	Agenda Item	11.
The Highland Council	Report No	CP/12/25

Committee:	**Communities and Place**
Date:	**22 May 2025**
Report Title:	**Delivery Plan Budget Monitoring & Progress Update Q4 2024-25 – Person Centred Solutions Portfolio – Capacity Building – Community Led Service Delivery**
Report By:	**Assistant Chief Executive - Place**

1	**Purpose/Executive Summary**
1.1	The Delivery Plan 2024-27 consists of 64 projects/programmes, managed through 6 Portfolio Boards. Each project is reported to a relevant committee for consideration and scrutiny in terms of the Portfolio Reporting Cycle agreed at Council on 9 May 2024. Exceptions to this general rule may apply when for example circumstances merit a standalone project/programme report to either committee or council. If exceptions apply this report will signpost to where the relevant reporting can be found.
1.2	The content and structure of the report is intended to:- • assist Member scrutiny and performance management • inform decision making and aid continuous improvement, and • provide transparency and accessibility
1.3	This project is embedded in the Person-Centred Solutions portfolio but works in conjunction with other projects across the delivery plan to support the development of a strong and sustainable third sector able to provide services across the Highlands.
1.4	The project will deliver direct capacity building resource on a thematic basis, in order to build service delivery capacity across the third and community sectors, delivered in partnership with HTSI and other community planning partners. This will support other strands of the Delivery Plan focused on creating stronger and sustainable commissioning frameworks, specifically adult commissioning, early learning and childcare and workforce for the future – tackling inequalities.
2	**Recommendations**
2.1	Members are asked to **scrutinise** and **note** the report, including progress to date and next steps.

3	**Implications**	
3.1	**Resource** – The resource implications are detailed in the report. There are funds totalling £1.2m to direct towards the project.	
3.2	**Legal** - This report contributes to the Council's statutory duties to report performance and secure best value in terms of; Section 1(1)(a) of the Local Government Act 1992, and Section 1 of the Local Government in Scotland Act 2003, respectively.	
3.4	**Risk** – Risk implications associated with the project are detailed in the report. Project/Programme risks are identified via the council risk management process and monitored through the Portfolio Boards.	
3.5	**Health and Safety (risks arising from changes to plant, equipment, process, or people)** – No Implications	
3.6	**Gaelic** - There are no Gaelic implications arising as a direct result of this report.	
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 a monitoring and update report and therefore an impact assessment is not required.	
5	**Person Centred Solutions Portfolio – Capacity Building – Community Led Service Delivery - Background**	
5.1	As part of the Council's Delivery Plan, Community Led Service Delivery is one of projects within the Person-Centred Solutions Portfolio. This 3-year project will oversee the investment of £1.2m allocated to enable community led service delivery. The funding will provide direct capacity building resource on a thematic basis, in order to build service delivery capacity across the third and community sectors, delivered in partnership with HTSI and other community planning partners. It recognises the vital importance of the third sector in service delivery across the Highlands, and the importance of increasing capacity of the sector in some of our critical service areas.	
5.2	This is an enabling project to support other key strands of the Delivery Plan, focused on creating stronger and sustainable commissioning frameworks, specifically adult commissioning, early learning and childcare and workforce for the future – tackling inequalities.	

5.3	Whilst part of the rationale for the project is recognition of the need to increase capacity for service delivery within the third sector, community capacity building can also bring a range of benefits to the third sector and the wider community in Highland, such as:- • Improving the quality and sustainability of services and activities delivered by the third sector, by enhancing their skills, capacity, knowledge, resources, and networks. • Increasing the participation and engagement of people and communities in the third sector, by creating more opportunities and pathways for volunteering, learning, and collaboration. • Strengthening the voice and influence of the third sector and the wider community in policy and decision making, by building their confidence, awareness, and advocacy skills. • Enhancing the resilience and wellbeing of people and communities in Highland, by supporting them to cope with and adapt to change, and to identify and access the support and resources they need. • Creating a more inclusive and cohesive society in Highland, by fostering a culture of mutual respect, trust, and solidarity among people and communities from different backgrounds, cultures, and perspectives.
6	**Overall Project Scope and Status**
6.1	**Overall Project RAG** **Project: Community Led Service Delivery** R ○ A ○ G ● C ○
6.2	There are two key strands to the project and an update on progress is provided below on each.
6.3	**Community Led Service Delivery: Employability** **Delivery Mechanism:** Third Sector Employability Post, hosted by HTSI, and overseen through the Highland Employability Partnership. Commenced January 2025. **Aim**: to support strengthening employment outcomes through improving the capacity, scope and influence of third sector employability provision. **Progress**:- • Engagement with local and national third sector providers to understand the strengths and challenges across Third Sector employability service providers. • Supporting Highland Employability Partnership workstream activity, particularly service redesign which is focused on reviewing mechanisms and models available to support the delivery of employability services, which includes the development of a consortium approach. • Supporting and building capacity amongst third sector groups to progress a new commissioning model. • Supporting and building capacity amongst third sector groups to participate in the framework to support ad hoc service delivery.

6.4	**Community Led Service Delivery: Capacity Building within the Care Sector**
	Delivery Mechanism: Commissioned through Third Sector partner – team to work regionally to provide services such as training, mentoring, networking, advice, funding development, evaluation, and advocacy. The team will operate under these principles:- - Community-led: Responding to community needs and supporting self-led development. - Asset-based: Building on community strengths and accessing new resources. - Collaborative: Partnering with HTSI, partners, and stakeholders. - Flexible: Adapting to changing community needs. - Innovative: Encouraging new ideas and learning from experiences. **Aim:** Develop sustainable care models by supporting the development of increased community resources which can underpin (and be supported by) the use of the 4 Self-directed Support Options to the increase the capacity of adult social care and childcare in specific communities across Highland. The objectives include seeing an increase of early intervention facilities, such as community hubs; new pathways for social care provision through and with the support of community led organisations; and support for the development of intergenerational care sites. **Scope of Project**:- • Build on the NHS community-hub framework to build capacity amongst existing hub providers and potential hub locations to develop sustainable way for people to be looked after and supported in their local area. • Support the third and community sector to develop their understanding, confidence and trust of the Self-Directed Support model as a means of meeting demand and growing capacity. • Support third sector organisations to engage with NHS/Council in a learning approach to test care approaches through the Local Care Model project. **Progress**:- • There has been a delay in moving to commence this project due to underpinning work required to align this with the Local Care Models element of the Shifting the Balance of Care Programme. This has been completed and the scope for the project was agreed in March at the Person-Centred Solutions Portfolio Board. • Governance for the project will be through the Adult Social Care Programme Board. This will ensure that the target areas for activity are aligned with the overall priorities of this programme and deliver the most effective and long-lasting outcomes for communities in Highland. • Identification of initial target areas is almost complete with work intended to commence during Quarter 2.
6.5	A summary of the reporting milestones and risks for the project are set out below.

6.6	Key Milestones & Requests for Change

MILESTONES   **CURRENT STATUS**

Starts Apr24 / Completes Mar25	Community Led: Scope & remit agreed with partners	M12 24/25 Completed
Starts Mar25 / Completes Mar25	Community Led: Governance Board in Place	M12 24/25 Completed
Starts Jun24 / Completes Oct25	Community Led: Employability Framework Commissioning model approved	M12 24/25 Some Slippage
Starts Aug24 / Completes May25	Community Led: Developing QA framework & measurement of intervention impact	M12 24/25 On Target
Starts Apr25 / Completes May25	Community Led: Annual review of progress 2025	
Starts Apr 26 / Completes May26	Community Led: Annual review of progress 2026	
Starts Oct26 / Completes Mar27	Community Led: Project Closure and transfer to BAU	

The milestone related to the Employability Framework is reporting as slippage, but this is due to an error in the original setting of the milestone. The Commissioning model is not due in place until October 2025 and this work is on track to complete within that timescale.

6.7	**Finance** There is not yet any spend against this project. This is due to the initial year of the Employablity work being match funded by Scottish Government monies and that the work on Capcity Building in the Care Sector commencing in year 2. A spending profile update will be provided during the next update.

6.8	

KEY RISKS ASSESSED / RESPONSE   **CURRENT RISK RATING**   **RESPONSE**

KEY RISKS ASSESSED / RESPONSE	CURRENT RISK RATING	RESPONSE
Community Led: Failure to build third and community sector capacity	9	

The rationale for the project is the recognition of the vital role the third and community sectors play in service provision within these areas of service delivery. Sustainable and resilient provision in these service areas is critical to support and sustain our communities and the third sector has a critical role to play in this.

Designation:	Assistant Chief Executive – Place
Date:	7 May 2025
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Background Papers:	None
Appendices:	None