

Agenda Item	4.
Report No	CPPB/8/24



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
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## Highland Community Planning Partnership Board – 5 June 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. In response to a range of external factors, the CPP Board agreed in September 2023 to reset the HOIP. Following engagement with strategic partners and across the broader partnership, the Board considered a draft revised HOIP on 1 March 2024. This included a revised vision for the partnership, 3 strategic priorities and a series of supporting principles and outcomes.

The Board gave provisional approval for the draft HOIP to enable work to begin on developing a Delivery Plan to enact the HOIP and for this to be considered through individual partners' governance arrangements, if required.

This paper provides an update on the work undertaken since March to develop the HOIP Delivery Plan, including holding a conference for CPP partners in April. It suggests some minor amendments to the HOIP considered by the Board in March, along with setting out the proposed actions for the HOIP Delivery Plan.

The CPP Board are asked to:

- Agree the revised Highland Outcome Improvement Plan for 2024-2027, set out at appendix 1.
- Note the work undertaken since March to develop the HOIP Delivery Plan.
- Consider the feedback from the engagement undertaken since March to develop the HOIP Delivery Plan.
- Agree the proposed actions for the HOIP Delivery Plan, set out at appendix 2.
- Note that work will be undertaken to develop milestones and measures of success to underpin the actions and this will be supported by a performance dashboard for the partnership that will aim to measure the long term impact of the HOIP. This will come to the Board for consideration in September.

## 1. Background

- 1.1 The Highland Outcome Improvement Plan (HOIP) 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 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. A series of challenges also face the wider Highland community; population decline in communities across the Highlands, an aging population and corresponding growth in care needs, demand for housing for essential workers in some communities and to support growth in others and the need for an effective workforce to respond to investment opportunities and sustain local communities. These challenges, alongside the current financial issues facing the partnership mean that the operating context of the partnership and individual partners within it has changed and partners must reconsider their priorities and where to concentrate resources.
- 1.3 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.
- 1.4 At the CPP Board meeting on 1 March 2024, the Board agreed a revised HOIP in principle. The revised HOIP included:
  - An updated vision for the Partnership:  
***Maximise opportunities and tackle inequality to build a thriving Highlands for all.***
  - Three strategic priorities:
    - **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.
  - Updated partnership values and behaviours
  - A set of supporting principles
  - Updated partnership outcomes
- 1.5 It was agreed this would remain in draft to enable partners to progress and consider this through their own governance arrangements but that this would allow work to commence on developing the Delivery Plan to support and deliver against the HOIP priorities and outcomes agreed.
- 1.6 This paper sets out the work undertaken to develop the HOIP Delivery Plan. It proposes a small number of changes to the draft HOIP, based on the engagement undertaken and proposes a set of actions for the Delivery Plan.

## **2. Engagement to Develop the Delivery Plan**

- 2.1 Following the CPP Board meeting on 1 March 2024, a further programme of engagement was established to take place during April and May 2024, with the focus of developing the actions required to deliver against the Strategic Priorities, Outcomes and Vision within the revised HOIP. The second phase of engagement considered existing partnership work within the CPP structure and included consideration of the potential new or revised structures needed to deliver against the revised HOIP and the actions within the HOIP Delivery Plan.
- 2.2 The engagement programme can be viewed in appendix 3 and included engagement across specific partnership groups, with Highland Council Elected Members and engagement with other forums such as Focus North, the Highland Employability Partnership and Early Learning and Childcare providers. The latter were specifically targeted due to the key outcomes on employment and skills and childcare.
- 2.3 The cornerstone of the engagement programme was the Highland CPP Conference held at Strathpeffer Pavillion on 19 April. The purpose of the conference was to bring people together to support the development of HOIP Delivery Plan. Just under 100 delegates attended from across the Highland area and representing a range of public sector, third sector and community-based organisations. There were representatives from across the partnership structure, with Board members, community partnerships, HOIP delivery groups and a range of other partnership groups and interested parties represented.
- 2.4 In addition to the focus on the HOIP Delivery Plan, a key aim for the conference was to enable partners to reconnect and achieve a common understanding of the current challenges and a shared sense of purpose of the need for change. Feedback from delegates would suggest this was positively received and comments have reflected on the benefits of bringing people together and the opportunity to connect with partners and colleagues.
- 2.5 Activities on the day were targeted at reflecting on the vision and strategic direction we want for our Highland communities and on how to get there - the actions needed to achieve this. This enabled an opportunity to consider whether there were any gaps in the strategic priorities and outcomes identified in the HOIP and assist in generating actions the partnership should be taking to deliver against the priorities. This approach of reflecting and delivering was taken in each of the other engagement sessions undertaken over this period.

## **3. Themes and Messaging from Engagement**

- 3.1 As noted at 2.5, the engagement provided the opportunity to reflect on the vision and strategic direction for the partnership articulated in the draft HOIP. The three high level Strategic Priorities of People, Place, and Prosperity have been welcomed throughout the engagement process. The principles and outcomes within the revised HOIP have been understood and organisations, partners and groups have voiced their understanding of these and support for the themes included within them. There is recognition that they aim to address the key challenges facing Highland communities.
- 3.2 Whilst overall there was strong support for the strategic priorities, some potential gaps were highlighted. Feedback received suggested that there could be a greater reflection of matters relating to climate, net zero and natural capital, of the challenge of tourism and the importance of culture and heritage.

3.3 Analysis of the feedback received, from both the first phase of engagement along with this latest phase, has also enabled an opportunity to identify several key thematic areas around which actions could be collated. It was not possible to reflect all the feedback received; some suggestions were already being progressed within existing partnership structures, whilst others were not reflective of the strategic priorities. The themes that have emerged are cross-cutting in nature, delivering against more than one outcome and across at least two strategic priorities from the HOIP.

3.4 A workshop with Board members was held on 22 May, with a focus on reviewing the feedback received to date. This enabled an opportunity to consider the responses received on the strategic priorities and outcomes but also on the potential thematic areas and the actions themselves. The workshop focused on further developing these actions in order to create a partnership consensus regarding specific actions to be undertaken to deliver the HOIP.

#### **4. Proposed Changes to the Draft HOIP**

4.1 Based on the engagement undertaken, there are a small number of changes proposed to the draft HOIP considered at the Board in March. These are highlighted in red in the HOIP that can be found at appendix 1 and summarised as follows:

- Amending the value of 'partnership' to accountable – as agreed on 1-3-24
- Introducing a section in the plan highlighting the supporting range of partnership plans and strategies
- Adding an outcome specifically on maximising opportunities from sustainable tourism, culture and heritage, including Gaelic
- Adding natural capital to reflect a stronger recognition of the role of our natural environment in our economy and community and clarifying the existing commitment of just transition in relation to net zero
- Recognising that it is not just retaining young people to Highland that is important but attracting returners to the area

4.2 **Action:** With the addition of the changes outlined at 4.1, the Board are asked to agree the final version of the HOIP at appendix one.

#### **5. Proposed Delivery Plan Actions**

5.1 Reviewing and analysing the feedback received over the range of engagement undertaken on the development of the HOIP and alongside consideration of the statistical evidence, has identified seven thematic areas for partnership action. On identifying these, consideration has been given to:

- That they are cross-cutting in nature and would deliver against more than one strategic priority (People, Place, Prosperity) and against more than one outcome.
- The focus is on identifying thematic areas for action and the actions themselves where partnership activity adds value.
- Prioritising in order to ensure deliverability – recognising the direction of the Board that the partnership should focus on those areas of greatest importance.

5.2 The proposed themes and associated actions are set out at appendix 2. This includes:

- **Connecting People and Places** – actions including developing an operating model for shared spaces and incorporating transport planning into this work.
- **Whole families and community-based approaches** – actions including developing early intervention and preventative approaches and developing childcare models.
- **Employment and Employability** – actions including developing a talent attraction and retention programme, identification of future job opportunities and skills gaps and a new employability service including a focus on young people.
- **Community Wealth Building** – actions including agreeing a social value charter for renewables investment, agreeing an employer charter and a shared project bank.
- **Housing** – actions including understanding of public sector land assets and shared understanding of housing demand including key worker housing.
- **Shared approaches to commissioning** – actions including identification of potential areas for co-commissioning and testing the approach.
- **Aligning partnership practices** – actions including developing quality improvement and assurance methodologies, shared induction programmes and a shared virtual space for partnership work.

5.3 The last thematic action area – aligning partnership practices – has been identified to reflect actions required to strengthen the way the partnership operates collectively and deliver the outcomes agreed. This reflects Board feedback on the values and behaviours and how we test and measure our successes in relation to these. The aim of this area for action is to support continuous improvement in how the partnership works together.

5.4 **Action:** The Board are asked to agree the actions identified in appendix 2 to deliver against the HOIP priorities.

## 6. Next Steps

6.1 Should the Board agree the proposed actions for the Delivery Plan, work will begin on creating the delivery framework to mobilise action. This will include:

- For each action, identification of the key deliverables, measures of success and milestones.
- Identification of the delivery structure required – noting the Board's views that we should rationalise structures.
- Identification of the delivery structures will include consideration of the role of the Community Partnerships and specific action(s) for them to lead and progress.
- Identification of a sponsor for each thematic area from Chief Officers.

- 6.2 In addition to measurement within the Delivery Plan, work will also commence on the development of a performance dashboard for the HOIP, to support measurement and understanding of the strategic impact of the HOIP. These would be population measures and will consider potential benchmarking opportunities with other Scottish CPPs. Performance specialists across the partner organisations will support this work.
- 6.3 It is proposed that to support agreement of the HOIP and actions, work is undertaken to communicate the direction of the partnership to the wider public. In line with the draft Communications Strategy, the Partnership Development Manager will work with communications colleagues in partner agencies to agree messaging in order to promote awareness and understanding of the work and what is it trying to achieve.

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Date: 27-5-24

Appendix 1: Revised Highland Outcome Improvement Plan

Appendix 2: HOIP Delivery Plan – Proposed Actions

Appendix 3: HOIP Delivery Plan Engagement Sessions Summary



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# 2024-2027 HIGHLAND OUTCOME IMPROVEMENT PLAN

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



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

1 in 5 children are affected by poverty

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

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

Projected 70% increase in 75+ in 22

44.6% of young people leave school to enter employment (Scottish average = 25.1%)

In 22 years, projected to be 15% less 0-15 year olds in Highland

31% of young people leave school to higher education (Sc av 41%). 15.9% leave to further education (Sc Av 25.5%)

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

**Accountable**  
 Inclusive  
 Fairness  
 Respect  
 Integrity  
 Open

### 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 diverse needs for our communities

## 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



## Partnership Plans and Strategies

The HOIP sets out the strategic direction for the partnership and the overarching priorities and outcomes, there are a range of supporting plans and strategies that encompass work undertaken by the partnership in Highland. These will contribute to and support delivery of the HOIP.

<p><b>Active Highland Strategy</b></p> <p>Provides strategic direction and oversight of the development of multiagency priorities for physical activity</p>	<p><b>Community Learning and Development Plan 2021 – 2024</b></p> <p>Provides the vision and priorities for delivering CLD in Highland in order to empower individual, groups and communities to make a positive change in their lives.</p>
<p><b>Adult Services Strategic Plan 2024 – 2027</b></p> <p>The Highland Health and Social Care Partnership's (HHSCP) vision and ambitions to improve the health and wellbeing of adults living in the area.</p>	<p><b>Creating Hope Together in Highland 2023-2025</b></p> <p>Highland's suicide prevention action plan focuses on how to reduce the number of suicide deaths and tackle inequalities which contribute to suicide.</p>
<p><b>Alcohol and Drugs Strategy</b></p> <p>Aim to achieve improved outcomes for individuals, families and communities by preventing and reducing drug and alcohol-related harm in Highland.</p>	<p><b>Integrated Children's Services Plan 2023 - 2026</b></p> <p>The plan outlines the priorities for improvement to ensure that services are integrated for service users including children, young people and their families,</p>
<p><b>Community Justice Outcome Improvement Plan 2024 – 2029</b></p> <p>Aim to improve community justice services across the Highland that meets the needs of individuals and communities</p>	<p><b>Public Protection</b></p> <p>Focuses on the work around the Child Protection Committee, Adult Support &amp; Protection Committees and linked public protection groups in Violence Against Women and Multi Agency Public Protection Arrangements (MAPPA_</p>

# VISION

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

Strategic Priorities	<p><b>People</b></p> <p>Enable people to live independently, safe and well within their community</p>	<p><b>Place</b></p> <p>Work in partnership to develop sustainable and resilient local communities</p>	<p><b>Prosperity</b></p> <p>Creating opportunities for all people and places to prosper and to thrive economically</p>
Principles	<ul style="list-style-type: none"> <li>We will take a person centred approach to how we design and deliver services and support.</li> <li>We will ensure our practice is trauma informed and responsive to lived experience.</li> <li>Preventative approaches and addressing inequality will underpin our partnership working.</li> <li>We will deliver services and support that is proportionate to need.</li> </ul>	<ul style="list-style-type: none"> <li>We will take an integrated and place-based approach to how we design and deliver services and support.</li> <li>We will ensure just transition <b>to net zero</b> and support to communities to adapt to climate change will be considered when promoting sustainability and resilience.</li> <li>We will enable and empower people and communities to be involved in local decision making through active participation and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>We will integrate and align our people, investment and financial resources to maximise opportunities for Highland.</li> <li>Innovation and technology will be central to evolving service delivery and support across Highland.</li> <li>We will strengthen our partnership by encouraging involvement from our business and social enterprise sectors.</li> </ul>
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><b>Support communities to maximise opportunities in places from sustainable tourism, culture and heritage, including Gaelic.</b></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 <b>and attract returners</b>.</p> <p>People across Highland will have improved access to career development opportunities.</p> <p>People in Highland will benefit from maximising <b>our natural capital</b> and attracting investment.</p>

**HOIP Delivery Plan – Proposed Actions**

<b>Cross-cutting Theme</b>	<b>Action</b>	<b>Delivering Against HOIP Outcomes</b>
<b>Connecting People and Places</b>	<ul style="list-style-type: none"> <li>• Develop a Partnership Operating Model for Shared Spaces – office, service delivery, depots – adopting the Council’s master-planning approach to delivery.               <ul style="list-style-type: none"> <li>○ Develop a shared agreement for costs, legal implications and IT systems for shared spaces.</li> <li>○ Complete mapping of partnership assets to create a shared asset register.</li> <li>○ Map services on a location basis and identify cross-over/alignment to prioritise co-working.</li> <li>○ Establish a rationale for integrated service deliver within existing and new facilities as part of this operating model</li> </ul> </li>   <li>• Incorporate transport planning as part of the master-planning approach to enable connection to points of service delivery, considering public and community transport options and connections.</li> </ul>	<p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>• Our collective use of physical assets will deliver better services, efficiencies and opportunities for communities.</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Depopulation will be tackled by addressing the key barriers to sustaining local communities – housing, transport, childcare.</li> <li>• Communities in Highland will benefit from being able to access support and services within local places.</li> </ul> <p><b>People</b></p> <ul style="list-style-type: none"> <li>• Improved access to services and support through the development of co-produced and integrated processes.</li> </ul>
<b>Whole family and community-based approaches</b>	<ul style="list-style-type: none"> <li>• Develop early intervention and preventative approaches in local areas               <ul style="list-style-type: none"> <li>○ Agree priorities for joint action and action planning</li> <li>○ Develop framework to help local decision making and action</li> </ul> </li>   <li>• Develop multi-generational models to deliver childcare</li>   <li>• Explore opportunities to maximise natural capital through the built environment lens</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• People in Highland will benefit from good health and social wellbeing opportunities.</li> <li>• People in Highland will access the right support at the right time through developing a whole system approach.</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Depopulation will be tackled by addressing the key barriers to sustaining local communities – housing, transport, childcare.</li> <li>• Communities in Highland will benefit from being able to access support and services within local places.</li> </ul>

Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
<b>Employment/ Employability</b>	<ul style="list-style-type: none"> <li>• Develop a joint talent attraction and marketing programme for Highland (internal retention and external attraction) <ul style="list-style-type: none"> <li>○ Based on the pan-Highland approach, develop sub-regional specific offerings, tailored to suit individual communities e.g. Caithness, Skye and Raasay</li> </ul> </li> <li>• Develop a shared approach to promoting the offering of public sector agencies in Highland – e.g. apprenticeships, housing, skills and training, upskilling = career pathways, benefits</li> <li>• Work with priority sector groups to provide a clear and informed understanding of current and future job opportunities and skills needs, including the identification of skills provision gaps and building of new career pathways.</li> <li>• Create a new employability pathways service which delivers a co-ordinated and aligned service offering; <ul style="list-style-type: none"> <li>○ For young people leaving school and adults who need support to secure work</li> <li>○ Those in work who need support to progress and</li> <li>○ Employers to assist them to create jobs and invest in skills of current and future workforce</li> </ul> </li> </ul>	<p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>• Young people have access to employment, education, training and recreational opportunities to retain and attract returners.</li> <li>• People across Highland will have improved access to career development opportunities.</li> <li>• People in Highland will benefit from maximising our natural capital and attracting investment.</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Communities in Highland will benefit from being able to access support and services within local places.</li> </ul>
<b>Community Wealth Building</b>	<ul style="list-style-type: none"> <li>• Agree a Partnership social value charter for renewables investment</li> <li>• Agree an Employer Charter to promote and support fair work practices and local wealth creation</li> <li>• Create a shared project bank to deliver direct community benefit from procurement activity to communities</li> </ul>	<p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>• Communities in Highland will benefit from embedding community wealth building approaches into partnership activity.</li> <li>• People across Highland will have improved access to career development opportunities.</li> <li>• People in Highland will benefit from maximising our natural capital and attracting investment.</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Highland communities will be strong and resilient and be involved in identifying and delivering deliver local priorities.</li> </ul>

Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Develop a database and coordinate activity based on an up to date understanding of the land assets available from public sector organisations and Government agencies that can be released for housing.</li> <li>• Identify land for public sector purchase for housing supply</li>   <li>• Develop a shared understanding of Housing needs demand across the partnership and mobilise partnership action to identify solutions to meet it including private sector</li> <li>• Map key worker demand for housing across partner agencies, including the differing needs of key worker groups e.g. social/starter homes/homes for rent/mid-market rent</li>   <li>• Create and promote a community housing development pack to support community led models (e.g. information on demand within communities/finance models)</li>   <li>• Ensure that Community benefits from renewable energy schemes are consistently applied to the provision of new housing or serviced sites for housing by agreeing a policy through the Partnership</li> </ul>	<p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Depopulation will be tackled by addressing the key barriers to sustaining local communities – housing, transport, childcare.</li> <li>• Communities in Highland will benefit from being able to access support and services within local places.</li> <li>• Highland communities will be strong and resilient and be involved in identifying and delivering local priorities.</li> </ul> <p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>• Communities in Highland will benefit from embedding community wealth building approaches into partnership activity.</li> <li>• Our collective use of physical assets will deliver better services, efficiencies and opportunities for communities.</li> </ul>
<b>Shared approaches to commissioning</b>	<ul style="list-style-type: none"> <li>• Develop shared approaches for co-commissioning <ul style="list-style-type: none"> <li>○ Identification of potential areas for co-commissioning</li> <li>○ Test the approach for one area of business</li> <li>○ Identification of the resources available to ensure best value</li> </ul> </li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Improved access to services and support through the development of co-produced and integrated processes.</li> <li>• People in Highland will benefit from good health and social wellbeing opportunities.</li> <li>• People in Highland will access the right support at the right time through developing a whole system approach.</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Communities in Highland will benefit from being able to access support and services within local places.</li> </ul>



Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
<b>Aligning Partnership Practices</b>	<ul style="list-style-type: none"> <li>• For partnership identified funding streams, priorities for spend will be discussed in partnership fora and agreed at CPP Board to promote alignment (e.g. Whole Family, HADP, Trauma Funds)</li> <li>• Data and intelligence <ul style="list-style-type: none"> <li>○ Develop standard quality improvement and assurance methodologies for the partnership.</li> </ul> </li> <li>• Workforce development/training <ul style="list-style-type: none"> <li>○ Develop shared CPP induction session for individual agency induction programmes</li> <li>○ Identifying areas and develop shared training approaches e.g. trauma informed, poverty related practice</li> </ul> </li> <li>• Explore the opportunities for developing a shared virtual space for partnership interaction in order to develop e.g. shared partnership policies/plans/consultation and engagement</li> <li>• Develop shovel ready projects across key partnership priorities to enable quick responses to national funding opportunities</li> <li>• Develop scorecard/dashboard for data indicators – indicative areas for performance monitoring - Indicative areas for performance: Poverty; Health; Environment; Transport; Housing; Employment</li> </ul>	Supporting all outcomes and delivering on commitments outlined in partnership behaviours



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**Appendix 3**

**HOIP Delivery Plan Development  
Engagement Sessions  
April – May 2024**

<b>Date</b>	<b>Meeting</b>
15 <sup>th</sup> April	Highland Council Elected Members
19 <sup>th</sup> April	HCPP Conference
29 <sup>th</sup> April	Poverty Reduction Delivery Group
8 <sup>th</sup> May	Highland Employability Partnership
14 <sup>th</sup> May	Early Learning and Childcare Private, Voluntary and Independent Providers
15 <sup>th</sup> May	HTSI – Community Development Forum
15 <sup>th</sup> May	CLD Operational Group
17 <sup>th</sup> May	Focus North Delivery Group
20 <sup>th</sup> May	CLD Strategic Group
21 <sup>st</sup> May	Highland Alcohol & Drugs Partnership
21 <sup>st</sup> May	HTSI Third Sector Reps
22 <sup>nd</sup> May	CPP Board, Chief Execs & Senior Officers Workshop
23 <sup>rd</sup> May	Partnership Coordinating Group
23 <sup>rd</sup> May	Caithness Cares
29 <sup>th</sup> May	Community Partnerships Police and Fire Reps
29 <sup>th</sup> May	HTSI – Health & Wellbeing Forum
30 <sup>th</sup> May	Mental Health Delivery Group