

Agenda Item	4.
Report No	CPPB/17/24



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd

na Gàidhealtachd

Highland Community Planning Partnership Board – 20 September 2024

Highland Outcome Improvement Plan – Delivery 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 agreed to a revised HOIP in June 2024. This included a revised vision for the partnership, three strategic priorities and a series of supporting principles and outcomes.

As part of the revised approach, a Delivery Plan for the HOIP setting out seven cross-cutting themes and associated actions was also agreed in June. This paper provides an update on the work undertaken since June to develop the delivery plan including the deliverables and measures of success to underpin the actions and a draft performance framework for the partnership that will measure the long term impact of the HOIP.

The CPP Board are asked to:

- Agree the updated Delivery Plan including the responsible delivery group (delivery mechanism) and senior officer sponsor, purpose, deliverables and measures of success.
- Note the draft performance framework and that further work will be undertaken with performance officers from across the partnership to finalise this, along with baseline measures, for consideration by the Board in December.

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.

2. The new HOIP

- 2.1 At the CPP Board meeting in June, the Board agreed a revised HOIP which 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.

- 2.2 To support delivery of the HOIP, the Board agreed a Delivery Plan comprising of seven cross-cutting themes and associated actions. The cross-cutting themes were selected on the basis that:

- They were cross-cutting in nature and would deliver against more than one strategic priority (People, Place, Prosperity) and against more than one outcome.
- Where partnership action and activity would add value.
- They focused on areas of greatest importance across Highland.

- 2.3 These themes were:

- **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.

2.4 This paper provides an update on the work undertaken since June to develop the delivery plan including the deliverables and measures of success to underpin the actions and a draft performance framework for the partnership that will measure the long term impact of the HOIP.

3. Updated Delivery Plan

3.1 The updated Delivery Plan can be found at appendix 1. For each theme this includes:

- The purpose – what the aims and outcomes are
- The core deliverables - the actions that will be undertaken
- The measures of success – how will we know if we are delivering
- Delivery mechanism – which partnership group is responsible for delivery
- Senior Officer Sponsor – the Board member with lead responsibility for delivery of the HOIP theme

3.2 This has been set out to ensure clarity in the aims and actions the Partnership is undertaking.

4. Draft Performance Framework

4.1 It has been agreed that monitoring the impact of the HOIP overall was critical. A draft performance framework can be found at appendix 2. This sets out a set of draft population indicators, designed to measure the impact of the HOIP at a population level. The indicators are set out under the three strategic priorities and can be benchmarked against other partnership areas across Scotland.

4.2 The framework is currently a draft and further work is required with performance officers across the partnership to finalise the indicators, develop the baseline and appropriate targets.

The CPP Board are asked to:

- Agree the updated Delivery Plan including the responsible delivery group and senior officer sponsor, purpose, deliverables and measures of success.
- Note the draft performance framework and that further work will be undertaken with performance officers from across the partnership to finalise this, along with baseline measures, for consideration by the Board in December.

Authors:

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Gail Prince, Partnership Development Manager

Date: 14-9-24

Appendix 1: Highland Outcome Improvement Plan – Delivery Plan

Appendix 2: HOIP Performance Framework

HOIP Delivery Plan – Proposed Actions

Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Connecting People and Places	<p>To deliver better use and alignment of partnership assets and improved integrated service delivery by:</p> <p>Developing a Partnership Operating Model for Shared Spaces, in line with the Council's master-planning approach.</p> <p>Creating integrated service delivery within service delivery, office and depot points of delivery.</p> <p>Delivering connectivity options for accessing the new points of delivery.</p>	Highland Public Sector Property Group	<ul style="list-style-type: none"> • Develop an operational agreement for shared spaces for legal, IT and general costs • Develop a public sector asset map • Develop an area based service map • Transport connections mapped as part of master-planning approach • Opportunities for integrated service delivery considered as part of master-planning approach 	<ul style="list-style-type: none"> • Shared public sector asset map in place • Co-located spaces operational 	Derek Brown, Highland Council
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Whole family and community-based approaches	<p>To take a partnership approach to delivering family and community based services to tackle inequality and prevention by:</p> <p>Developing a framework to support local decision making and action planning on tackling inequalities and prevention</p> <p>Agreeing priorities for joint action and action planning</p>	Short Life Working Group	<ul style="list-style-type: none"> • Identify priorities for joint action and action planning • Develop local decision making and action framework tackling inequalities and prevention • Report annually on partnership joint working and inequality metrics and action planning addressing 	<p>The implementation of a health inequalities focussed framework will improve action planning and decision making locally</p> <p>Tools to support delivery and measurement will be developed</p> <p>Annual reporting will evidence impact on early</p>	Fiona Davies, NHS Highland

	<p>Annual reporting on joint work and inequality metrics across CPP addressing prevention and inequalities</p> <p>Developing multi-generational models to deliver potential childcare solutions</p>	<p>Poverty Reduction Delivery Group</p>	<p>prevention and inequalities</p> <ul style="list-style-type: none"> • Potential multi-generational model(s) will be developed with the support of HIREP, HC and the CPP • A multi-generational model will be developed and piloted in an identified area of evidenced need and reported on to HIREP, HC and CPP 	<p>intervention and preventative approaches</p> <p>The evidence of need and strength of the proposed multi-generational childcare model(s) will be strengthened through partnership working when discussing potential solutions with Scottish Government</p>	
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Employment/ Employability	<p>To attract, retain and develop a skilled workforce to support the critical career pathways by:</p> <ul style="list-style-type: none"> • Developing a joint talent attraction programme for Highland to support internal retention and external attraction and develop a shared approach to promoting the offering of the public sector in Highland. • Working with priority sector groups, develop an understanding of current and future job opportunities and skills needs, including the identification of skills gaps and building of new career pathways. 	<p>Highland Sector Skills Board</p>	<ul style="list-style-type: none"> • Develop a talent attraction programme for Highland • Develop a marketing approach to promote the offering of public sector agencies e.g. apprenticeships, housing, skills and training, career pathways • Sector Skills Board workplan developed <ul style="list-style-type: none"> ○ Identify future job opportunities 	<ul style="list-style-type: none"> • Talent attraction programme in place • Marketing approach for public sector developed and promoted • Sector skills pathways identified • Employability toolkit in place • Number of in-work clients securing job career 	<p>Kate Lackie, Highland Council</p>

	<ul style="list-style-type: none"> • Create a new employability pathways service which delivers a co-ordinated and aligned service offering <ul style="list-style-type: none"> • For young people leaving school and adults who need support to secure work • Those in work who need support to progress and • Employers to assist them to create jobs and invest in skills of current and future workforce 	Highland Employability Partnership	<ul style="list-style-type: none"> ○ Identify skills needs and provision gaps • Develop an employability toolkit to deliver universal support solutions across age groups and informed by industry engagement • Develop/deliver a suite of sector-based work experience/job pathways linked to Sector Skills Boards pathway proposals. 	<p>advancement support.</p> <ul style="list-style-type: none"> • Number of jobs created. 	
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Community Wealth Building	<p>To promote and deliver a community wealth building approach across Highland including:</p> <ul style="list-style-type: none"> • Agreeing and implementing the Social Value Charter for Renewables • Developing and implementing an Employer Charter to promote and support fair work practice • Creating a shared project bank to deliver direct community benefit from procurement and wider benefit opportunities 	Highland Community Wealth Building Partnership	<ul style="list-style-type: none"> • Agree a Social Value Charter for renewables • Develop Strategic Partnership fund and management board • Develop Strategic Investment Fund • Agree employer charter for use across the partnership • Create and promote a shared project bank 	<ul style="list-style-type: none"> • Greater community benefit from renewables realised • Number of partners using the Employer Charter • Number of community projects supported through project bank 	Stuart Black, Highlands & Islands Enterprise
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor

Housing	<p>To tackle the Housing Challenge by developing approach to understanding the demands and opportunities for increasing housing in Highland by:</p> <ul style="list-style-type: none"> • Identifying land assets from the public sector available for housing supply. • Developing a shared understanding of housing needs in Highland including key worker housing demand • Create and promote a community housing development and management pack • Realising new or serviced sites for housing through renewable energy scheme 	<p>HIREP Housing Group</p> <p>Housing Strategy Partnership</p> <p>Highland Housing Hub and Local Development Forums</p>	<ul style="list-style-type: none"> • Database of public sector and Government agency land assets developed • Land identified for potential public sector purchase • Housing needs and demand assessment completed • Key worker housing need from public sector partners identified • Create and promote a community housing development and management pack to support community led models • As part of the Social Value Charter develop housing options for investors to provide housing or serviced sites for housing legacy developments 	<ul style="list-style-type: none"> • Database of public sector land assets in place • Revised housing needs demand assessment complete • Community led housing pack in place • New developments of serviced sites in place as a result of renewable energy schemes 	<p>Malcolm MacLeod, Highland Council</p>
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Shared approaches to commissioning	<p>Improve and develop shared approaches to commissioning by:</p> <p>Identifying opportunities to better align commissioning budgets to deliver</p>	Short Life Working Group	<ul style="list-style-type: none"> • Identify potential priority outcomes for co-commissioning • Test an identified co-commissioning approach 	<p>Agreed shared approaches and terminology</p>	<p>Mhairi Wylie, Highland Third Sector Interface</p>

	<p>against HOIP shared priorities and outcomes for communities.</p> <p>Agreeing shared approaches and definitions for procuring/ commissioning/ grants support for the Partnership.</p>		<ul style="list-style-type: none"> Mapping of budgets available for consideration under shared approaches to commissioning 	Improved access, for maximising opportunities, to funding for communities	
Cross-cutting Theme	Purpose	Proposed Delivery Mechanism	Deliverables	Measures of Success	Senior Officer Sponsor
Aligning Partnership Practices	<p>Improving how we work in partnership by aligning our practices by:</p> <p>Identifying opportunities to better align funding streams available through partnership fora to deliver against HOIP shared priorities and outcomes</p> <p>Developing standard quality improvement approaches, indicators and inequality metrics based on available partnership data and intelligence</p> <p>Jointly developing our workforce and training opportunities identified across the Partnership.</p> <p>Developing a shared secure virtual space for the partnership as a whole to increase and improve interaction, with access to policies, plans, consultations, reports and other relevant information sources</p>	<p>Short Life Working Group</p> <p>Partnership Coordinating Group</p> <p>Partnership Development Team</p> <p>Community Wealth Building Partnership</p> <p>Community Partnerships</p>	<ul style="list-style-type: none"> Identify potential priorities for spend in partnership fora for funding streams CPP Board to agree priorities for funding streams spend to promote alignment Mapping of funding streams available Work with data and intelligence staff from across partners to identify priority inequality indicators and metrics Identify relevant sources of data and intelligence, nationally and regionally, for priority inequality indicators and metrics Monitor quality improvement approaches Partnership Coordinating Group to report on progress against identified 	<p>Improved access, for maximising opportunities, to funding streams for communities</p> <p>Agreed alignment of priorities across funding streams</p> <p>Clearly identified indicators and metrics are embedded within the HOIP to demonstrate progress on tackling inequalities</p> <p>Annual reporting on the impact of Partnership work against priority inequality indicators and metrics</p> <p>Partner and cross sector internal and external workforce has access to community planning and priority inequality training</p>	<p>Rob Shepherd, Police Scotland</p> <p>Michael Humphreys, Scottish Fire and Rescue Service</p>

	<p>Developing a project bank of shovel ready projects regionally and a portfolio of project plans locally which will deliver against HOIP shared priorities and outcomes for communities, enabling quick coordinated and joint responses to national funding opportunities</p> <p>The partnership will develop a data dashboard, whereby identified priority inequality data indicators and metrics can be recorded, monitored and published annually</p>		<p>priority inequality indicators and metrics</p> <ul style="list-style-type: none"> • Community planning induction session developed and shared across partners • Partners agree to implement the community planning induction session internally as part of mandatory workforce development • Proven models of delivery for shared (and cross sector) training approaches identified • Further workforce development training opportunities identified to improve upskilling and delivery across Highland • Shared secure virtual space implemented • Coordinated project bank of shovel ready projects available through coordination by the HC Community Benefits (Procurement) Policy • Community Partnerships are supported to develop a portfolio of project plans 	<p>and development opportunities</p> <p>The partnership has improved opportunities to share and access relevant information</p> <p>The partnership and local partnerships are prepared to apply for national funding opportunities, which are often made available at short notice</p> <p>Improved reporting and monitoring mechanisms in place for reporting on national and regional trends and progress against identified HOIP priorities and outcomes</p>	
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			<ul style="list-style-type: none">• Identified priority inequality indicators and metrics are adopted and agreed• Identified relevant sources of data and intelligence, nationally and regionally, for priority inequality indicators and metrics• Partnership Coordinating Group can report on progress against identified priority inequality indicators and metrics		
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2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Connecting People and Places

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

PURPOSE

To deliver better use and alignment of partnership assets and improved integrated service delivery by:



- Developing a Partnership Operating Model for Shared Spaces, in line with the Council's master-planning approach.
- Creating integrated service delivery within service delivery, office and depot points of delivery.
- Delivering connectivity options for accessing the new points of delivery.

DELIVERABLES



- Develop an operational agreement for shared spaces for legal, IT and general costs.
- Develop a public sector asset map.
- Develop an area-based service map.
- Transport connections mapped as part of master-planning approach.
- Opportunities for integrated service delivery considered as part of master-planning approach.

MEASURES OF SUCCESS



- Shared public sector asset map in place.
- Co-located spaces operational.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Whole Family and Community-Based Approaches

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

PURPOSE

To take a partnership approach to delivering family and community based services to tackle inequality and prevention by:



- Developing a framework to support local decision making and action planning on tackling inequalities and prevention.
- Agreeing priorities for joint action and action planning.
- Annual reporting on joint work and inequality metrics across CPP addressing prevention and inequalities.
- Developing multi-generational models to deliver potential childcare solutions.

DELIVERABLES



- Identify priorities for joint action and action planning.
- Develop local decision making and action framework tackling inequalities and prevention.
- Report annually on partnership joint working and inequality metrics. and action planning addressing prevention and inequalities.
- Potential multi-generational childcare model(s) will be developed with the support of HIREP, HC and the CPP.
- A multi-generational childcare model will be developed and piloted in an identified area of evidenced need and reported on to HIREP, HC and CPP.

MEASURES OF SUCCESS



- The implementation of a health inequalities focused framework will improve action planning and decision making locally.
- Tools to support delivery and measurement will be developed.
- Annual reporting will evidence impact on early intervention and preventative approaches.
- The evidence of need and strength of the proposed multi-generational childcare model(s) will be strengthened through partnership working when discussing potential solutions with Scottish Government.

SENIOR OFFICER SPONSOR

Fiona Davies,
NHS Highland

DELIVERY MECHANISM Short Life Working Group / Poverty Reduction Delivery Group



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Employment / Employability

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

PURPOSE

To attract, retain and develop a skilled workforce to support the critical career pathways by:

- Developing a joint talent attraction programme for Highland to support internal retention and external attraction and develop a shared approach to promoting the offering of the public sector in Highland.
- Working with priority sector groups, develop an understanding of current and future job opportunities and skills needs, including the identification of skills gaps and building of new career pathways.
- Create a new employability pathways service which delivers a coordinated and aligned service offering:
 - For young people leaving school and adults who need support to secure work.
 - Those in work who need support to progress.
 - Employers to assist them to create jobs and invest in skills of current and future workforce.



DELIVERABLES

- Develop a talent attraction programme for Highland.
- Develop a marketing approach to promote the offering of public sector agencies e.g. apprenticeships, housing, skills and training, career pathways.
- Sector Skills Board workplan developed.
 - Identify future job opportunities.
 - Identify skills needs and provision gaps.
- Develop an employability toolkit to deliver universal support solutions across age groups and informed by industry engagement.
- Develop/deliver a suite of sector-based work experience/job pathways linked to Sector Skills Boards pathway proposals.



MEASURES OF SUCCESS

- Talent attraction programme in place.
- Marketing approach for public sector developed and promoted.
- Sector skills pathways identified.
- Employability toolkit in place.
- Number of in-work clients securing job career advancement support.
- Number of jobs created.



DELIVERY MECHANISM

Highland Sector Skills Board /
Highland Employability Partnership

SENIOR OFFICER SPONSOR

Kate Lackie,
Highland Council



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Community Wealth Building

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

PURPOSE

To promote and deliver a community wealth building approach across Highland including:



- Agreeing and implementing the Social Value Charter for Renewables.
- Developing and implementing an Employer Charter to promote and support fair work practice.
- Creating a shared project bank to deliver direct community benefit from procurement and wider benefit opportunities.

DELIVERABLES



- Agree a Social Value Charter for renewables.
- Develop Strategic Partnership fund and management board.
- Develop Strategic Investment Fund.
- Agree employer charter for use across the partnership.
- Create and promote a shared project bank.

MEASURES OF SUCCESS



- Greater community benefit from renewables realised.
- Number of partners using the Employer Charter.
- Number of community projects supported through project bank.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Housing

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

PURPOSE

To tackle the Housing Challenge by developing approach to understanding the demands and opportunities for increasing housing in Highland by:



- Identifying land assets from the public sector available for housing supply.
- Developing a shared understanding of housing needs in Highland including key worker housing demand.
- Create and promote a community housing development and management pack.
- Realising new or serviced sites for housing through renewable energy scheme.

DELIVERABLES



- Database of public sector and Government agency land assets developed.
- Land identified for potential public sector purchase.
- Housing needs and demand assessment completed.
- Key worker housing need from public sector partners identified.
- Create and promote a community housing development and management pack to support community led models.
- As part of the Social Value Charter develop housing options for investors to provide housing or serviced sites for housing legacy developments.

MEASURES OF SUCCESS



- Database of public sector land assets in place.
- Revised housing needs demand assessment complete.
- Community led housing pack in place.
- New developments of serviced sites in place as a result of renewable energy schemes.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Shared Approaches to Commissioning

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

PURPOSE



Improve and develop shared approaches to commissioning by:

- Identifying opportunities to better align commissioning budgets to deliver against HOIP shared priorities and outcomes for communities.
- Agreeing shared approaches and definitions for procuring/ commissioning/ grants support for the partnership.

DELIVERABLES



- Identify potential priority outcomes for co-commissioning.
- Test an identified co-commissioning approach.
- Mapping of budgets available for consideration under shared approaches to commissioning.

MEASURES OF SUCCESS



- Agreed shared approaches and terminology.
- Improved access, for maximising opportunities, to funding for communities.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Aligning Partnership Practices: Funding and Joint Opportunities

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

PURPOSE

Improving how we work in partnership by aligning our practices by:



- Identifying opportunities to better align funding streams available through partnership fora to deliver against HOIP shared priorities and outcomes.
- Developing a shared secure virtual space for the partnership as a whole to increase and improve interaction, with access to policies, plans, consultations, reports and other relevant information sources.
- Developing a project bank of shovel ready projects regionally and a portfolio of projects locally which will deliver against HOIP shared priorities and outcomes for communities, enabling quick coordinated and joint responses to national funding opportunities.

DELIVERABLES



- Identify potential priorities for spend in partnership fora for funding streams.
- CPP Board to agree priorities for funding streams spend to promote alignment.
- Mapping of funding streams available.
- Shared secure virtual space implemented.
- Coordinated project bank of shovel ready projects available through coordination by the Highland Council Community Benefits (Procurement) Policy.
- Community Partnerships are supported to develop a portfolio of project plans.

MEASURES OF SUCCESS



- Improved access, for maximising opportunities, to funding streams for communities.
- Agreed alignment of priorities across funding streams.
- The partnership has improved opportunities to share and access relevant information.
- The partnership and local partnerships are prepared to apply for national funding opportunities, which are often made available at short notice.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Aligning Partnership Practices: Data & Intelligence

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

PURPOSE



Improving how we work in partnership by aligning our practices by:

- Developing standard quality improvement approaches, indicators and inequality metrics based on available partnership data and intelligence.
- The partnership will develop a data dashboard, whereby identified priority inequality data indicators and metrics can be recorded, monitored and published annually.

DELIVERABLES



- Work with data and intelligence staff from across partners to identify inequality indicators and metrics.
- Identify relevant sources of data and intelligence, nationally and regionally, for priority inequality indicators and metrics.
- Monitor quality improvement approaches.
- Partnership Coordinating Group to report on progress against identified priority inequality indicators and metrics.
- Identified priority inequality indicators and metrics are adopted and agreed.
- Identified relevant sources of data and intelligence, nationally and regionally, for priority inequality indicators and metrics.
- Partnership Coordinating Group can report on progress against identified priority inequality indicators and metrics.

MEASURES OF SUCCESS



- Clearly identified indicators and metrics are embedded within the HOIP to demonstrate progress on tackling inequalities.
- Annual reporting on the impact of Partnership work against priority inequality indicators and metrics.
- Improved reporting and monitoring mechanisms in place for reporting on national and regional trends and progress against identified HOIP priorities and outcomes.



2024 - 2027 HOIP DELIVERY PLAN

CROSS-CUTTING THEME



Aligning Partnership Practices: Workforce Development

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

PURPOSE



Improving how we work in partnership by aligning our practices by:

- Jointly developing our workforce and training opportunities identified across the partnership.

DELIVERABLES



- Community planning induction session developed and shared across partners.
- Partners agree to implement the community planning induction session internally as part of mandatory workforce development.
- Proven models of delivery for shared (and cross sector) training approaches identified.
- Further workforce development training opportunities identified to improve upskilling and delivery across Highland.

MEASURES OF SUCCESS



- Partner and cross sector internal and external workforce has access to community planning and priority inequality training and development opportunities.

HOIP Performance Framework 2024 - 2027



Highland
Community
Planning
Partnership

Com-pàirteachas
Dealbhadh
Coimhearsnachd
na Gàidhealtachd

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

PEOPLE

- Decrease emergency hospital admissions per 100,000 population (65 years +)
- Decrease deaths from suicide - three year average
- Reduce alcohol-specific deaths
- Reduce drug-related deaths
- Increase percentage of people (65 years +) with long term care needs receiving care at home
- Reduce the number of the population who are income deprived
- Increase the number of adults accessing mental health, psychological therapies and community mental health services
- Reduce percentage of children living in poverty
- Increase percentage of school leavers in further education; higher education; employment
- Reduce number of households with temporary accommodation
- Increase number, range and levels of qualifications gained through Community Learning and Development

PLACE

- Reduce number of the population who are income deprived
- Reduce of the working age population who are employment deprived
- Reduce net migration
- Increase number of homes built based on Scottish housing investment plan
- Increase life expectancy
- Record annual population projection numbers against projected by age group to 2030
- Reduce green house gas emissions per capita
- Decrease rate of recorded crimes per 10,000 population
- Reduce number of total dwelling fires per 100,000 population
- Increase number of children and young people more active more often

PROSPERITY

- Increase employment rate
- Reduce percentage of population (aged 16-64) in receipt of out-of-work benefits
- Increase number of 16-19 year olds participating in education, employment or training
- Reduce number of 16-19 year olds not participating – those unemployed seeking or not seeking
- Reduce number of 16-19 year olds with unconfirmed status
- Increase number of Apprenticeships (Modern, Foundation & Graduate)
- Increase number of workforce trained in relevant thematic areas related to the HOIP