

# The Highland Council

Agenda Item	9.
Report No	CP/10/25

**Committee:** Communities and Place

**Date:** 22 May 2025

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

**Report By:** Assistant Chief Executive – Place

## 1 Purpose/Executive Summary

- 1.1 The Highland Outcome Improvement Plan (HOIP) is the strategic plan for the Highland Community Planning Partnership (CPP). A revised HOIP was agreed by the Community Planning Partnership in June 2024. The updated HOIP includes three new strategic priorities: People, Place, and Prosperity, and a series of supporting principles and outcomes aimed at improving the lives and experiences of everyone across the Highland area.
- 1.2 In September 2024, the CPP Board also agreed a 2024–2027 HOIP Delivery Plan and Performance Framework. The Delivery Plan outlines seven cross-cutting themes and their associated actions, while the Performance Framework sets out indicators designed to measure the impact of the HOIP at a population level.
- 1.3 An annual update on progress against the HOIP Delivery Plan will be provided to the Council but it was agreed that six-monthly progress updates would be provided to the Communities and Place Committee. This paper provides a progress update on the work to develop the 2024–2027 HOIP Delivery Plan and Performance Framework and progress against the actions in the Delivery Plan.

## 2 Recommendations

- 2.1 Members are asked to **note**:-
  - i. the HOIP Delivery Plan and Performance Framework which can be found at Appendices 1 and 2;
  - ii. the progress update against the HOIP Delivery Plan; and
  - iii. that the annual progress update on the HOIP will be considered at the Council meeting in October.

### **3 Implications**

- 3.1 **Resource** – There are no new resource implications arising from the report. The revised HOIP is better aligned to the strategic priorities of partner agencies, including the Council’s Delivery Plan and, therefore, enables greater and 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 Outcomes Improvement Plan that must address inequality.
- 3.3 **Risk** - The current financial challenges facing the public and third sectors was a key driver 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)** – There are no health and safety implications arising from this report.
- 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 This is an update report and therefore no impact assessment screening is required.

### **5 Background**

- 5.1 The Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships to produce a Local Outcome Improvement Plan that addresses inequality. The first Highland Outcomes Improvement Plan (HOIP) was agreed in 2017. In September 2023, in response to the changing economic and social environment and the challenges facing Highland communities, the CPP Board agreed to review and refresh the HOIP. A revised HOIP was agreed in June 2024 and a supporting Delivery Plan and Performance Framework in September 2024.

- 5.2 The [2024–2027 HOIP](#) includes an updated vision, three new strategic priorities: People, Place, and Prosperity, and a series of supporting principles and outcomes. The focus for the CPP is on improving the lives and experiences of everyone across the Highland area by realising and maximising opportunities to create thriving communities. This involves enabling people to live independently, safely, and well within sustainable and resilient local communities, and ensuring that both people and places can prosper and thrive economically. The CPP recognises the inequalities that exist in our community and that reducing inequalities will provide more sustainable and resilient communities.
- 5.3 The 2024–2027 HOIP demonstrates the CPP’s commitment to tackling inequalities through delivering services that are proportionate to need, while focusing on intervention and prevention to address the root causes of inequality and help avoid them arising in the first place.
- 5.4 An annual report on progress against the HOIP Delivery Plan will be considered by the Council in October, however it was agreed that a six-monthly update be provided to the Communities and Place Committee. It should be noted that given the alignment between the HOIP and the Council’s Delivery Plan, a number of the actions are also reported to other Strategic Committees over the course of the year.

## 6 2024 – 2027 HOIP Delivery Plan

- 6.1 The HOIP Delivery Plan translates the vision and priorities set out in the HOIP into the actions required to deliver against these. Reviewing and analysing the feedback received from the engagement, alongside statistical evidence, identified seven cross-cutting priority themes for partnership action, which have been developed into the Delivery Plan. Consideration was given to:-
- ensuring the themes were cross-cutting in nature and would deliver against more than one strategic priority (People, Place, Prosperity) and more than one outcome;
  - identifying thematic areas for action where partnership activity could add value; and
  - prioritising to ensure deliverability, recognising the direction of the CPP Board to focus on areas of greatest importance.
- 6.2 The themes and detailed actions agreed by the CPP Board are set out in the Delivery Plan, which can be found at **Appendix 1**. The cross-cutting themes are:-
- **Connecting People and Places:** Actions include developing an operating model for shared spaces and incorporating transport planning. This aligns with the Council’s commitments in the Highland Investment Plan to develop Community, Office, and Depot Pods. The Highland Property Partnership has been re-established to support this work.

- **Whole Families and Community-Based Approaches:** Actions include developing early intervention and preventative approaches and 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 community sustainability.
- **Employment and Employability:** Actions include developing a talent attraction and retention programme, identifying future job opportunities and skills gaps, and a new employability service focusing on young people. A new Partnership Sector Skills Board will be established, with the Highland Employability Partnership central to these actions.
- **Community Wealth Building:** Actions include agreeing on a social value charter for renewables investment, an employer charter, and a shared project bank. A new Community Wealth Building Partnership has been established to support this work.
- **Housing:** Actions include understanding public sector land assets and housing demand, including key worker housing. These actions will form part of the action plan in response to the Highland Housing Challenge.
- **Shared Approaches to Commissioning:** Actions include identifying potential areas for co-commissioning and testing the approach. Aligning resources and shared outcomes will be critical for better resource use and improved service delivery.
- **Aligning Partnership Practices:** Actions include developing quality improvement and assurance methodologies, shared induction programmes, and a shared virtual space for partnership work. These actions aim to strengthen the partnership's collective operations and deliver agreed outcomes.

6.3 For each theme within the Delivery Plan, a set of key elements have been identified, including:-

- Purpose: The aims and outcomes;
- Core Deliverables: The actions to be undertaken;
- Measures of Success: How success will be measured;
- Delivery Mechanism: The partnership group responsible for delivery; and
- Senior Officer Sponsor: The Board Member with lead responsibility for the HOIP theme.

## 7 2024 – 2027 Performance Framework

7.1 Following the CPP Board's agreement of the 2024–2027 HOIP and Delivery Plan, work has been undertaken to create the Delivery Framework to monitor progress and understand the strategic impact of the HOIP. Monitoring the impact of the HOIP is critical. A copy of the Performance Framework can be found at **Appendix 2**. This is an iterative Framework, and indicators may be added as work goes forward. This framework sets out a set of population indicators designed to measure the impact of the HOIP at a population level. The indicators are organised under the three strategic priorities: People, Place, and Prosperity, and can be benchmarked against other partnership areas across Scotland. Progress against this framework will be reported to the CPP Board in September and the Council meeting in October 2025.

## 8 Progress Against the 2024 – 2027 HOIP Delivery Plan

8.1 The following sets out a short summary of some of the progress against the HOIP Delivery Plan priorities:

### 8.2 *Connecting People and Spaces*

- These thematic actions aim to support and deliver against the Highland Investment Plan. A Highland Property Partnership has been created to help align the work of public sector partner's property plans and ensure that there is better use of resources by creating shared and integrated service delivery spaces around offices, depots and community pods. A key aim is that co-location with partners will provide enhanced opportunities for interdisciplinary working and increased access to wider support services to deliver positive outcomes with effective and targeted deployment of resources.
- As reported to Council in [December](#) and [March](#), partners have been involved in the work around developing the Community POD in Dingwall and are involved in the work for Thurso. Work is also being progressed to explore other partnership opportunities for the phase 1 projects.
- Work is progressing on a Partnership Operating Model for SharedSpaces which will be considered at the next meeting of the Highland Property Partnership.
- Work is underway to develop a public sector asset map which is being supported by HUB North.

### 8.3 *Community Wealth Building*

- [Social Value Charter](#) – an update on the progress was provided to both the [Economy and Infrastructure Committee](#) and [CPP Board](#) in February 2025. This highlighted the work to establish the Strategic Fund, which is one of the 9 core deliverables under the Social Value Charter. Work is progressing to create a Strategic Investment Plan which would set out the investment priorities for the Strategic Fund to be overseen by a Strategic Partnership. The Centre for Local Economic Strategies is currently undertaking work to progress this. A Community Wealth Building Partnership has been established to progress this and present governance options for consideration. A further update will be provided to the next Economy and Infrastructure Committee.
- [Community Benefit Project Bank](#) - this was agreed as part of the Council's approach to [Community Benefits from Procurement](#) and is being progressed as a Highland Project Bank which will be available for use by a range of partners in order to provide greater opportunities for communities. Activity is ongoing to develop the online project bank portal. Running parallel to this work, a draft application form has been designed for community groups to submit their requests and will be trialled with community groups in the next month which will help determine the final online design. It is anticipated that the portal will be launched in early Q2 of 2025/26.

#### 8.4 *Whole Family and Community Based Approaches*

- Health Inequalities Framework – A Health Inequalities Short Life Working Group, led by the Director of Public Health, has been established, tasked with identifying a framework for the CPP to monitor and receive up-to-date reporting on health inequalities with the aim of identifying opportunities to improve outcomes for communities both in relation to health inequalities and prevention. The aims of the working group are to:-
  - Identify and Address Health Inequalities: Focus on the root causes of health inequalities as identified within the [Annual Report of the Director of Public Health 2024](#).
  - Promote Collaborative Working: Foster collaboration among various partners, including public sector bodies and third sector organisations, to identify data sources and needs.
  - Enhance Access to Services: Provide evidence to promote equitable access to services and support for all individuals, particularly those in remote and rural areas.

The group aims to report the conclusions of its work to the September CPP Board.

- *Multi-generational Childcare Models* - A range of work is being progressed to increase flexible models of childcare across Highland through the Council's Delivery Plan (Person Centred Portfolio), the Addressing Depopulation Fund and through Highlands and Islands Regional Economic Partnership. An update on the progress of this work was considered at the last [Education Committee](#). Specifically in relation to the Single Care Model, the Steering Group are currently exploring 2 locations for the testing of the pathfinder and plans to start the engagement with communities to implement the pilot in the ground by Spring/Summer.

#### 8.5 *Housing*

Housing was identified in the HOIP as one of a number of core interdependencies that underpins growth and development but also critical in tackling inequality and sustaining communities. The actions within the HOIP were designed to recognise the public partnership elements to supporting addressing the Housing Challenge. Work to date includes:-

- As noted at paragraph 8.2, the Highland Property Partnership is progressing developing a database of all partnership assets, this includes potential land for housing.
- The tender process for developing a new Housing Needs and Demand Assessment is underway. The new assessment is scheduled to complete by the end of the year.
- It has been agreed to re-establish Local Development Forums within local areas to support better understanding and help progress key sites for housing but also better understand local key worker housing needs.
- Through the Regional Economic Partnership Housing group, models to develop and enable community led housing projects are being developed to be piloted later this year.

## 9 General Updates

- 9.1 The structure of the Highland Community Planning Partnership includes various Delivery Groups, Partnerships, Partners, and Groups that collaboratively support and work towards delivering the HOIP. As integral parts of the wider Community Planning structure, they are working towards the shared vision of tackling inequalities and building a thriving Highlands for all. As the implementation of the 2024–2027 Highland Outcome Improvement Plan continues, the structure continues to be reviewed to ensure alignment with the new strategic priorities.
- 9.2 Thematic Delivery Groups were established to deliver against the original HOIP. These have been reviewed to reflect the revised cross-cutting themes within the 2024–2027 HOIP. Delivery Groups are chaired by public sector partners:-
- Mental Health & Wellbeing: NHS Highland - a range of public and third sector partners are involved in this delivery group, which specifically targets actions to improve mental wellbeing, including activities around Active Highland and the Green Health Partnership. This group also oversees the work of the Suicide Prevention Steering group, including specific work on locations of concern.
  - Community Safety & Resilience: Police Scotland/Scottish Fire & Rescue
  - Poverty Reduction: Highland Council – the work of this group is channelled through the Child Poverty Action Report. The latest update was considered at Communities and Place Committee in [November 2024](#) and the 2024/25 update will be considered at this committee in August 2025.
- 9.3 *Annual CPP Conference*  
The latest CPP conference was held at Strathpeffer Pavillion on 25 April 2025. With over 100 delegates from across Highland, the Conference focused on progress against a number of the cross-cutting themes in the HOIP, namely childcare, housing, community wealth building and people and spaces – the Highland Investment Plan. Delegates also heard from the Chief Executive of the Inverness and Cromarty Firth Green Freeport and the Chief Executive Officer from Haventus of the development and investment being made and of realising these opportunities for the Highland area.
- 9.4 *National Self-Assessment Framework*  
The CPP Board has recently taken part in a national self-assessment programme for CPP Boards run by the Improvement Service. This provided an opportunity to consider areas for improvement within the partnership both in terms of improving partnership working and improving outcomes. An improvement plan will be considered at the next CPP Board.
- 9.5 *Partnership Development Team*  
The Partnership Development Team was put in place in May 2023, initially for a period of 2 years. The team is jointly funded by partners. Since that time, it has played an important role in the development of the revised HOIP, supporting the nine Community Partnerships to align their work with the revised HOIP and enabling key activity as part of the HOIP Delivery Plan.

By fostering collaboration and providing strategic guidance, the team ensures that each Community Partnership can identify and pursue its own local priorities and actions. Drawing on knowledge and expertise from across the wider partnership landscape, the team helps to embed the HOIP's shared vision while respecting the needs and aspirations of individual communities. The Community Planning Board recognised the importance of the work of the team and, at its December meeting, agreed that the team should continue in its current form.

## **10 Next Steps**

- 10.1 Looking ahead, the CPP plans to continue engaging with partners and the community to monitor progress and adapt the HOIP as needed to address the priorities and needs of Highland communities. This ongoing engagement will help ensure that the plan remains relevant and effective in addressing the evolving needs of the Highland communities.
- 10.2 Updates on progress against individual HOIP priorities will be reported to the CPP Board on a regular basis, with an annual update coming forward to the September Board meeting. The annual report to Council will therefore follow in October 2025.

Designation: Assistant Chief Executive – Place

Date: 2 May 2025

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

Appendices: Appendix 1 – Delivery Plan  
Appendix 2 – Performance Framework





# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Connecting People and Places

#### PEOPLE

Enable people to live independently, safe and well within their community

#### PLACE

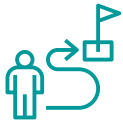
Work in partnership to develop sustainable and resilient local communities

#### PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE

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



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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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



# 2024 - 2027 HOIP DELIVERY PLAN

## PEOPLE

Enable people to live independently, safe and well within their community

## PLACE

Work in partnership to develop sustainable and resilient local communities

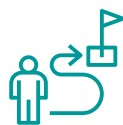
## CROSS-CUTTING THEME



### Whole Family and Community-Based Approaches

## PURPOSE

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



- Developing a framework to support local decision making and action planning on tackling inequalities and prevention.
- Agreeing priorities for joint action and action planning.
- Annual reporting on joint work and inequality metrics across CPP addressing prevention and inequalities.
- Developing multi-generational models to deliver potential childcare solutions.
- Exploring opportunities to maximise natural capital through the built environment lens.

## DELIVERABLES



- Identify priorities for joint action and action planning.
- Develop local decision making and action framework tackling inequalities and prevention.
- Report annually on partnership joint working and inequality metrics. and action planning addressing prevention and inequalities.
- Potential multi-generational childcare model(s) will be developed with the support of Highlands & Islands Regional Economic Partnership, Highland Council and CPP.
- A multi-generational childcare model will be developed and piloted in an identified area of evidenced need and reported on to Highlands & Islands Regional Economic Partnership, Highland Council and CPP.
- Apply a natural capital approach by mapping and quantifying natural capital assets to identify existing provision of benefits and mapping where there is 'demand' for more benefits from nature to identify opportunities which have multiple benefits for both people and nature.

## MEASURES OF SUCCESS



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

SENIOR OFFICER SPONSOR

Fiona Davies,  
NHS Highland

DELIVERY MECHANISM Short Life Working Group(s) / Poverty Reduction Delivery Group



# 2024 - 2027 HOIP DELIVERY PLAN

## 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

## CROSS-CUTTING THEME



### Employment / Employability

## PURPOSE

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

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



## DELIVERABLES

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



## MEASURES OF SUCCESS

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



## DELIVERY MECHANISM

Highland Sector Skills Board /  
Highland Employability Partnership

## SENIOR OFFICER SPONSOR

Kate Lackie,  
Highland Council



# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Community Wealth Building

#### PLACE

Work in partnership to develop sustainable and resilient local communities

#### PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE

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



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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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



# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Housing

## PLACE

Work in partnership to develop sustainable and resilient local communities

## PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE

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



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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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



# 2024 - 2027 HOIP DELIVERY PLAN

## PEOPLE

Enable people to live independently, safe and well within their community

## PLACE

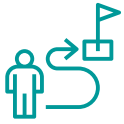
Work in partnership to develop sustainable and resilient local communities

## CROSS-CUTTING THEME



### Shared Approaches to Commissioning

## PURPOSE



Improve and develop shared approaches to commissioning by:

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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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



# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Aligning Partnership Practices: Funding and Joint Opportunities

#### PEOPLE

Enable people to live independently, safe and well within their community

#### PLACE

Work in partnership to develop sustainable and resilient local communities

#### PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE

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



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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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



# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Aligning Partnership Practices: Data & Intelligence

#### PEOPLE

Enable people to live independently, safe and well within their community

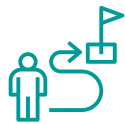
#### PLACE

Work in partnership to develop sustainable and resilient local communities

#### PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE



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

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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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





# 2024 - 2027 HOIP DELIVERY PLAN

## CROSS-CUTTING THEME



### Aligning Partnership Practices: Workforce Development

#### PEOPLE

Enable people to live independently, safe and well within their community

#### PLACE

Work in partnership to develop sustainable and resilient local communities

#### PROSPERITY

Creating opportunities for all people and places to prosper and to thrive economically

## PURPOSE



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

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

## DELIVERABLES



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

## MEASURES OF SUCCESS



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

# HOIP Performance Framework: 2024 - 2027



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd  
**na Gàidhealtachd**

## PEOPLE

Enable people to live independently,  
safe and well within their community

## PLACE

Work in partnership to develop sustainable  
and resilient local communities

## PROSPERITY

Creating opportunities for all people and  
places to prosper and to thrive economically

## PEOPLE

- Decrease emergency hospital admissions per 100,000 population (65 years+)
- Decrease deaths from probable suicide
- Reduce alcohol-specific deaths
- Reduce drug-related deaths
- Increase number of people (65 years+) with long term care needs receiving care at home
- Reduce number of children living in poverty
- Reduce number of households with temporary accommodation
- Increase number of people more active more often
- Increase life expectancy

## PLACE

- Increase net migration
- Increase number of homes built based on Scottish housing investment plan
- Record annual population projection numbers against projected by age group to 2030
- Reduce greenhouse gas emissions per capita
- Decrease rate of recorded crimes for 10,000 population
- Decrease number of serious road traffic collisions and road deaths
- Reduce number of total dwelling fires and fire fatalities

## PROSPERITY

- Increase percentage of people who are economically active
- Reduce number of the working age population who are employment deprived
- Increase employment rate
- Reduce percentage of population (aged 16-64) in receipt of out-of-work benefits
- Increase number of 16-19 year olds participating in education, employment or training
- Increase percentage of school leavers in positive and sustained destinations
- Increase number of apprenticeships
- Increase number of workforce trained in relevant thematic areas related to the HOIP
- Increase average wage rates