms for the HOIP going forward which will impact on messaging and information sharing at these meetings.
- 3.6 The wider public were asked their views on partnership priorities as part of the Council's budget engagement process. Respondents were asked to indicate what they felt were the most important partnership services or functions. The top five services or functions identified were:
- Protecting children from harm
 - Care at home services
 - Residential homes for disabled/ elderly people
 - Services to support mental health and wellbeing
 - Work to reduce poverty

4. Reset Highland Outcome Improvement Plan

4.1 A draft revised HOIP can be found at Appendix 1. The revised HOIP contains:

4.2 *A proposed vision:*

- This had been designed to focus on realising the opportunities for the people and places of the Highlands which in turn will result in addressing inequalities. Reflecting the engagement received, the vision has been updated to include a direct reference to addressing inequalities.

4.3 *Strategic priorities and accompanying principles:*

- Feedback received suggested there was support for the three strategic priorities. The people priority now reflects the importance of 'safe' and prosperity for people and places to prosper more broadly, not just economically. The place priority also now reflects the importance of resilience, which was also a core element of the feedback received.
- It was reported there was a need to better define the accompanying principles, which accompany the priorities. Additional principles have also been added including:
 - Trauma informed practice,
 - Empowerment and participation of people and communities
 - Innovation and technology
 - Integrating and aligning our people, investment and financial resources

4.4 *Values and Behaviours*

Feedback from the Board engagement session highlighted the importance of values and behaviours underpinning the work of the Partnership. Values and behaviours were identified as part of the original work of the HOIP, drawn from the organisational behaviours of the time. These have been updated to reflect the current organisational values, a summary of which is outlined at Appendix 4. The behaviours previously

identified were for local partnership activity, so these have been updated to directly link to the values and reflect the feedback received during the course of the engagement. This includes the importance of hearing voices across the partnership, advocating as a partnership on behalf of the Highland community, being innovative in what we do and focusing on equality of opportunity for all.

4.5 *Partnership Outcomes*

The final element of the revised HOIP is a revised set out partnership outcomes. These are directly linked to the strategic priorities of People, Place and Prosperity. These have evolved from both the emerging strategic priorities and areas for development and shaped by the feedback received.

4.6 It should be noted that the feedback received has also reflected a range of actions that will deliver against the outcomes identified. This includes:

- Development of career and skills pathways
- Co-location of public sector staff
- Development of shared sector support posts
- Shared approaches to recruitment
- Creation of joint procurement frameworks
- Developing childcare solutions in rural areas

5. Next Steps

5.1 The Board is asked to agree the draft HOIP outlined at Appendix 1. This is the first stage in the reset of the HOIP, the second will consider the delivery plan to sit as part of the final HOIP document and deliver against the strategic priorities and outcomes identified.

5.2

The delivery plan needs to consider both delivery at a strategic and local level; what is the ask of Community Partnership across the area. Clear direction for the Community Partnerships is crucial.

5.3

A further programme of engagement is proposed to take place between March and the end of May. This will focus on the actions required to deliver against the outcomes identified. This will consider existing partnership work alongside new areas for development and will include consideration of the structures needed to deliver against the outcomes and actions identified.

5.4

The aim would be for a designed version of the HOIP, including the delivery plan, to be considered by the CPP Board on 5 June 2024.

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2024-2027 HIGHLAND OUTCOME IMPROVEMENT PLAN

**MAXIMISE OPPORTUNITIES AND TACKLE INEQUALITY
TO BUILD A THRIVING HIGHLANDS FOR ALL**



DRAFT for consideration by the CPP Board

Introduction

The Highland Community Planning Partnership is pleased to introduce its Highland Outcome Improvement Plan (HOIP). This is the overarching plan for the Partnership and sets out our strategic priorities and how we will work together to improve outcomes for our communities.

The Partnership is where public bodies work together and with the local community to plan for, resource and provide or secure the provision of services which improve local outcomes. Working together in partnership is crucial to delivering better outcomes for our communities.

The HOIP has been reviewed and updated in light of the changing local picture since the covid pandemic, the cost of living crisis and the current financial challenges facing both the public and third sectors. Only through working in partnership, across organisations and communities, will effective solutions and responses to these challenges be delivered and therefore a shared framework and agreed actions will ensure partners maximise their resources and reduce duplication.

The focus for the Partnership is on improving the lives and experiences for everyone across the Highland area by realising and maximising the opportunities to create thriving communities. We recognise the inequalities that exist in our community and that reducing inequalities will benefit communities in many ways. We are committed to tackling inequalities through delivering services that are proportionate to need. We will also focus on prevention to address the root causes of inequality and help avoid them arising in the first place.

To deliver our Vision, three strategic priorities have been identified:

- People** - Enable people to live independently, safe and well within their community
- Place** - Work in partnership to develop sustainable and resilient local communities
- Prosperity** - Creating opportunities for all people and places to thrive economically

The aim is for the HOIP to be the overarching plan and framework for Highland; a plan that expresses the key challenges and inequalities facing our area and how we as a Partnership and individual partners will address these. This in turn will support delivery of individual partner plans.

Our Highland Context

Highland is a large and diverse area, with centres of population alongside both rural and remote rural areas.

The impacts of the pandemic continue to be felt across our communities – both economically and socially – and this has been compounded by the cost of living crisis.

Highland is already experiencing - and predicated to grow - a changing demographic picture. An aging population creates pressure on specific services, whilst the fall in working age population impacts upon the ability to support and deliver services. The lack of housing in some areas along with limitations on childcare and transport create challenges in sustaining and growing populations in rural areas. This, combined with the drift of younger people out of Highland, results in challenges to attracting investment and in turn grow a vibrant local economy.

It is therefore essential that we can sustain strong communities, providing opportunities, including economic opportunities, for those living there but addressing the barriers experienced by others.

By 2034, 9% fall in working age population in Highland - 30% fall Sutherland, 27% fall Caithness, 20% fall Ross and Cromarty and Wester Ross

Minimum income required in remote rural areas between 10-30% higher than elsewhere in the UK

1 in 5 children are affected by poverty

2,600 hours per week of unmet care at home need

44.6% of young people leave school to enter employment

70% increase in 75+ in 22 years

In 22 years, there will be 15% less 0-15 year olds in Highland

31% of young people leave school to higher education. 15.9% leave to further education

65% of people in Highland live in remote rural, accessible rural areas or remote small towns

Values and Behaviours

In any partnership it is important not only to have shared priorities but to have agreed ways of working and principles to guide how we will work together.

The Partnership values represent the principles that underpin the Partnership and the behaviours, how we will work together and with others.

Partnership Values

- Partnership
- Inclusive
- Fairness
- Respect
- Integrity
- Open

Partnership Behaviours

<p>We will work together with all members of the partnership, listening to their views and respecting and valuing their input.</p>	<p>We will be open in our actions and decision making and act with integrity, putting the needs of our communities at the centre.</p>	<p>We will work together to identify innovative solutions that deliver the best outcomes for our communities.</p>	
<p>We will listen to the voices of our communities – including our young people - and these will shape what we do.</p>	<p>We will ensure that our actions are people centred, with equality of opportunity for all.</p>	<p>We will commit to sharing and pooling our resources to deliver across our communities</p>	<p>We will work collectively to advocate on behalf Highland, raising awareness of the needs for our communities</p>

Developing our strategic priorities and outcomes

The vision for the HOIP is both to tackle inequality and maximise opportunities for all people of Highland.

To delivery this the Partnership has three strategic priorities:

People, Place and Prosperity.

Enabling people to live independently, safe and well within sustainable and resilient local communities and ensuring that both people and places can prosper and thrive economically.

Shared principles are aligned to each priority that define how we will work together to address this priority.

Outcomes for each strategic priority set out what the Partnership wishes to achieve.

A Delivery Plan will accompany the HOIP which will set out the actions to deliver against the outcomes and strategic priorities.

2024-2027 HIGHLAND OUTCOME IMPROVEMENT PLAN

**MAXIMISE OPPORTUNITIES AND TACKLE INEQUALITY
TO BUILD A THRIVING HIGHLANDS FOR ALL**

PEOPLE

Enable people to live independently,
safe and well within their community

PLACE

Work in partnership to develop
sustainable and resilient local communities

PROSPERITY

Creating opportunities for all people and
places to prosper and to thrive economically



VISION

Maximise opportunities and tackle inequality to build a thriving Highlands for all.

Strategic Priorities	<p>People</p> <p>Enable people to live independently, safe and well within their community</p>	<p>Place</p> <p>Work in partnership to develop sustainable and resilient local communities</p>	<p>Prosperity</p> <p>Creating opportunities for all people and places to prosper and to thrive economically</p>
Principles	<ul style="list-style-type: none"> We will take a person centred approach to how we design and deliver services and support. We will ensure our practice is trauma informed and responsive to lived experience. Preventative approaches and addressing inequality will underpin our partnership working. We will deliver services and support that is proportionate to need. 	<ul style="list-style-type: none"> We will take an integrated and place-based approach to how we design and deliver services and support. We will ensure just transition and support to communities to adapt to climate change will be considered when promoting sustainability and resilience. We will enable and empower people and communities to be involved in local decision making through active participation and engagement. 	<ul style="list-style-type: none"> We will integrate and align our people, investment and financial resources to maximise opportunities for Highland. Innovation and technology will be central to evolving service delivery and support across Highland. We will strengthen our partnership by encouraging involvement from our business and social enterprise sectors.
Outcomes	<p>Improved access to services and support through the development of co-produced and integrated processes.</p> <p>People in Highland will benefit from good health and social wellbeing opportunities.</p> <p>People in Highland will access the right support at the right time through developing a whole system approach.</p>	<p>Depopulation will be tackled by addressing the key barriers to sustaining local communities – housing, transport, childcare.</p> <p>Communities in Highland will benefit from being able to access support and services within local places.</p> <p>Highland communities will be strong and resilient and be involved in identifying and delivering deliver local priorities.</p>	<p>Communities in Highland will benefit from embedding community wealth building approaches into partnership activity.</p> <p>Our collective use of physical assets will deliver better services, efficiencies and opportunities for communities.</p> <p>Young people have access to employment, education, training and recreational opportunities to retain them in Highland.</p> <p>People across Highland will have improved access to career development opportunities.</p> <p>People in Highland will benefit from attracting and maximising investment.</p>

Evidence Summary for HOIP Review

People

Over 14-month period, loss of 141 care home placements
52% adults with long term care needs receiving care at home
Care at home – 1,070 service users - 8,922 weekly hours
2,600 hours per week of unmet care at home need
1 in 5 children are affected by poverty
In 2021 43% of children were identified as having an additional support for learning needs
46.8% of young people leave school to higher or further education with 43.7% to employment
75% of referrals to CAMHS are for young people between 12 and 17 years
2021 Lifestyle survey - 30% of young people did not feel they were achieving their potential
8% increase in 65-74 in 22 years
70% increase in 75+ in 22 years. 38,333 aged 75+ compared to 22,604 in 2018 (Skye & Lochalsh 97% increase, Badenoch & Strathspey 89% increase, Mid Ross 89% increase)
Fall of -15% in age 0-15 in 22 years (Caithness -31% fall, Wester Ross -30% fall, Sutherland -24% fall, Easter Ross -22% fall)
Increase in number of infants with developmental concerns recorded at the 27-month health visitor check

Place

47% of people in Highland live in rural areas
65% of people in Highland live in remote rural, accessible rural areas or remote small towns
1 in 3 children under the age of 18 live in remote rural areas
LS&WR unable to access mental health services (33%), a dentist (29%), physiotherapist (20%), or home care services (11%) within a 20 minute drive or online
IMF able to access the following services within a 20-minute drive or online – a GP (98% vs 97%) a physiotherapist (95% vs 89%), dental service (91% vs 85%) or mental health service (85% vs 80%)
C&S less likely to access daytime bus services (69% vs 77%) or evening bus services (23% vs 43%). Over a third (34%) cannot access mental health services either within a 20-minute drive or online, higher than in the region overall (20%)

Prosperity

Minimum income required in remote rural areas between 10-30% higher than elsewhere in the UK
Between 2018 and 2028, the number of households in Highland is projected to increase from 108,878 to 113,704. This is a 4.4% increase, which compares to a projected increase of 4.9% for Scotland as a whole
Strategic Housing Investment Plan – 3,300 affordable homes to be built between 2022 and 2027
2022 42% working households (down from 56% 2020) and 42% mixed households (up from 30% 2020)
Example: Green Freeport Potential £3.4bn investment over 25 years. Potential job creation in Highland of 10,250 jobs over 15 years. Potential transformation to Net Zero through wind and green hydrogen, including export opportunities. Continuing sustainability through replacement of turbines
Fall of -9% in Working Age population in 22 years (Sutherland -30% fall, Caithness -27% fall, Ross & Cromarty Wester Ross -20% fall)
Unemployment rate 2.7% ages 16+
Employment rate 73.0% ages 16 to 64
The most recent unemployment rate for Highland was lower than across Scotland as a whole
Claimant Count 2.1% ages 16 to 64. Claimant Count measures the number of people who are claiming unemployment-related benefits
Economic inactivity 24.5% ages 16 to 64. Economic inactivity has decreased since the previous year. These are people who are neither employed nor seeking work

HOIP Review Engagement Events

	Date	Meeting
1	12 th January	Joint Strategic Plan (Adults)
2	16 th January	HTSI Briefing Session
3	24 th January	CLD Operational Group
4	24 th January	NHS/HC/Police/HLH re Hubs
5	26 th January	Joint Officers Group
6	29 th January	CLD Strategic Group
7	31 st January	Informal Programme Leads
8	1 st February	Highland Council Elected Member Workshop
9	2 nd February	Chiefs and Senior Officers Session
10	6 th February	HTSI Health and Wellbeing Session
11	6 th February	Integrated Children's Planning Board
12	8 th February	HTSI Reps
13	8 th February	Easter Ross CP Meeting
14	9 th February	Partnership Coordinating Group
15	9 th February	NHS Senior Managers for the Highland Health and Social Care Partnership
16	12 th February	HC Corporate Management
17	13 th February	HC Community Development Managers #1
18	13 th February	Partnership Development Team Discussion
19	14 th February	HC Community Development Managers #2
20	15 th February	HTSI Community Development Forum
21	15 th February	Lochaber CP Meeting
22	16 th February	Nairn & Nairnshire CP Meeting
23	19 th February	Mental Health Delivery Group
24	20 th February	HADP Strategy Group

Partnership Values and Behaviours

Existing Partnership Values							
Respect We respect the right of everyone to be given a fair and equal chance to participate		Accountable We understand that we need to be accountable to our communities, to each other and to approach our role with integrity			Inclusive and Relevant We know that to get the best from our partnership we need to be inclusive and relevant to the communities we serve		
Highland Council	Police Scotland	NHS Highland	SFRS	HIE	Engagement Standards	Crossing third sector	UHI
Open Valuing (care and respect) Improving Supporting Partnering Delivering	Integrity Fairness Respect	Care Compassion Dignity Respect Openness Honesty Responsibility Quality Teamwork	Teamwork Innovation Respect Safety	Delivering for all Bold and ambitious A solid and valued partner Customer centred Fair work and net zero driven Smarter, innovative and agile	Support Inclusion Planning Working together Methods fit for purpose Communication	Visibility Accountability Commonality Respect Value Integrity Equality Partnership	Respect Integrity Passion Accountability
Revised Community Partnership Values							
Fairness		Open			Inclusive		
Respect		Integrity			Partnership		
Behaviours							
We will work together with all members of the partnership, listening to their views and respecting and valuing their input.		We will be open in our actions and decision making and act with integrity, putting the needs of our communities at the centre.			We will work together to identify innovative solutions that deliver the best outcomes for our communities.		
We will listen to the voices of our communities – including our young people - and these will shape what we do.	We will ensure that our actions are people centred, with equality of opportunity for all.		We will commit to sharing and pooling our resources to deliver across our communities		We will work collectively to advocate on behalf Highland, raising awareness of the needs for our communities		