

Agenda Item	5.
Report No	CPPB/9/26



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd

**na Gàidhealtachd**

## Highland Community Planning Partnership Board – 12 June 2026

**Title of report – Partnership Development Team Quarterly Report: March – June 2026**

**Report by – Gail Prince, Partnership Development Manager**

### Report Classification (tick as appropriate):

Strategic Priority:  People  Place  Prosperity

### Cross-Cutting Theme (tick all that apply):

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Connecting People and Places                | <input checked="" type="checkbox"/> Employment / Employability |
| <input checked="" type="checkbox"/> Whole Family and Community-Based Approaches | <input checked="" type="checkbox"/> Housing                    |
| <input checked="" type="checkbox"/> Shared Approaches to Commissioning          | <input checked="" type="checkbox"/> Community Wealth Building  |
| <input checked="" type="checkbox"/> Aligning Partnership Practices              |  |

### Report Purpose (tick as appropriate):

For Noting  For Approval  For Decision  For Comment

### Recommendation(s)

The Board is asked to:

- i) Note the Partnership Development Team's quarterly progress for March to June 2026

### Executive Summary

This report provides an overview of the Partnership Development Team's activity and progress from March to June 2026, supporting delivery of the Highland Outcome Improvement Plan (HOIP) and strengthening community planning across Highland.

During this period, Community Partnerships have continued to develop more thematic, collaborative approaches aligned to local priorities, with particular emphasis on community resilience, health and wellbeing, tackling inequalities, and improving outcomes for young people. Strong progress has been made in enhancing partnership

engagement, strengthening local structures, and increasing coordination across public, private and third-sector partners.

Key areas of focus include development of the 2027–2037 HOIP, delivery of a successful CPP Conference, expansion of communication and engagement approaches, and ongoing support to thematic delivery groups and short-life working groups.

However, risks remain around partner capacity, gaps in Secretariat and Chair roles, and the potential impact on HOIP timelines. Mitigations are in place through targeted support and continued engagement with partners.

## **1. Background**

- 1.1 At the December 2024 CPP Board, members agreed the continuation of the Partnership Officer posts through to May 2027, ensuring stability within the core team and enabling sustained support for Community Partnerships and delivery of the Highland Outcome Improvement Plan.
- 1.2 The Partnership Development Team took up post in June 2023. The team consists of:
  - 1 x full-time Development Manager
  - 2 x full-time Partnership Officers (contracted to May 2027)
  -
- 1.3 The allocation of the nine Community Partnerships in Highland is split across the team with Partnership Officers supporting four each and the Partnership Development Manager supporting one. HIE funding for the Project Officer posts in Caithness and Sutherland ended in March 2025, resulting in increased support from the core team while these Partnerships explore future resourcing options.

## **2. Quarterly Update: March to June 2026**

- 2.1 Community Planning Management and Coordination
  - Ongoing coordination of Community Planning governance and reporting structures across CPP Board, Delivery Groups and Community Partnerships
  - Development and maintenance of consistent processes, including Board reporting cycles and templates
  - Management of the Community Planning section of the Highland Council website in addition to the management of the Highland CPP website, ensuring up-to-date information
  - Oversight of internal and external communications, including Community Briefing distribution (now 800+ subscribers)
  - Support to ensure alignment between strategic priorities, local delivery and national policy expectations
- 2.2 Governance, Strategic Support and Board Development

- CPP Board Development Session – focussing on development of the 2027 – 2037 HOIP taking place Friday 12<sup>th</sup> June 2026.
- Secretariat Gaps – continuing issue; has progressed to include gaps in Chairs also; Partnership Development Manager working with Senior Officers and partners to seek solutions.
- Induction Module – launching week commencing 8<sup>th</sup> June 2026. To be included in Board Induction Pack for circulation to new Board members.
- Partnership Coordinating Group – next meeting will take place August 2026, focus on development of the 2027 – 2037 HOIP.
- 2025 - 2026 CPP Annual Report – call to action for items issued Friday 29<sup>th</sup> May, closing date end of July 2026 ahead of presenting the draft report to the September CPP Board meeting.
- CPP Board Meetings Reporting Schedule 2025/26 – updated, available at Appendix 1.
- 2027–2037 Highland Outcome Improvement Plan (HOIP) – evidence base gathering continuing; target groups and events identification continuing; engagement session planning underway; draft priority themes identified. Engagement Route Map available at Appendix 2.
- Highland Council Communities and Place Committee – 6 month Highland Outcome Improvement Plan update presented May 2026, a copy of the report is available at the following link:  
<https://www.highland.gov.uk/download/meetings/id/86904/11.%2520Highland%2520Outcome%2520Improvement%2520Plan%2520Update>
- Community Briefing – continues to develop with a dedicated e-mail address now and over 800+ subscribers from all sectors and all areas of Highland.

### 2.3 **Community Partnerships – Summary Update**

Community Partnerships across Highland continue to strengthen a more thematic, collaborative approach, aligning activity with local priorities and increasing partner engagement.

Across several areas, community resilience, health and wellbeing, and support for young people are key shared priorities. Partnerships in Lochaber, Badenoch & Strathspey, Mid Ross and Easter Ross are progressing resilience planning, including workshops, knowledge-sharing and improved guidance for communities.

There is also growing recognition of the need for clearer structures and coordinated support, with some areas exploring sub-group or working group models to streamline delivery and avoid duplication.

Young people and prevention-focused work are a strong focus currently, particularly in Inverness and Easter Ross, where thematic sessions and wider partnership activity are linking into work such as Planet Youth and Operation Youth Respect. This is complemented by emerging work on anti-social behaviour and

employability pathways, including targeted discussions in areas such as Nairn & Nairnshire, Badenoch & Strathspey and Caithness.

Health and wellbeing and tackling inequalities remain central, with partnerships supporting initiatives related to poverty, drug and alcohol services and suicide prevention. Work is underway in Caithness and Sutherland to re-establish a Drug and Alcohol Forum, while other areas are considering whether targeted responses or new structures are required.

There is also a continued emphasis on place-based economic opportunities and community wealth building, particularly in areas such as Easter Ross and Skye, Lochalsh and Wester Ross, including partnership events to maximise opportunities from local developments and improve community voice across sectors.

While progress is positive, common challenges include ensuring coordination across emerging groups, managing partner capacity, strengthening data-led decision making, and maintaining a clear focus on delivery and outcomes.

Finally, partnerships are strengthening connectivity and engagement, through initiatives such as transport forums, community conversations and multi-agency events, supporting better coordination between public, private and third-sector partners and improving local responsiveness to community needs.

Overall, Community Partnerships are demonstrating increased maturity, with stronger thematic focus, improved alignment to HOIP priorities, and growing evidence of collaborative action at locality level.

## 2.4 **Community Partnerships – Area Updates**

Across all areas, there is increasing use of thematic approaches and sub-group structures, although consistency of capacity and coordination remains a challenge.

### **Easter Ross**

Easter Ross Community Partnership has adopted a thematic approach, with recent meetings focused on drug and alcohol provision, and opportunities for young people. Sub-groups remain active, with the People group receiving partner inputs and the Place/Prosperity group progressing priorities from the Area Place Plan, including community resilience and wealth building. This work has also led to the establishment of a well-attended Transport Forum involving key regional partners. With thanks to the Chief Executive of Highland Council for attending the most recent meeting, linking with the launch of the Gro For You facility in Tain and potential new opportunities with the new Tain Campus.

### **Inverness**

Inverness Community Partnership has begun delivering themed sessions shaped by partner priorities. The initial focus on supporting young people brought strong

engagement, with future work building on this through a focus on anti-social behaviour. Operation Youth Respect is being aligned with the Partnership to strengthen coordinated responses.

### **Skye, Lochalsh and Wester Ross**

The Partnership has focused on health and wellbeing with significant input from Skye and Lochalsh Council for Voluntary Organisations, including input on community outreach services supporting rural communities. The Partnership led the organisation of the successful Engagement Event at Kishorn Port, convening partners around economic opportunities linked to the developments, with recognition of the need for a coordinated, multi-agency delivery approach.

### **Lochaber**

Lochaber Community Partnership has prioritised community resilience, with well-attended thematic meetings and positive partner feedback. Work is progressing towards a resilience workshop to strengthen local planning and response. More recent discussions have centred on health and wellbeing, supporting improved connections across adult social care services.

### **Badenoch & Strathspey**

The Partnership is focusing on community resilience and employability challenges, particularly the links between childcare, training and access to work. A short-life working group has been established to take this forward. There are also ongoing discussions about introducing a sub-group model to support more efficient partnership working.

### **Caithness**

The Caithness Community Partnership hosted the first, and highly successful, Community Conversation event to showcase local activity and strengthen networks in May. With thanks to Foundation Scotland and the Chief Executive of Highland Council presenting on new and ongoing delivery plans. Work is also underway to potentially re-establish a Drug and Alcohol Forum and to develop a partnership-led response to poverty through a working group.

### **Mid Ross**

Mid Ross continues to build on good practice in community resilience, with a focus on supporting Community Councils to develop plans. Consideration is also being given to the most appropriate approach for addressing drug and alcohol issues, alongside maintaining separate thematic discussions working alongside the delivery of the Area Place Plan rather than a combined sub-group model.

### **Nairn & Nairnshire**

The Partnership is responding to local challenges including anti-social behaviour and suicide prevention. Targeted, working groups may be established if required,

discussions have highlighted the need for improved data sharing and coordinated partner responses, alongside wider work to map health and wellbeing services.

### **Sutherland**

The Sutherland Community Partnership is progressing the implementation of the new sub-group structure which includes Poverty Reduction; Climate Adaptation; Community Wealth Building and Transport and Resilience. Re-establishing a dug and alcohol forum discussions are progressing. The implementation of the Sutherland Pride in Place

### **Cross-Partnership Work**

Across multiple areas, Planet Youth engagement is helping Partnerships to better understand young people's experiences, with emerging local action plans expected to inform future priorities.

## **2.5 2026 Highland Community Planning Partnership Conference**

The 2026 Highland CPP Conference was a highly successful and well-received event. With the highest attendance numbers, 120, and cross-sector representation from the public and third sector from across Highland.

Key strengths included:

- Inspiring and engaging content
- High-quality, relevant speakers
- Strong opportunities for networking and collaboration
- A positive, well-organised environment

Importantly, attendees viewed the conference as:

- A catalyst for future action
- A starting point for continued collaboration
- An opportunity to build stronger partnerships across the region

The conference successfully brought partners together, reinforcing shared priorities and creating momentum for future collaborative work across Highland.

A copy of the Slide deck for those unable to attend can be found at Appendix 3. The Feedback Summary Report can be found at Appendix 4.

## **2.6 Thematic Delivery Groups, Short-Life Working Groups**

- Poverty Reduction Delivery Group - Ongoing secretariat support. Lived Experience Project initiation begun.
- Mental Health & Wellbeing Delivery Group - Continued participation, engagement, and support.
- Community Safety & Resilience Delivery Group - Engagement and input ongoing.

- Health Inequalities Short Life Working Group – Support development of Health Inequalities Indicator Report, transitioning to external engagement for feedback.
- Natural Capital Short-Life Working Group – Secretariat support and support development of pilot activity. Further information can be found at the separate Agenda item.

This work aims to strengthen alignment between strategic priorities and delivery, while providing a clearer route for coordinated partnership action.

## 2.7 **Regional/National Events, Conference and External Engagement**

Engagement at regional and national level continues to position Highland CPP within wider policy and funding discussions, ensuring alignment with national priorities and influencing emerging policy areas.

- Partnership Coordinating Group – focus on Health Inequalities Indicator Report; Safety Links; Community Planning Updates - Induction Module; Conference; 2027 – 2037 Highland Outcome Improvement Plan.
- Shaping the Future of Scotland's National Performance Framework - Community Planning Network event.
- Highland Community Planning Partnership and Scottish Government Place Director – six monthly meeting facilitated – focus on Rural Depopulation; Fuel Poverty; Single Care Model Update; Community Wealth Building Bill.
- Scottish Community Planning Network sessions attend: Spotlight Session: Community Wealth Building and Community Planning.

## 2.8 **Community Planning Improvement Board (CPIB)**

Attached at Appendix 5 is a copy of the Shaping CPIB Priorities paper received March 2026. The paper sets out the CPIB's emerging vision, approach to engagement, and areas of focus that will guide the development of their future work programme. Community Planning Partnerships can feedback reflections on the paper as an opportunity to ensure that CPIB's priorities remain grounded in the realities, strengths and ambitions of CPPs across Scotland.

## 3. **Next Steps**

3.1 The Board are asked to note the following planned next steps:

- 2027 – 2037 HOIP engagement route map - Continued progression of the route map.
- Launch of Induction Module - Rollout of the Community Planning Induction Module across partners, including integration into the Board Induction Pack.
- Preparations for the 2025 - 2026 Annual Report – Gather contributions and draft the Report for consideration at the September CPP Board meeting.
- Strengthening Secretariat and Chair arrangements - Continued work with partners to confirm allocation for each Community Partnership.

## 4. Risks and Mitigations

### 4.1 Secretariat and Chair gaps within Community Partnerships

- Ongoing capacity gaps risk meeting continuity, action tracking, and statutory partner follow-through at locality level.
- Mitigation - Short-term: Provide limited central admin support and deploy a “record & type” arrangement where feasible.
- Mitigation - Medium-term: Partners to confirm Secretariat and Chair support per Partnership.

### 4.2 Variable partner engagement at locality level

- Reduced attendance and slippage on agreed actions risk Community Partnerships becoming discussion-only forums and slowing delivery of priorities.
- Mitigation - Senior Officers to engage internally with regards representatives at a locality level to reinforce importance of partnership activity.

### 4.3 HOIP timeline slippage due to capacity constraints

- Development of the 2027–2037 Highland Outcome Improvement Plan requires sustained coordination and input, partner engagement and facilitation across multiple workstreams.
- Mitigation - It will be important to ensure that all partners to support the process to avoid timeline slippage.

### 4.4 These risks are interconnected and primarily relate to capacity constraints across the system, reinforcing the need for coordinated partner commitment.

## 5. Resource Implications

### 5.1 Financial or staffing

The Partnership Development Team continues to operate within existing staffing resources, with Partnership Officer posts funded through to May 2027. However, increasing gaps in Secretariat and Chair roles across Community Partnerships are putting additional pressures on Officers.

Delivery of key priorities, including HOIP development, is reliant on sustained partner contributions.

Overall, while current activity is being delivered within existing resources, continued progress is dependent on coordinated partner input, addressing capacity gaps, and strengthening shared infrastructure.

### **Impact Assessment**

The activities delivered during this reporting period are expected to have positive impacts on communities across Highland. Support to Community Partnerships, Delivery Groups, and locality-based engagement strengthens participation, improves

access to information, and supports coordinated action for people experiencing inequality. Work on the Health Inequalities Indicator Report and use of national resources further enhances the evidence base for tackling inequalities.

Environmental impacts are neutral, with contributions from the Natural Capital SLWG and Place-based work supporting climate-aligned decision-making.

Resource impacts remain manageable but require sustained partner contributions for events and the development of collaborative tools such as the Shared Virtual Space.

Overall, the work continues to strengthen partnership working, improve local engagement, and support fairer outcomes, with mitigations in place for identified risks.

#### Impact / Outcomes

- Increased partner engagement across Community Partnerships
- Stronger alignment to HOIP priorities at locality level
- Improved cross-sector collaboration
- Enhanced community voice in planning processes
- Increased reach of communications and engagement

#### **Author(s):**

- Gail Prince, Partnership Development Manager, Highland Community Planning Partnership
- CPP Senior Officers

**Date:** 28<sup>th</sup> May 2026

#### **Appendices:**

**Appendix 1:** CPP Board Meetings Reporting Schedule 2025/26

**Appendix 2:** HOIP Engagement Route Map

**Appendix 3:** CPP Conference Slide Deck

**Appendix 4:** CPP Conference Feedback Summary

**Appendix 5:** CPIB Shaping Future Priorities

**CPP Board Meetings Reporting Schedule 2025/26**  
**March; June; September; December**

Report	2025 CPP Board Meeting	2026 CPP Board Meeting	Lead Partner(s)	Additional Committees Report to be presented to	Notes
<b>Highland Alcohol and Drugs Partnership</b> <ul style="list-style-type: none"> <li>Annual Reporting Survey</li> <li>Self-Assessment</li> <li>Annual Report</li> </ul>	June 2025 September 2025 September 2025	<a href="#">September 2026</a> <a href="#">September 2026</a> <a href="#">September 2026</a>	HADP		Every 2 years thereafter
<b>Place Based Framework Annual Report</b>		<b>March 2026</b>	HC	Communities and Place Committee – November 2025	
<b>Community Learning &amp; Development Annual Report</b>	December 2025	<b>December 2026</b>	HC	Education Committee – November 2025	
<b>2024 – 2027 HOIP Annual Report</b>	September 2025	<a href="#">September 2026</a>	All – CPP Senior Officers	Full Council - October 2025 Communities & Place Committee Interim Update – 6 months	Final report for the period September 2027
<b>Contest Board Annual Report</b>	February 2025	<b>March 2026</b>	PS		
<b>Public Protection COG Annual Report</b>	September 2025	<a href="#">September 2026</a>	Chair – currently HC transitioning to Police Scotland	Public Protection COG – September 2025	
<b>Annual Report of the Director of Public Health</b>	June 2025	<b>June 2026</b>	NHS Highland	NHS Highland Board January 2025	
<b>Highland Community Justice Partnership</b> <ul style="list-style-type: none"> <li>Mid-Year Report</li> <li>Annual Report</li> <li>Annual Return</li> </ul>	December 2025 September 2025	<b>June 2026</b> <b>December 2026</b> <a href="#">September 2026</a>	CJP		
<b>Delivery Groups Progress Reports</b>	December 2025	<a href="#">September 2026</a>	HC		



<ul style="list-style-type: none"> <li>Poverty Reduction – Highland Local Child Poverty Action Report Annual Report</li> <li>Mental Health &amp; Wellbeing</li> <li>Community Safety &amp; Resilience</li> </ul>		<p>September 2026</p> <p>September 2026</p>	<p>NHS Highland</p> <p>Police Scotland</p>		To include Active Highland and Green Health Partnership
<p><b>Partnership Development Team</b></p> <ul style="list-style-type: none"> <li>Quarterly Reports</li> <li>Annual Report</li> </ul>	<p>All</p> <p>September 2025</p>	<p>All</p> <p>September 2026</p>			
<p><b>2024 – 2027 HOIP Delivery Plan Progress Reports – Quarterly</b></p> <ul style="list-style-type: none"> <li>CWB including Social Value Charter &amp; Strategic Investment Fund</li> <li>Childcare Innovations</li> <li>Employer Charter</li> <li>Housing</li> <li>Connecting People &amp; Places</li> </ul>	<p>June 2025</p> <p>June 2025</p> <p>December 2025</p> <p>December 2024</p> <p>February 2025</p>	<p>June 2026</p> <p>June 2026</p> <p>December 2026</p> <p>June 2026</p> <p>September 2026</p>	<p>As per Delivery Plan</p>		
<p><b>Short Life Working Groups Progress Reports</b></p> <ul style="list-style-type: none"> <li>Health Inequalities</li> <li>Natural Capital</li> </ul>	<p>June, September &amp; December 2025</p> <p>June 2025</p>	<p>September 2026</p> <p>June 2026</p>	<p>NHS Highland</p> <p>NatureScot</p>		
<p><b>Highland Poverty and Equality Commission</b></p>	<p>September &amp; December 2025</p>	<p>September 2026</p>	<p>HC</p>	<p>Full Council</p>	
<p><b>2027 – 2037 Highland Outcome Improvement Plan</b></p>		<p>September 2026</p> <p>December 2026</p>	<p>All</p>		<p>Launch June 2027</p>
<p><b>Highland Council – Future Operating Model</b></p>		<p>March 2026</p>	<p>HC</p>		<p>Bring to a future meeting – December 2026?</p>
<p><b>Invest Highland - Alison</b></p>		<p>June 2026</p>	<p>HC</p>		
<p><b>Integrated Children’s Services Plan 2026 – 2029 including Child Poverty Action Plan 2026 - 2029</b></p>		<p>June 2026</p>	<p>HC</p>		



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Lived Experience Feasibility Report		September 2026	HC		Phil T added 28/4/26
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## **Draft Engagement Route Map for the 2027–2037 Highland Outcome Improvement Plan (HOIP)**

### **Purpose**

This route map proposes how partners, stakeholders, and communities can be meaningfully involved in shaping the next Highland Outcome Improvement Plan. Its purpose is to ensure that the Plan is grounded in robust evidence, reflects collaborative priorities across the Community Planning Partnership, and supports consistent alignment of strategies, resources, and local action. By setting out a clear engagement timeline, it provides assurance to the Board that the process will be participatory, transparent, and targeted to Highland’s diverse needs.

### **1. Preparation & Foundations (Feb–Apr 2026)**

- Compile evidence base.
- Outline engagement tools: plain-language evidence summary, slide deck, online survey.
- Identify target groups and events.

### **2. Thematic & Partner Engagement (Apr–Jun 2026)**

- Engagement session planning with Board, Delivery Groups, Partners, Partnerships starting at 2026 Conference.
- Analyse evidence base and produce draft priority themes and outcomes under People; Place; Prosperity.

### **3. Locality & Community Engagement (Jun–Sept 2026)**

- Plan Community Partnership engagement sessions.
- Identify opportunities for additional third-sector and community engagement.
- Use Community Briefing to raise awareness and engage.
- Blend digital and face-to-face with clear accessibility routes.
- Organise Board Development session to discuss 2027 – 2037 HOIP

### **4. Drafting the 2027 – 2037 HOIP (Sept–Nov 2026)**

- Draft 2027 – 2037 HOIP with outcomes, indicators, baseline data.
- Develop engagement tool for Community Partnership Community Networking Events.
- Prepare plain-language summary and produce a “Plan on a Page”.

### **5. Board to consider Draft HOIP (Nov 2026)**

### **6. Consultation on Draft 2027 – 2037 HOIP (Nov 2026 – Jan 2027)**

- Arrange locality review sessions with Community Partnerships.
- Identify opportunities for third-sector, business/employer, community consultation.
- Gather feedback evidence.

### **7. Finalisation & Adoption (Jan–Mar 2027)**

- Analyse and incorporate feedback to date
- Draft 2027 – 2037 HOIP and present to CPP Board (March 2027) and other partner governance arrangements as appropriate.
- Continue engagement at regional and locality levels.

### **8. Transition to Delivery (Apr–Jun 2027)**

- Produce final 2027 – 2037 HOIP for approval by CPP Board (June 2027)
- Delivery Groups, Partners, Partnerships review strategies and action plans to align HOIP.
- Community Partnerships review locality priorities and align to HOIP.



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**Appendix 3.**

# 2026 Highland CPP Annual Conference

**COMMUNITY PLANNING  
IN  
PRACTICE**





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## **SARAH COMPTON-BISHOP**

Chair Highland Community Planning Partnership & Chair NHS Highland





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## ACTIVITY:

If we, as a Partnership, could solve just **ONE** inequality in Highland in the next 10 years, what should it be?



<https://www.menti.com>

Code: 7977 0170



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# From Crisis Response to Planned Partnership: Making #TeamHighland the Default

**DEREK BROWN**

Chief Executive



# COMMUNITY PLANNING

## PEOPLE

- Trauma Informed
- Lived Experience
- Preventative
- Right Support Right Time



★ PERSON CENTRED APPROACH ★

## PLACE

- Placed-based
- Sustainable
- Resilient
- Local Decision Making



★ CONNECTED COMMUNITIES ★

## PROSPERITY

- Integrated
- Aligned
- Technology
- Strengthened



★ MAXIMISE OPPORTUNITIES ★

# Highland PLC: Circa £2.5bn per annum



# Response to snow event in Highland

1-12 January 2026

**224**  
**operatives**  
working to deliver  
gritting services



**3,850km**  
of road gritted



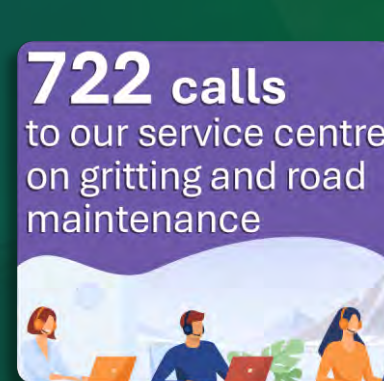
**25,221** hours  
spent delivering  
gritting services



**17,766** tonnes  
of salt laid



**722** calls  
to our service centre  
on gritting and road  
maintenance



Approximately  
**125,000**  
**household bins**  
collected



**8,600+** hours  
of support  
delivered



Contact with  
**2,650**  
**vulnerable people**  
in Caithness,  
Sutherland &  
Easter Ross



**100+** care  
visits supported by  
**Highland 4x4**

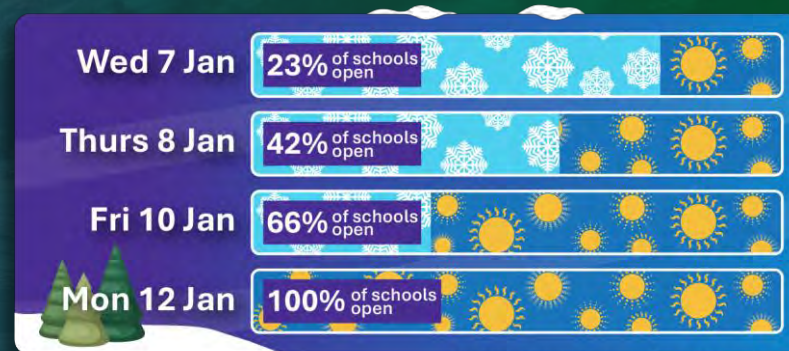


Wed 7 Jan **23%** of schools open

Thurs 8 Jan **42%** of schools open

Fri 10 Jan **66%** of schools open

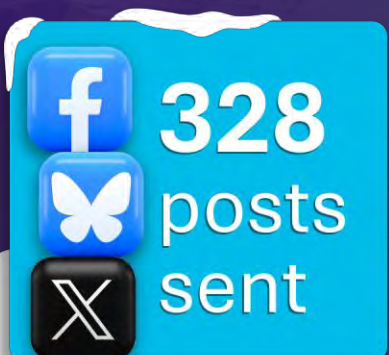
Mon 12 Jan **100%** of schools open



Waste services to  
**9,500**  
**households**  
disrupted



**328**  
posts  
sent



**2,268**  
new  
followers



Reach: **97,853**  
followers



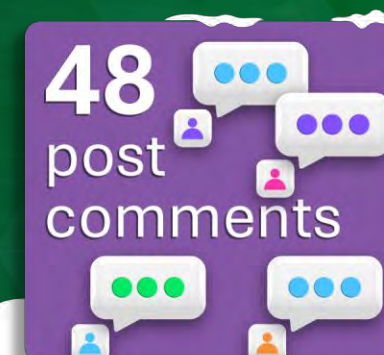
**3.65m**  
views



**168,870**  
likes



**48**  
post  
comments



Highland has the 7<sup>th</sup> highest population of local authorities in Scotland, with the lowest population density at 8 persons per km<sup>2</sup>

1 in 5 children are affected by poverty

65% of people in Highland live in remote rural, accessible rural areas or remote small towns

In 22 years, projected to be 15% less 0–15-year olds in Highland

Projected 70% increase in people aged 75+ in 22 years

2,600 hours per week of unmet care at home need

8,795 children live in low-income households

By 2034, projected 9% fall in working age population in Highland

Highest level of net migration (3,390) in Scotland in 2020-21

24.2% increase in number of dwellings 2001 – 2022, Scotland's 6<sup>th</sup> highest

31% of young people leave school to higher education (Scottish average 41%)

15.9% of young people leave to further education (Scottish Average 25.5%)

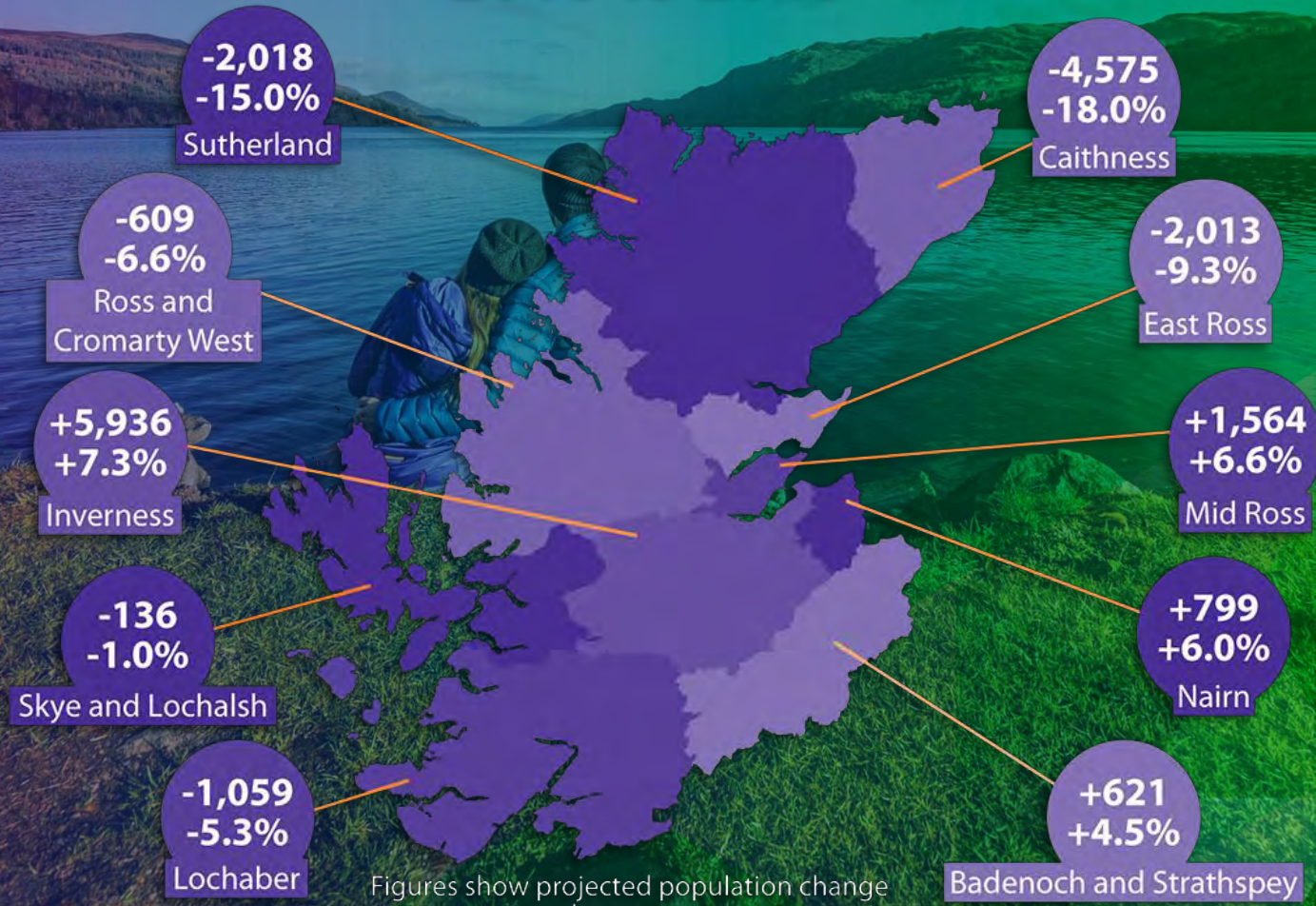
Minimum income required in remote rural areas between 10-30% higher than elsewhere in the UK

44.6% of young people leave school to enter employment (Scottish average = 25.1%)



# Addressing changing population challenges

## Regional area population projections 2018 to 2040



Figures show projected population change and percentage.



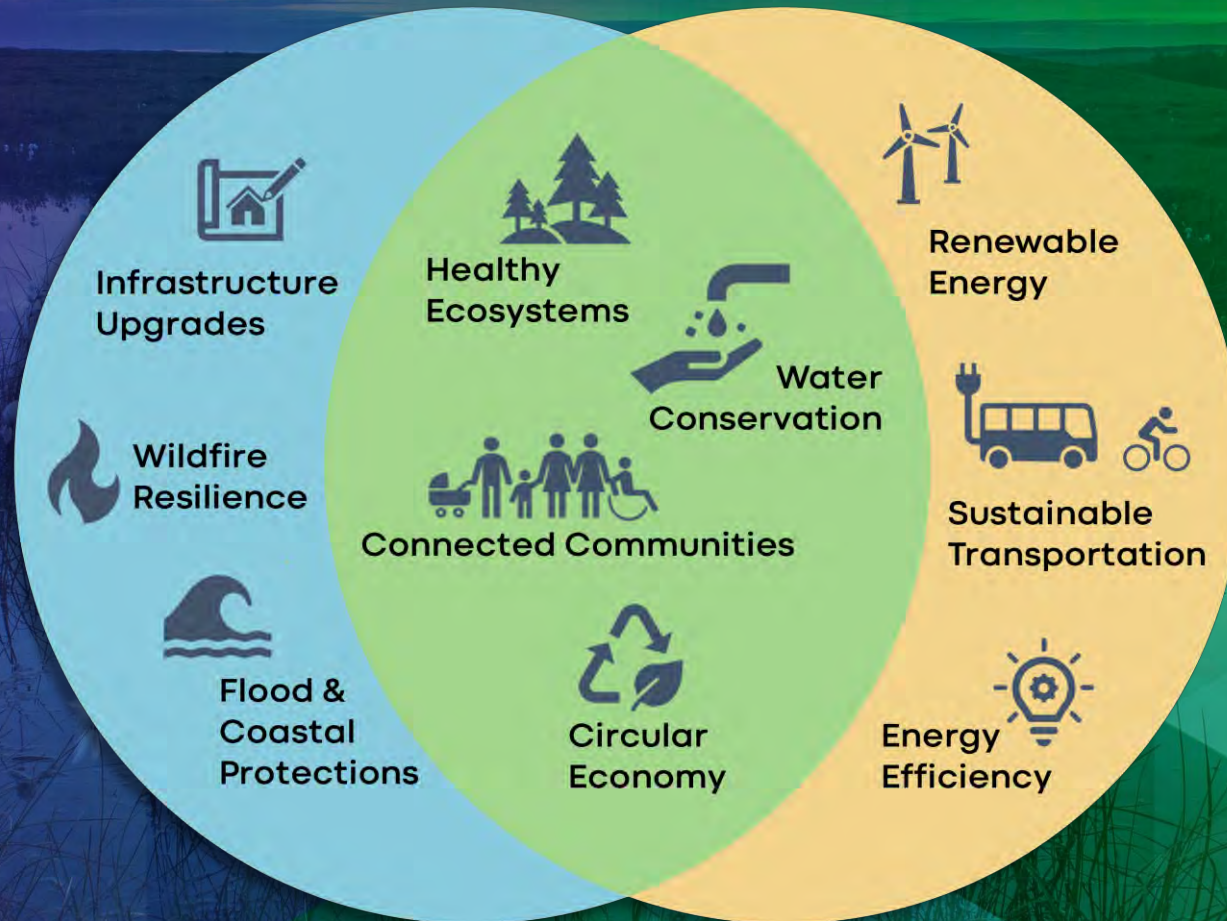
# Framework for Climate and Energy Sustainability

## Adaptation

Reduce the impacts of climate change and maximise opportunities

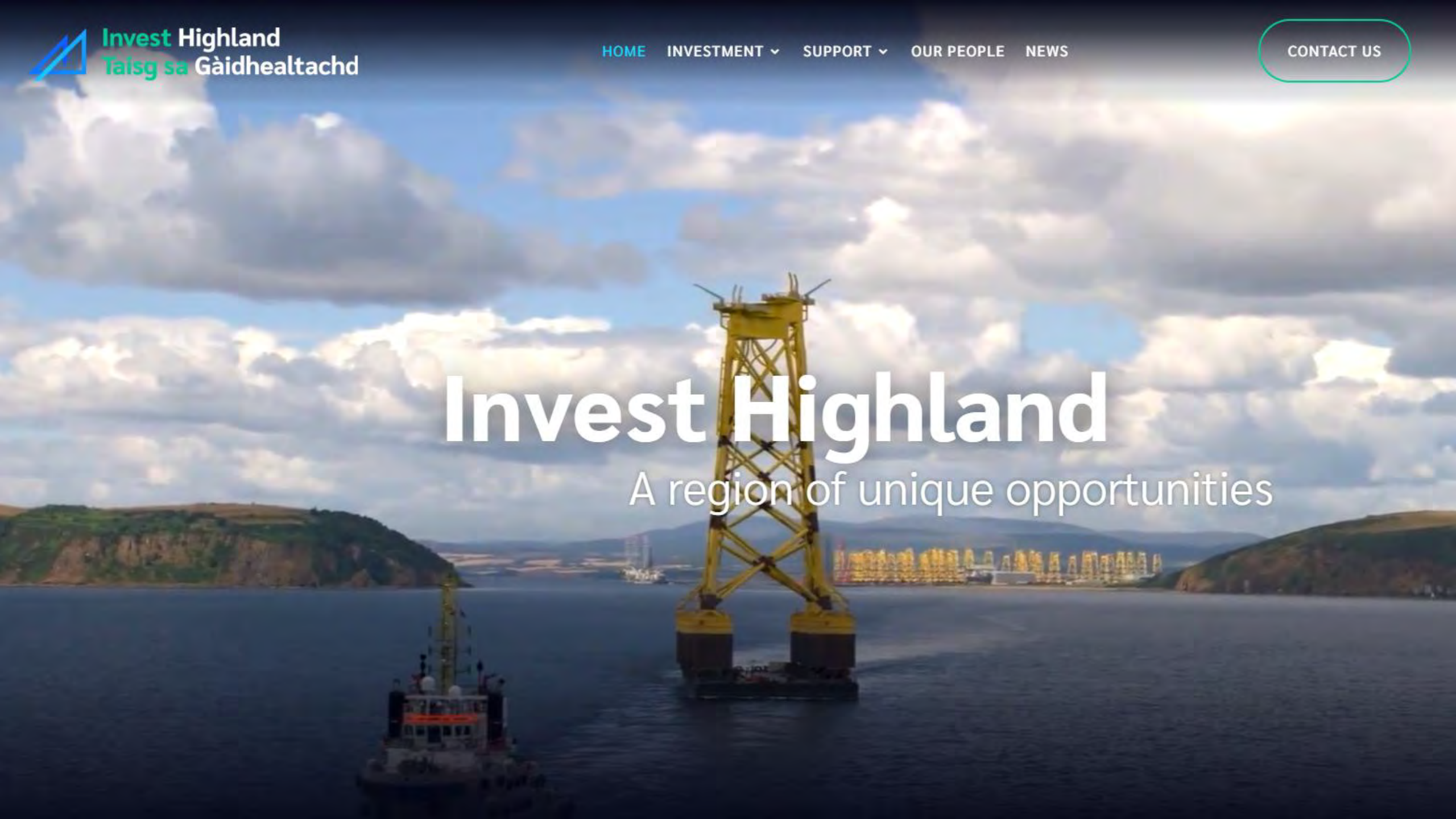
## Mitigation

Limit the extent of climate change and achieve net zero emissions



# Invest Highland

A region of unique opportunities



# Prospectus of investable things

## Region-wide



## Local Area



## Place/Community/Specific



# Highland Investment Plan

## Projects

- Amenities
- Transport and Infrastructure
- Housing
- Schools and Early Years
- Sport, Leisure and Tourism



Naver Bridge



Evanton Housing



Tain Campus



Inverness Castle

## Amenities

£1,395,935

## Transport and Infrastructure

£98,513,000

## Housing

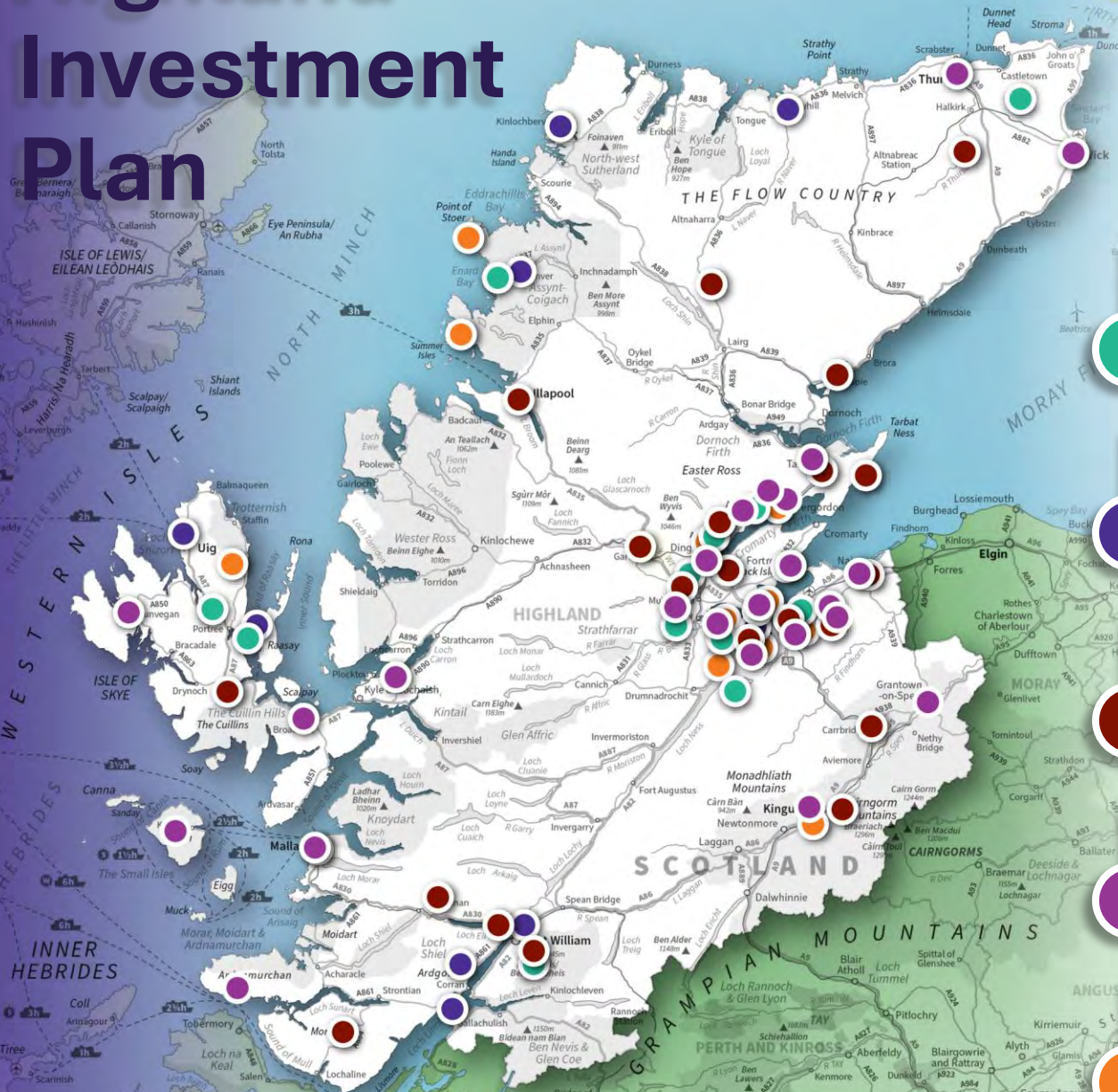
£426,570,692

## Schools and Early Years

£395,809,757

## Sport, Leisure and Tourism

£109,794,691



# Highland Housing Challenge Partnership Plan

## Key Themes

- Increased **finance** from different sources for housing
- Increasing the **supply of land** for housing from different sources
- Maximising the **development and build** of housing from different sources
- Bringing creative solutions regarding **ownership** of housing

£6 billion+ of investment required to double our build out rate and create an additional 12,000 homes in the next ten years...

## New homes required over next 10 years



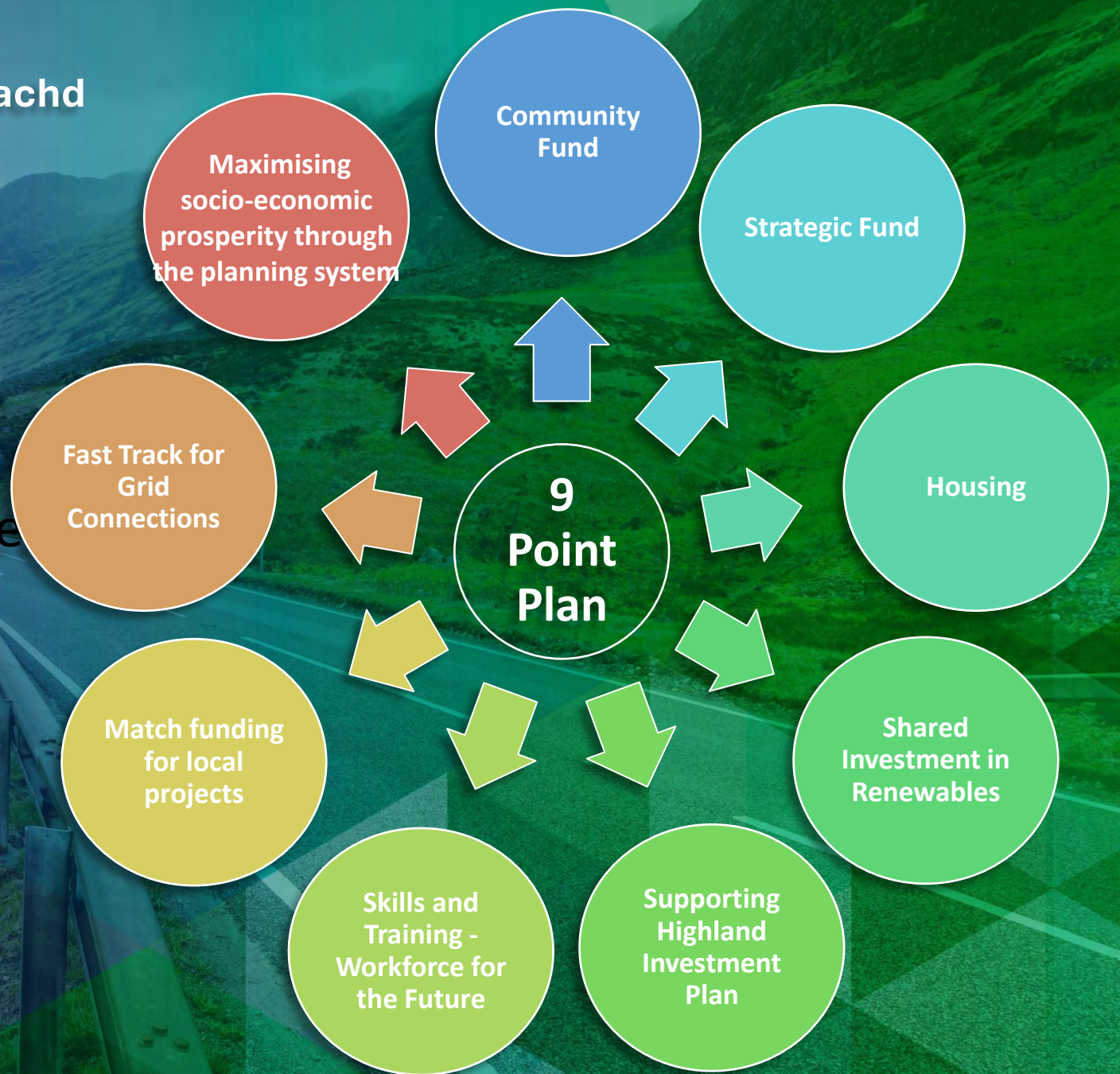
Delivering for Highland  
A' Lìbhrigeadh airson na Gàidhealtachd

# Highland Council:

Click to edit Master text style

## Social Value Charter for Renewables

- Third level
- Fourth level
- Fifth level

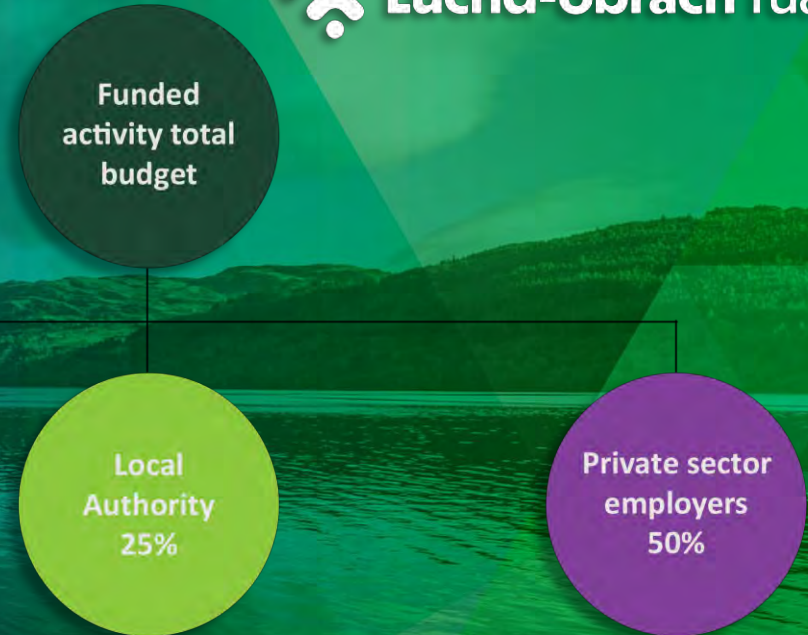


# Workforce North Co-Investment Fund





Employer-led | Co-invested | Regionally Inclusive

A framework for employer-led action across immediate, innovative and scalable workforce solutions.



£ 2m seed funding

 Stream 1 - Grow

 Stream 2 - Innovate

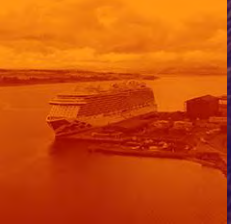
 Stream 3 - Accelerate

## Unlocking economic growth

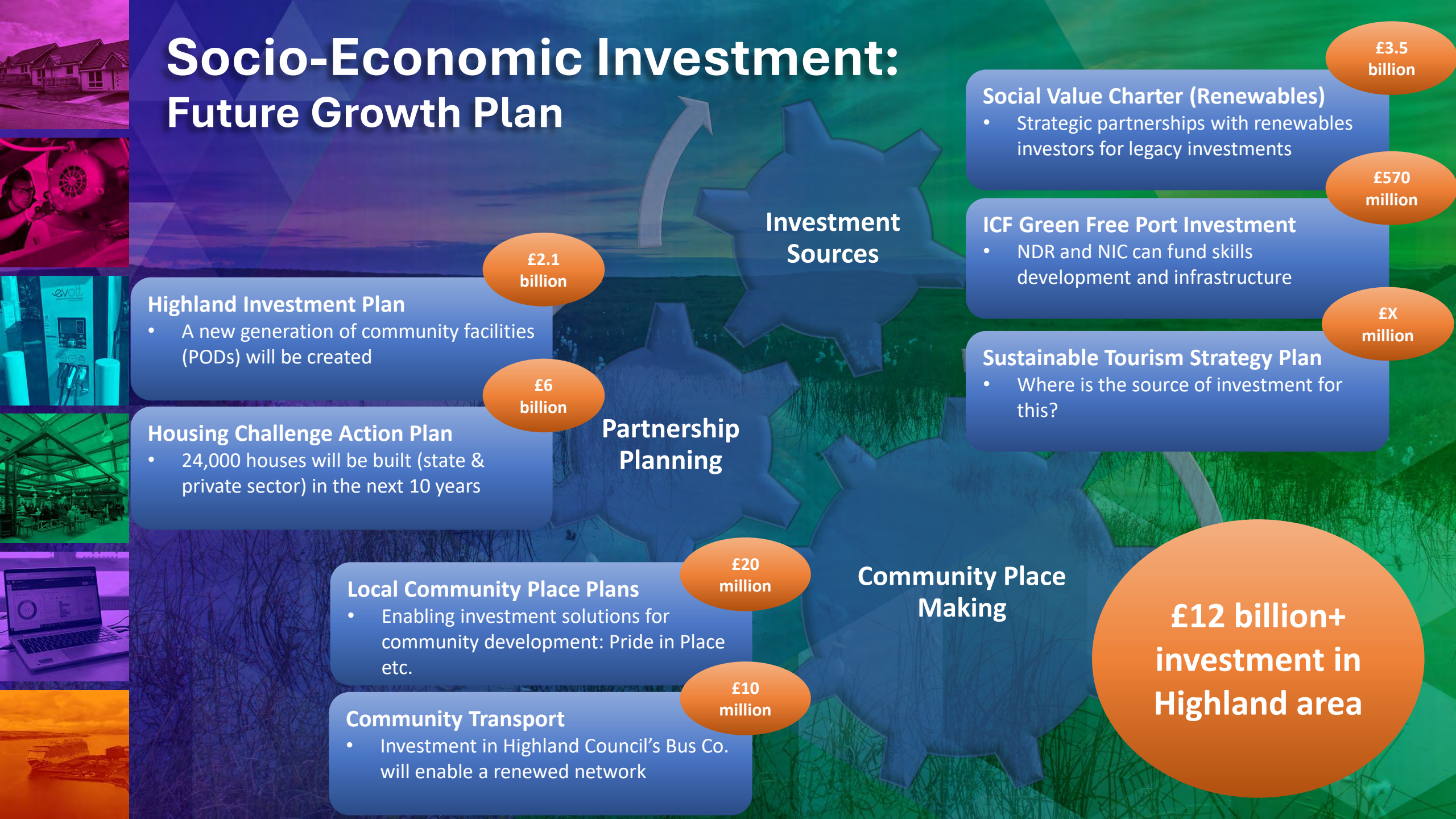
Over the next 10 to 15 years, the Highlands and Islands are set to benefit from over £100 billion in investment, driven by renewable energy generation, transmission, and distribution.

**Council investment: £1.6 million** investment to address the workforce challenge and skills shortages. This includes:

- £1.2 million funding to create a **Workforce North Co-investment Fund** in partnership with Skills Development Scotland. This fund will enable **co-investment in talent development and retention**.
- £402,000 for posts to support the project.



# Socio-Economic Investment: Future Growth Plan



£3.5 billion

## Social Value Charter (Renewables)

- Strategic partnerships with renewables investors for legacy investments

£570 million

## ICF Green Free Port Investment

- NDR and NIC can fund skills development and infrastructure

£X million

## Sustainable Tourism Strategy Plan

- Where is the source of investment for this?

£2.1 billion

## Highland Investment Plan

- A new generation of community facilities (PODs) will be created

£6 billion

## Housing Challenge Action Plan

- 24,000 houses will be built (state & private sector) in the next 10 years

## Partnership Planning

£20 million

## Local Community Place Plans

- Enabling investment solutions for community development: Pride in Place etc.

£10 million

## Community Transport

- Investment in Highland Council's Bus Co. will enable a renewed network

## Community Place Making

£12 billion+ investment in Highland area



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# Highland Social Value Charter

## Delivering A Lasting Legacy

**GREG CLARKE**

Head of Corporate Affairs



**Scottish & Southern**  
Electricity Networks

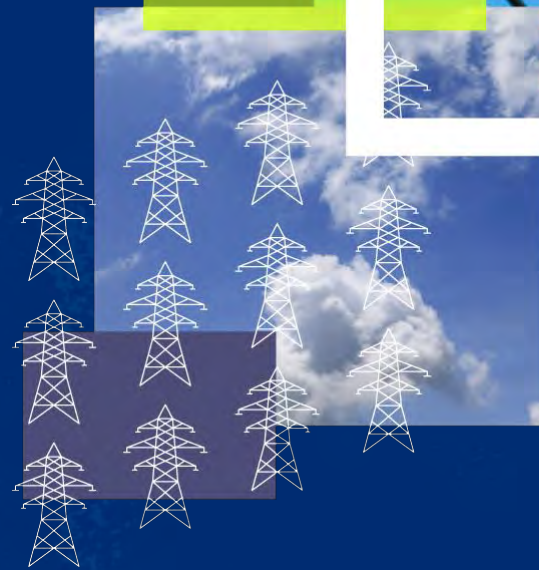
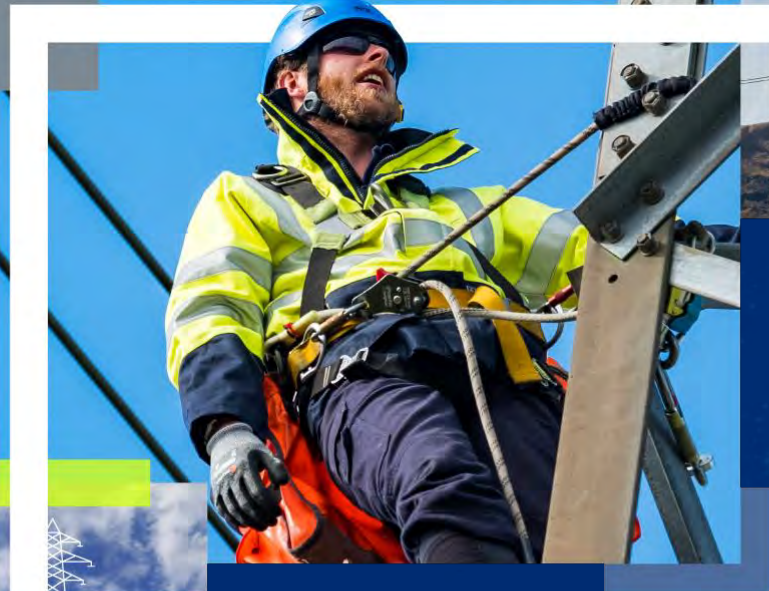
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TRANSMISSION






# Highland Social Value Charter

Delivering a lasting legacy

15 May 2026



# PATHWAY TO 2030

-  In-flight Investments
-  Pathway to 2030 Investments
-  New Infrastructure (Routes shown here are for illustrative purposes)
-  Upgrade/Replacement of Existing Infrastructure
-  Existing Network

All new reinforcements remain subject to detailed consultation and environmental assessments to help inform route and technology options



# Working in partnership

## Aligning with Highland Council's strategic priorities

### Supporting Highland Council's Plans by delivering:

- Modern electricity grid
- Infrastructure and roads
- Jobs and skills
- Housing
- Prosperity

Delivering on **Our Future Highland** and providing a grid that enables:

### **'A Sustainable Highland Environment and Global Centre for Renewable Energy.'**

#### **Sandy Mactaggart, Director of Offshore Delivery:**

*"We are delighted to be the first business to sign up to the Highland Social Value Charter. This is a landmark moment in ensuring that investment in a modern electricity grid to deliver energy security and enable economic development, will underpin the future Highland economy for decades to come and goes hand in hand with building stronger communities across the Highlands."*

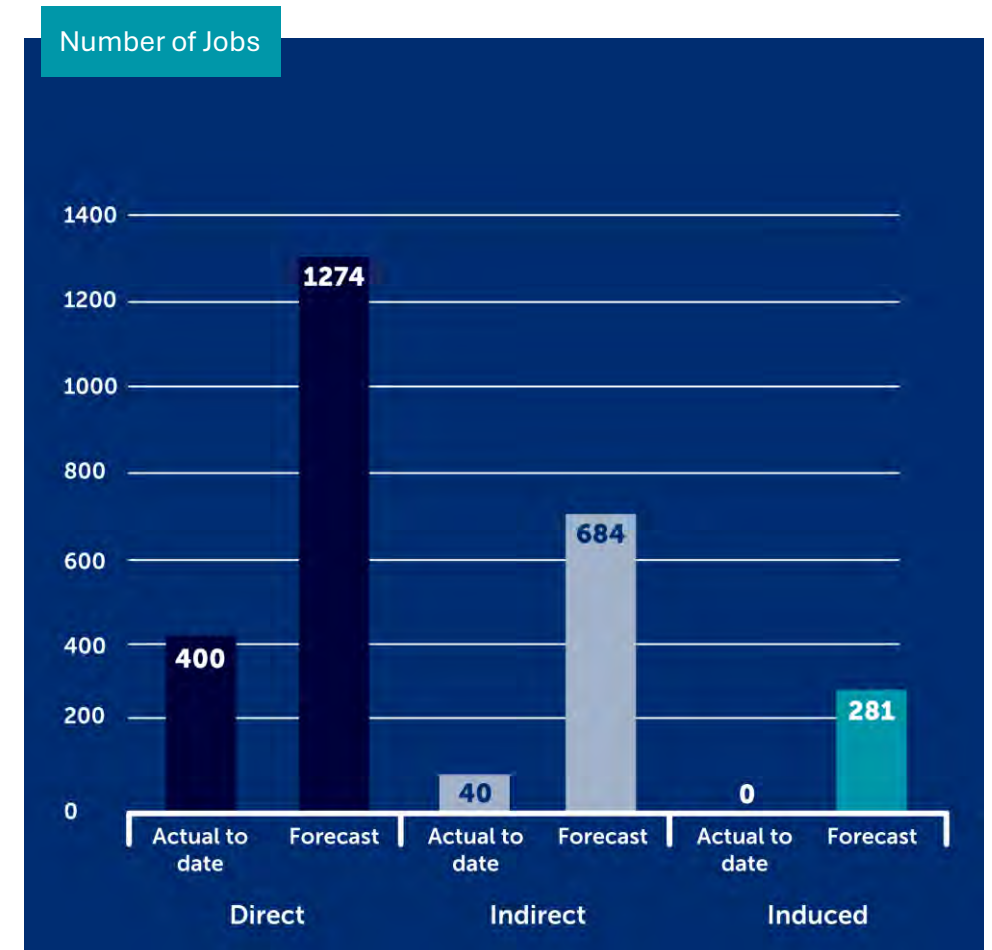
*"Jobs, new housing, contracts for local businesses, and investment in roads and infrastructure all across the Highlands means more opportunities for more people to live and work here. That is the practical vision at the heart of the Social Value Charter, and why we are committed to working to maximise the local opportunities and benefits associated with our investment programme."*



# Supporting high quality jobs, skills and training

## Delivering a workforce for the future

- **2,200 jobs** across the Highland region
- **200 people recruited** in the Highlands, including **27 trainees and graduates**, since 2023
- Average salary is **£55,000\***, well above the average for Highland of £42,000
- Expect to recruit **at least 200 people** in the Highland region in the next 5 years
- **60% of the expected 1,300 new roles** will be advertised with Inverness as an optional work location
- *\*excluding trainees and graduates in early career roles*



# Leaving a positive housing legacy

Contributing to the development of permanent homes

- **Investing over £100 million**
- **500 permanent homes** in the Highland Council Area
- **141 already agreed**, including 123 in partnership with Springfield at Beauly (40), Drumnadrochit (38) and Muir of Ord (45); and 18 Highland Council refurbished properties in Wick
- Will enable **more than 60% affordable/social housing stock**
- The homes will support construction worker accommodation and **leave a lasting legacy**
- **Temporary accommodation villages** to support future economic growth, including new housing, through fully serviced sites



# Enabling supply chain investments

## Investment in new offices, facilities and factories

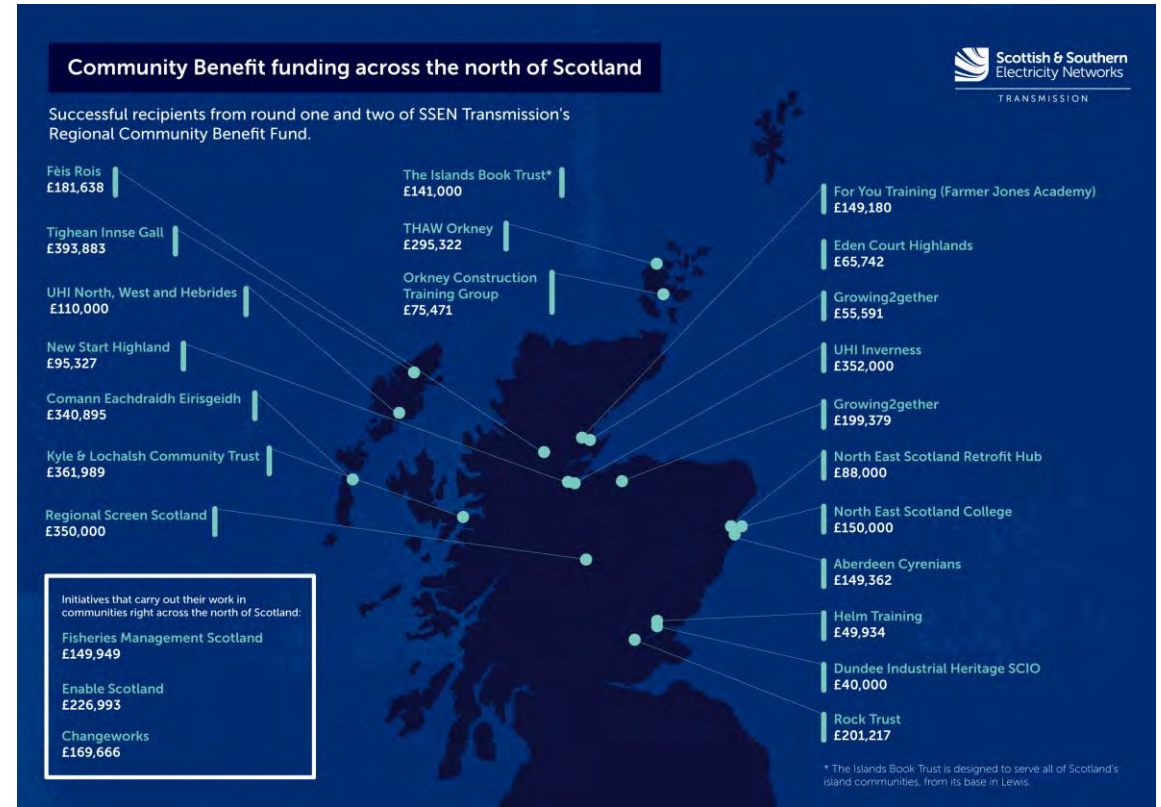
- **Sumitomo**, is creating 250 jobs, with our investment for Shetland 2 underpinning its £350m state of the art cable factory at Nigg
- **BAM Nuttall** established collaboration centre in Inverness supporting 200 roles
- **Murphy's** investments at Alness and Thurso supporting over 250 role, including dedicated training facility
- **Hitachi and NKT** have established presence in Inverness, bringing international leading HVDC supply chain HVDC



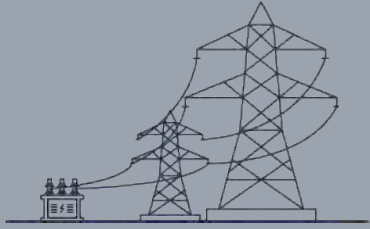
# Bringing positive benefits to Highland communities

Delivering a lasting legacy through community benefit

- **£62 million\*** of community benefit
  - **£31 million** will be available through **Local Funds**
  - Additional £31 million will form part of the **+£50m Regional Fund**, aimed to support:
    - **People**, skills and employability
    - **Place**, community and culture
    - **Alleviating Fuel Poverty**
  - **£2 million** of Regional Funding has **already been secured** in projects supporting the Highland region
- Significant additional funding is anticipated



# Boosting the Highland economy



Investing **£6bn** in transmission projects across the Highland region



Boosting the **Highland economy** by up to **£1.3bn** (Total GVA)



Awarding **up to £1.8bn** of anticipated contract spend to **local Highland-based businesses**



Investing **over £100m** in **Highland housing** to leave a positive legacy



Contributing to the development of **over 500 permanent homes**, with **60% unlocking affordable housing stock**



Supporting over **2,200 jobs** in the Highland region



Providing an **average salary of £55,000** for SSEN Highland employees\*



Delivering **10% Net Gain in Biodiversity** and **no net loss of woodland** on all new projects



Signing a **Memorandum of Understanding** on a **biodiversity enhancement** scheme



Unlocking **£62m of community benefit funds** through Highland projects, with **£31m available in local community funds**



Investing **over £200m** on **roads and bridges** to support the Highland Investment Plan



Developing **park and ride sites** and active travel routes for communities to **support Highland connectivity**



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# Evidence To Action: Inequalities Indicators

**JENNIFER DAVIES**

Director of Public Health



From evidence to  
action: using  
inequalities  
indicators to focus  
our collective efforts

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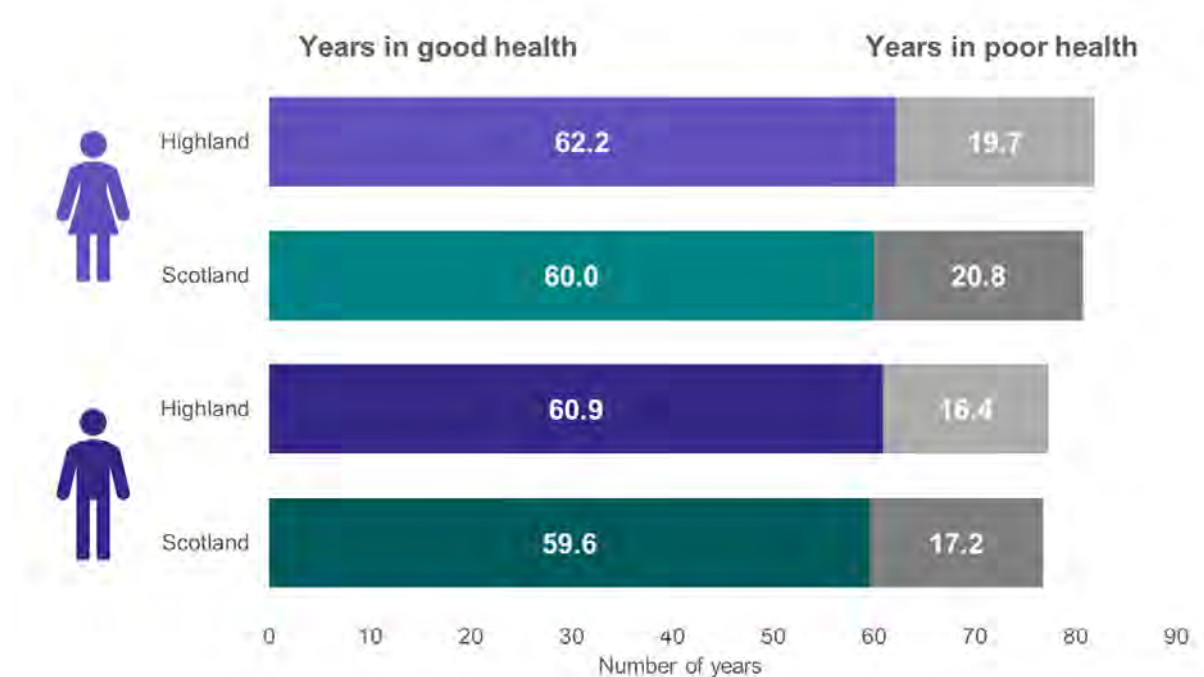
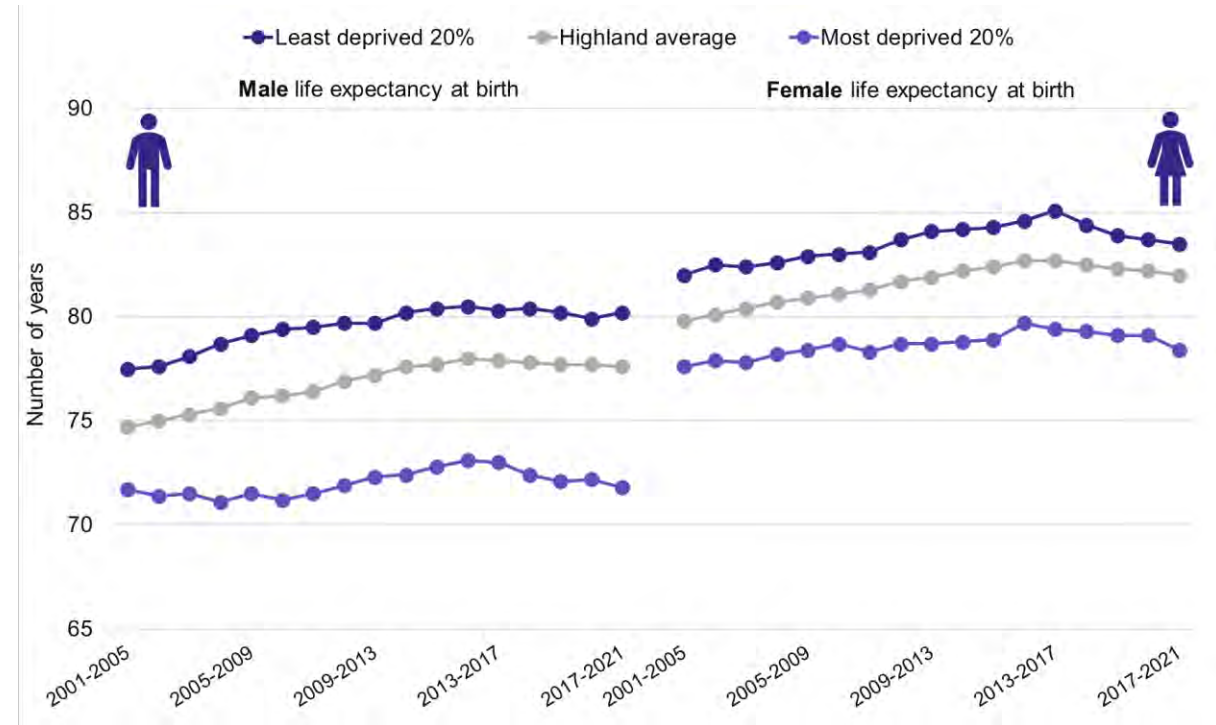
Jennifer Davies  
Director of Public  
Health  
May 2026

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# The challenge

## Life expectancy

## Healthy life expectancy

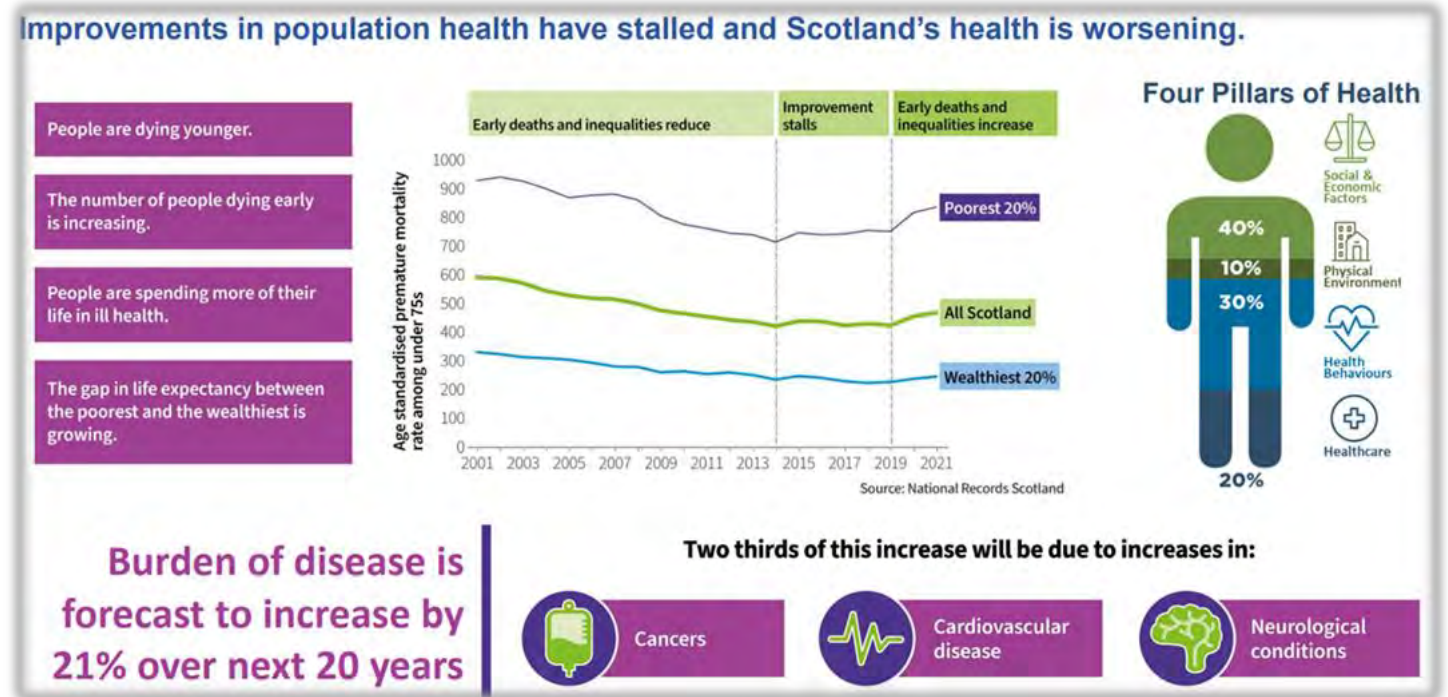


Source: Scottish Public Health Observatory. ScotPHO profiles tool

Source: National Records of Scotland. Life Expectancy in Scotland 2021-23; Healthy Life Expectancy in Scotland 2021-23

# Why inequalities, why now?

- The picture is one of:
  - Stalling life expectancy
  - Preventable disease burden
  - Widening gaps by place & deprivation
- Inequalities are not an abstract problem – they are shaping life expectancy, demand on services and opportunity in Highland



# The Ask

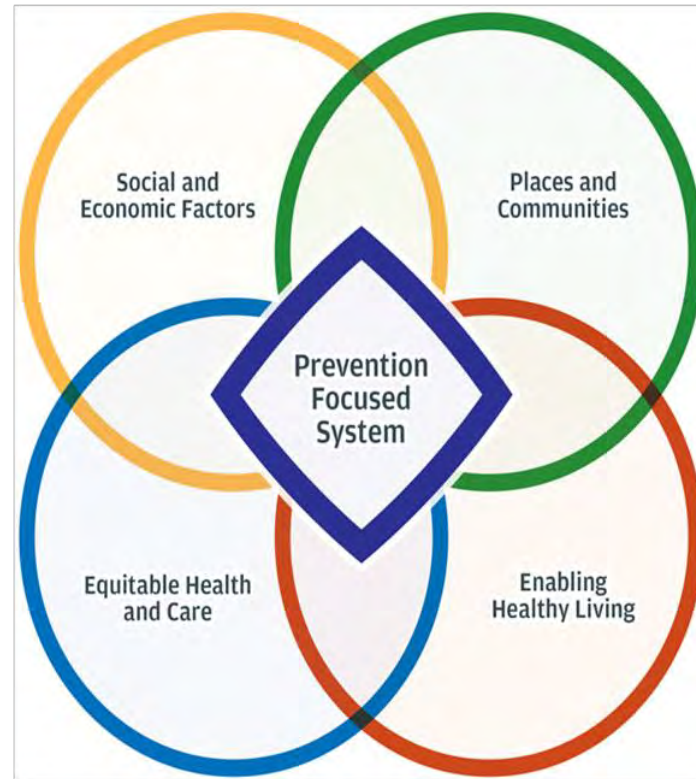
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Develop a dashboard of indicators that would allow the CPP to:

- Better understand health inequalities in Highland
- Identify areas where there is a need for action
- Monitor health inequalities



# Organizing Framework



- Alignment to national & local strategy:
  - Indicator domains → PHF drivers
  - Indicator themes → HOIP priority areas
- Helps us focus and sequence existing commitments

# What the indicator report is (and isn't)

---

- What it **IS**:
  - A shared evidence base for Highland CPP
  - Organised around Marmot principles / Population Health Framework drivers
  - Designed to support monitoring + prioritisation
- What it is **NOT**:
  - Not a performance framework
  - Not an NHS dashboard
  - Not a list of everything that matters



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## Highland Community Planning Partnership Indicator report on health inequalities

Prepared by NHS Highland Public Health Intelligence team

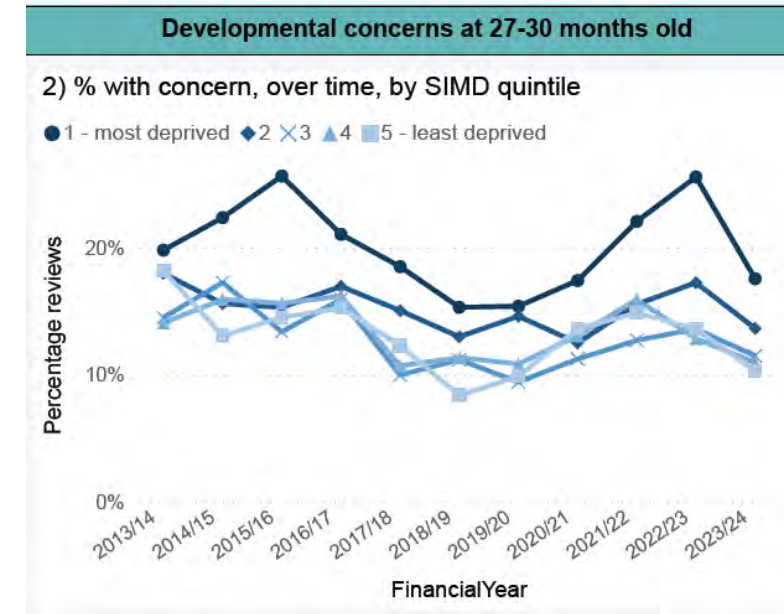
**5th December 2025**

# What the indicators tell us about Highland

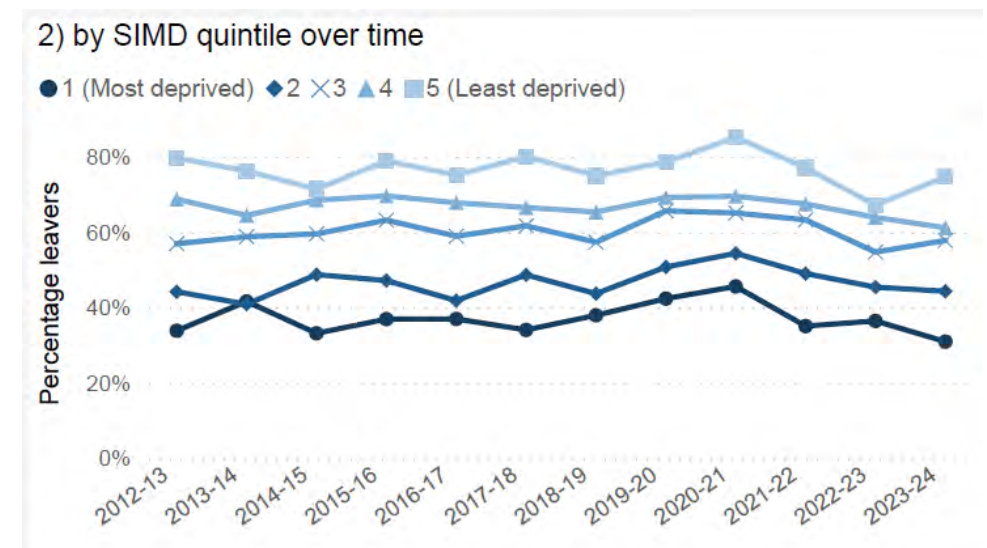
- Better than Scotland on average – but does not mean no inequalities
- Significant variation within Highland
- Clear gradients by deprivation and place
- People in Highland often experience the same health and wellbeing outcomes as people in deprived urban areas – poorer health, financial stress, reduced opportunities – but they get there through different pathways.
  - In urban Scotland, deprivation is often concentrated and visible.
  - In Highland, disadvantage is dispersed, hidden and structural.
- They are predictable and patterned

# People

- Inequalities start early and accumulate over the life-course
- Gaps in health and wellbeing emerge early in childhood, widen over time and are much harder and more costly to reverse once problems are established
- Acting early to prevent, acting through lens of equity and acting collaboratively to address structural / system issues



**Percentage school leavers with 1 or more qualification at SCQF Level 6**

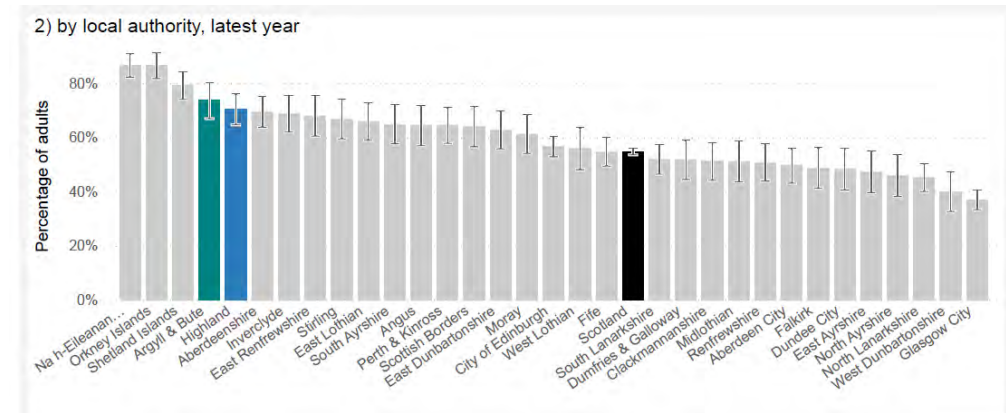




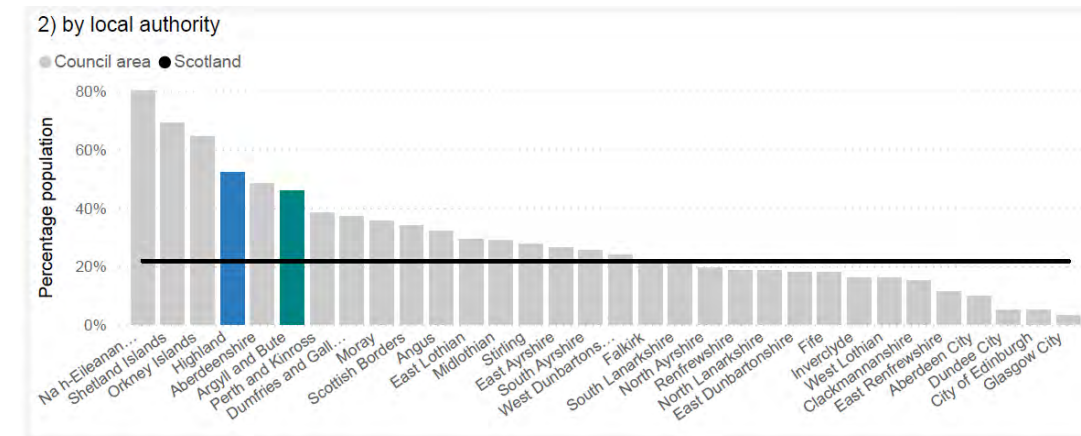
# Place & living conditions matter

- Strengths e.g.:
  - Neighbourhood as a good place to live; good access to open spaces; better than average air quality; social connectivity
- Challenges e.g.:
  - People experiencing poverty, digital exclusion, disability or caring responsibilities - spread across mixed income areas
  - Access issues that are structural i.e.
    - longer travel distances, limited or infrequent public transport, higher time and financial cost to attend appointments, work or education;
    - service uptake can look like 'non-engagement' when it is actually logistically impossible

Adults rating neighbourhood as a very good place to live



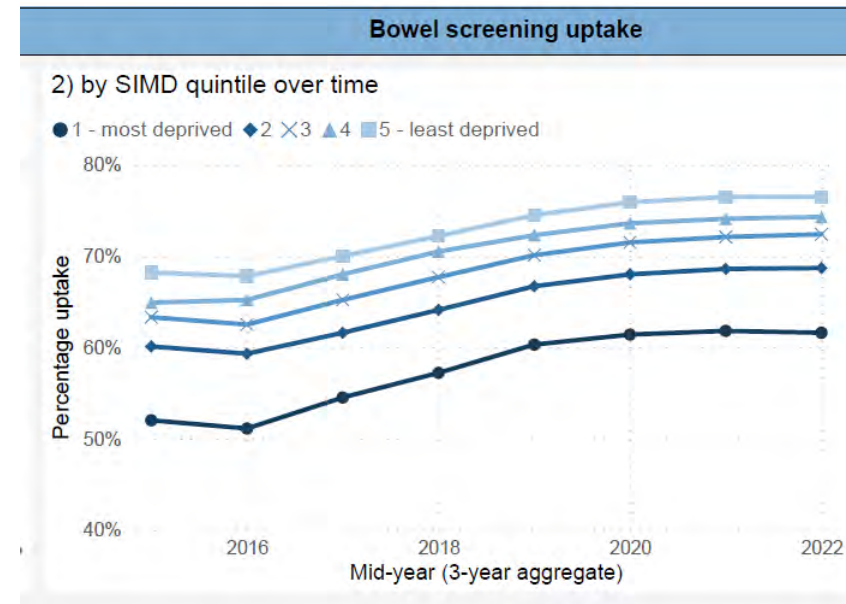
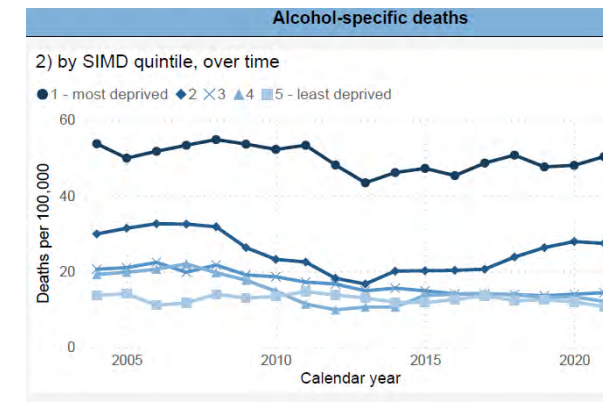
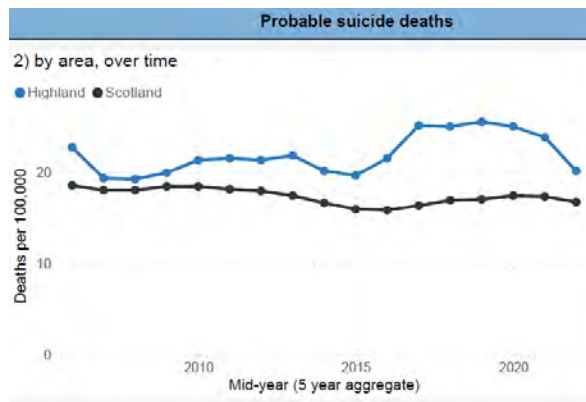
Access deprivation



# Prevention & access

---

- Behaviour follows circumstance
- Universal services often benefit the least deprived first
- Proportionate universalism is critical – support for everyone but the level and intensity increases as need increases



# What does that mean for us?

- Our approach must reflect our unique context
- What won't work well on its own in Highland:
  - Highly place-targeted interventions only
  - Assuming digital access is universal
  - Designing services around single access points
  - Expecting people to “opt in” without removing barriers
- What will likely work better in Highland:
  - Proportionate universalism - universal services, scaled by need and access challenges
  - Flexible delivery models - outreach, co-location, mobile or hybrid models
  - Cost-aware policy decisions - recognising transport, energy and time as inequality drivers
  - Partnership planning across systems, not services alone

# What would success look like?

- Shared understanding of where impact is possible
- Collective ownership of a few priority gaps
- Evidence routinely informing:
  - Locality plans
  - Investment decisions
  - Scrutiny conversations

# The 'asks'

1. Use the evidence intentionally:-
  - Which indicators matter most to your delivery role?
2. Align action to need:-
  - Universal where possible
  - Targeted where necessary
3. Help close the loop
  - Use indicators to ask *“Is this shifting the gradient – or just helping those already doing well?”*

# From data to direction

In Highland, disadvantage is not always visible but it is deeply structural.

Outcomes may resemble urban deprivation – but the causes and solutions are rural, dispersed and system-wide.

Inequalities are created by systems – which means they can also be reduced by systems, working together

That is why CPP leadership matters.

Thank you

---

morning  
break

The image features the text "morning break" in a bold, orange, sans-serif font. The letter 'o' in "morning" is replaced by a clock face with a white background, black hands, and a red border. The clock face is surrounded by a sunburst of yellow triangles. The background is a light gray, 3D-rendered architectural structure with white beams and a curved white surface.



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# A CONVERSATION WITH...

## Tackling Inequalities Together: Taking a Forward Look

**Hosted by Sarah Compton-Bishop**  
**With Derek Brown, Greg Clarke, Jennifer Davies**



**Scottish & Southern**  
Electricity Networks

TRANSMISSION



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## ACTIVITY:

What Does ‘**Good**’ Look Like  
for the Partnership for  
Maximising Opportunities  
over the next 10 years?



<https://www.menti.com>

Code: 7977 0170



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# 2027 – 2037 Highland Outcome Improvement Plan: What We Need From You Today



**SARAH COMPTON-BISHOP**

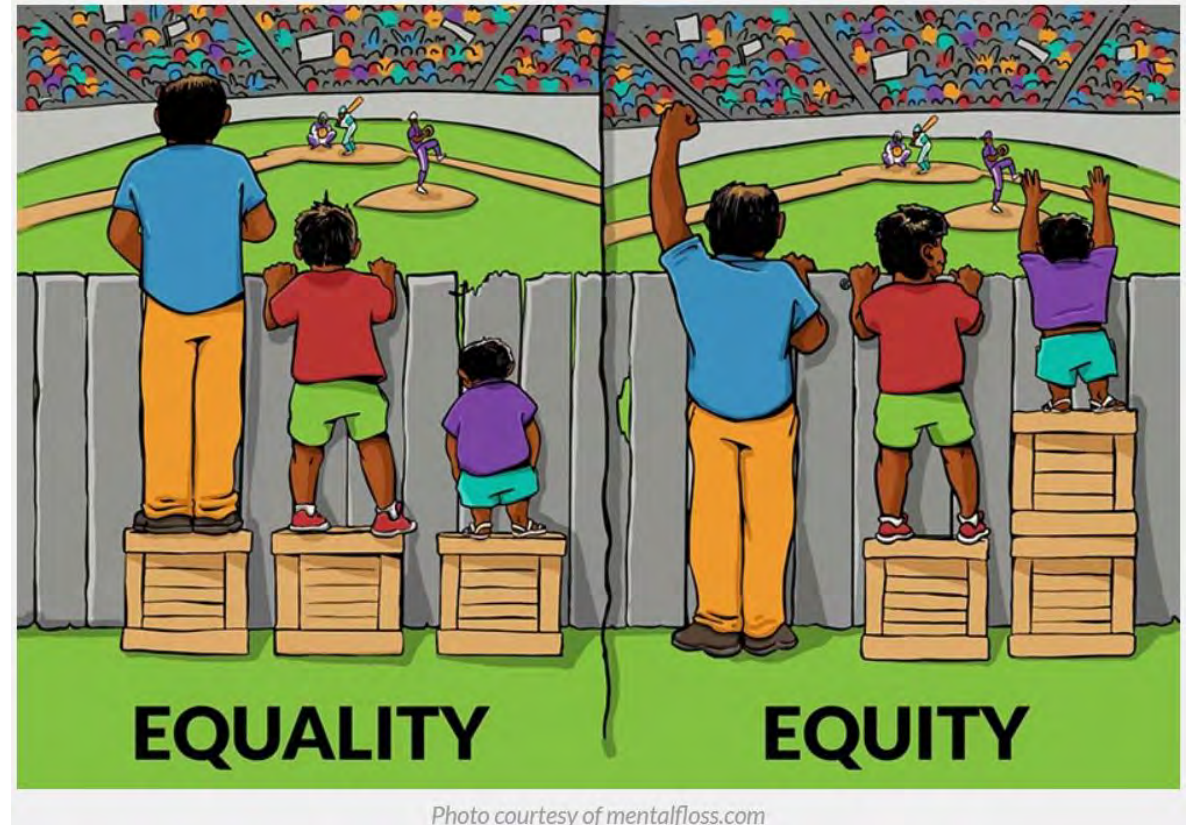
Chair NHS Highland & Chair Highland Community Planning Partnership



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**ACTIVITY:**  
**Equality v Equity:**  
What Does  
Highland Need to  
Do Differently?







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Dealbhadh  
Coimhearsnachd  
**na Gàidhealtachd**

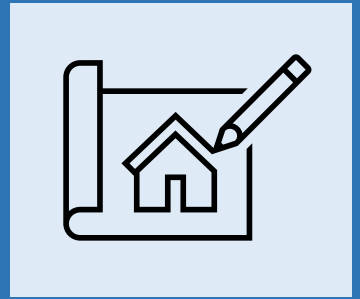
# 2026 Housing Need & Demand Assessment Emerging Findings

**BRIAN CAMERON**

Strategic Lead Housing & Customer Services



# Housing Need & Demand Assessment Overview



**HNDAs are designed to give broad, long-run estimates of what future housing need might be, rather than precision estimates.**

**They provide an evidence-base to inform housing policy decisions in Local Housing Strategy (LHS) and land allocation decisions in Development Plans.**

The previous Housing Need & Demand Assessment for the Highland was produced in 2021 by Highland Council

**An HNDA estimates the number of additional housing units to meet existing and future housing need and demand in a housing market area.**

It also captures contextual information on the operation of the housing system to assist partners to develop policies on new housing supply, the management of existing stock and the provision of housing related services.

**This contextual information includes an analysis of demographic, affordability and wider economic trends which are key drivers of local housing markets.**

This analysis helps partners to understand local housing market dynamics and make evidence-based choices on meeting housing need and demand.

# Housing Need & Demand Assessment Evidence

The HNDA methodology assembles a detailed evidence base of contextual information to inform decision making on developing the HNDA calculation including:

## Housing market drivers

detailed analysis of the key factors which might influence the housing market providing evidence of:

- Demographic projections
- Household migration
- Housing affordability (incomes, rents and house prices)
- Economic outlook

## Future need & demand

detailed analysis to build evidence to assess future housing requirements:

- Existing need – current households who need alternative housing
- New need – household formation, migration and growth
- Housing affordability – need for new units by housing tenure

## Specialist housing

detailed analysis of the requirement for specialist forms of provision including:

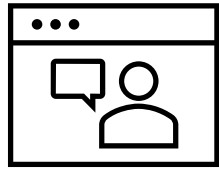
- Property needs – accessible, adapted, wheelchair & non-permanent housing
- Care & support needs
- Land needs: Gypsy traveller provision, student accommodation

## Housing stock profile

detailed analysis of the key factors which might influence the ability of the existing housing stock to meet housing need:

- Dwelling characteristics – profile, tenure, condition
- Housing stock pressures – occupancy, concealed HHs and turnover
- In situ-solutions – movement, adaptations, improvement, housing management

# HNDA Housing Survey Methodology



Stage 3: Primary Research

- Hybrid research methodology
- Mix of interviewer led telephone (564) and face to face interviews (180)
- Augmented by online interviews completed via link shared by Highland Council and partners (1,361)

## Insight on:

- Household tenure and property type
- Suitability of current home
- Property condition
- Recent moving behaviour (last 5 years) by tenure
- Future household formation (next 2 years)
- Future intentions of current households by tenure, property size
- Household income and housing affordability

- Overall, 2,105 Highland interviews achieved: 744 interviewer led surveys + 1,361 online survey interviews
- Very Statistically robust sample +/-2%
- Data weighted to ensure survey estimates are representative of the wider Highland population.

# Highland 2026 Housing Need and Demand Assessment

## HNDA Survey Highlights Housing need headlines

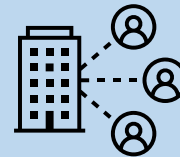
**5%**

of Highland households are  
concealed or living 'care of'  
another household (5,600)



**10%**

of Highland households are  
overcrowded (11,100)



**22%**

of Highland households are  
under occupied (24,500)



**20%**

of Highland households with  
a health condition of  
disability live in homes that  
do not meet their needs  
(9,900)



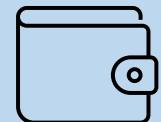
**13%**

of Highland households with  
a health condition of  
disability need specialist  
housing (6,3000)



**25%**

of Highland households are  
struggling with the  
affordability of rent or  
mortgage costs (27,900)



## HNDA Survey Highlights



**68%**

Are homeowners with 39% owning their property outright



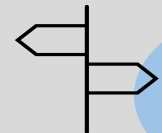
**83%**

Of households are very or fairly satisfied with their home



**19%**

Rent from social landlords including housing association or charitable trust



**29%**

Of households would like (21%) or need (8%) to move home in the next 2 years



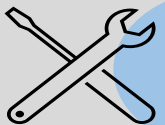
**81%**

Live in a house or bungalow, with 14% living in flatted accommodation.



**23%**

Said a separate household or households were likely to form in the next 7 years



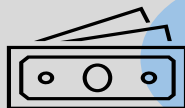
**17%**

Of homes have outstanding repairs, maintenance and condition issues



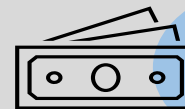
**20%**

Of households with health conditions or disabilities said their home does not meet their needs



**51%**

Of households said that heating costs were not affordable

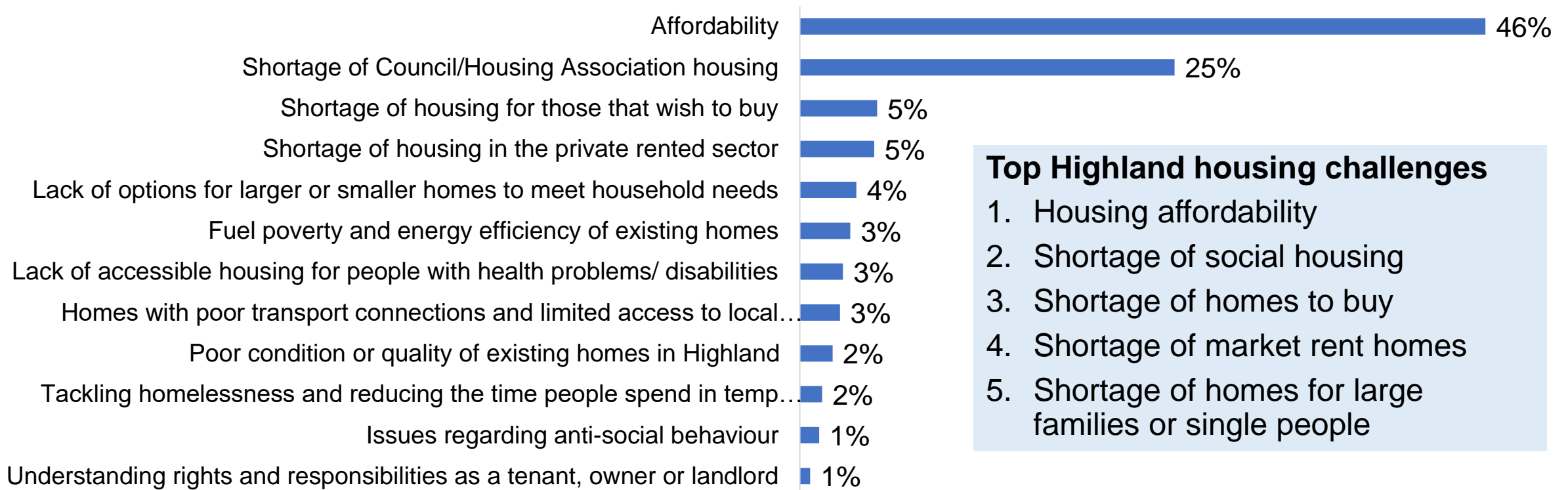


**18%**

Of households are spending more than 25% of income on rent or mortgage costs

# HNDA Survey: Top 5 Housing Challenges in Highland

## Q44 What would you say are the top 5 housing challenges facing people who live in Highland? - 1 Biggest Challenge



- Top Highland housing challenges**
1. Housing affordability
  2. Shortage of social housing
  3. Shortage of homes to buy
  4. Shortage of market rent homes
  5. Shortage of homes for large families or single people

## Highland 2025 Housing Need & Demand Assessment

# Feedback from Economic Development Partners

Housing shortage is seen as a major barrier to economic growth in the Highlands

A shortage of housing is driving the decline of the working age population in Highland

There are major transformational opportunities in the Highland economy

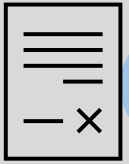
These opportunities depend on attracting a new workforce to the region

Housing is a barrier to attracting and recruiting skilled labour

Highland must look at economic growth potential not just demographics in estimating future housing need

Housing growth will be a major driver of the Highland economy

## Key Worker Housing Survey Highlights



**51%**

of employers have made a job offer in the last year which was declined by the applicant



**3,504**

roles to be recruited in the next 12 months, with 39% of recruitment taking place in the public sector



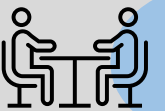
**67%**

say lack of accommodation is a factor contributing to recruitment and retention problems



**83%**

public sector recruitment relates to backfilling existing roles NOT new job creation



**55%**

expect recruitment to increase in the next 3 years with 16% expecting major increases



**28%**

of recruitment are new roles to be created (994), a 4% increase in the respondent workforce



**66%**

expect future recruitment and retention issues with 28% expecting 'major problems'



**753**

new private sector roles are most anticipated in tourism (94), hospitality (68) and manufacturing (70)



**65%**

see housing shortage as a major barrier to recruitment and retention



**57%**

of new roles result in permanent jobs (567) with 427 temporary jobs created

# Feedback from Specialist Housing Partners

Health, social care and support partners validated evidence on the need for more specialist housing in Highland

The need for more wheelchair and accessible homes is a major priority

Collaboration across housing, health and care is needed to support better planning and commissioning

Integrated and co-located models of provision such as care villages should be considered

Meeting the housing and support needs of older people in private housing is a major challenge

More funding for adaptations and support to live well at home is urgently needed

The role of technology enable care in relieving health and social care pressures is significant

# How does the HNDA Calculation work?

The Scottish Government provide an HNDA calculation tool prepopulated with data to estimate the number of new homes needed in the area

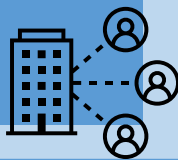
**The HNDA tool works by projecting the number of new households who will require housing across the Highland area by considering existing households who need new homes PLUS new households who will need homes in the next 20 years**

Partners can adjust the tool using local evidence of housing need and housing pressures

**1**  
**Existing housing need**

Households in unsuitable housing or who need a home

- Homeless HH
- Concealed HH
- Overcrowded HH



**2**

**New need for housing**

Household projections scenarios:

- Formation
- Migration
- Economic Growth



**3**

**Future housing estimates**

Number of new homes required in Highland over the next 20 years

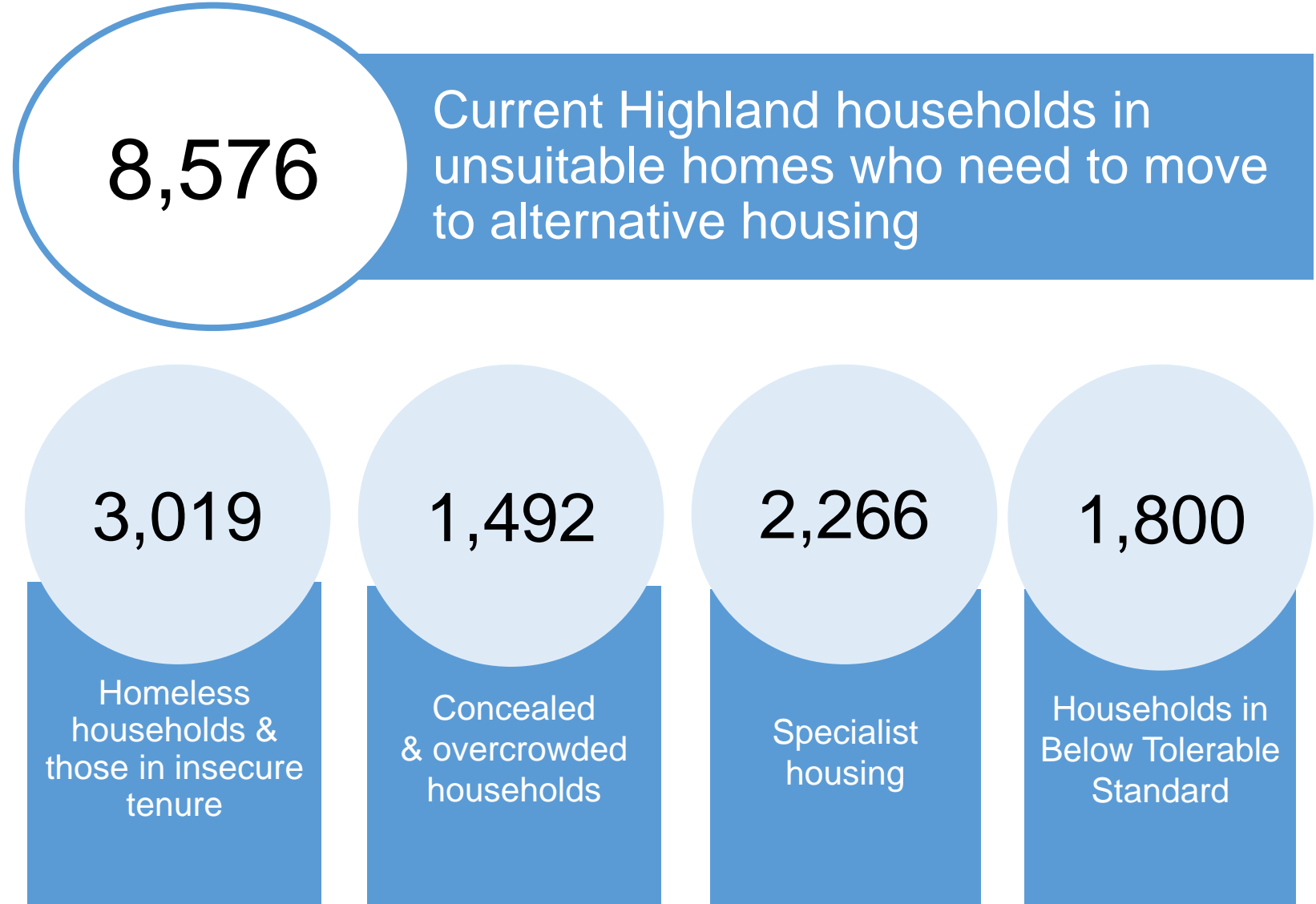
- Highland estimate
- HMA estimates



Highland 2026 Housing Need & Demand Assessment

# Measuring Existing Housing Need in Highland

It is estimated that roughly 8,500 households across Highland are currently living in unsuitable housing and **need** to move in the next 5-10 years



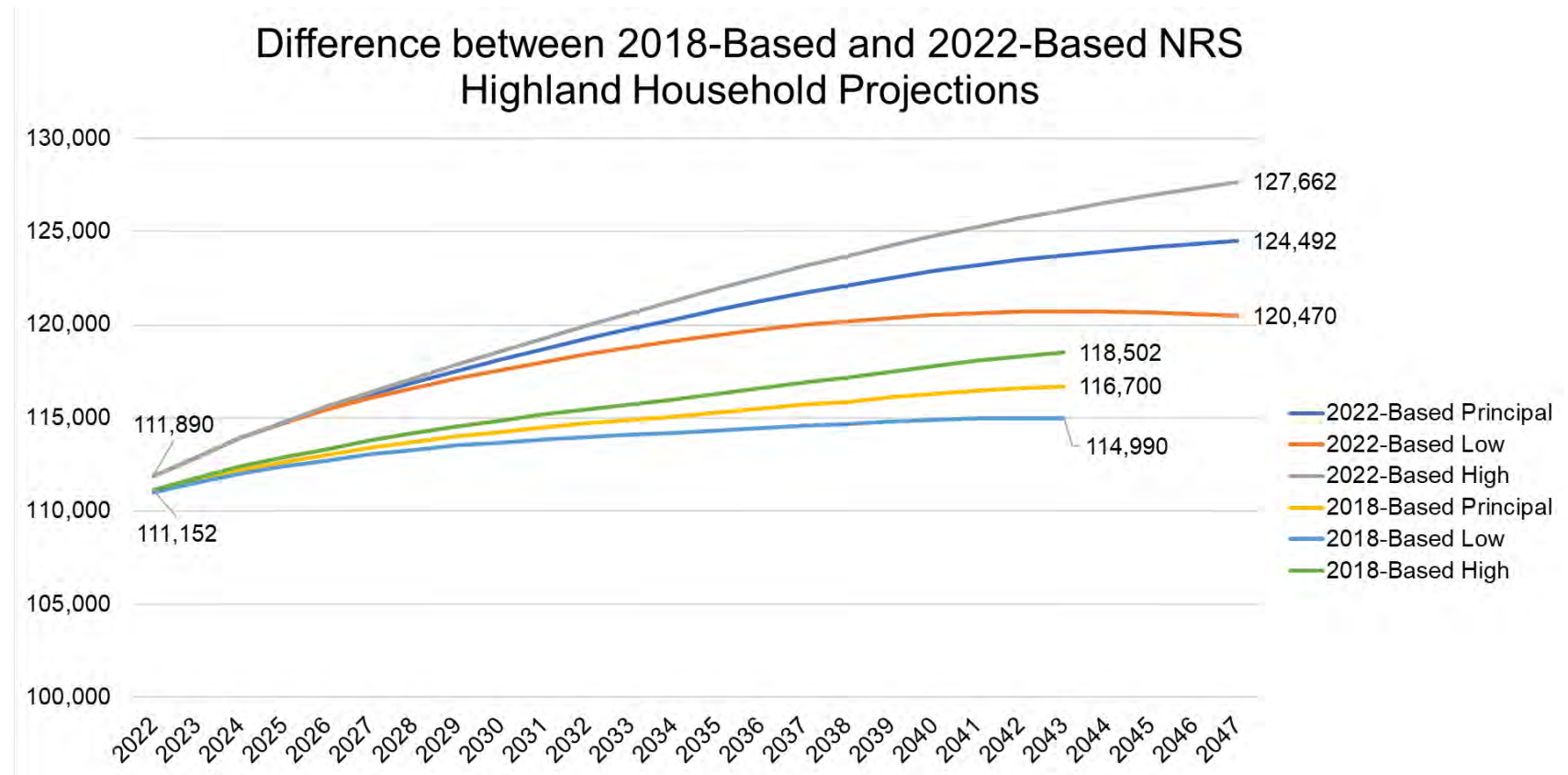
# 2022-based NRS Household Projections for Highland

New household projections show a more optimistic projection for household growth than previously estimated

Over the next 25 years, households in Highland are expected to grow by 7% (7,800)

## 2022-Based NRS Projections

- Low Migration Year 25 growth in households = 5,480 (5%)
- Principal Year 25 growth in households = 7,791 (7%)
- High Migration Year 25 growth in households = 9,160 (8%)

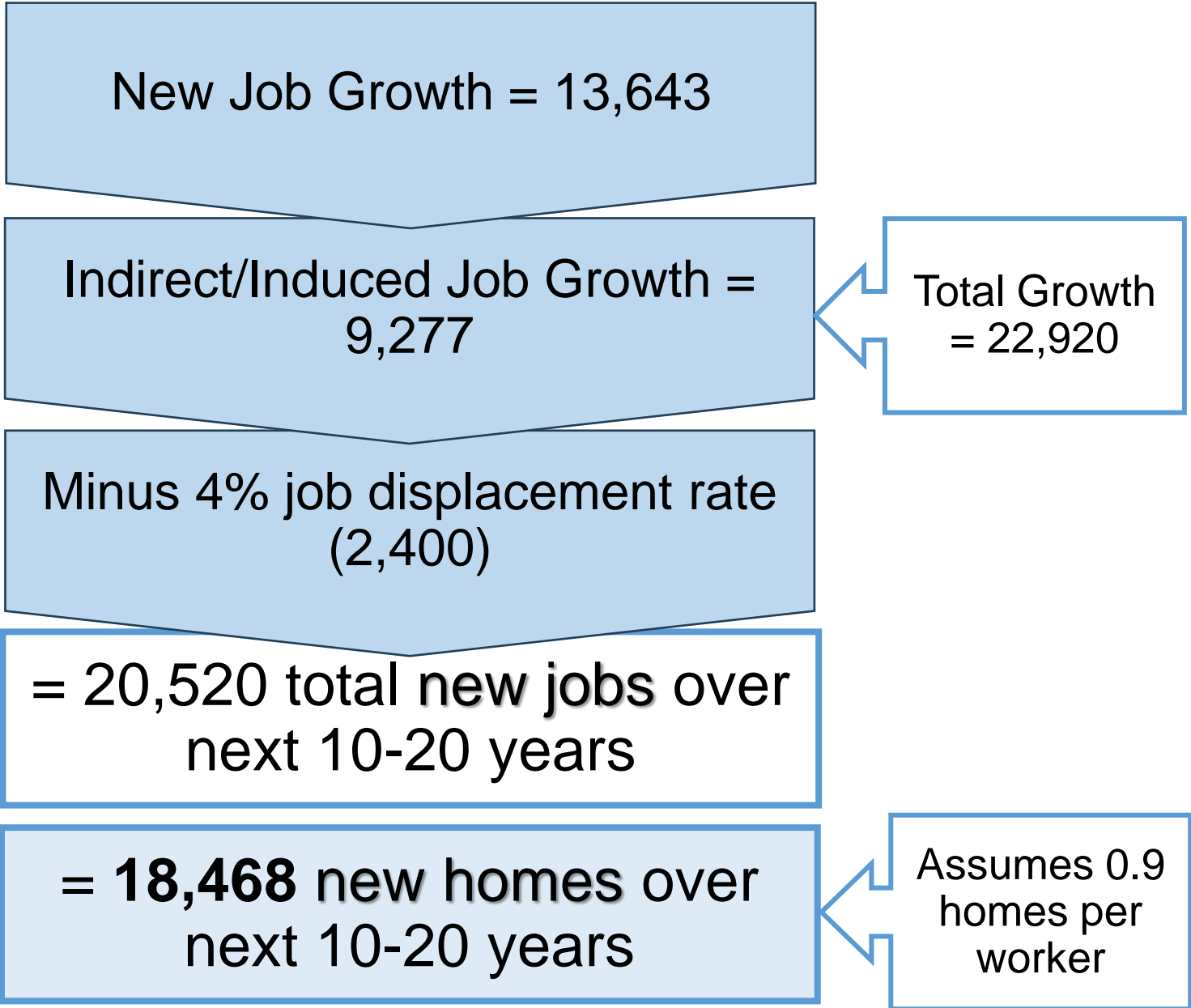


# Measuring Housing Need from Economic Growth

Economic development partners estimate that roughly 13,500 new jobs could be created in Highland over the next 10-15 years

This growth could create up to 9,300 new supply chain and local jobs

When jobs lost and is considered and that some existing homes will meet new needs, it's estimated up to 18,500 new homes could be needed to support the Highland economy



# Highland 2026 HNDA Emerging Headlines



## **Extensive household housing survey reveals**

- Most households are satisfied with their current home (83%)
- 8,500 need to move to more suitable housing
- Improving housing affordability is a top priority



## **Housing shortage is holding back the Highland economy**

- 2/3 employers struggling to recruit/retain staff



## **More investment in wheelchair and accessible housing is needed**

- Meeting the housing and support needs of older people in private housing is a major challenge



## **HNDA calculation will measure the needs of**

- Households in unsuitable housing (8,500)
- New households forming or moving to Highland (7,000)
- New jobs which need a new workforce (18,500)



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# Children and Young People's Needs Assessment

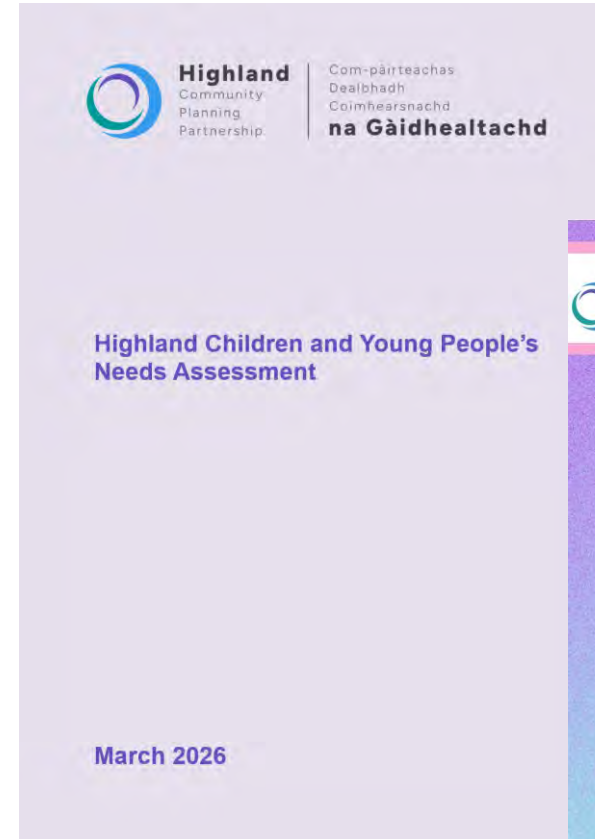
**Carolyn Hunter-Rowe**

Head of Public Health Intelligence



# Children’s Joint Strategic Needs Assessment (JSNA)

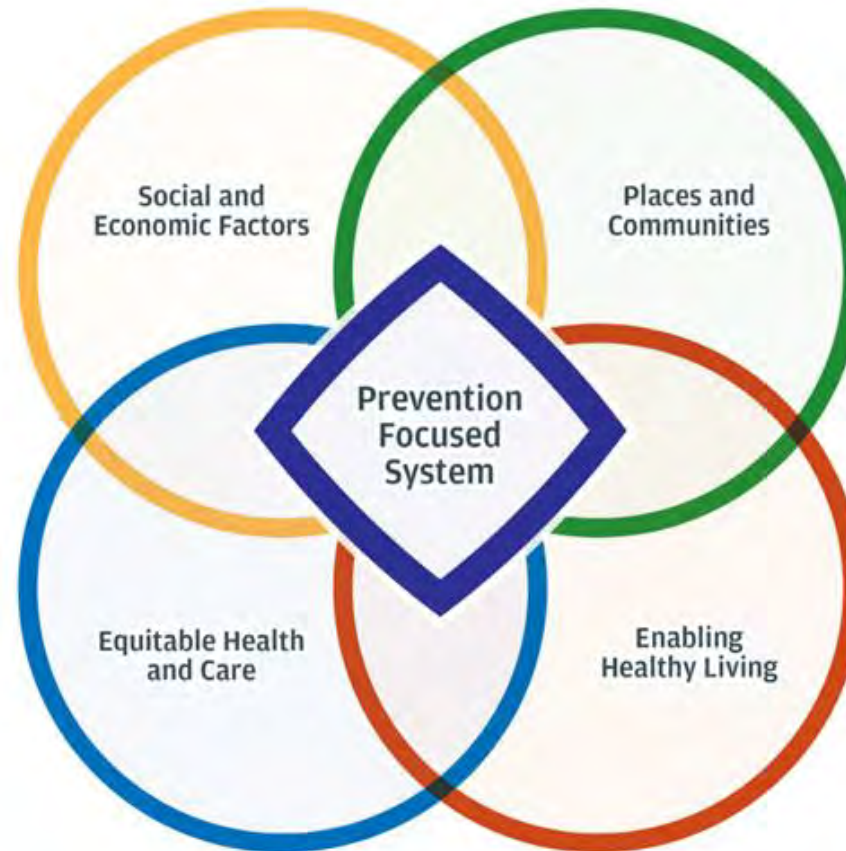
“accurately assess the care needs of a local population in order to improve the physical and mental health and wider wellbeing of individuals and communities”



# Approach

- Population health approach to improving health outcomes
- Focus on health inequalities, prevention and building blocks of health
- Marmot principles - guide evidence-based action on social determinants of health and health inequalities

## Population Health Framework drivers and Marmot principles



### Policy objectives

1. Give every child the best start in life
2. Enable all children, young people & adults to maximise their capabilities & have control over their lives
3. Create fair employment & good work for all
4. Ensure a healthy standard of living for all
5. Create & develop healthy sustainable places & communities
6. Strengthen the role & impact of ill-health prevention

### Two cross-cutting themes

1. Tackle racism, discrimination & their outcomes
2. Pursue environmental sustainability & health equity together

# Contents of the JSNA

Population and  
geography

Family structure

Child poverty

Pregnancy and  
birth

Health and  
wellbeing across  
childhood

Education and  
transitions

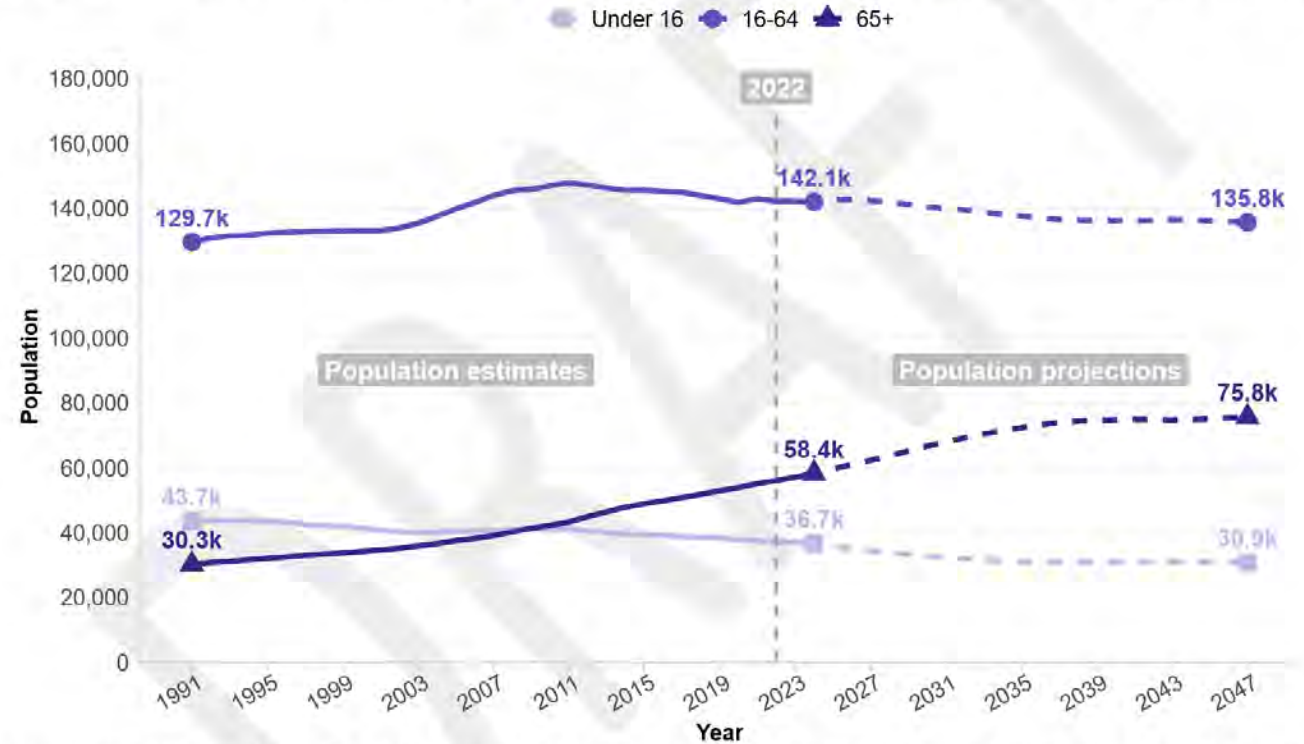
Vulnerability and  
protection

Housing and  
transport

Use of data

**Population:** declining population of children and young people, a decrease in birth rates and a contracting working age population places fragility on services, notably in the early-years and social care sectors.

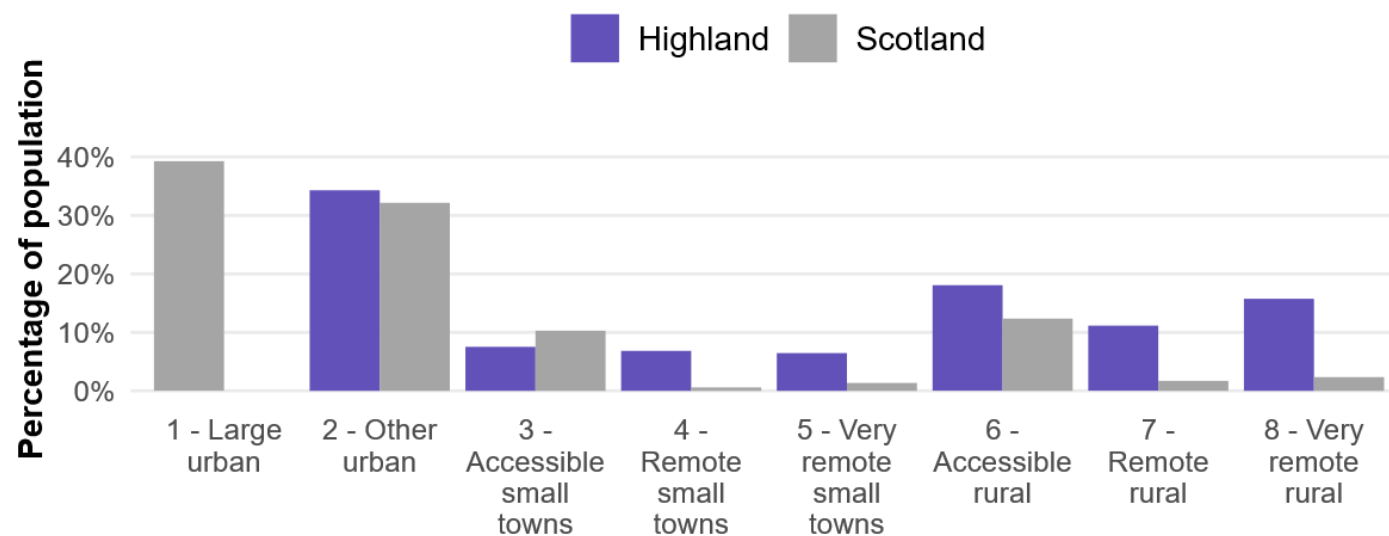
Figure 10: Population estimates (1991-2024) and projections (2022-2047) by age group, Highland



Source: National Records of Scotland, Mid-year population estimate time series data and Subnational Population Projections (2022-based)

**Deprivation and access challenges:** Highland has many areas among the most access-deprived in Scotland which, together with the numbers of children living in remote and rural areas, compounds barriers related to higher costs of transport, heating, access to services, social opportunities and digital connectivity.

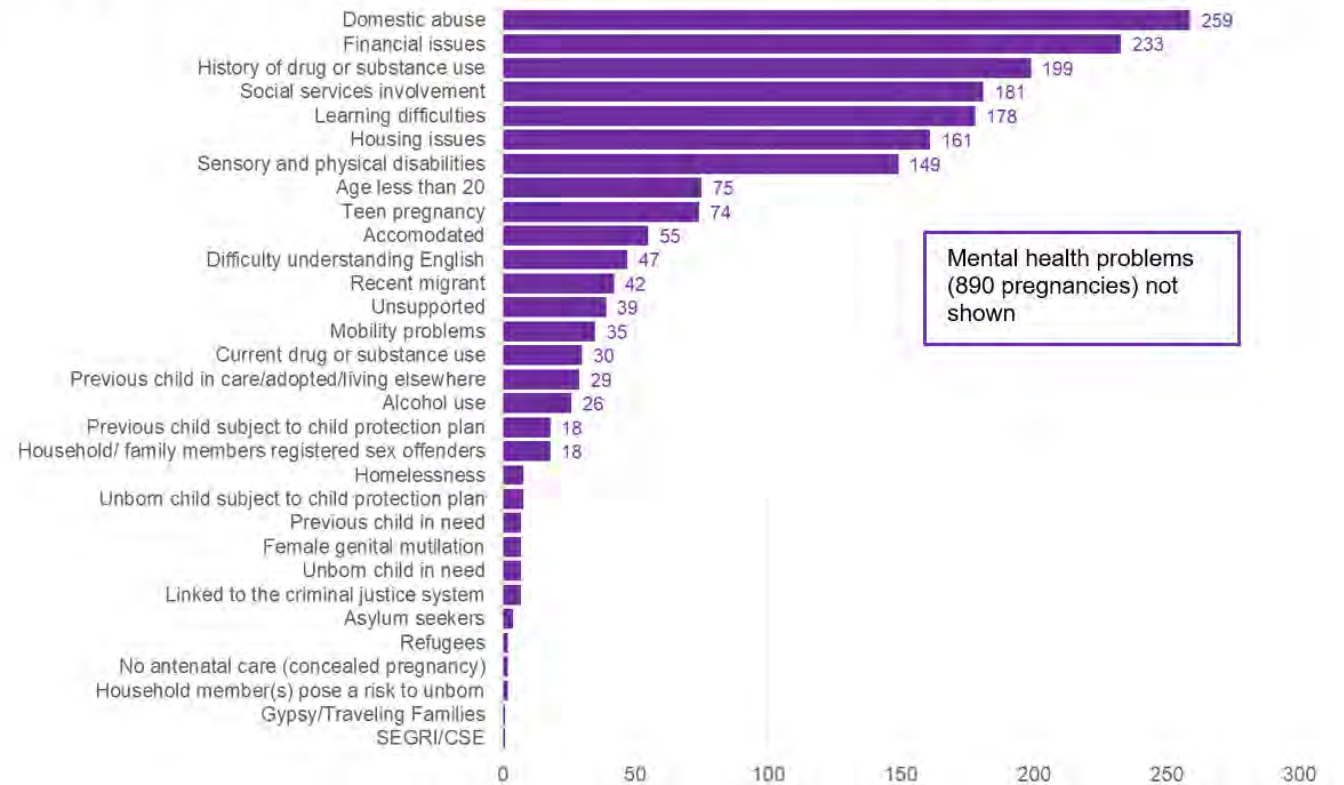
Figure 13: Percentage of the population aged under 18 years living in urban and rural areas of Highland and Scotland in 2022



Source: National Records of Scotland. Output Area 2022 to Scottish Government Urban Rural Classification 2022. Scotland's Census 2022 Table UV103 – Age by single year

**Family complexity and vulnerability:** increasing family complexity, including kinship care, pregnancy vulnerabilities, child protection and the needs of young carers, shape inequalities and inequity.

**Figure 30: Antenatal bookings with a vulnerability reported during pregnancy, 2024**

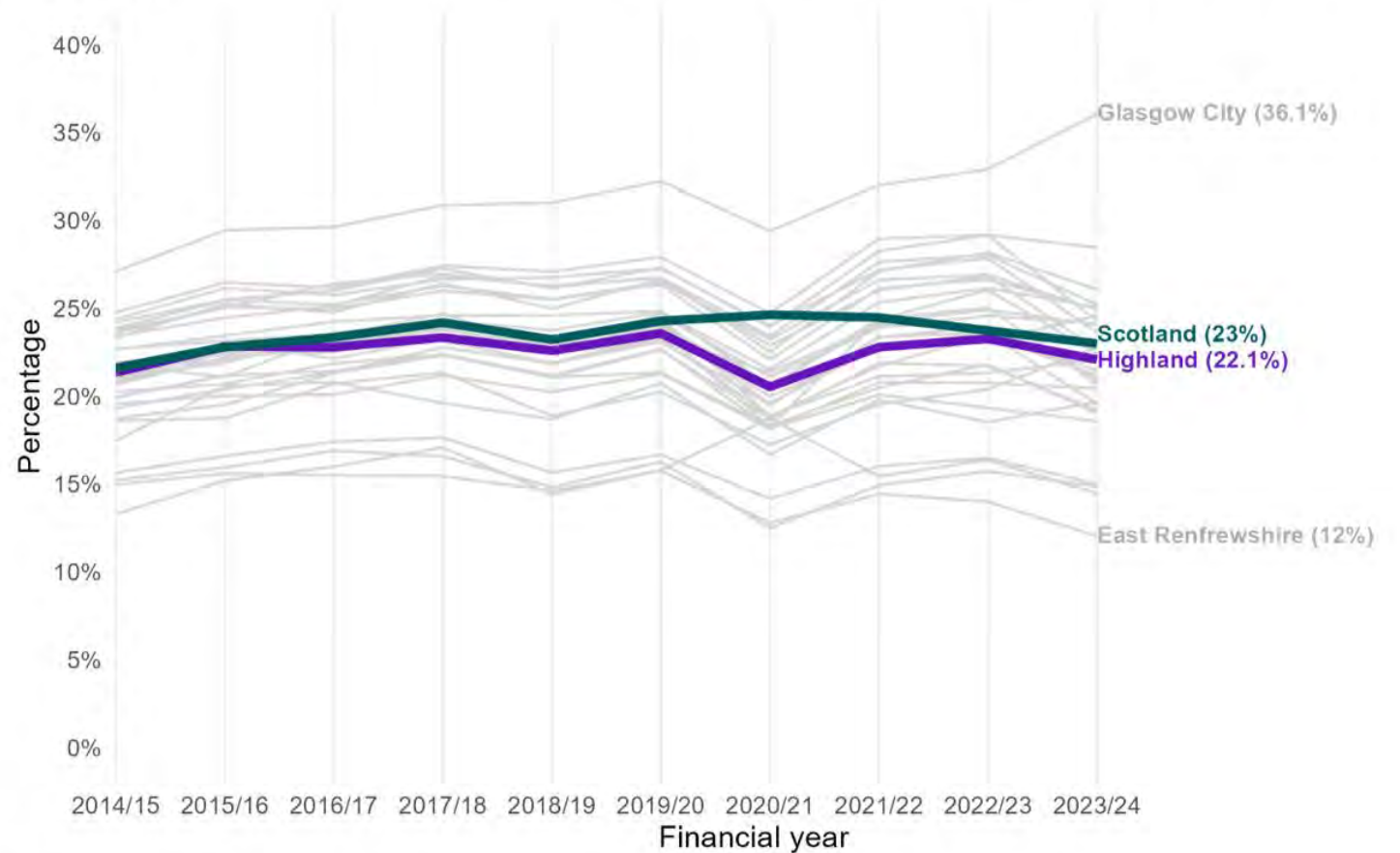


Source: BadgerNet Maternity

Note: Mental health problems are not shown to help with the reading of other categories

**Child poverty:** Around one in four children in Highland live in relative poverty after housing costs. Evidence clearly shows child poverty is a critical determinant of health and wellbeing. Experiences of poverty in childhood shape outcomes across the life course.

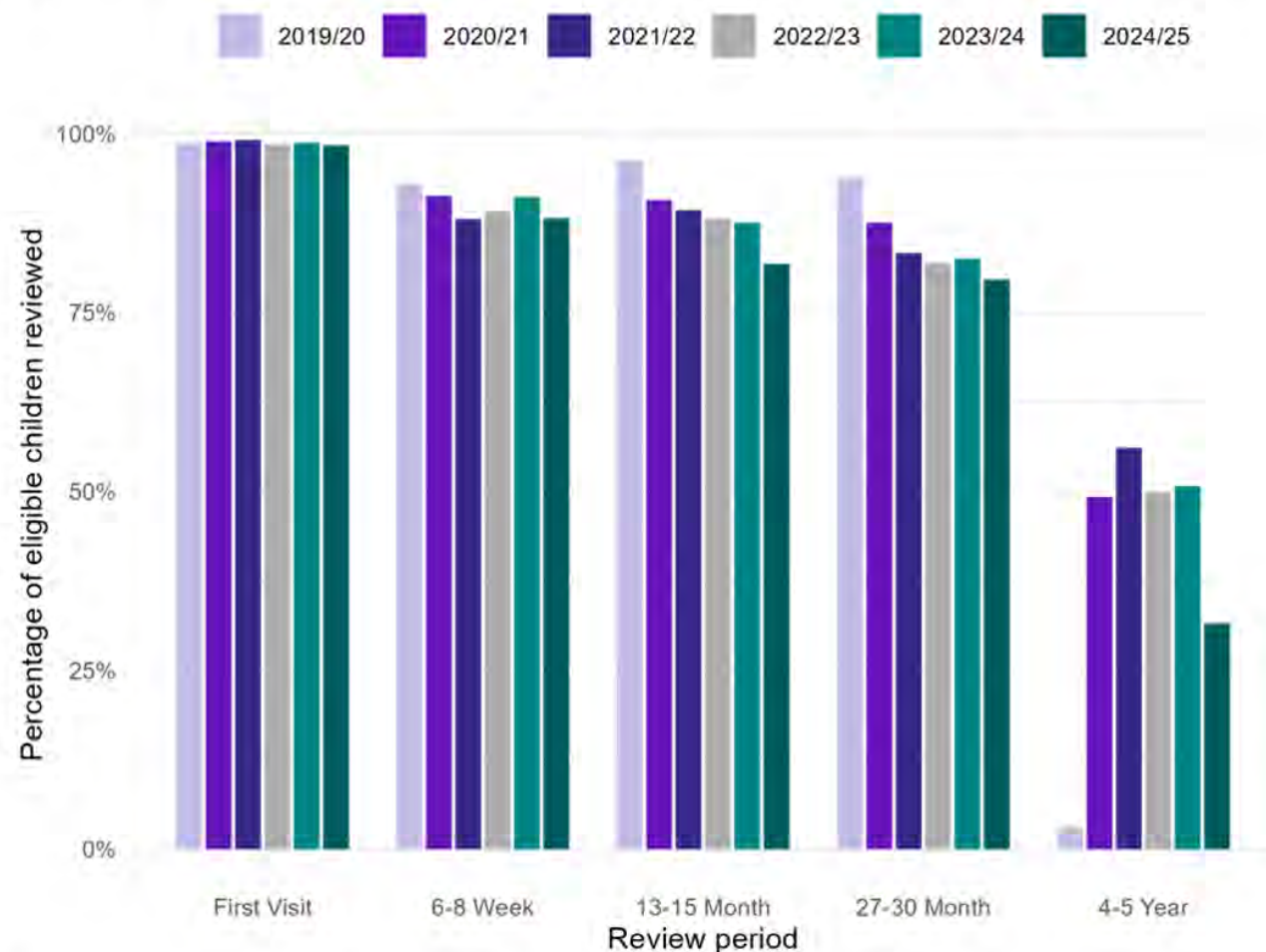
**Figure 20: Proportion of children in relative poverty after housing costs – Highland vs Scotland, trend over time**



Source: End poverty coalition

**Starting out:** The early years are a critical window that shapes lifelong health, learning and social outcomes. Antenatal support, breastfeeding, immunisation, universal health visiting services and early learning and care (ELC) create the foundations for health.

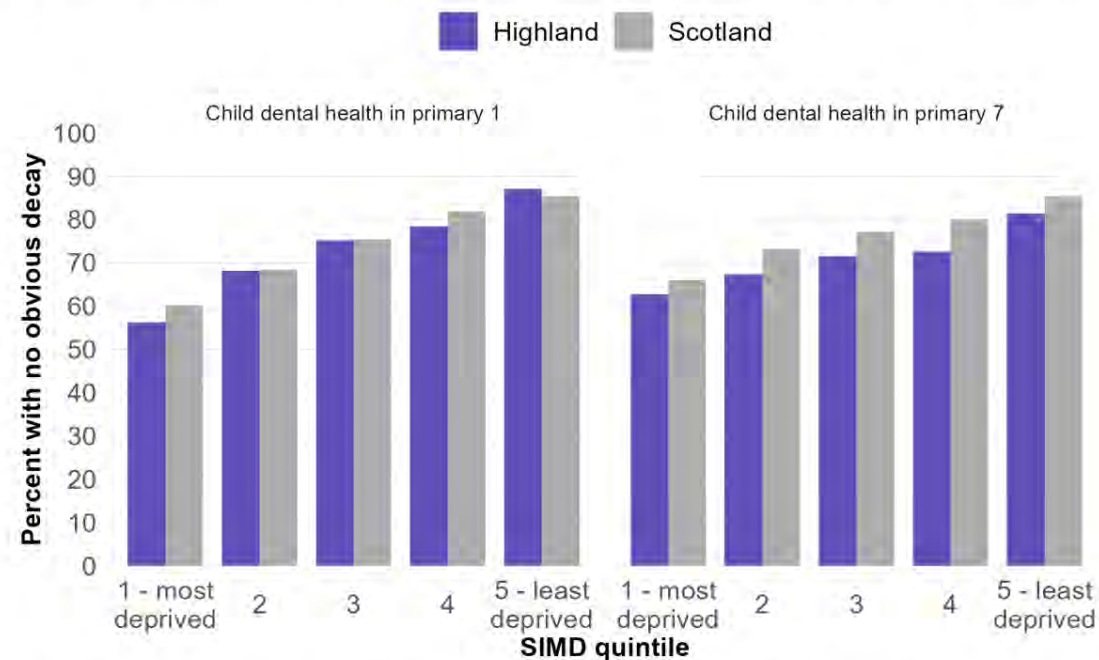
Figure 47: Universal child review coverage in Highland by review point and financial year



Data source: NSS Discovery, April 2019- March 2025 (extracted December 2025)

**Growing up:** Early preventative programmes are a core pillar of child health and realising children's rights. Key areas include healthy weight, oral health, sexual health, unintentional injury, neurodevelopmental needs, disability and long-term conditions.

**Figure 66: Percent of Primary 1 and Primary 7 children with no obvious dental decay experience by Scottish Index of Multiple Deprivation (SIMD) quintile in Highland and Scotland, 2023/24**



Source: National Dental Inspection Programme, Scottish Public Health Observatory profiles  
1. Based on Scotland level SIMD 2020v2 quintiles. No obvious dental decay experience means no obvious decayed, missing and filled primary teeth

# Summary

- Comprehensive evidence base to identify priorities
- Clear focus on inequalities
- Shift towards prevention
- Tackling social determinants such as poverty and deprivation, education, housing and transport
- Whole system partnership



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# IN CONVERSATION...Highland Poverty & Equality Commission Co-Chairs

Hosted by Derek Brown with...  
Jim McCormick & Maggie Cunningham





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## ACTIVITY:

What **actions** do you think are needed to tackle the evidence described in Health Inequalities, Housing Need, Children & Young People, Poverty & Equality?





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# What Does Local Delivery Look Like

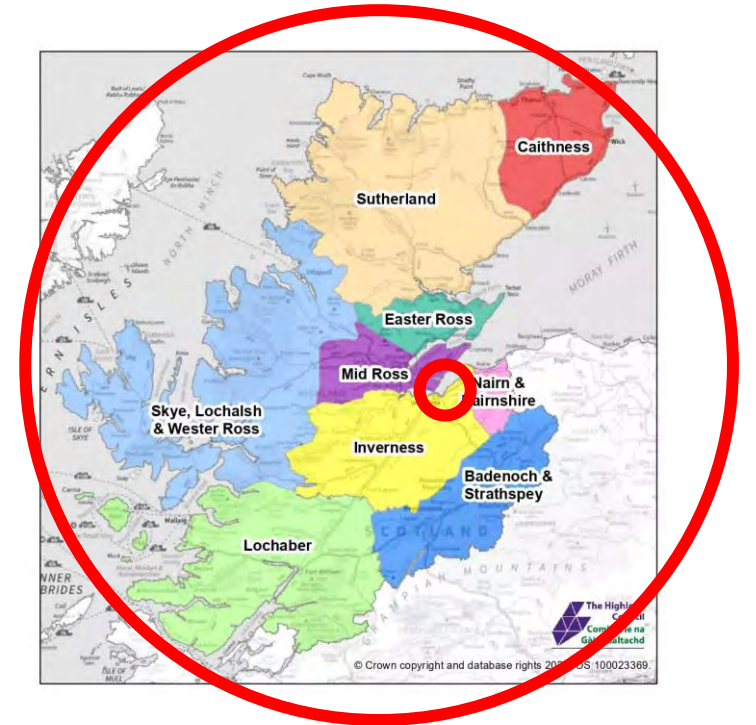
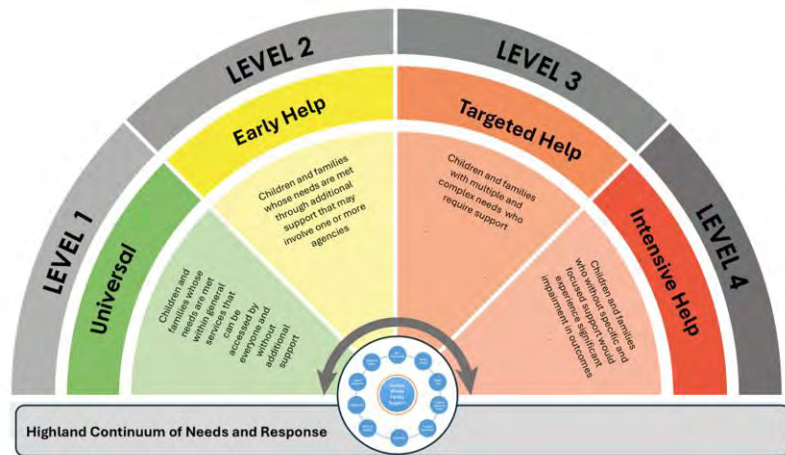
# Family Links: Joined-up support for Highland's families



family-centred family-driven

Family Links 

delivered in partnership

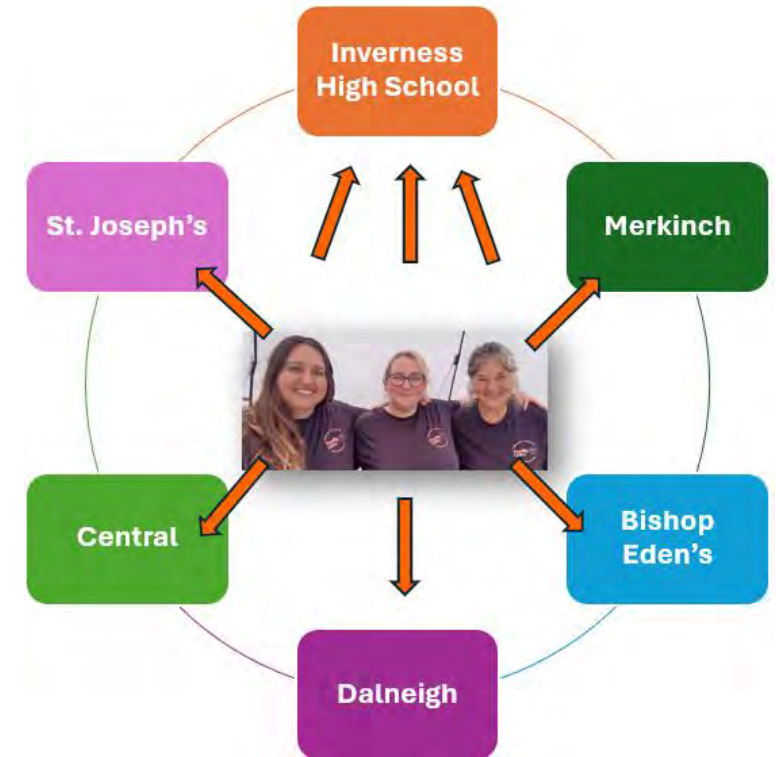


# Evidence of need: August 2023



## Inverness Priority Action Tracker

C	Support Families in a whole family approach to improve attendance and attainment for young people in Inverness City and Area	1C1	Ascertain the whole family factors contributing to low attendance rates in the area
		1C2	Engage with families to understand their needs and the barriers affecting them
		1C3	Map existing services and provision available to support the needs and address barriers to educational engagement
		1C4	Source funding to resource unmet needs
		1C5	Create a plan and implement (Partnership) projects that address the needs of local families and remove barriers to school attendance for 5 – 16-year-olds



**Family Links 1.0 –  
 Inverness High School  
 Associated Schools  
 group – October 2024 –  
 April 2026**

# Family Links timeline

08 / 23–  
09 / 24

- Identification of need (ICP) / funding secured (WFWP) / delivery partnership / service co-design (local cross-sector partnership)

10 / 24 –  
03 / 26

- **Family Links 1.0:** 18-month test of concept Inverness High School ASG

04 / 26 –  
06 / 27

- **Family Links 2.0:** Continuation of IHS ASG / New tests - Drummond School / Badenoch & Strathspey / Lochaber / Skye

07 / 27 –  
?????

- **Family Links 3.0** → Family Links part of permanent, Highland-wide suite of joined up supports for families

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# Joined-up stories from the heart of Family Links ...



## Family Links Workers:

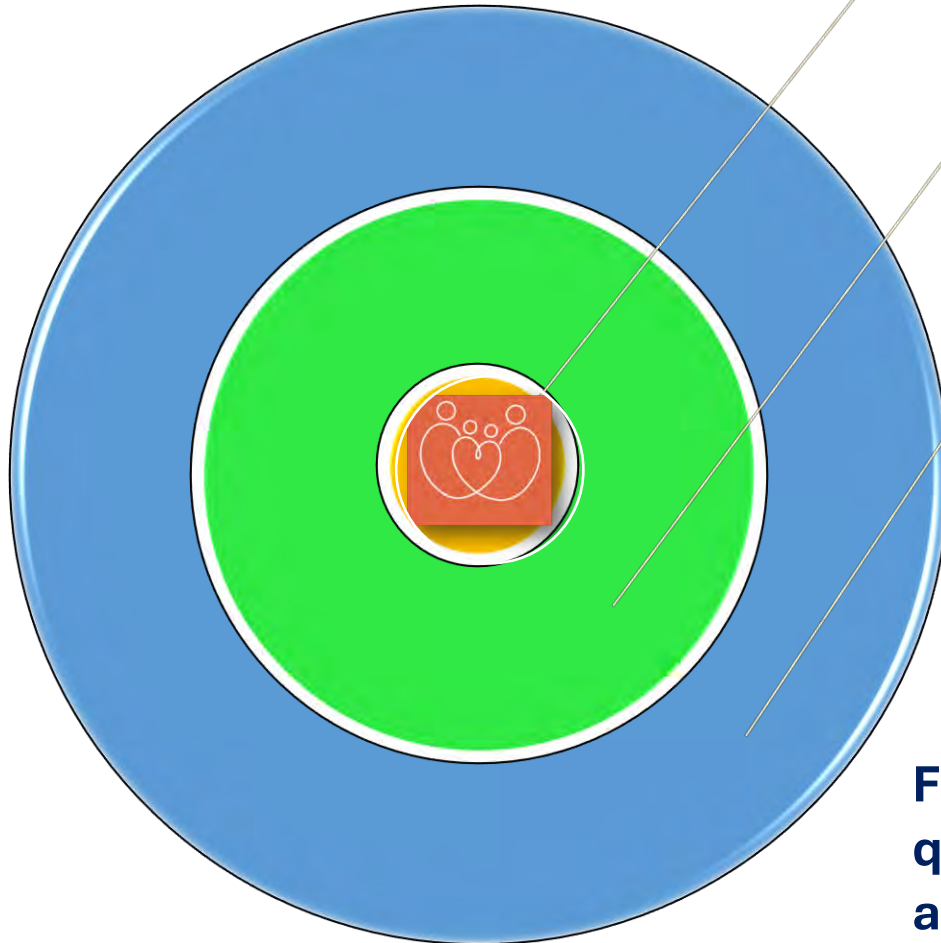
- Lida Azizi
- Fiona Robertson
- Roni Smith

**... direct from the team**



# Developing a framework for Family Links expansion and sustainability

2026 and beyond ...?



**Tier 1. Core Delivery Partners**



**Tier 2. Local Delivery Partners**



Wider Third Sector –  
Whole Family Wellbeing  
Local Partnership Network  
Groups

**Tier 3. Family Links Associates**



Multi-sector teams and organisations supporting families across Highland: community groups, schools, social work, health, justice services, housing ...

**Family Links: joined up delivery, training, quality assurance, monitoring & evaluation and referral pathways (FORT system)**



# Partnering for Progress Lochaber



**Lochaber Community Partnership**

**Highlands & Islands Enterprise**

**NHS Highland**

**West Highland Museum Trust**

**West Highland Chamber of Commerce**

**Shiel Buses**

**Kilmallie Community Fridge and Garden**

**Cow Hill Hall Team**

**Skills Development Scotland**

**Caol Community Council**

**Development Trusts Association Scotland**

**Police Scotland**

**MCR Pathways**

**Care Lochaber**

**Age Scotland**

**Fort William Marina & Shoreline Community Interest Company**

**High Life Highland**

**The Highland Council**

**Ewen's Room**

**Fort William BID**

**HITRANS**

**AECOM / Stantec**

**Voluntary Action Lochaber**

**Lochaber Hope**

**UHI North, West & Hebrides**

**Kinlochleven Community Trust**

**Lochaber Environmental Group**

**Linnhe Leisure**

**Change Mental Health**

**URRAM**

**Spean, Roy Bridge & Achnacarry SCIO**



## Health & Care

Hospital • Social Care • Wellbeing

## Transport

Active Travel • Public Transport • Connectivity

## Communities

Facilities • Volunteering • Local Priorities •  
Capacity Building

## Sustainability

Environment • Climate • Place Planning •  
Enterprising

## Opportunities

Education • Funding • Support





## What works

- Open informal spaces
- Shared environments

## Where to improve

- Reaching all communities
- Accessibility
- Promotion & communication



## Going forward

- Take engagement into communities
- Focus on specific topics and needs
- Build on success of shared spaces





# What's next?

- Ambition for annual event
- Collaboration
- Community voices heard
- Build relationships
- Increase engagement



Voluntary  
Action  
Lochaber



# Partnering for Progress Lochaber





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# Foundation to Future: Easter Ross Community Partnership

# How did we get here - the asks of us

Community Empowerment Act

Locality Planning

HOIP

Public Bodies Act

Adult Services District Plan

Area Place Planning

Highland Place Based Framework

Transport Forum

Whole Family Wellbeing

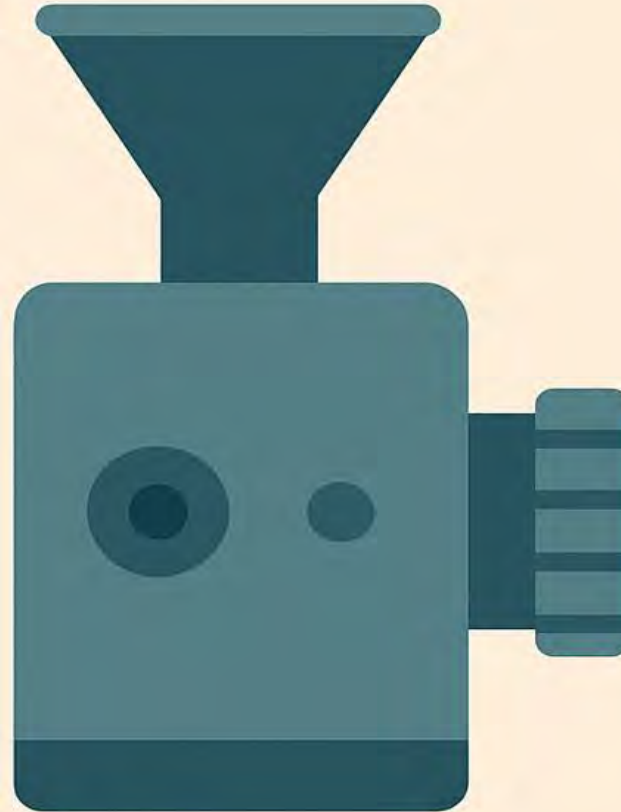
Local Partnership Network Groups

Planet Youth

Community Wealth Building Strategy

Social Value Charter

Drug and Alcohol Forum



People

Place

Prosperity

# People Sub-Group

- Aims to support delivery of priorities outlined in the NHS District Plan and Whole Family Wellbeing Programme.
- Strengthens collaboration between partners in Easter Ross working to tackle inequalities.
- Cradle to grave approach, linking Children's Services with the Adult Services strategic plan.
- Supporting young mums and toddlers in Easter Ross with cookery demonstrations, budgeting support and employability advice.
- Drug and alcohol scoping session in collaboration with HADP planned for early June, bringing together key stakeholders in Easter Ross to strengthen collaboration between statutory and third-sector partners.

# Place & Prosperity Priorities and Actions

## Active travel, transport and connectivity

Community engagement to identify priorities  
Transport Forum established

## Supporting communities to develop their own plans

Local Place Planning Session 7 October  
Community Resilience Planning Workshop 12 February

## Supporting people into work

Supported recruitment event on November 5<sup>th</sup> 2025  
Great employer engagement  
21 people attended – 9 referrals into Work.Life.Highland

## Community wealth building

Identifying pilot projects for Easter Ross

## Better understanding and use of data

Community Engagement and Partner Data Sharing



# Easter Ross Transport Forum

## **Aim:**

- Provides a collaborative space for stakeholders to identify, discuss, and address transport-related issues across the ER area, including to/from main destinations out with the area.
- The forum aims to improve connectivity, accessibility, and sustainability of transport services for all residents, with a focus on rural and underserved communities.

## **Objectives:**

- To identify and addressing local transport needs and gaps in provision.
- To support the development of inclusive, affordable, and sustainable transport options.
- To promote active travel and low-carbon transport initiatives.
- To provide a platform for community voices to influence transport planning and policy.
- To strengthen partnerships between communities, service providers, and public agencies.

## **Priority Themes:**

- Reliable and Affordable Public Transport
- Rail Service Improvements
- Accessible and Safe Infrastructure
- Active Travel and Sustainable Choices

# Summary of Sub-Group Activity in the Past Year



16 Meetings held  
2 online workshops for  
community groups



Terms of Reference  
developed  
Priorities identified



Membership growing



New Action Tracker  
developed



Elected Member  
involvement



Aligning agendas –  
WFW/Adult  
Services/APP/CPP



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## ACTIVITY:

Mapping Inequalities and Prioritising the Way Forward: **People**, **Place** & **Prosperity** in Highland





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# CLOSING REMARKS

**DEREK BROWN**

Chief Executive





## **2026 Highland CPP Conference Feedback Summary Report**

### **1. Executive Summary**

Feedback from attendees demonstrates that the 2026 Highland CPP Conference was highly successful, with very strong levels of satisfaction across all areas including programme, speakers, organisation, and overall experience.

The event was widely described as:

- **Inspiring**
- **Engaging**
- **Informative**
- **Collaborative**

Participants particularly valued the opportunity to connect with partners, the quality and relevance of speakers, and the focus on key themes such as poverty and inequality.

While feedback was overwhelmingly positive, a small number of attendees suggested adjustments to pacing and increased time for networking could further enhance future events.

### **2. Overall Satisfaction**

The event was very well received, with consistently high satisfaction across all areas. Attendees rated the conference extremely positively across all key measures:

- 49 out of 55 respondents rated their overall experience as “Excellent” or “Very good”, demonstrating a very high level of satisfaction
- Organisation of the event was rated as “Extremely satisfied” or “Very satisfied” by 54 of 55 respondents
- Respondents were “Extremely satisfied” or “Very satisfied” with the overall programme and speakers overall
- Engagement levels were consistently high throughout the day.

### **3. How Attendees Described the Event**

Participants were asked to describe the conference in three words. These words reflect a conference that successfully combined energy, learning, and collaboration. The most frequently used terms were:

- Inspiring / Motivating
- Engaging / Interesting
- Informative / Insightful
- Collaborative / Connecting
- Thought-provoking / Challenging

### **4. What Worked Well**

#### **4.1 Inspiring and Motivating Content**

Many participants highlighted the event as uplifting and forward-looking:



- “Inspiring, relevant, visionary”
- “Empowering, collaborative and encouraging”
- “Inspiring – engaging – motivating”

#### **4.2 High-Quality Speakers**

Speakers were consistently praised for:

- Relevance to professional roles
- Clear delivery and insight
- Ability to connect policy with practice

Particular highlights included:

- Poverty and Equality Commission
- Family Links presentations
- Contributions from public health, housing and partners

#### **4.3 Strong Networking Opportunities**

Networking emerged as one of the most valued aspects:

- “Good to network”
- “Connecting, thought provoking”
- “Opportunity to connect with others across the region”

Attendees appreciated:

- Cross-sector engagement
- Table discussions
- Informal conversations

#### **4.4 Collaboration and Partnership Focus**

A strong theme was the importance of partnership working:

- “Collaborative, welcoming, openness”
- “Informing, inspiring, collaboration”
- “Commitments to actually working together”

The event reinforced the importance of collective action and partnership working across sectors.

#### **4.5 Positive Atmosphere and Delivery**

The overall tone of the event was widely praised:

- “Organised, warm and fun”
- “Friendly, fun”
- “Very well presented”

Attendees clearly valued the welcoming and inclusive environment.

### **5. Most Impactful Elements**

Participants identified several key aspects as particularly impactful:

- Poverty and Equality Commission discussions



- Family Links presentations and lived experience insights
- Case studies and real-world examples
- Opportunities for discussion and shared learning

Content that combined strategic context with practical examples and lived experience had the greatest impact.

## **6. Areas for Improvement**

Although feedback was overwhelmingly positive, some suggestions were made:

### **6.1 Event Length and Pacing**

A very small number of participants noted:

- “Bit too long”
- “Fast paced”

### **6.2 More Time for Networking**

Several attendees requested:

- Additional time for informal discussion
- Structured networking opportunities

### **6.3 Programme Adjustments**

Suggestions included:

- More practical, real-world examples in some sessions
- Improved visibility of presentation slides
- Greater inclusion of different perspectives in panels.

Improvements are minor and focused on enhancing an already strong event.

## **7. Overall Conclusion**

The 2026 Highland CPP Conference was a highly successful and well-received event.

Key strengths included:

- Inspiring and engaging content
- High-quality, relevant speakers
- Strong opportunities for networking and collaboration
- A positive, well-organised environment

Importantly, attendees viewed the conference as:

- A catalyst for future action
- A starting point for continued collaboration
- An opportunity to build stronger partnerships across the region

The conference successfully brought partners together, reinforcing shared priorities and creating momentum for future collaborative work across Highland.

## **CPIB – Shaping future priorities**

**February 2026**

### **Introduction**

Scotland's public services are operating in a profoundly challenging environment, shaped by persistent inequalities, demographic shifts, climate pressures, and intensifying financial constraints. Despite the Christie Commission's 2011 call for transformational change through prevention, partnership, people, and performance, many of its ambitions remain unrealised. The COVID-19 pandemic exposed both the resilience and fragility of public services, highlighting the importance of community collaboration while revealing systemic vulnerabilities. In the post-pandemic landscape, services face growing backlogs, capacity constraints, and uneven recovery trajectories, with the Auditor General and Accounts Commission highlighting operational and financial stress across sectors.

Health inequalities remain stark, with life expectancy and healthy life expectancy significantly lower in deprived areas, and the burden of disease projected to rise sharply. Climate change compounds these challenges, posing long-term risks to public health, infrastructure, and service delivery. Financial sustainability is now a pressing concern. The Scottish Fiscal Commission projects a widening gap between funding and spending, exacerbated by an ageing population and declining health outcomes. Public sector organisations report significant budget shortfalls, and confidence in the viability of finances is critically low. Many are increasingly reliant on short-term measures such as raising taxes, cutting services, and spending reserves—yet service quality continues to decline, particularly in areas crucial to preventative care.

The Scottish Government's Public Service Reform Strategy acknowledges these issues and aims to streamline structures and shift resources towards prevention. However, the scale of transformation required is substantial. Without accelerated reform and deeper collaboration across sectors, the sustainability of vital public services remains at risk.

In this context, community planning partnerships (CPPs) are more important than ever. They are uniquely positioned to drive systemic change for citizens and communities through collaborative approaches that integrate local knowledge, voluntary sector contributions, and public service delivery.

Yet the current environment poses significant risks and challenges for community planning. Systemic issues such as duplication, declining public satisfaction, differing levels of partnership maturity across Scotland, and a lack of progress on prevention—acknowledged in the Public Service Reform Strategy—can erode trust and shared purpose among partners. Different accountability, governance and reporting arrangements are not conducive to collaboration, particularly within a local CPP context where partners prioritise national targets over shared outcomes. Financial rigidity, particularly in budgeting processes, acts as a barrier to shifting resources towards preventative spend. This disincentivises collaborative efforts that require pooled resources or long-term investment, especially when organisations are focused on short-term survival.

Moreover, reform efforts are often siloed within individual policy areas such as health or education, limiting the potential for integrated approaches. Scottish Government's Public Service Reform strategy, now being implemented, is intended to provide a clearer roadmap for public service reform, helping to reduce unintended consequences across the system and supporting national partners to understand how their statutory responsibilities fit within the wider reform landscape.

Legislative and operational constraints further hinder innovation, while resource and capacity limitations challenge the public sector's ability to sustain transformation efforts. Stronger mechanisms are needed to ensure national policy and system design enable, rather than restrict, place-based collaboration. Strengthening the interface between national and local systems—ensuring insight flows both ways—is essential if public service reform is to be meaningful and deliverable at local level.

## **The Role of the Community Planning Improvement Board**

The [Community Planning Improvement Board](#) provides national leadership to enhance the coherence, effectiveness and impact of community planning across Scotland. It brings together senior officers representing Community Planning partners to align national ambitions with local delivery, champion preventative approaches, and shape a more consistent and collaborative system.

CPIB strengthens Scotland's public service reform landscape by:

- Providing a national platform where CPPs, partners and government can share learning, coordinate activity and build collective ownership of reform.
- Supporting improvement by promoting flexible, proportionate, context-sensitive approaches that reflect the varying maturity of CPPs.
- Acting as a system interface—surfacing local barriers, escalating issues arising from national policy or governance arrangements, and working with partners to resolve them.
- Advocating for integrated, collaborative approaches and enabling conditions such as joint resourcing, community-centred design and preventative investment.

By strengthening these enabling conditions, CPIB helps ensure that community planning can play a decisive role in shaping sustainable, preventative public services.

## **CPIB Purpose**

The CPIB provides strategic leadership and national coordination to strengthen community planning across Scotland. It serves as the authoritative voice on community planning ensuring that national commitments to community planning, as set out in the Public Service Reform Strategy, Population Health Framework, and Verity House Agreement, are translated into meaningful local action. By fostering a two-way flow of insight and influence with all 32 CPPs, the CPIB supports system-wide improvement, resolves tensions between national and local priorities, and helps create the conditions for effective, collaborative, and preventative public services at local place level.

## **Objectives**

To fulfil its purpose, it is proposed the CPIB will focus on four core objectives. Collaborative reform and multi-agency transformation are *longer-term objectives*. The initial emphasis of the CPIB will be on strengthening improvement activity and building the foundations for reform. Reform ambitions will be developed over time as capacity and system conditions evolve.

## 1. National Leadership and Strategic Influence

- **Serve as the recognised national voice on community planning**—trusted by CPPs and the Scottish Government to influence and coordinate activity, share learning, and provide insight.
- **Lead the strategic alignment of community planning with national reform agendas**, ensuring CPPs are equipped to embed these agendas within local plans and places and give practical expression to national commitments.
- **Act as a mechanism for shared accountability**, where all partners will hold each other collectively to account, ensuring that commitments to community planning are honoured through joint ownership, constructive challenge and collaborative problem-solving.

## 2. Engagement and Co-ordination

- **Strengthen direct links with all 32 CPPs to ensure a two-way flow of insight and influence**, including consulting CPPs on priorities and work programmes to reflect diverse local needs.
- **Coordinate national activity across CPPs**, with CPIB members ensuring they have the right people and resources in place within local CPPs to support effective community planning and represent the collective voice of the sector.
- **Act as a broker between national and local priorities**, helping to resolve tensions and create an authorising environment where Scottish Government sponsorship supports effective engagement by appropriate public bodies in community planning.
- **Develop a structured approach to political oversight**, to ensure visibility, alignment, and support for the CPIB's work.

## 3. Support, Learning and Improvement

- **Enable effective and more consistent community planning across Scotland**, helping CPPs to identify and address areas for improvement.
- **Act as a support mechanism** by helping partners within a CPP share resources, blend capabilities, prioritise prevention, and improve community participation.
- **Identify nationally significant issues and coordinate targeted interventions** to promote improvement and consistency.
- **Capture, share, and scale learning from across Scotland** to drive improvement in community planning practice.

## 4. Collaborative Leadership, Reform and Advocacy

- **Foster, model and enable collaborative systems leadership across CPPs** and local places, supporting a culture of shared responsibility and joint delivery.
- **Identify and progress multi-agency reform opportunities**, particularly where statutory duties are shared across sectors and where support is needed to unblock progress or redesign service delivery models.
- **Help partners identify and address barriers to collaboration**, including legislative or organisational constraints, and advocate for necessary changes with the Scottish Government and other partners.

## **CPIB Membership**

CPIB will build on its strong existing membership by aligning it fully with the Board's strengthened, improvement-focused purpose. Members will be expected to actively contribute with intent and authority—both within CPIB and across their organisations, sectors and CPPs—and to collectively bring the skills needed for strategic leadership, system influence, constructive challenge, collaboration and practical engagement. As CPIB moves into a more delivery-oriented phase, every member will have a clear responsibility to champion its priorities, leverage their organisational and sectoral reach, and play an effective role in wider public service reform. Strengthening expectations of active participation and shared ownership will ensure the Board has the leadership capacity required to drive improvement across the community planning system.

## **Chairing and Secretariat Arrangements**

The CPIB will continue to be chaired by SOLACE for the next year, ensuring continuity and stable leadership as the Board transitions to its strengthened improvement-focused role. During this period, a review will be undertaken to consider the potential rotation of the Chair among statutory partners, with the CPIB determining the outcome of this review. Secretariat support will remain with the Improvement Service to ensure consistency, reliability, and the retention of organisational knowledge as the CPIB's work programme develops. These arrangements will provide a steady operational foundation while wider governance and engagement structures are enhanced.

## **Establishment of a Chief Officers Strategic Group**

To address a significant gap in current arrangements, CPIB will establish a twice-yearly Strategic Group bringing together the senior accountable officers of statutory community planning partners, on a representative basis. At present, there is no forum in Scotland where these accountable officers meet collectively to exercise their shared statutory responsibilities for community planning, despite each holding legal duties that cannot be delegated. Creating this group will strengthen collective ownership and provide visible leadership from statutory partners, offering a space where senior accountable officers can set expectations, unblock barriers that sit above operational level, and reinforce the authorising environment needed for effective collaboration locally. Its strategic, infrequent nature ensures senior leaders can demonstrate commitment without adding unnecessary burden. The group will also support joint accountability for the CPIB work programme, align expectations across organisations, and enable a structured two-way flow of information — allowing CPIB to escalate system tensions, highlight areas requiring progress, and secure shared action where senior-level responsibility is needed. This group is not intended to replace broader CPIB membership, but to provide the coherent, empowered space currently missing to drive whole-system leadership and will complement the political oversight arrangements set out later in this paper/below.

## **Political Engagement**

There is a clear need for a more structured model of political engagement for CPIB that brings sustained focus from those with policy and resource authority. Engagement should extend beyond the First Minister, Deputy First Minister and COSLA President to include relevant Cabinet Secretaries with portfolios central to community planning, and the relevant COSLA spokespeople, reflecting previous arrangements under the National Community Planning Group. Engagement should also involve the Chairs of statutory community planning partners — including Health Board Chairs, the Chair of the Scottish Police Authority, the Chair of the Scottish Fire and Rescue Service Board, and the Chairs of other bodies with statutory duties in community planning — to ensure system-wide alignment at a political level. This political oversight group would convene annually. Existing forums, such as Verity House Agreement meetings, can help reinforce and strengthen this political leadership

by providing regular opportunities to prioritise community planning within established national–local engagement structures. A clear mechanism will be developed to bring local issues, barriers and opportunities from all 32 CPPs into political discussions, with defined roles to ensure local perspectives are consistently and meaningfully represented and that political oversight is informed by the system leadership provided through the Strategic Group.

### **Engagement model**

The CPIB will strengthen engagement with all 32 CPPs by convening an annual CPP Chairs’ event as a flagship leadership forum. This gathering will bring together leaders from across Scotland to share progress, explore variation in practice, and reinforce national–local alignment. It will also create a dedicated space for local insight to shape national direction, supporting a genuine two-way engagement model while recognising the diversity and strengths of local contexts. The CPP Chairs event would be scheduled so its outputs can feed into and inform the annual political oversight meeting.

To maintain transparency and ongoing connection, the CPIB will issue a concise bulletin following each Board meeting, providing timely updates and clear opportunities for CPPs to contribute. Together, these actions establish a more coherent and collaborative two-way engagement approach, ensuring national ambition is meaningfully grounded in local realities.

### **Next Steps**

The board has now formally agreed the key elements of the CPIB’s future model—including its priorities, governance, membership, and engagement approach—and the programme can move into the next phase of work. This will involve finalising a sustainable resourcing model, securing approval of an updated terms of reference that reflects the CPIB’s future role, and developing the first CPIB work programme to drive delivery across the system. A clear timeline will also be established for standing up the Strategic Group and confirming the political oversight arrangements, ensuring that governance, capacity, and work planning are fully aligned for implementation.