

Agenda Item	9
Report No	HCW-24-24

The Highland Council

Committee: Health, Social Care and Wellbeing

Date: 13 November 2024

Report Title: Resetting the Highland Outcome Improvement Plan

Report By: Assistant Chief Executive - People

1. Purpose/Executive Summary

- 1.1 The Highland Outcome Improvement Plan (HOIP) is the Strategic Plan for the Community Planning Partnership (CPP) in Highland. The CPP Board agreed in September 2023 to reset the HOIP. Following engagement with strategic partners and across the broader partnership, a draft revised HOIP was agreed in March 2024. A revised HOIP and actions for a Delivery Plan were agreed by the CPP Board in June 2024. On the 19 September 2024 a report was presented to The Highland Council providing an update on the revised approach, next steps and proposals for future progress updates to the Council which can be found at Appendix1.
- 1.2 Further to this report being received at full Council, it was determined that the report be brought to this committee for further consideration.

2. Recommendations

- 2.1 Members are asked to:
- i. Note and further comment on the 19 September Council report at Appendix1.

3. Implications

- 3.1 Resource - The revised HOIP is better aligned to the strategic priorities of partner agencies, including the Council's Delivery Plan and, therefore, represents a more effective alignment of partnership.
- 3.2 Legal - Community Planning Partnerships have a duty to develop a Local Outcome Improvement Plan that must address inequality.
- 3.3 Risk - The current financial challenges facing the public and third sectors was one of the key drivers in resetting the HOIP. 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.

- 3.4 Health and Safety (risks arising from changes to plant, equipment, process, or people) – None
- 3.5 Gaelic - The revised HOIP includes an additional outcome to support communities to maximise opportunities from Gaelic culture and heritage.

4. Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children’s Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 Integrated Impact Assessment - Summary

4.3.1 An Integrated Impact Assessment screening has been undertaken on the revised Highland Outcome Improvement Plan. The conclusions have been subject to the relevant Manager Review and Approval.

4.3.2 The Screening process has concluded that there are potential positive impacts from the revised strategic priorities and outcomes identified which focus on people, place and prosperity and from the actions identified in the HOIP Delivery Plan.

4.3.3

Impact Assessment Area	Conclusion of Screening/Full Assessment
Equality	<ul style="list-style-type: none"> • Children and Young People – Positive • Disability - Positive • Older adults – Positive
Socio-economic	<i>Positive</i>
Human Rights	<i>No impact</i>
Children’s Rights and Well-being	<i>Positive / negative / no impact</i>
Island and Mainland Rural	<i>Positive</i>
Climate Change	<i>Positive</i>
Data Rights	<i>No impact</i>

5. Background

5.1 On 19 September 2024 a report was presented to The Highland Council providing an update on the revised approach, next steps and proposals for future progress updates to the Council which can be found at Appendix1. Further detail with regard to the development of this plan is included in the appendix.

6. Next steps

6.1 Within the report to Council in September the following next steps were also noted:

- That, following agreement of the final HOIP and actions, work has been undertaken to create the delivery framework to mobilise action. This includes identification of the key deliverables, measures of success and milestones, the delivery structure and identification of a sponsor for each thematic area from Chief Officers. The CPP Board will be asked to agree this framework at the end of September.
- That work is also progressing to develop a performance dashboard for the HOIP, to support measurement and understanding of the strategic impact of the HOIP. These will be population measures and will consider potential benchmarking opportunities with other Scottish CPPs.
- That updates on progress against the HOIP actions will be reported to the CPP Board on a regular basis and it was agreed that an update on progress would be presented annually to the Council in June.

Designation: Assistant Chief Executive - People

Date: 30 October 2024

Author: Ian Kyle

Background Papers:

Appendices: Appendix 1

Agenda Item	8
Report No	HC/29/24

The Highland Council

Committee: Highland Council

Date: 19 September 2024

Report Title: Resetting the Highland Outcome Improvement Plan

Report By: Chief Executive

1. Purpose/Executive Summary

- 1.1 The Highland Outcome Improvement Plan (HOIP) is the Strategic Plan for the Community Planning Partnership (CPP) 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, a draft revised HOIP was agreed in March 2024. This included a revised vision for the partnership, 3 strategic priorities and a series of supporting principles and outcomes.
- 1.2 Following further engagement through individual agency governance – including the Council on 14 March 2024 – a conference for CPP partners in April and through broader partnership groupings, a revised HOIP and actions for a Delivery Plan were agreed by the CPP Board in June 2024.
- 1.3 This paper provides an update on the revised approach, next steps and proposals for future progress updates to the Council.

2. Recommendations

- 2.1 Members are asked to:
- i. Note the final Highland Outcome Improvement Plan for 2024-2027 which can be found at Appendix 2;
 - ii. Note the actions agreed for the HOIP Delivery Plan; and
 - iii. Agree that updates on progress against the HOIP are considered by the Council annually.

3. Implications

- 3.1 Resource – The revised HOIP is better aligned to the strategic priorities of partner agencies, including the Council’s Delivery Plan and, therefore, represents a more effective alignment of partnership resources in order to deliver against the priorities and actions identified.
- 3.2 Legal - Community Planning Partnerships have a duty to develop a Local Outcome Improvement Plan that must address inequality.
- 3.4 Risk - The current financial challenges facing the public and third sectors was one of the key drivers in resetting the HOIP. 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.
- 3.5 Health and Safety (risks arising from changes to plant, equipment, process, or people) – None
- 3.6 Gaelic – The revised HOIP includes an additional outcome to support communities to maximise opportunities from Gaelic culture and heritage.

4. Impacts

- 4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children’s Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.
 - 4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.
 - 4.3 **Integrated Impact Assessment - Summary**
 - 4.3.1 An Integrated Impact Assessment screening has been undertaken on the revised Highland Outcome Improvement Plan. The conclusions have been subject to the relevant Manager Review and Approval.
 - 4.3.2 The Screening process has concluded that there are potential positive impacts from the revised strategic priorities and outcomes identified which focus on people, place and prosperity and from the actions identified in the HOIP Delivery Plan. Members are asked to consider the summary in **Appendix 1** to support the decision-making process.
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4.3.3

Impact Assessment Area	Conclusion of Screening
Equality	<ul style="list-style-type: none"> • Children and Young People – <i>Positive</i> • Disability - <i>Positive</i> • Older adults – <i>Positive</i>
Socio-economic	<i>Positive</i>
Human Rights	<i>No impact</i>
Children’s Rights and Well-being	<i>Positive</i>
Island and Mainland Rural	<i>Positive</i>
Climate Change	<i>Positive</i>
Data Rights	<i>No impact</i>

5. Background

- 5.1 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.
- 5.2 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.
- 5.3 It is within this context that it was considered timely to reset the HOIP. 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.
- 5.4 The Council considered the draft HOIP at its meeting in March. The CPP Board had specifically agreed to a further period of engagement on the draft to enable partners to consider and comment on the draft through their own engagement structures. Further work has been undertaken since that meeting to engage on the draft and to develop actions for the accompanying delivery plan. This report provides an update on that work, presents the reset HOIP and the actions agreed for the HOIP delivery plan.

6. Developing the HOIP

- 6.1 The second phase of engagement focused on developing the actions required to deliver against the Strategic Priorities, Outcomes and Vision within the revised HOIP. It considered existing partnership work within the CPP structure and whether new or revised structures may be needed to deliver against the revised HOIP and the actions within the HOIP Delivery Plan. The Engagement Programme included engagement across specific partnership groups and others 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.
- 6.2 The cornerstone of the Engagement Programme was the Highland CPP Conference held at Strathpeffer Pavilion on 19 April. The purpose of the conference was to bring people together to support the development of HOIP Delivery Plan. Just under a hundred delegates attended from across the Highland area, representing a range of public sector, third sector and community-based organisations. There were attendees from across the partnership structure, with Board members, community partnerships, HOIP delivery groups and a range of other partnership groups and interested parties represented. A number of Council officers and Members were present on the day.
- 6.3 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.

7. Final HOIP and Delivery Plan

- 7.1 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 were welcomed throughout the engagement process. The principles and outcomes within the revised HOIP were generally 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 and also align with individual partner priorities.
- 7.2 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. The final HOIP reflects the comments made and outcomes added to take account of these.
- 7.4 Reviewing and analysing the feedback received over the range of engagement undertaken, and alongside consideration of the statistical evidence, has identified

seven thematic areas for partnership action. On identifying these, consideration was given to:

- 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;
- ensuring that identifying thematic areas for action and the actions themselves were where partnership activity could add value; and
- prioritising to ensure deliverability – recognising the direction of the CPP Board that the partnership should focus on those areas of greatest importance.

7.5 The themes and detailed actions agreed by the CPP Board are set out at **Appendix 3**.

The thematic areas are:

- **Connecting People and Places** – actions including developing an operating model for shared spaces and incorporating transport planning into this work. This work specifically aligns with the Council’s commitments as articulated in the Highland Investment Plan to develop Community, Office and Depot Pods. The Partnership Property Group has been re-established to support this work.
- **Whole families and community-based approaches** – actions including developing early intervention and preventative approaches and developing childcare models. The single care model, as set out in the Council’s Delivery Plan, is a core deliverable and recognises the importance of childcare to the sustainability of our communities.
- **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. The new Partnership Sector Skills Board and the Highland Employability Partnership will be central to the delivery of these actions.
- **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. These specific partnership actions will form part of the action plan in response to the Highland Housing Challenge.
- **Shared approaches to commissioning** – actions including identification of potential areas for co-commissioning and testing the approach. Aligning resourcing and shared outcomes will be critical to better use of resources and improved service delivery.

- **Aligning partnership practices** – actions including developing quality improvement and assurance methodologies, shared induction programmes and a shared virtual space for partnership work. These actions have been identified to reflect the work required to strengthen the way the partnership operates collectively and deliver the outcomes agreed.

8. Next Steps

- 8.1 Following agreement of the final HOIP and actions, work has been undertaken to create the delivery framework to mobilise action. This includes identification of the key deliverables, measures of success and milestones, the delivery structure and identification of a sponsor for each thematic area from Chief Officers. The CPP Board will be asked to agree this framework at the end of September.
- 8.2 Work is also progressing to development a performance dashboard for the HOIP, to support measurement and understanding of the strategic impact of the HOIP. These will be population measures and will consider potential benchmarking opportunities with other Scottish CPPs.
- 8.3 Updates on progress against the HOIP actions will be reported to the CPP Board on a regular basis and it is proposed that an update on progress is presented annually to the Council in June.

Designation: Chief Executive

Date: 30 August 2024

Author: Alison Clark, Chief Officer – Housing and Communities
Gail Prince, Partnership Development Manager

Background Papers:

[Resetting the Highland Outcome Improvement Plan - March 2024](#)

Appendices: Appendix 1 – Integrated Impact Assessment
Appendix 2 – Final Highland Outcome Improvement Plan 2024-2027
Appendix 3 – HOIP Delivery Plan – Actions

Integrated Impact Screening Summary

The screening highlighted overall positive impacts for Community Planning Partnership partners, residents, third sector groups and organisations.

Equalities, poverty, and human rights

The vision for the 2024 - 2027 Highland Outcome improvement Plan (HOIP) is both to tackle inequality and maximise opportunities for all people of Highland. The revised HOIP covers 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.

Delivery of the HOIP will have particular impact on whole family and community-based approaches in terms of early intervention and prevention, including children and young people, older adults and people with disabilities.

Inequalities covered within the revised HOIP include childcare, employment/employability, housing, transport, access to services, whole family and intervention and preventative approaches. Embedding community wealth building approaches is incorporated within the HOIP which means partnership activity will be aligned for the benefit of people across Highland.

Children's rights and wellbeing

The screening highlights the overall positive direct and indirect impact on children and young people's rights related to standard of living and working in the best interests of the child particularly through the whole family and community-based approaches being developed. The CPP partners and associated plans which are being delivered alongside the HOIP ensures the best interests, opportunities and rights of children and young people are all considered, these include the Integrated Children's Service Plan and Community Learning and Development Plan.

Island and mainland rural communities

The screening noted potential positive impacts on rural and island communities. Under the strategic priorities Place and Prosperity key principles are to work in partnership to develop sustainable and resilient local communities and create opportunities for all people and places to prosper and to thrive economically.

Climate change

The screening evidenced potential positive impacts on climate change. One of the Outcomes under the Prosperity strategic priority highlights that People in Highland will benefit from maximising our natural capital and attracting investment. The Place strategic priority is aimed at supporting communities across the Highlands to become more resilient, which includes supporting communities to adapt to climate change.



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

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.



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 partners 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 collectively to advocate on behalf Highland, raising awareness of the diverse needs 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 together to identify innovative solutions that deliver the best outcomes 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 deliver this the Partnership has three strategic priorities:

People
Place
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 HOIP Delivery Plan and framework accompanies the HOIP which will sets out the cross-cutting themes and actions to deliver against the outcomes and 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

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>Active Highland Strategy</p> <p>Provides strategic direction and oversight of the development of multiagency priorities for physical activity.</p>	<p>Highland Community Learning and Development Plan 2024 - 2027</p> <p>Provides the vision and priorities for delivering CLD in Highland to empower individual, groups and communities to make a positive change in their lives.</p>
<p>Adult Services Strategic Plan 2024 - 2027</p> <p>The Highland Health and Social Care Partnership's vision and ambitions to improve the health and wellbeing of adults living in the area.</p>	<p>Creating Hope Together in Highland 2023 - 2025</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>Alcohol and Drugs Strategy</p> <p>Aims to achieve improved outcomes for individuals, families and communities by preventing and reducing drug and alcohol-related harm in Highland.</p>	<p>Highland Children's Services Plan 2023 - 2026</p> <p>Outlines the priorities for improvement to ensure that services are integrated for service users including children, young people and their families.</p>
<p>Highland Community Justice Outcome Improvement Plan 2024 - 2029</p> <p>Aim to improve community justice services across the Highland that meets the needs of individuals and communities.</p>	<p>Public Protection</p> <p>Child Protection Committee, Adult Support & Protection Committee and linked public protection groups Violence Against Women Partnership and Multi Agency Public Protection Arrangements.</p>

VISION

Maximise Opportunities And Tackle Inequality To Build A Thriving Highlands For All

Strategic Priorities	<p style="text-align: center;">People</p> <p style="text-align: center;">Enable people to live independently, safe and well within their community</p>	<p style="text-align: center;">Place</p> <p style="text-align: center;">Work in partnership to develop sustainable and resilient local communities</p>	<p style="text-align: center;">Prosperity</p> <p style="text-align: center;">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 to net zero 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>Support communities to maximise opportunities in places from sustainable tourism, culture and heritage, including Gaelic.</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 and attract returners.</p> <p>People across Highland will have improved access to career development opportunities.</p> <p>People in Highland will benefit from maximising our natural capital and attracting investment.</p>

HOIP Delivery Plan – Proposed Actions

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

Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
Employment/ Employability	<ul style="list-style-type: none"> • Develop a joint talent attraction and marketing programme for Highland (internal retention and external attraction) <ul style="list-style-type: none"> ○ Based on the pan-Highland approach, develop sub-regional specific offerings, tailored to suit individual communities e.g. Caithness, Skye and Raasay • 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 • 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. • 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 	<p>Prosperity</p> <ul style="list-style-type: none"> • Young people have access to employment, education, training and recreational opportunities to retain and attract returners. • People across Highland will have improved access to career development opportunities. • People in Highland will benefit from maximising our natural capital and attracting investment. <p>Place</p> <ul style="list-style-type: none"> • Communities in Highland will benefit from being able to access support and services within local places.
Community Wealth Building	<ul style="list-style-type: none"> • Agree a Partnership social value charter for renewables investment • Agree an Employer Charter to promote and support fair work practices and local wealth creation • Create a shared project bank to deliver direct community benefit from procurement activity to communities 	<p>Prosperity</p> <ul style="list-style-type: none"> • Communities in Highland will benefit from embedding community wealth building approaches into partnership activity. • People across Highland will have improved access to career development opportunities. • People in Highland will benefit from maximising our natural capital and attracting investment. <p>Place</p> <ul style="list-style-type: none"> • Highland communities will be strong and resilient and be involved in identifying and delivering deliver local priorities.

Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
Housing	<ul style="list-style-type: none"> • 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 • Identify land for public sector purchase for housing supply • Develop a shared understanding of Housing needs demand across the partnership and mobilise partnership action to identify solutions to meet it including private sector • 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 • Create and promote a community housing development pack to support community led models (e.g. information on demand within communities/finance models) • 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 	<p>Place</p> <ul style="list-style-type: none"> • Depopulation will be tackled by addressing the key barriers to sustaining local communities – housing, transport, childcare. • Communities in Highland will benefit from being able to access support and services within local places. • Highland communities will be strong and resilient and be involved in identifying and delivering local priorities. <p>Prosperity</p> <ul style="list-style-type: none"> • Communities in Highland will benefit from embedding community wealth building approaches into partnership activity. • Our collective use of physical assets will deliver better services, efficiencies and opportunities for communities.
Shared approaches to commissioning	<ul style="list-style-type: none"> • Develop shared approaches for co-commissioning <ul style="list-style-type: none"> ○ Identification of potential areas for co-commissioning ○ Test the approach for one area of business ○ Identification of the resources available to ensure best value 	<p>People</p> <ul style="list-style-type: none"> • Improved access to services and support through the development of co-produced and integrated processes. • People in Highland will benefit from good health and social wellbeing opportunities. • People in Highland will access the right support at the right time through developing a whole system approach. <p>Place</p> <ul style="list-style-type: none"> • Communities in Highland will benefit from being able to access support and services within local places.

Cross-cutting Theme	Action	Delivering Against HOIP Outcomes
Aligning Partnership Practices	<ul style="list-style-type: none"> • 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) • Data and intelligence <ul style="list-style-type: none"> ○ Develop standard quality improvement and assurance methodologies for the partnership • Workforce development/training <ul style="list-style-type: none"> ○ Develop shared CPP induction session for individual agency induction programmes ○ Identifying areas and develop shared training approaches e.g. trauma informed, poverty related practice • 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 • Develop shovel ready projects across key partnership priorities to enable quick responses to national funding opportunities • Develop scorecard/dashboard for data indicators – indicative areas for performance monitoring - Indicative areas for performance: Poverty; Health; Environment; Transport; Housing; Employment 	Supporting all outcomes and delivering on commitments outlined in partnership behaviours