

PERTH AND KINROSS COUNCIL

18 May 2016

COMMUNITY PLANNING PARTNERSHIP UPDATE

Report by Senior Depute Chief Executive, ECS (Equality, Community Planning and Public Service Reform)

PURPOSE OF REPORT

To provide an update on the work of the Community Planning Partnership since the last update to Full Council in February 2016.

1. UPDATE ON POLICY CONTEXT**1.1 Audit Scotland Report**

In March Audit Scotland published a follow-up report to *Community Planning: Turning Ambition into Action* (November 2014). The report (*Community Planning: An Update*) identifies the challenges and opportunities for community planning in light of recent public service reform. The report made three recommendations to Community Planning Partnerships (CPPs):

- 1) Resources should be targeted on a larger scale towards priorities with a shift towards prevention
- 2) CPPs should ensure local communities have a strong voice in planning, delivering and assessing local public services
- 3) CPPs should promote and lead local public service reform

Key recommendations from the Audit have already been incorporated into the development of locality planning and the report will be discussed at CPP Board in June 2016.

1.2 Community Empowerment (Scotland) Act 2015 Secondary Legislation

Scottish Government has published draft guidance and regulations for the following Parts of the Community Empowerment (Scotland) Act 2015:

- Part 2: Community Planning
- Part 3: Participation Requests
- Part 4: Community Right to Buy Land
- Part 5: Community Asset Transfer

The Community Planning Policy Team is co-ordinating responses to the consultations from all Council Services, and to Part 2, Community Planning, from the wider Community Planning Partnership.

2. LOCAL COMMUNITY PLANNING

2.1 Context

The Council and the CPP Board approved key principles for establishing Local Community Planning Partnerships (LCPPs) in November/December 2015 (reports [15/535](#) and [15/573 refer](#)), enabling implementation work to start in early 2016.

The key principles for effective Local Community Planning have been discussed with the MOWG and the intention is that by April 2017 our Local Community Planning Partnerships will:

- Be genuinely representative and be credible forums in the eyes of communities
- Have a 'Plan for Place' based on the 'Story of Place' which helps to identify priorities and needs.
- Be delivering and reporting their progress in a clear and engaging way to communities.
- Have active participation by all existing CP partners in delivering outcomes and services in integrated ways, making best use of joint resources across the locality.
- Have active participation by communities in local public service planning and delivery, through the 'Plan for Place',
- That the public will have confidence in the added value which LCPPs bring and in the transparency of decision making

2.2 Implementation

To achieve these aims, an implementation plan set out 3 key workstreams: Governance, Communications and Organisational Development.

Governance was agreed in January 2016 as the first priority. To ensure that communications can be clear and organisational development needs can be properly identified, key points of governance were agreed in March 2016 and presented to the MOWG for discussion.:

- There will be a maximum of 15 representatives, to include CP partners, communities, and elected members
- The meetings will not be open forums
- The partnerships will aim to represent the breadth of geography in a locality
- Community representation will be drawn from existing partnerships and groups, building on existing strengths, and identified in conjunction with communities themselves
- Membership should be flexible and will be reviewed after 12 months
- Each partnership will have a Chair and a Lead Officer, who will both be senior officers from CP Partners

Governance documentation has been drafted, based on these key points. Chairs and Lead Officers have now been identified from CP partners, and PKAVS will be conducting engagement workshops with communities during May to establish how they can best be represented on the partnerships. A process is being developed for preparing the Community Plan/Local Outcome Improvement Plan, with the involvement of communities.

2.3 Reviewing Good Practice

In making the shift to local Community Planning we will build on the learning that has taken place in Perth and Kinross through Health and Social Care Integration. In common with local Community Planning, Health and Social Care Integration is underpinned by community involvement and a principle of locality working. Dialogue that took place with communities through the 'Join the Conversation' engagement work has been a catalyst for developing collaborative new ways of delivering services. We can learn from this experience, and ensure that messages to staff and to communities are consistent about the commitment to working in partnership locally.

Best and emerging practice from local Community Planning elsewhere in Scotland and the UK has been reviewed, including a programme of visits by CP Partners, elected members and officers to other CPP areas. Learning from these visits has been built into the development of the LCPPs and discussed with the MOWG. A summary of key learning points is at Appendix 1. The importance of equal partnerships between Communities, Elected Members and Services is paramount, as is making progress visible and ensuring that communities can see some "quick wins." Partnerships need to have a manageable number of regular representatives, with the expectation of much wider engagement with communities. Some areas have utilised participatory budgeting very effectively to engage communities, build community capacity and demonstrate visible progress.

Successful local partnerships elsewhere are typically flexible, pragmatic, and open to change. Partnerships take time to be established and they need the space to do this. They need support from a strong Chair and Lead Officer, and benefit from investment in organisational development, both with members of the partnerships and with wider staff teams and community representatives in the locality.

2.4 Next Steps

The next steps in implementing local Community Planning are:

- Local CPPs will start meeting from late May onwards, as initial development sessions to build relationships and new ways of working, focused on Chairs and Locality Leads
- Organisational Development work with Chairs and Lead Officers on the 'practical vision' for locality working (May 2016)
- Engagement with communities to ensure the right representation, led by PKAVS (May 2016 onwards)

- Organisational Development sessions with Service Managers and key Team Leaders in Council and Partner agencies (June 2016 onwards)
- Further development sessions with Elected Members (June 2016 onwards)
- Organisational Development sessions with staff working in localities (May 2016 onwards)
- Chairs, Locality Leads and all senior CP partner staff will communicate the vision consistently to all front-line staff, setting out what is expected in new ways of working
- Continue preparing Stories of Place for all 5 localities, to inform the Plans for Place
- Set out the governance around Local CPP budgets
- LCPPs will then start work in autumn 2016 on contributing to the development of the new Community Plan/Local Outcome Improvement Plan, and on preparing their Plans for Place (Locality Plans)
- Bring paper to Full Council in October 2016, as agreed by Council in December 2015.

2. COMMUNITY EMPOWERMENT WORKING GROUP

2.1 Community Empowerment Working Group (CEWG) continues to implement a programme plan to facilitate the CPP response to the Community Empowerment Act, including work on Stories of Place and Communications.

2.2 Stories of Place

Stories of Place have been drafted for the 5 localities using information from a range of CP Partners. The Stories of Place will provide the evidence and intelligence base to develop 'Plans for Place' in each locality. The information will be hosted on an online platform which will allow services and communities to edit and add content subject to moderation. CEWG received a presentation on progress in developing Stories of Place on 22 April 2016.

2.3 Communications

CEWG agreed in April that its Communications Subgroup will act as a steering group for the Communications workstream of implementing local Community Planning. The initial engagement with communities, led by PKAVS, is intended to set the tone for communicating with people about Community Planning. The aim is to begin a dialogue that will make Community Planning more recognisable and relevant to people.

3. OUTCOME DELIVERY GROUPS

3.1 Performance

6 monthly reports from the Outcome Delivery Groups are being prepared for the period 1 Oct 2015 to 31 Mar 2016, and will be presented to CPP Board on 10 June 2016.

3.2 Update on Changes to Governance

The Integrated Joint Board for Health & Social Care (the IJB) met for the first time on 6 November 2015, replacing the Health and Social Care Integration Pathfinder Board. Like the other Outcome Delivery Groups, the IJB will report to CPP Board at regular intervals to ensure CPP Board has oversight of how health outcomes are improved and health inequalities are being tackled in Perth & Kinross.

The Community Justice Partnership has now entered its 'shadow' year while the Regional Community Justice Authorities are wound up. This new partnership will sit alongside the Community Safety Outcome Delivery Group. Several of the same partners are represented and the aim is to ensure that business at the two groups is complementary and does not duplicate. CPP Board received a presentation on 19 February 2016 outlining these and other arrangements for the implementation of the Community Justice (Scotland) Bill.

4. CONCLUSION AND RECOMMENDATION(S)

4.1 It is recommended that Council notes the progress made in the above areas.

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Learning Points from Visits to Other Community Planning Partnerships, February – April 2016

The following key lessons were identified from our external visits to other areas, which we can apply to the implementation of Local Community Planning in Perth and Kinross:

- Communities, Elected Members and Services should be equal partners
- Partnerships should focus on outcomes and be action-oriented
- We can utilise participatory budgeting to engage communities
- We will need to be flexible and open to change
- Pragmatism will be required in early days to establish partnerships
- We must provide all stakeholders with clarity about what we are trying to achieve, why, and how
- Partnerships will take time to be established, and they need the space to do this
- Partnerships require a strong Chair and Lead Officer, who will build relationships and reinforce positive behaviours
- We accept that there is a big learning curve for all involved and that investment in organisational development will be needed with locality teams, elected members and community representatives
- There must be a manageable number of regular representatives, with the expectation of much wider engagement with communities
- Partnerships must make progress visible and look for quick wins

Areas we visited each had different strengths and were at different stages of development in their locality working. A summary of these is presented below:

East Ayrshire

Strong themes in East Ayrshire's "Vibrant Communities" work were around tackling inequalities; prevention and early intervention, and community sustainability. The following features were key:

- Getting more people involved in shaping the future of their community
- People, relationships and connections are the focus
- Reducing bureaucracy and encouraging creativity
- Enhancing, strengthening and equalising relationships
- Unlocking skills and talents
- Community-led action plans

County Durham

Principles of County Durham's "Area Action Partnerships" were engagement, empowerment, and local action. The following features were key:

- Delegated decision-making for projects. This was not mainstream budgets but had led to regular community consultation on Council budget process
- Avoid getting bogged down in bureaucracy
- Participatory Budgeting is powerful for maintaining community buy-in

- Strong strategic overview by Lead Locality officer
- Equal representation from partner agencies/Council officers communities and local elected members
- Chairs rotate annually

Fife

Principles of Fife's Local Areas are a sharp focus on inequalities; local budgets; and locally-based staff. The following features were key:

- Local Area Committee (Elected Members) drives agenda, working with Local Area Partnership (services)
- Sharp focus on tackling inequalities
- "Think Yes" approach to work in communities
- Clear commissioning process for using devolved budget
- Neighbourhood Plans within larger Local Area Plan
- Communities involved at Neighbourhood level
- Performance monitoring by Elected Members and Partners

East Lothian

East Lothian identified success factors of their Local Area Partnerships as visibility, strong chairs, ensuring that there are visible "quick wins", reinforcing positivity, focus on outcomes, and ensuring representatives report back to their own organisations. The following features were key:

- Elected members and community reps vote on decisions
- Devolved budget for some services in the area
- Community chair identified after a senior manager ensured the partnership ran smoothly for the first 12 months
- Took over a year to produce first locality plans