

Agenda Item	20
Report No	HC/35/17

HIGHLAND COUNCIL

Committee: The Highland Council

Date: 7 September 2017

Report Title: **Highland Outcome Improvement Plan – Consultation**

Report By: Acting Head of Policy

1. Purpose/Executive Summary

- 1.1 The Community Empowerment Act (2015) placed a new duty on Community Planning Partnerships (CPP) to produce and publish a Local Outcome Improvement Plan. In Highland, the *Highland* Outcome Improvement Plan (HOIP) will provide a long term vision for the Community Planning Partnership. It has been 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 is done in partnership but will focus on tackling inequality and identifying areas for prevention work.
- 1.2 A draft HOIP has been produced by the CPP following engagement with communities and organisations across Highland. This document is now subject to a period of formal consultation and Members are asked for their views as part of this consultation process.
- 1.3 When reviewing the draft HOIP, Members are asked to consider the following:
- Does the plan identify the main risks, challenges and opportunities around tackling inequalities in Highland over the next 10 years?
 - Are the 5 key outcomes are the right ones to address inequality?
 - Are the cross-cutting themes the right ones to support delivery of the outcomes?
 - Are the priorities initially identified for action, the right areas in which to focus?

2. Recommendations

- 2.1 Members are asked to:
- Consider and comment on the draft Highland Outcome Improvement Plan as part of the Community Planning Partnership's consultation process.

3. Background

- 3.1 The Community Empowerment Act (2015) placed a new duty on Community Planning Partnerships (CPP) to produce and publish a Local Outcome Improvement Plan (LOIP). The LOIP will replace the current Single Outcome Agreement in each CPP area. Each LOIP will provide a vision and focus for the delivery of public services at a local level. It will be evidence based and be developed through the activity participation of communities and community bodies. Whilst the LOIP must be developed through the involvement with communities, there must be a separate period of formal consultation on the draft document.
- 3.2 It has been agreed by the CPP Board that in Highland a Highland Outcome Improvement Plan (HOIP) will be developed. 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
- 3.3 The HOIP is different from previous partnership plans. The CPP Board 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 the active participation of communities and community bodies.
- 3.4 Each CPP must have their LOIP in place by the beginning of October 2017.

4. Developing the HOIP

- 4.1 Early in 2017, 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:
- 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 as 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.
- 4.2 The CPP 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.
- 4.3 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. 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. The feedback reports for each engagement workshop and the survey can be found here: www.highlandcpp.org.uk/hoip

4.4 Other agency specific work has also set to explore views on the outcomes and potential priority areas within these and this included a session with Highland Council Elected Members during June 2017.

4.5 Based upon the information gathered, a draft HOIP was developed and considered by the CPP Board in June 2017. Following this a version was agreed for formal consultation. The draft document accompanies this report.

5. The Draft HOIP

5.1 The draft HOIP has been structured to contain several key elements:

- Key outcomes
- Supporting cross-cutting themes
- Priorities for action
- Delivery Plan

The following provides a summary of each of the elements of the document.

5.2 **Key Outcomes**

The draft HOIP focuses on 5 key outcomes:

- 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

5.3 **Cross-Cutting Themes**

These outcomes are supported by 4 cross-cutting themes, which are critical to the delivery of all 5 key outcomes:

- Employability, employment and skills development – recognising the importance of providing economic opportunities to communities as a way of addressing inequality
- Community Investment and development – promoting inclusion and building strong communities

- Digital connectivity – ensuring communities have access to digital forms of communication providing economic opportunities locally but also improved access to services
- Equality – recognising that certain groups within our communities are more likely to experience inequality than others.

5.4 **Priorities**

Feedback from the engagement process highlighted a range of issues and areas which people reported would support the delivery of the key outcomes. Based upon this feedback three or four priority areas have been suggested to support the delivery of each key outcome. Many of the areas suggested through the engagement process place communities at the heart of the solution or activity and propose a partnership approach.

5.5 **Delivery Plan**

The draft HOIP provides the overall structure and 10 year vision for the Partnership. It identifies 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 has been agreed by the CPP Board that a Delivery Plan would be developed which would contain the actions and monitoring information required.

5.6 The HOIP will need to be reviewed on an annual basis to report 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.

6. **Next Steps**

6.1 The draft HOIP is currently out for consultation, seeking views on its direction, content and structure from communities, community organisations and partner organisations. As part of this process, Members are asked for their views on the draft plan. Members have been asked for their views individually but this is now an opportunity for the Council to provide feedback. Other partner organisations will also be doing this.

6.2 When considering feedback on the draft plan, it is suggested Members consider the following:

- Does the plan identify the main risks, challenges and opportunities around tackling inequalities in Highland over the next 10 years?
- Are the 5 key outcomes are the right ones to address inequality?
- Are the cross-cutting themes the right ones to support delivery of the outcomes?
- Are the priorities initially identified for action, the right areas in which to focus?

All feedback will be considered by the CPP when finalising the HOIP.

7. Implications

7.1 Resource – There are no direct resource implications in setting the strategic priorities for the HOIP. Changes in allocation of existing resources to deliver agreed priorities would be discussed and agreed at a later date through the development of the delivery plan.

Legal - The Council is one of the core partners responsible for leading on Community Planning.

Community (Equality, Poverty and Rural) - The focus of the HOIP is to tackle inequality across Highland. Equality, poverty and rural impact assessments will be undertaken on the final HOIP.

Climate Change/Carbon Clever - There are no Climate Change implications currently identified as part of the plan however one of the priority areas identified is tackling fuel poverty.

Risk – The CPP is required to produce a Local Outcome Improvement Plan as outlined in the Community Empowerment Act. The Council is one of the core partners responsible for leading on Community Planning.

Gaelic - There are no Gaelic implications currently identified.

Designation: Acting Head of Policy

Date: 18-8-17

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Background Papers: Draft Highland Outcome Improvement Plan



Highland

Community Planning Partnership

The Highland Outcome Improvement Plan

Working Together To Reduce Inequalities In Highland

2017—2027



Foreword

We are proud of Highland and the quality of life our region offers the people living here. Not surprisingly, people have told us how important the physical environment of the Highlands is to them, but they have also said that they place a high value on the work of their communities.

Our communities recognise and appreciate the strong record of volunteering and engagement at local level. This provides people living in Highland with access to a wide range of opportunities including community activities and groups.

We have an excellent record on community safety in Highland; people report that they feel safe here and recognise that this is a safe place to live and work .

The Highland Community Planning Partnership (CPP) seeks to build on this strong foundation by bringing together public agencies, third sector organisations and other key community groups. We aim to work with the people of Highland to plan and secure resources where needed for the provision of services which improve outcomes, with a view to reducing inequalities.

The Highland CPP has been tasked with the development of the Highland Outcome Improvement Plan (HOIP). The HOIP outlines our aspirations for Highland and the specific actions we will undertake to deliver them, and has been developed following extensive engagement with communities across Highland.

The HOIP's main ambition is to tackle the issues that lead to inequalities. In doing so, we will make the Highlands a fairer place, so that everyone has the opportunity to enjoy the benefits of our region. We will do this by listening to our communities and working with them to make Highland an even better place to live, work and play.

David Alston
Highland Community Planning Board Chair



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 nine Community Partnerships which are located across the area.



Empowering Communities

The Community Empowerment (Scotland) Act, commits the CPPs 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.

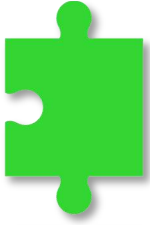


Developing the HOIP

The document has been drawn together following discussion and engagement with Communities, Third Sector and Partner organisations.

We identified a set of potential priority outcomes from past and new discussions between partners and community bodies. We sought the views of local communities and other stakeholders through a series of local community workshops, surveys and other forums and asked if these were the right outcomes 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).



What is the HOIP?

This document sets out the vision, purpose and focus for the Highland CPP from 2017-2027 in order to reduce inequalities in Highland. You can find an illustration of the vision, purpose, values and outcomes we have committed to for that period on page six.

The **five core outcomes** have been chosen and agreed upon with communities. We believe working towards these will have a significant impact on reducing inequalities in Highland.

The second half of this document describes the outcomes in more detail and in particular the **priority areas** for action under each outcome. These priority areas are based entirely on feedback and information received from the community engagement undertaken. Some reflect the opportunities to build on strengths within communities and the wider partnership whilst other priorities focus on doing things differently but together, which will result in a positive impact for our communities. These priorities will be reviewed annually, alongside the activity to support them, to ensure they remain relevant and current.

To support the overall purpose of reducing inequalities, community engagement has also highlighted four **cross-cutting themes** which are important to inform action in most or all of the core themes and their priority areas.

The cross cutting themes are:

- **Employability, employment and skills development** – this recognises the importance of providing economic opportunities to communities as a way of addressing inequality
- **Community investment and development** – this promotes inclusion and builds strong communities
- **Digital connectivity** – ensuring communities have access to digital forms of communication provides economic opportunities locally but also improved access to services
- **Equality** – recognises that certain groups within our communities are more likely to experience inequality than others.

This document will work with and inform a delivery plan which will describe short-term and medium-term milestones against each of the priority areas in order to deliver against the ten year outcomes. The delivery plan will be a 'living document', regularly reviewed and informing the process of accountability back to communities.



Progressing the HOIP

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 Planning Partnership Board, through Community Partnerships and through individual partners' governance arrangements;
- Annual progress updates for Highland Communities and opportunities for community feedback on those updates;
- 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. This review must include seeking the views of communities and the ability to hold the partnership to account.
- Consideration should be taken of local priorities identified within Community Partnerships and how they relate to the strategic HOIP.

Highland Outcome Improvement Plan 2017 - 2027 - Overview

Our Purpose

To work together to reduce inequality within Highland communities

Our Vision

Together Creating Better Outcomes for Our Communities

Our Values

Respect
Accountability
Inclusive & Relevant

2027 Outcomes

<p>Poverty Reduction</p> <p>More people in Highland will live a life free from the experience of poverty</p>	<p>Community Participation & Dialogue</p> <p>People in Highland will be more involved in decisions that affect their lives</p>	<p>Infrastructure</p> <p>Fewer people in Highland experience transport or digital connectivity as a barrier to accessing opportunities</p>	<p>Community Safety & Resilience</p> <p>People in Highland will benefit from living in stronger, safer and more resilient communities</p>	<p>Mental Health & Wellbeing</p> <p>People in Highland will benefit from good mental health and wellbeing</p>
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2017-2020 Priorities

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

Cross-cutting Impact Themes

Cross-cutting Themes





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.’ 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.

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 a fully comprehensive solution but represent an initial focus to build upon and which compliments 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.



Community Participation & 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 which endorsed the idea of citizens being directly involved in their local services. 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.

There is increased 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. The development of the HOIP along with communities has started this process and includes community participation as a core outcome recognises the need to prioritise this within the Partnership.

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, listening to communities about what works for them and doing things in different ways with more creativity. We 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 should 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. This will help to increase participation and engagement. 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.



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. It is appreciated that there can be no one solution, however, 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 depend most on public transport options. The timetabling of public transport is 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 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 face-to-face appointments and access to services which would avoid transport costs.



Community Safety & 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 is a wide ranging issue comprising of both prevention and intervention activities. It includes reducing the likelihood of all types of emergencies occurring, reducing the likelihood of criminal activity and having the appropriate plans and models in place to support and deliver the required interventions. Importantly, it is also about providing communities with the skills, guidance, knowledge and confidence to improve self-sufficiency and to become stronger and more resilient.

This outcome focuses on delivering improved community safety and resilience and on keeping the most vulnerable people in our communities safe, including what the community and wider CPP can do to support this.

Community Led Action; Resilience/Inclusion/Response

There is support for 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 to identify the people who are most likely to need support and this will assist in providing or signposting 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 and security when using it. The provision of information and targeted guidance, the delivery of training and appropriate awareness raising can be used to improve safety and security without creating unnecessary fear.



Mental Health & Mental Wellbeing

People in Highland will benefit from good mental health and wellbeing

"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.

Good mental health allows children and young people to develop the resilience to cope with whatever life throws at them, and starting early to promote emotional and social wellbeing is essential to ensuring that the population of Highland are supported to start well, develop well, work well, live well and age well.

Although many people in Scotland enjoy good mental health there has been no significant changes to levels of wellbeing, for men or women, since 2008. 1 in 3 GP appointments relates to a mental health problem. Around one in ten adults (9%) had two or more symptoms of depression with approximately 12% of the population of Scotland using an antidepressant every day. Suicide rates for both men and women are higher in Highland than the Scottish average and suicide in Scotland is three times more likely in those from the most deprived areas when compared to those in the least deprived areas. Poverty is the single biggest driver of poor mental health according to the Scottish Government Mental Health Strategy 2017-21.

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

Early Years, Childhood and Adolescence

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. There is a particular need to consider how this work can be prioritised with young people.

Tackling Stigma and Discrimination

Stigma and discrimination are contributing factors to inequality and are major barriers to full participation in society. Supporting employers and public services to take action to reduce stigma and discrimination can have a significant impact on promoting mental wellbeing.

Working & responding together

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

Participation and Inclusion

Activities which encourage participation, social inclusion and purpose all support improved mental wellbeing. Peer support, learning and collective action within communities promote mental wellbeing. Person centred and equitable services that enable people to have control over their lives and facilitate active involvement will help mobilise personal and community assets and enhance individual experience.

The Highland Outcome Improvement Plan (HOIP) has been produced by the Highland Community Planning Partnership (CPP). If you require a copy of this plan in an alternative format please contact the Highland CPP by emailing admin@highlandcpp.org.uk or calling **01463 702006**



www.highlandcpp.org.uk