

South Ayrshire Community Planning Partnership Board



Report by Service Lead – Policy, Performance and Community Planning to
Community Planning Partnership Board Meeting of 20th April 2023

Subject: Proposed new structure incorporating a move to locality-based working

1 Purpose of Report

1 The purpose of this report is to provide members of the Community Planning Board (CP Board) with an overview of a proposed new structure for the Community Planning Partnership incorporating a move to locality-based working. This has been developed through engagement with partners.

2 The Board is:

- 2.1 recommended to agree the proposed LOIP development process;
- 2.2 recommended to agree that Ayr North be trialled as a Locality Planning Partnership for the development of the first Locality Plan (as an evolution of the Wallacetown Strategic Delivery Partnership); and
- 2.3 note that a further paper on localities will be brought to the August CP Board following consultation with Elected Members.

3 Background

3.1 The premise of a move to locality-based working was initiated by the SDP Chairs Executive back in December 2021 and again in March 2022 through initial discussions around the potential alignment with the refresh of the Health and Social Care Partnership (HSCP) Locality Planning Groups to becoming Locality Planning Partnerships, and work taking place by HSCP to develop locality-based Wellbeing Teams and Networks.

3.2 Since then, extensive engagement, which CP Board members have been regularly updated on, has taken place with partners to form a route map to support the implementation:

- **June 2022** – agreement from the Community Planning Executive as part of the annual review to move to a locality-based model;
- **October 2022** – joint workshop with Community Planning Executive and SDP Chairs Executive;
- **January 2023** – workshop with all SDP members; and
- **February 2023** – SDP Chairs Executive ask for a special meeting in March to discuss proposals moving forward.

- 3.3 In developing a proposal, the SDP Chairs Executive considered the feedback from the workshop held on the 20th January (the agenda can be found in appendix 1). The workshop was attended by a range of partners including SAC (various services including Thriving Communities, Information and Advice Hub, Education, Policy Performance and Community Planning), Aberlour, Ayrshire College, Community Justice Ayrshire Partnership, Energy Agency, HSCP, NHS, Police Scotland, Fire Service, Skills Development Scotland, Sport Scotland and VASA – a total of 38 staff were in attendance. The workshop focused on a brief recap of the CP Executive annual review session (15th June 2022) highlighting main issues raised from the SWOT analysis based on the question ‘do we want the CPP to consider a locality-based model of delivering community planning?’ and first workshop session held on 4th October with CP Executive and SDP Chairs Executive Groups. This was followed by an update on progress of South Ayrshire Health and Social Care Partnership move to locality-based working. Group work sessions were then held with summary feedback highlighted below:

*In summary there were lots of **opportunities** about a shift towards locality-based working – more focus needed on localities and looking at what the data says but at the same time listening to what localities wants. Very much co-production with communities to understand local assets, collective use of resources, co-commissioning of services, decision making at a local level, a move back to community-based models and bringing services back to communities as was years ago, using cosy services model to further enhance communities. But how do we do all this to make things less complicated particularly cross-over between groups?*

*In terms of **risks/challenges** – there were a lot and this is probably where the SDP Chairs Executive needs to explore further – short-term funding proving difficult to sustain project, consultation fatigue, everyone understanding the role of partners within structure, lack of awareness by the public of what the CPP is, cluttered landscape around community groups, too much change at a rapid rate, decisions being made locally but not being taken forward, what resourcing/business models have been considered? Where are the budgets coming from to support this?*

***Locality constructs** – villages came through in terms of being an ‘add-on’ to other localities therefore more consideration needed. Role of community councils. How do we support smaller neighbourhoods and different areas with the locality? Ayr North should be a locality in its own right.*

***Local, Local Outcome Improvement Plans (LOIPS)** – there were mixed views around this – a local LOIP with the ability to drill down to neighbourhood improvement priorities was noted however it was felt in the feedback that there were too many plans and would they just be another level of reporting and one of the groups didn’t support the concept of a local LOIP. How would they be resourced? And could local LOIPs make it more complicated than things are just now. What about place plans? Some feedback suggested that it was a positive direction but if having localised plans would need to get rid of other plans. Also need to consider locality plans.*

***Engagement** – all agreed this is vital but there is a need to more innovative around engagement – engagement was reflected in the challenges feedback around consultation fatigue and changing habits as a result of COVID. How do we reach the voice of seldom heard community members? Essential not to over promise.*

Budgets – concerns about how this will work – reducing budgets, more investment in third sector for longer term funding, a lot more work needed to be done in this area.

Sharing support services – sharing of buildings/co-location, what assets partners/communities have and how these can be linked? Issue around data protection and sharing of information.

Align strategic working – golden thread to ensure alignment, how do we get nested plans working together into a logical reporting structure? Communities want to be able to see what difference is being made.

Elected Members and Community Councils – this needs further discussion in terms of Locality Planning Partnerships to ensure there is a joined-up approach.

4 Progress

- 4.1 Discussion continued at the SDP Chairs Executive on the 16th February, particularly around the impact on the current SDPs moving to a locality-based model (current structure attached as appendix 2). It was noted that the only impact would be on the Wallacetown SDP due to its uniqueness of operating within a locality. It was suggested at that meeting, that there was the potential of piloting a locality-based plan for North Ayr given the evidence from the Public Health Profiles on inequalities and poorer outcomes and incorporating the work of Wallacetown within a wider Ayr North plan – this would also sit comfortably with the new locality that is being established as part of the HSCP locality planning partnership boundary changes.
- 4.2 At the SDP Chairs Executive meeting on the 30th March, a potential new structure for the CPP was presented (appendix 3). This new structure has evolved from feedback from partners highlighted in sections 3.3 and 4.1 and taking cognisance of our statutory requirements under the Community Empowerment (Scotland) Act 2015 where it clearly states that the 2015 Act requires CPPs to¹:
- Prepare and publish a **Local Outcomes Improvement Plan (LOIP)** which sets out the local outcomes which the CPP will priorities for improvement;
 - Identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish **Locality Plans** to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the local outcomes improvement plan); and
 - Review and report publicly on progress towards their LOIP and locality plans and keep the continued suitability of these plans under review.
- 4.3 As a Community Planning Partnership, we have had success within our current LOIP, due in part to its level of focus (as highlighted in the recent Best Value Audit) however it has been noted at times that it might be too restrictive particularly when partners are trying to align their strategies to the LOIP as part of identifying strategic relationships and linkages.
- 4.4 As agreed previously, the LOIP was to extend into 2023 due to the following factors:

¹ Community Empowerment (Scotland) Act 2015: Part 2 – Community Planning Guidance (P9) December 2016

- Awaiting the outcome of the refresh of the CPP structure in line with locality-based working; and
- Confirmation on the new Council Plan (which will be formally published in April 2023) to ensure that new LOIP priorities can align to new Council Plan.

Within the proposed structure, members will now note that the LOIP will be directly aligned to our Strategic Delivery Partnerships, who will be responsible for the collective development of high-level strategic outcomes, priority areas and subsequently, focused improvement action plans. The Sustainability Partnership will become an SDP given the significant focus on our collective responsibility in terms of sustainability and climate change. These high-level outcomes (*which will be agreed following engagement with partners and our local communities*) will focus on South Ayrshire wide priorities, and as highlighted within the statutory guidance, will *'state clearly and specifically what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short (1 year) and medium (3 years) terms. These short, medium and long term outcomes and targets should be both ambitious and realistic.'*² Our new LOIP will allow an opportunity for our SDPs to refresh and refocus and consider how South Ayrshire can flourish as part of a new longer-term 10 year plan (for example, incorporating economic development into the newly renamed Financial Inclusion and Growth SDP) and provide the CPP with a formal high-level strategic plan (which has been a gap in our current structure). Communities and Population Health SDP would be renamed to Population Health with the communities' element of the SDP being considered within localities. Children's Services SDP and Community Safety SDP would remain as is within the structure.

- 4.5 The structure also embeds the development of Locality Plans as per the statutory requirement. Much work has taken place within South Ayrshire over the past few years around the development of place plans using the place standard toolkit (in effect our version of 'locality plans') and locality-based work within Wallacetown to develop a 'team around the community' model, however we haven't been consistent with language, and this has led to some confusion with the introduction of NPF4 (National Planning Framework) for the development of Local Place Plans.
- 4.6 It is intended to develop 6 locality plans, (*initially piloting in Ayr North as part of the development process as suggested by the SDP Chairs Executive*) with the work on these plans being led and monitored by the Locality Planning Partnerships with support from the new HSCP Locality Managers. Localities will be based on those which align with the HSCP locality areas (as previously highlighted as part of joint discussions with the CPP) and the creation of a new Ayr North locality (further information on the changing of the Ayr locality boundaries can be found in the HSCP Strategic Planning Advisory Group ([SPAG](#)) [paper of 21st February 2023](#)) Remaining locality areas would be a wider Ayr and Villages locality, Prestwick and Villages locality, Troon and Villages locality, Maybole and North Carrick locality, and Girvan and South Carrick locality. Each of the Locality Plans will be data driven, using a place-based/regeneration approach and agreed with communities using locality-specific engagement processes. The place plans that have been produced will contribute towards the development of the new Locality Plans. *It should be*

²Community Empowerment (Scotland) Act 2015: Part 2 – Community Planning Guidance (P41) December 2016

noted that the Wallacetown SDP has been removed from the new structure and will instead evolve as part of the Ayr North Locality Planning Partnership.

- 4.7 Consultation will take place with Elected Members in relation to the locality areas and a further paper on this will be brought back to the August CP Board.
- 4.8 As highlighted previously to the CP Board, the Communities Reference Group is undergoing a refresh, and this will be incorporated into the new structure as the Community Planning Engagement Group to ensure engagement across the third sector as well as co-ordination of consultation across the CPP.
- 4.9 Ongoing engagement has also taken place with Locality Planning Groups where the Community Planning Lead Officer has been part of a series of Locality Planning Development meetings focusing on the refresh of Locality Planning Groups to becoming Locality Planning Partnership with closer links to community planning.

5 Next Steps

- 5.1 If approved, the following timescales to support the implementation of the new structure are suggested as follows:
 - **April 2023** – Agreement from CP Board on the proposed LOIP development process
 - **May-June 2023** – consultation with Elected Members on localities
 - **June 2023** – Launch of Ayr North as first Locality Partnership
 - **April 23 to April 24** – development of a new LOIP and 6 locality plans

It is also proposed that the terms of reference for the Community Planning Board and Community Planning Executive are updated to reflect the new structure and governance arrangements.

6 Equalities

- 6.1 South Ayrshire Council (SAC) Equality Impact Assessment process has been followed during the various stages of the route-map highlighted within this report. An Equalities Impact Assessment (EQIA) (incorporating the Fairer Scotland Duty) has been carried out on the proposals contained in this report however this is an iterative process and the EQIA will continue to be updated to reflect plans as they proceed. SAC will be developing a new online Integrated Equalities Impact Assessment which will incorporate a range of cross-cutting themes including: *Equalities and the Fairer Scotland Duty (this is what our current EQIA process consists of); United Nations Convention on the Rights of the Child (UNCRC); Sustainability, climate change and biodiversity; Our ageing population; Trauma informed services; and The Promise.* Once the online assessment goes live, the EQIA will be transferred onto the new system allowing the CPP to consider further strategic challenges. The current version of the EQIA is available on request.

Appendix 1: Agenda for Workshop Session 20th January 2023

Welcome and overview (Kevin Anderson, Service Lead – Policy Performance and Community Planning)

A brief recap of the CP Executive annual review session (15th June 2022) highlighting main issues raised from the SWOT analysis based on the question *'do we want the CPP to consider a locality-based model of delivering community planning?' and first workshop session held on 4th October with CP Executive and SDP Chairs Executive Groups.*

Outline of our current CPP structure and the groups that are within it.

Update on progress of South Ayrshire Health and Social Care Partnership move to locality-based working (Phil White, Partnership Facilitator, HSCP and Billy McClean, Head of Community Health and Care Services, HSCP)

Discussion Session/Group Work

GROUPWORK 1: QUESTIONS

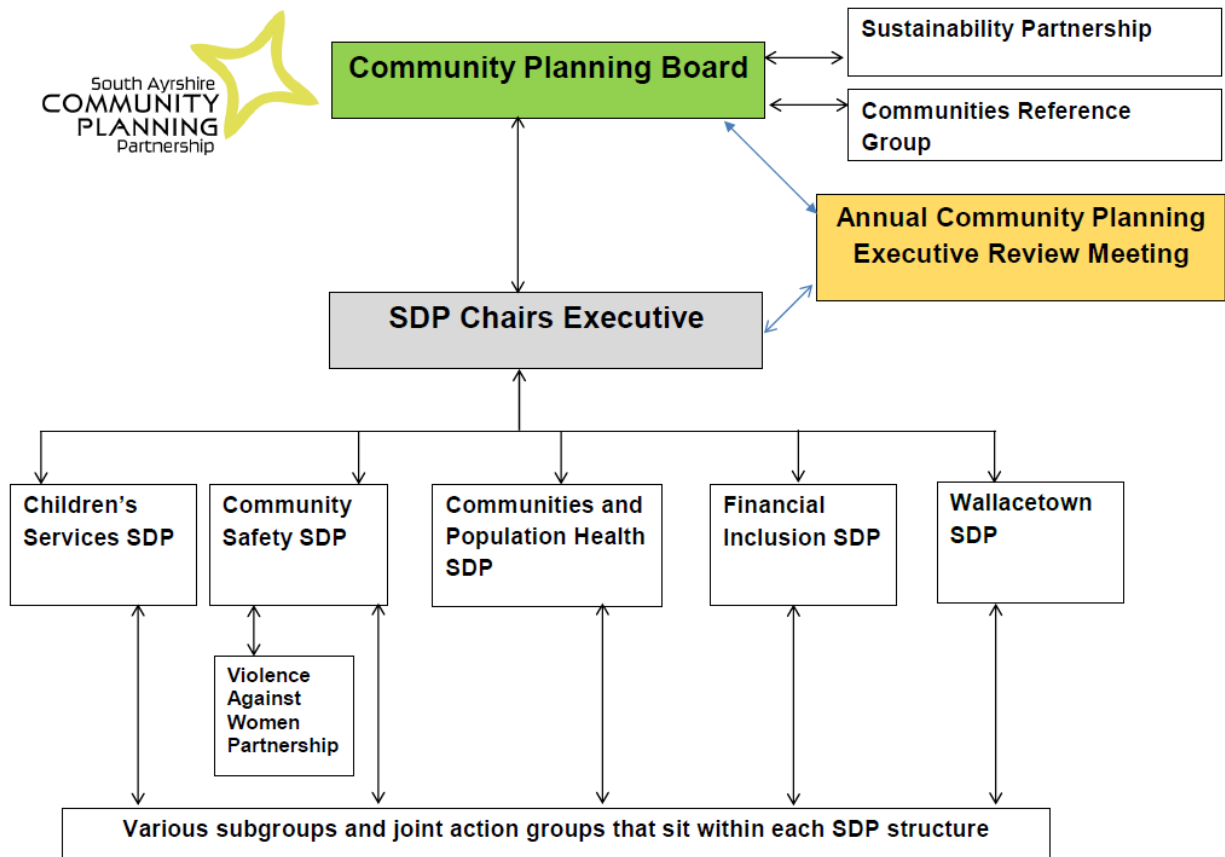
- Is the purpose statement useable? ***'Ensuring the voice of local communities shapes wellbeing, services and support in South Ayrshire'*** (this is a refreshed purpose statement specifically for refreshed Locality Planning Partnerships)
- What opportunities can CPP partners identify that might link to a material shift to locality focused working?
- What might be risks or challenges?
- What about the area 'locality' constructs?
- Could Local Outcome Improvement Plan (LOIP) be developed at locality level alongside central LOIP priorities?

GROUPWORK 2: QUESTIONS

- With this movement to locality working how could we maximise local engagement and ownership (and move to co-production approaches)?
- Could we develop more devolved decision making re budgets? Could we pool budgets to support this?
- Can we better share 'support' resources?
- How can we align strategic working at a local level?
- What about local elected members and Community Councils?

Next steps

Appendix 2: Current CPP Structure



Agenda Item 3: Proposed New Structure

