

Communications Strategy

2024 – 2027

Introduction

The Communications Strategy developed for the Highland Community Planning Partnership (CPP) applies a framework to the structure of communications across the Partnership both internally and externally. The aim of the strategy is to create a consistent basis for how the CPP communicates and engages with communities across Highland.

Community Planning

Community Planning is a process which helps public authorities to work together and with the community to plan and deliver better services which make a real difference to people's lives. Tackling inequalities and prevention is a specific focus.

The Community Planning structure in Highland is based on the statutory requirements as outlined in the Community Empowerment (Scotland) Act 2015¹ and consists of:

- **Highland Community Planning Partnership (CPP):** The Act lists all the public authorities which take part in community planning and places duties on them. These authorities form a Community Planning Partnership (CPP) for each local authority area. Current members of the CPP Board include:

Highland Council	Police Scotland	Highlands and Island Enterprise
High Life Highland	Skills Development Scotland	Highland Third Sector Interface
NHS Highland	Scottish Fire and Rescue Service	University of the Highlands and Islands
NatureScot		

- **2024 – 2027 Highland Outcome Improvement Plan (HOIP):** The Act requires each CPP to prepare and publish a Local Outcome Improvement Plan which sets out the local outcomes which the CPP will prioritise for improvement. A copy of the Highland LOIP, commonly known as the HOIP, was reviewed in 2024 and is available to download here: [Improvement Plan | Highland Community Planning Partnership \(highlandcpp.org.uk\)](https://www.highlandcpp.org.uk/improvement-plan)
- **Locality Plans:** The Act requires CPPs to identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish 'locality plans' to improve outcomes on agreed priorities for these communities. For Highland existing Locality Plans will continue with the framework updated to be area wide Community Partnership Plans.

In addition to these statutory requirements Community Planning in Highland has adopted further delivery mechanisms, which are outlined on the website: [Home Page | Highland Community Planning Partnership \(highlandcpp.org.uk\)](https://www.highlandcpp.org.uk)

¹ Further information on the Community Empowerment (Scotland) Act 2015 can be found here: [What difference does the 2015 Act make to community planning? - Community Empowerment \(Scotland\) Act 2015, part 2 Community Planning: guidance - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/guidance-2015-2016/pages/1-2-community-planning.aspx)



Aims and Objectives

The Communications Strategy outlines the overall approach to communications as the CPP progresses delivery against the Vision, Strategic Priorities and Outcomes set out in the 2024 – 2027 HOIP. Effective communication is central to the work of the CPP and its partners.

The **aim** of the strategy is to:

- Provide a consistent and comprehensive approach to the delivery of key messages, and ensures communication regarding the purpose and work of the Partnership is effective and concise.

The **general objectives** are to ensure consistent and clear messaging in order to:

- Increasing awareness and understanding of Community Planning in Highland
- Raising awareness of how public sector partners are working with community partners to maximise opportunities and tackle inequalities
- Promoting understanding of the decisions, challenges and successes of the work of the Partnership

The **2024 – 2027 objectives** are to ensure consistent and clear messaging in relation to:

- 2024 – 2027 Highland Outcome Improvement Plan
- Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highlands for All
- Strategic Priorities – People, Place, Prosperity
- Highland Community Planning Partnership Annual Report
- Community Engagement – working together to delivering better outcomes for communities

Strategic Stakeholders

The strategic stakeholders identified are examples of the partners, partnerships, agencies, and organisations directly and indirectly involved in the delivery of the 2024 – 2027 HOIP.

Highland Council	Highland Health and Social Partnership	NHS Highland
Highland Alcohol and Drugs Partnership	Police Scotland	Highland Public Protection Chief Officer Group
Scottish Fire and Rescue Service	Highlands and Islands Enterprise	Highland Third Sector Interface
Highland Community Justice Partnership	University of the Highlands and Islands	Skills Development Scotland
High Life Highland	Scottish Government	Community Partnerships
Highland Adult Support and Protection Committee	Highland Violence Against Women Partnership	Highland Integrated Children's Service Planning Board
Highland Employability Partnership	Highland Child Protection Committee	Highlands and Islands Multi-Agency Public Protection Arrangements
Highland Whole Family Wellbeing Programme	Highland Armed Forces Covenant	Highland Community Learning and Development
Highland Community Food Growing	HOIP Delivery Groups	



Audience

The audiences identified are examples of additional communities, groups, agencies, partners, partnerships, and organisations who will have an interest in communications from the CPP, these are in addition to the strategic stakeholders listed above.

Community groups and organisations	Community Councils	Community members
Elected Members	Public sector partners	Highland Chambers of Commerce
Highland Housing Associations	Highland Business Improvement Districts	Media outlets and organisations
Highland Development Trusts		

Channels of Communication

To achieve the aims and objectives of this Communications Strategy a mixture of Communication Channels will be utilised. The CPP will work with Corporate Communications teams from across the partnership to consult on or directly engage for support with communications with regards CPP work.

CPP Website www.highlandcpp.org.uk	Strategic Stakeholders websites (external/ internal)	Community Partnerships and Strategic Stakeholders Social Media
Strategic Stakeholders internal communications	CPP and Strategic Stakeholder in person engagement sessions	CPP Press Releases: Local Media Outlets (print and broadcast)
CPP, Community Partnerships and Strategic Stakeholders meetings	Strategic Stakeholders newsletters/ bulletins (print/online)	CPP and Strategic Stakeholders consultations/ surveys/ questionnaires (print /online)
CPP Shared Virtual Space (internal)	CPP and Highland Council Community Briefing	CPP, Community Partnerships and Strategic Stakeholders networks
CPP E-mail highlandcpp@highland.gov.uk	Highland Council Committee Papers	CPP Briefing Sessions

Several of the communication channels that will be utilised by CPP will rely on support from strategic stakeholders, including Highland Council, NHS Highland and others to utilise:

- existing media and press release approaches
- identification of promotional opportunities
- dissemination routes for CPP communications to audiences including those listed above, who are hard to reach and require tailored identification

Communication materials created by CPP are to be made available in alternative formats – including print and language (for example Gaelic).

Corporate Communications

Organisation	NHS Highland	Highlands and Island Enterprise
Highland Council	Police Scotland	University of the Highlands and Islands
High Life Highland	Scottish Fire and Rescue Service	Skills Development Scotland
Highland Third Sector Interface	NatureScot	



CPP Specific Channels of Communication x Audience Matrix

CPP Specific Channels of Communication will be adopted and adapted to ensure efficiency in terms of communicating with identified audiences.

Channel of Communication	Purpose: 2024 – 2027 objectives	Strategic Stakeholders & Audience	Frequency	Measures of Success
CPP Website www.highlandcpp.org.uk	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All • Strategic Priorities – People, Place, Prosperity • Highland Community Planning Partnership Annual Report • Community Engagement 	All	Updated weekly	Number of users
CPP and Strategic Stakeholder in person engagement sessions	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Community Engagement 	All	Ad-hoc	Attendance numbers Survey Feedback
CPP Press Releases: Local Media Outlets (print and broadcast)	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All • Strategic Priorities – People, Place, Prosperity • Highland Community Planning Partnership Annual Report • Community Engagement 	All	Ad-hoc	Number of Press Releases Number of re-issues by media outlets Readership in print online
CPP, Community Partnerships and Strategic Stakeholders meetings	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All • Strategic Priorities – People, Place, Prosperity 	All	Quarterly	Attendance numbers



	<ul style="list-style-type: none"> Highland Community Planning Partnership Annual Report 			
CPP and Strategic Stakeholders consultations/ surveys/ questionnaires (print /online)	<ul style="list-style-type: none"> 2024 – 2027 Highland Outcome Improvement Plan Community Engagement 	All	Ad-hoc	Number of returns
CPP Shared Virtual Space (internal)	<ul style="list-style-type: none"> 2024 – 2027 Highland Outcome Improvement Plan Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All Strategic Priorities – People, Place, Prosperity Highland Community Planning Partnership Annual Report 	Strategic Stakeholders	TBC – once set up	Number of users
Highland Council and CPP Community Briefing	<ul style="list-style-type: none"> 2024 – 2027 Highland Outcome Improvement Plan Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All Strategic Priorities – People, Place, Prosperity Community Engagement 	All	Fortnightly	Number of recipients
CPP, Community Partnerships and Strategic Stakeholders networks	<ul style="list-style-type: none"> 2024 – 2027 Highland Outcome Improvement Plan Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All Strategic Priorities – People, Place, Prosperity Highland Community Planning Partnership Annual Report Community Engagement 	All	Ad-hoc	Number of engagements
CPP E-mail highlandcpp@highland.gov.uk	<ul style="list-style-type: none"> 2024 – 2027 Highland Outcome Improvement Plan Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All 	All	Ad-hoc	Number of recipients



	<ul style="list-style-type: none"> • Strategic Priorities – People, Place, Prosperity • Highland Community Planning Partnership Annual Report • Community Engagement 			
CPP Briefing Sessions	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highland for All • Strategic Priorities – People, Place, Prosperity 	Elected Members	Annual	Attendance numbers
CPP Induction Module	<ul style="list-style-type: none"> • 2024 – 2027 Highland Outcome Improvement Plan • Vision – Maximise Opportunities and Tackle Inequality to Build a Thriving Highlands for All • Strategic Priorities – People, Place, Prosperity • Highland Community Planning Partnership Annual Report • Community Engagement – working together to delivering better outcomes for communities 	Strategic Stakeholders Workforce	Ad-hoc	Number of users

Implementation and Review

The responsibility of the Communications Strategy will lie with the CPP Board. The strategy will be reviewed at regular intervals by the CPP Board. On behalf of the CPP Board the CPP Senior Officers working group will monitor engagement and progress, key messaging and planning for future communications activities.

The Partnership Development Team will lead on communication messaging on a day to day basis. This will include the CPP delivery of and involvement in a number of channels identified previously. Monitoring on delivery will be reported to the CPP Board by the Partnership Development Team.

This strategy is designed to be flexible, where it can be adapted to take advantage of communication opportunities as they present themselves, such as good news, successes achieved, launch of new plans or strategies, lessons learnt, ideas developed that that might be of interest to the strategic stakeholders and/or audience.



The Chair of the Board should be the lead for spokesperson for the Partnership on agreed Partnership decisions and outcomes however, if the Chair is unavailable, any Chief Officer from the core partners can act as spokesperson.

Communications to help meet the aims and objectives of the strategy and the CPP overall will be planned, structured, consistent, easy to understand and proactive. CPP Board members will be encouraged to contribute information on a regular basis. With strategic stakeholders invited to contribute information at appropriate times.

In addition to planned communications, the CPP will need to be prepared to react quickly and effectively to enquiries from the press and media, these will be received primarily through Corporate Communication Leads. Enquiries relating to the strategic operation of the CPP should be handled by Highland Council's Corporate Communications team in the first instance, with responsibility for the CPP communications and engagements, under the guidance and subject to the approval of the Chair and Board of the CPP.

Enquiries relating to operational matters of individual partners are to be handled by the Corporate Communications teams within the relevant partners.

Measures of Success

Alongside the Measures of Success indicated in the CPP Specific Channels of Communication x Audience Matrix, the CPP has identified specific examples of annual measures of success. These specific measures have been identified to monitor outputs that should shift and raise awareness of community planning in Highland.

Communication Channel	Measure of Success	Timescale
CPP Website	CPP Annual Report published	June
Highland Council and CPP Community Briefing	Circulated Fortnightly – 26 per year	January - December
CPP Briefing Sessions	Presentations made to Highland Council Service Support Business Meetings	August – December
CPP and Strategic Stakeholder in person engagement sessions	CPP Annual Conference Feedback Survey	April
CPP Induction Module	Number of users	January - December