Highland Community Planning Partnership	Agenda Item	9.
Community Planning Board - 28 June 2017	Report No	CPB 10/17

Draft Highland Outcome Improvement Plan

Report on behalf of the HOIP Sub Group

The Board is asked to:

- Note the engagement process and feedback received
- Agree the content and structure of the draft Highland Outcome Improvement Plan:
    - Agree the 5 key outcomes outlined in section 3.3
    - Agree the 4 impact themes outlined in section 3.4
    - Agree the priorities identified within each outcome which can be found on pages 4-8 of the draft Highland Outcome Improvement Plan
- Agree the next steps for consulting on the draft Highland Outcome Improvement Plan
- Agree that partners consider the community engagement feedback and work on developing supporting actions for a 1 year Delivery Plan that would be considered by the Board in October.

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1.   Introduction

1.1   Under the terms of the Community Empowerment Act (2015), each Community Planning Partnership must produce and publish a Local Outcome Improvement Plan (LOIP). It is suggested that in Highland we develop a <u>Highland </u>Outcome Improvement Plan (HOIP). The HOIP is to provide a long term vision for the CPP and will be based on agreed local outcomes and provide a focus for achieving those priorities. The plan should include 10 year outcomes but also 1 year and 3 year milestones/actions to deliver against these outcomes.

1.2   The HOIP is different from previous partnership plans. The Board have previously agreed that the HOIP will be focused and strategic in nature and targeted on activity that requires partnership action. The HOIP will not reflect everything that we do in partnership but will focus on tackling inequality and identifying areas for prevention work.   The HOIP has been and will continue to be developed through active participation by communities and community bodies.

1.3   At the beginning of the year work was undertaken to review partner activity, previous engagement work with communities and undertake further engagement with third sector organisations in order to identify key themes which would focus on tackling inequality and prevention. 5 key outcomes emerged from this work and met the tests ensuring that they were strategic, requiring partnership action, long term and focused on inequality and prevention. These outcomes were:

- Poverty – More people in Highland will live a life free from the experience of poverty

- Mental Health and Wellbeing – People in Highland will benefit from good mental health and wellbeing
- Transport – Fewer people in Highland experience transport s a barrier to accessing opportunities
- Engagement – People in Highland will be more involved in decisions that affect their lives
- Community Safety – People in Highland will benefit from living in stronger, safer and more resilient communities.

1.4   At the Board meeting on 15 March 2017, the Board agreed to use these key outcomes to engage with communities on the development of the HOIP. Engagement would consider whether the outcomes were the right ones for Highland but also identify potential areas for action. Listening to communities on what is important to them would be crucial to developing an effective HOIP.

1.5   This report summarises the engagement process and feedback received and introduces a draft HOIP for the Board to consider based on this feedback. The draft HOIP is a strategic document outlining the key 10 year outcomes and supporting priority areas which have been developed following community engagement. The Board is asked to consider and agree the content of the draft HOIP and the next steps in taking this forward.

2.   Engagement on developing the draft HOIP
2.1   Between April and June 2017, 11 engagement workshops were held across Highland. Drawing together community groups, third sector organisations and representatives from public sector bodies, these workshops asked participants to consider the draft outcomes agreed by the Board, what other potential outcomes should be considered and what areas for action could support the delivery of these outcomes. Listening underpinned each of the workshops, to ensure that the HOIP is reflective of the needs of communities. 150 individuals participated in the workshops over the period, most from third sector organisations.

2.2   Alongside the workshops, a survey was distributed across the CPP network. This too sought views on the appropriateness of the proposed outcomes, the experience of people within communities and what actions could support the achievement of these outcomes. 264 people have completed the survey to date. The survey is still open as the information collated through this will support the development of actions.

2.3   Other agency specific work has also set to explore views on the outcomes and potential priority areas within these. This has included the Third Sector Interface annual conference, the Third Sector Assembly and a session with Highland Council elected members.

2.4   Whilst this engagement process has focused on the development of the HOIP, feedback has emphasised the need to ensure that there is ongoing dialogue with our communities about the HOIP and the priorities within it. It will be important to demonstrate to communities that this is a new approach and direction and that the Partnership delivers on its commitments.

3.   Feedback
3.1   A report for each of the engagement workshops is available on the CPP website,

including an overall summary report. Initial analysis has been completed on the survey results to date and a report summarising the findings from this will be available on the CPP website once completed.

3.2 **_Outcomes_**
Overall the feedback from the engagement process on the HOIP has confirmed support for the five proposed themes which the partnership is drawing on to articulate the outcomes. Some additional suggestions were made including social isolation, the environment, housing and employment however people felt that these did not necessarily need to replace the proposed outcomes. Reviewing the feedback these additional issues could be picked up within the themes already proposed or be a cross cutting theme. For example it is suggested that employment and employability become one of 4 cross-cutting themes which acknowledges their importance in achieving all of the outcomes. Based on feedback received, there is also a recommendation to amend the 'Transport' outcome to 'Infrastructure'. This is to recognise the strength of feeling about the importance of digital connectivity both in terms of alternatives to transport and the wider impact of digital access.

3.3 It is therefore recommended that we have five overarching outcomes for the HOIP. These are:

Poverty Reduction
More people in Highland will live a life free from the experience of poverty

Community Participation and Dialogue
People in Highland will be more involved in decisions that affect their lives

Infrastructure
Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities

Community Safety and Resilience
People in Highland will benefit from living in stronger, safer and more resilient communities

Mental Health and Wellbeing
People in Highland will benefit from good mental health and wellbeing

3.4 These key outcomes would be supported by 4 cross-cutting themes and actions related to these areas would support the delivery of all key outcomes. The proposed cross-cutting themes are:
Equality
Digital Connectivity
Community Investment and Development
Employment, Employability and Skills Development

3.5 **_Priorities_**
Feedback from the engagement process highlighted a range of issues and areas which people reported would support the delivery of the overarching outcomes. Some suggested specific activities whilst other suggestions related to general areas for potential action. Many of the areas suggested through the engagement

process place communities at the heart of the solution or activity and propose a partnership approach.

3.6 The HOIP sub-group have considered the feedback received and based upon this are proposing that for each outcome, there are three or four priority areas from which individual actions can be developed. The suggested priorities identified within the draft HOIP do not currently represent all the potential areas suggested. However, as previously discussed, it is important that the HOIP is focused on a few priorities and targets areas that require Partnership action. The HOIP also needs to be a live document and so will require to be reviewed and updated annually. This will provide an opportunity to revise and update priority areas as progress is made.

3.7 *Delivery Plan*
The draft HOIP presented to the Board provides the overall structure and 10 year vision for the Partnership. It has identified key outcomes for the Partnership to focus on and priorities within each of these, which would support delivering the outcomes. To support the delivery of the HOIP, it is recommended that a Delivery Plan be developed which would contain the actions and monitoring information required. The Delivery Plan would be reported regularly to the Board to ensure progress is being made including an annual report. A draft of what this delivery plan could look like can be found at appendix 2. Consideration is also required on how best to report back to communities, ensuring accountability for delivery of the HOIP to our communities.

3.8 Once the overarching structure is agreed, work can then then take place, utilising the information collated as part of the engagement activity, to identify potential actions against the priority areas. These actions will be short term (1 year) and medium term (3 years) as specified in the guidance from the Scottish Government.

3.9 The HOIP will need to be reviewed on an annual basis to reflect on progress and update the short term actions. This will ensure that the plan is a live document and also ensure that the appropriate connections are made between it and the plans developed at a Community Partnership level.

4. Next Steps
4.1 The guidance on developing an Outcome Improvement Plan requires CPPs to formally consult on their draft plan. Following agreement, it is proposed that the draft plan goes out for formal consultation from the middle of July until the middle of September. This would enable community groups, partner organisations and the wider Highland community to consider the draft and provide comments on it. Following consultation, a final draft would be considered by the Board at its meeting on 4 October 2017. Each CPP's Outcome Improvement Plan needs to be with the Government by the beginning of October and so this would meet the required timescales.

4.2 It is proposed that the public facing consultation takes the form of a survey that we can share across and within our networks. It will be critical to engage with key advocacy and representative groups to ensure that the views of vulnerable and under-represented sectors of our population have their voice heard. Each partner organisation will also have their own internal process that they wish to progress.

4.3   Alongside the formal consultation period, it will be important for partners to reflect on the feedback from the engagement process and consider what potential actions may be included within the Delivery Plan. This can also be informed by the feedback received during the consultation period. It is recommended that a 1 year Delivery Plan is considered by the Board alongside the final draft HOIP in October. This would ensure that the Partnership has a focus for the first year of the HOIP whilst recognising the iterative nature of the HOIP and the need for regular review. This will also help to ensure that the appropriate linkages are made between the plans of Community Partnerships and the strategic HOIP.

4.4   The HOIP is a significant departure from previous Partnership plans. It is more targeted, is focused on Partnership actions and crucially has been developed along with and reflects the views of our communities. It is important to ensure that communities continue to be engaged in the work of the Partnership. This will require the Partnership to develop mechanisms to continually engage our communities to inform development of priorities and contribute to the delivery plan through a co-production approach.

Appendix 1: Draft Highland Outcome Improvement Plan

Appendix 2: Delivery Plan Example

The Highland Outcome Improvement Plan

2017 - 2027

DRAFT

The Highland Community Planning Partnership

The Highland Community Planning Partnership (CPP) brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes. The Partnership works at a Highland level but also at a local level through our 9 Community Partnerships which are located across the area.

Empowering Communities

The Community Empowerment (Scotland) Act, commits Community Planning Partnerships to working more closely with communities to ensure that the outcomes delivered, reflect the needs of the communities each partnership represents. Each CPP is tasked with ensuring communities are engaged and involved in developing and defining the priorities of the Partnership.

What is the HOIP?

One task of the CPP is to develop an Outcome Improvement Plan for Highland – the HOIP. This plan needs to set out what the Partnership is going to do to tackle inequalities and focus on prevention within its area.

The Plan will not set out everything that the Partnership do together but will focus on addressing the needs of the most vulnerable.

The HOIP will focus on 5 long term outcomes the Partnership intends to work on together – it is not about what each organisation does individually, but activity that partners work on together.

Developing the HOIP

The Highland Outcome Improvement Plan has been drawn together following discussion and engagement with communities and partner organisations.

Following initial identification of potential priority outcomes, work has been ongoing through community workshops, surveys and other forums to hear from communities and other stakeholders about whether those initial priority outcomes are right and what action should be taken to deliver on them.

This work has produced a draft Highland Outcome Improvement Plan which is now available for consultation. (To be updated following formal consultation).

Highland Outcome Improvement Plan 2017 - 2027 - Overview

Our Purpose	Our Vision	Our Values
To work together to reduce inequality within Highland communities	Together Creating Better Outcomes for Our Communities	Respect Accountability Inclusive & Relevant

2027 Outcomes

Poverty Reduction	Community Particpation & Dialogue	Infrastructure	Community Safety & Resilience	Mental Health & Wellbeing
More people in Highland will live a life free from the experience of poverty	People in Highland will be more involved in decisions that affect their lives	Fewer people in Highland experience transport or digitial connectivity as a barrier to accessing opportunities	People in Highland will benefit from living in stronger, safer and more resilient communities	People in Highland will benefit from good mental health and wellbeing

Priorities

Living Wage & Seasonal Employment	Doing It Differently	Community Transport Investment & Support	Digital Safety & Awareness	Early Education, Prevention & Personal Resilience
Financial Education & Advice	Building Relationships & Trust	Better Awareness & Co-ordination of Public Transport	Community Led Action; Resilience, Inclusion, Response	Tackling stigma & Employers Attitudes
Affordable Housing & Childcare	Listen & Act	Developing the market and private support/sponsorship	Collaborative Training	Collaborative Planning & Response
Reducing Fuel Poverty		Digital Inclusion/Alternative	Information Sharing & Collaborative Approach	Inclusion Intervention & Peer Support

Cross-cutting Impact Themes

Employability, Employment & Skills Development

Community Investment & Development

Digital Connectivity

Equality

POVERTY REDUCTION
More people in Highland will live a life free from the experience of poverty

"UK poverty is real, costly and harmful. Millions of people, many of them in a working family, are struggling to make ends meet." – The Joseph Rowntree Foundation (JRF), 2016

The JRF define poverty as 'when someone's resources, mainly material resources, are well below those required to meet their minimum needs, including participation in society.'[1] Nationally within Scotland the Scottish Government estimated that in 2015-16 880,000 people (17% of the population) were living in poverty; up from the previous year. Overall it is estimated that 19% of young people in Scotland live in poverty, demonstrating that the impacts of poverty are disproportionately felt on the young.[2]

Initial engagement across the CPP and our communities has highlighted several areas that the CPP can start to work on with a view to eradicating poverty in the region. They are not within themselves a fully comprehensive solution but represent an initial focus to build upon and which supports the existing work of partner organisations.

- Living Wage & Seasonal Employment

  Wages in Highland particularly those in remote and rural communities are below the equivalent of the national living wage. This, combined in some areas with an overreliance on employment that is, by nature, seasonal, contributes to 'in work poverty'. Tackling underemployment and diversifying the economy for those communities most impacted by seasonal employment are identified areas for action.

- Financial Education & Advice

  Engagement has highlighted the need to do more to prepare people to manage their household incomes. This should focus on training and awareness-raising in order to reduce poor financial management which can lead to debt and poverty at key life stages and changes.

- Affordable Housing & Childcare
  Affordable housing and childcare are significant factors in the cost of living in Highland. The lack of affordable housing impacts on the sustainability of communities and their ability to retain or attract the professionals and skill sets needed. For those households working or looking for work access to affordable childcare is necessary in order to remain economically active or enter work as these costs have the potential to neutralise the benefits of work.

- Reducing Fuel Poverty
  With recent increases in fuel poverty in Highland work needs to continue to ensure that the unique challenges which Highland households face don't disadvantage them further.

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[1] Joseph Rowntree Foundation, *UK Poverty: Causes, Costs and Solutions*, September 2016; https://www.jrf.org.uk/report/uk-poverty-causes-costs-and-solutions
[2] Scottish Government

COMMUNITY PARTICIPATION AND DIALOGUE
People in Highland will be more involved in decisions that affect their lives

"… significant investment and energy is also going to be needed to rebuild the eroded capacity and confidence of communities to participate effectively, particularly amongst those that are furthest from decisions at the moment,…" – Effective Democracy: Reconnecting with Communities, 2014

In 2014 the Commission on Strengthening Local Democracy published their final report and within that they endorsed the idea of citizens being directly involved in their local services.[3] In 2015 the Scottish Government passed the Community Empowerment Act which actively gave communities the power to participate in the work of public sector agencies to deliver better outcomes for those communities.

Despite this increasing recognition that people experience better outcomes when they are directly involved in making the decisions about things which impact on them and their communities, there is still a significant amount of work to be done in realising this vision of public participation.

- Doing It Differently
  We need to recognise that no one approach suits every community or every group within a community. The current way of 'consulting' communities isn't really working and we need to be open to changing our approach, doing things in different ways with more creativity. It should be engaging wherever possible and with a focus on quality of participation rather than quantity. Working with communities to design engagement opportunities would support this approach.

- Building Relationships and Trust
  There is a need to renew the relationship between public sector agencies and communities – that means that both groups need to be prepared for change, honest exchange (even when its being clear about what can or can't be done and might not be popular) and working on a lasting relationship built on the principle of regular dialogue.

- Listen and Act
  Too often people feel that the engagement public sector agencies do is 'lip service'. It is difficult for those who do participate to understand what impact their participation has made. This needs to change and people need to know what the timescales are for action following any engagement activity. There needs to be a clear feedback loop which explains what action has been taking following that participation and what action won't be taken and why.

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[3] Effective Democracy: Reconnecting with Communities, The Commission on Strengthening Local Democracy, 2014; http://www.localdemocracy.info/news/

INFRASTRUCTURE
Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities

"For the past 8 years I have worked intensively with people with learning disabilities, autism and mental health issues to try and help them with their health, happiness and quality of life. Transport problems are one of the primary barriers that these clients face, and one that all services 'pass the buck' on because it's too logistically difficult and/or financially expensive to tackle in a rural area. As a result people are trapped at home. " – Participant, CPP Survey, 2017

Without a doubt access to, the cost and reliability of transportation in Highland is one of the biggest issues our communities have highlighted. Lack of transport is also identified as a barrier within two other HOIP outcomes; Poverty Reduction and Mental Health and Wellbeing. Communities openly acknowledged that the difficulty with transport is the complexity of resolving these issues and while it is appreciated that there can be no one solution it is important that the CPP considers what it can do in relation to alleviating the negative impacts which arrive from problems associated with Transport.

- Better Awareness and Co-ordination of Public Transport
  Existing timetable information is often inaccessible to those who are most dependant on public transport options. The timetabling of public transport is generally done without consultation or engagement with communities and impacts in a range of ways including getting crucial services to 'link up'.

- Developing The Market
  Some areas in Highland would benefit from more transport options, which actually meet the community's needs. In addition the cost of transport is prohibitive for some for work and leisure and the options limited. Opportunities to explore include working with private companies and large traders in Highland to look at funding or sustaining improvements to community led transport options.

- Community Transport Investment/Support
  Community Transport provides an essential service to many people in our communities, operating at times as a spine for other services to branch from. There is not necessarily universal access to community transport and at times it is restrained by funding rules or sustainability problems. There are opportunities to review the current investment and support structures around community transport in Highland.

- Digital inclusion/alternatives
  There is a need to ensure all communities benefit from access to high speed broadband and telephone networks in order to support employment, leisure and sustainable communities. The digital agenda can support alternatives to in person appointments and access to services which would avoid transport costs.

COMMUNITY SAFETY and RESILIENCE
People in Highland will benefit from living in stronger, safer and more resilient communities

"We believe people are safer when they know more about the risks they face and have the capacity and resilience to help themselves…..A common understanding between agencies and communities of local priorities will allow for better integration of plans, co-production and coordination of services to target prevention activity where it will be most effective. We will therefore increasingly deliver our broad prevention work as part of local multi agency action teams." – Scottish Fire and Rescue Service Strategic Plan 2017 - 2020

Community safety and resilience can include a broad area of activity from reducing the likelihood of criminal activity, emergency planning and the ability of the community to sustain and deliver its own activity. This particular outcome focuses on keeping our most vulnerable people in safe and what their community and the wider partnership can do to support this.

- Community Led Action; Resilience/Inclusion/Response
  There is support from communities across Highland to increase their collective resilience and the resilience of people living within that community. Stronger partnerships between the CPP and communities will enable communities to build appropriate responses to the risks that are particular to them.

- Collaborative Training
  Opportunities to share training across agencies, sectors and communities will help to strengthen support, delivery and co-operation.

- Information Sharing and Collaborative Approaches
  More can be done to share information across our public sector agencies where doing so would help to reduce the impact of an individual's vulnerabilities. Working with communities will help identify where people who are most likely to need support are and will assist to direct the right support and services.

- Digital Safety and Awareness
  With all the advantages of digital technology there remains concern about the lack of awareness around how to maintain personal and family safety when using it.   Training and awareness-can be used to improve safety without creating unnecessary fear.

"Mental health… is a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community." (World Health Organisation, 2001)

Resilience – as in "being able to cope with the normal stress of life" – is an important component of most definitions of mental wellbeing, and is relevant for preventing mental illness. It covers the personal attributes and capacities that are known to increase happiness both in self and others[4].

Many people in Scotland enjoy good mental health. There have been no significant changes to levels of wellbeing, for men or women, since 2008. However, in spite of this, around one in ten adults (9%) had two or more symptoms of depression.[4] Furthermore, although we have made excellent progress in reducing the rates of suicide in Scotland, it continues to be a leading cause of death among people aged 15–34 years.[5]

"In Scotland, children and young people (under 19 years old) who are more socio-economically deprived are significantly more likely to experience many types of mental health problems, except for common mental health problems (only measured for those aged 16-19), and alcohol dependency " – Mental Health in Scotland: Fundamental Facts 2016, Mental Health Foundation

Promoting the mental wellbeing of all is therefore an important approach to preventing inequality[7].

- Early Education, Prevention and Personal Resilience
  Raising awareness across the population and opportunities to educate about mental health are important to build personal resilience and promote good mental wellbeing.   A preventative approach is essential combined with building a broader understanding of mental wellbeing.

- Tackling Stigma and Employers attitudes
  Stigma is a contributing factor to the inequality that people can experience because they have mental ill health and their willingness/ability to access support. Employer's attitudes were specifically highlighted as creating a barrier to employment and exacerbating inequality.

- Collaborative Planning and Response
  A stronger collaborative approach across the public, third and independent sectors will help to more effectively meet needs and support people with mental ill health in communities.

- Inclusion, Intervention and Peer Support
  Activities which encourage participation, social inclusion and purpose all support improved mental health and wellbeing. Peer support, learning and collective action within communities provide a key part to supporting recovery and early intervention.

[4]http://www.healthscotland.scot/media/1091/good-mental-health-for-all-feb-2016.pdf

[5] Scottish Government. *Scottish Health Survey 2013 – Volume 1 Main Report*. www.gov.scot/Resource/0046/00464858.pdf (accessed 19 March 2015).

[6] The Scottish Public Health Observatory. *Suicide Statistics for Scotland. Update of trends to 2013*. Edinburgh: ISD Scotland; 2013.

[7]http://www.fph.org.uk/concepts_of_mental_and_social_wellbeing

HOW WE WILL DELIVER

The HOIP is a ten year vision for the Highlands which will look at long term outcomes in order to reduce inequality and focus on prevention. In order to deliver against these outcomes, initial areas for action have been identified and one and three year milestones will provide focus and evidence toward achieving these goals. These milestones will be captured through a delivery plan which we will keep under review. New milestones will take the place of those we complete to ensure the plan is current and remains meaningful for communities.

We will demonstrate progress in the following ways:

- Establishing a delivery plan;
  - Agree 1 and 3 year actions to support achieving the 10 year vision;
  - Agree roles and responsibilities against each action
  - Agree key performance indicators and targets

- Monitoring and reporting progress annually to the Community Panning Partnership Board and through individual partners' governance arrangements;

- Quarterly reports to the Community Planning Partnership Board

- Each partner integrates the themes, commitments and actions of the HOIP into their strategic plans where appropriate;

- Annual review of the HOIP in order to update milestones and actions as required.

HOIP Delivery Plan Example - DRAFT

Theme	Priority	Short Term Actions (1 year)	Medium Term Actions (3 year)	Measures of Success	Lead Partner
POVERTY REDUCTION **More people in Highland will live a life free from the experience of poverty**	Living Wage & Seasonal Employment				
	Financial Education & Advice				
	Affordable Housing & Childcare				
	Reducing Fuel Poverty				