

Agenda Item	11
Report No	HC/03/24

The Highland Council

Committee: The Highland Council

Date: 14 March 2024

Report Title: Resetting the Highland Outcome Improvement Plan

Report By: Chief Executive

1. Purpose/Executive Summary

- 1.1 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.
- 1.2 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. This was subsequently considered at the Council meeting on 14 December 2023. It was agreed that engagement would take place on the emerging priorities, to inform the reset of the HOIP.
- 1.3 Following a period of engagement across the partnership, including with elected members, the CPP Board have considered a draft revised HOIP on 1 March 2024 which can be found at **appendix 1**. The Board gave provisional approval for the draft HOIP in order that officers could begin to mobilise towards a delivery plan that enacted it. However, since formal approval is required by both Highland Council and NHS Highland, it remains in draft form until both organisations have given approval.

2. Recommendations

- 2.1 Members are asked to:
- i. Note the engagement work that has been undertaken to date and the feedback received to reset the HOIP;
 - ii. Consider and agree the revised draft HOIP;
 - iii. Note the next steps for developing a delivery plan which will set out the actions for delivering the revised HOIP.

3. Implications

3.1 Resource – work to reset the HOIP is being undertaken within current resources. It is intended that the reset HOIP will enable a more effective alignment of partnership resource in future, including the possibility of sharing services and joint third sector commissioning.

3.2 Legal – Community Planning Partnerships have a duty to develop a 10-year Local Outcome Improvement Plan that must address inequality.

The Community Empowerment Act enables CPPs to establish as corporate bodies. As outlined in section 9, the Highland CPP is currently exploring the potential benefits and opportunities of this.

3.3 Community (Equality, Poverty, Rural and Island) – the purpose of the HOIP is to focus activity to address inequality and other strategic priorities affecting Highland communities, such as population changes over time and their concomitant impacts.

Engagement as part of the reset of the HOIP is crucial, and this is detailed in the paper and the next steps proposed for developing the delivery plan include wider public engagement.

An integrated impact assessment was undertaken as part of the development of the HOIP in 2017 and a refreshed assessment will be important as part of the work to reset.

3.4 Climate Change / Carbon Clever – the move to Net Zero and the opportunities presented as a result of green energy production are among the wider partner priorities not currently contained within the current HOIP. A core principle of the new HOIP includes a commitment to just transition and sustainability.

3.5 Risk – The current financial challenges facing the public and third sectors mean that it is essential to redesign our approaches to maximise the opportunities from the resources available and reduce duplication. It is essential that partnership and organisational priorities and resources are aligned in order to maximise opportunities and mitigate risks of reductions.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people) – there are no implications.

3.7 Gaelic – there are opportunities to be realised through the development of skills and employment pathways related to Gaelic language and culture and wider economic benefits through the promotion of Gaelic culture. These opportunities are considerations as part of the reset of the HOIP.

4. Background

- 4.1 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.
- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 At the CPP Board meeting in December 2023, and subsequently shared at the Council meeting on 14 December, 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.
- 4.6 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

4.7 Alongside the design principles, the Board agreed a set of emerging strategic priorities and outline areas for development. These were centred on People, Place and Prosperity. It was agreed that a period of engagement would take place across the Partnership over January and February in order to inform the reset of the HOIP. This paper updates Members on the feedback received from this, how this has informed the revised HOIP which is set out at **appendix 1**.

5. Reviewing the HOIP

5.1 To consider the potential areas of focus for the new HOIP, several pieces of work have been undertaken:

5.2 ***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.

5.3 ***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**.

5.4 ***Engagement January – February***

5.4.1 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**.

5.4.2 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.
- Recognition of third sector involvement and co-production of services
- Socio-economic disadvantage, depopulation and community wealth building is key
- 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
- 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.

6. **Reset Highland Outcome Improvement Plan**

6.1 The revised draft HOIP can be found at **appendix 1**. The revised HOIP contains:

6.2 *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.

6.3 *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

6.3 *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.

6.4 *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.

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

7. **Next Steps**

7.1 The CPP Board gave provisional approval for the draft HOIP on 1 March in order that officers could begin to mobilise towards a delivery plan that enacted it. However,

since formal approval is required by both Highland Council and NHS Highland, it remains in draft form until both organisations have given approval. There is still the possibility of minor change and should anything more substantial be altered, an updated version will be brought back to Council.

- 7.2 The next step in the reset of the HOIP is to develop the delivery plan to sit as part of the final HOIP document and deliver against the strategic priorities and outcomes identified. This, and the final HOIP, will be considered by the CPP Board in June.
- 7.3 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.
- 7.4 A further programme of engagement will take place between March and the end of May. This will focus on the actions required to deliver against the outcomes identified. It 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. This will include a Partnership Development Day, suggested at the last Council meeting in December. This next period of engagement will also seek wider public feedback as part of the development of partnership actions and how these should be prioritised.
- 7.5 As members of local partnerships, Members will be invited to the Partnership Development Day, but a separate Member engagement session will also be held to seek Member views on the HOIP Delivery Plan.
- 7.6 As noted at item 12 on the agenda, the intention is to seek partnership engagement on the Council's Delivery Plan with the aim of seeking alignment and maximising opportunities between the two plans.

Designation: Chief Executive

Date: 1 March 2024

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Appendix 1: Revised Highland Outcome Improvement Plan

Appendix 2: Evidence Summary for HOIP Review

Appendix 3: HOIP Review Engagement Events



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

2024-2027 HIGHLAND OUTCOME IMPROVEMENT PLAN

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



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