

Agenda Item	4.
Report No	CPB/15/21



## Highland Community Planning Board – 4 November 2021

### Community Planning Partnership Development – Locality Plans

Report by: Head of Service (Community Support and Engagement), Highland Council

#### Recommendations:

The CPP Board is asked to consider the update on locality plans and to:

- Note the feedback from the review of current locality planning at section 2
- Agree the proposed approach to taking forward locality plans at 3.2
- Agree the principles to guide this approach outlined at 3.4
- Agree the areas for improvement outlined at 3.5

## 1. Background

- 1.1 At the June meeting of the Board, the CPP Development update paper contained a summary of a short review of locality planning and, on the back of the learning from this review, a proposed new approach for this going forward in order to improve delivery and achievement of outcomes.
- 1.2 The Board considered the proposal and concluded that a CPP Board Workshop should be held to discuss the resourcing of community planning, prior to any decision being taken on changing the approach to locality planning. This workshop took place on 22 September 2021 and a further discussion on the outcomes of this workshop and next steps will be held at this meeting of the CPP Board (agenda item 3ii).
- 1.3 However, whilst a firm approach to resourcing the CPP in the future remains to be agreed, a decision is required on the approach to locality planning to enable Community Partnerships to progress and the Board is asked to revisit and review the findings of the review and the proposed approach going forward as outlined in the paper.

## **2. A Review of Locality Planning**

2.1 As reported to the CPP Board in March, a review was required of locality planning and consideration taken how to improve approaches going forward. Developing 25 separate plans within specific communities across Highland has proved challenging and even now, not all plans are in place. A different approach is therefore required in order to better achieve the aim of reducing inequalities within communities

2.2 A short review of locality planning has been undertaken with key personnel involved in Community Partnerships in order to better understand what is working, the challenges and opportunities. Key messages from this engagement are as follows:

2.2.1 What is working well:

- Strong local relationships
- Strength of local engagement through the pandemic and positive practical partnership working
- Local understanding of actions that will make a difference
- Strength of local involvement in partnerships through the pandemic
- Streamlining plans – taking a thematic approach – getting broader commitment from the community
- Political support for the partnership
- Autonomy in own partnership to do what is right

2.2.2 The challenges:

- Sustaining good quality engagement
- Balance between 'core' role and partnership role – still seen as separate both by individuals and their management. Cross agency issue.
- Getting buy in from the whole community when plans are targeted
- Hearing the hard to reach voices
- Resource to implement plans
- Some confusion around principles and purpose of community planning
- Better understanding needed of inequality
- Developing the plans
- Lack of discussion about sharing resources
- Delivering against actions – need focus on delivery rather than development of plans
- Evidencing and measuring what has been achieved
- Delivery of adult and children's plans

2.2.3 The opportunity:

- Locality planning a real opportunity to work with and engage communities in order to identify, understand and deliver key priorities and actions required locally

- Critical part of place based planning and community development
- Opportunity for refocusing and aligning existing resources to where the needs and priorities are
- Local plans should assist to inform strategic priorities
- Better understanding of inequality as a result of covid

2.3 It is reasonable to conclude that the current approach to locality planning is not working. Three and a half years on, not all plans are in place and this is not a result of a lack of commitment from individuals, but a key issue is the challenge around the development and delivery of multiple plans at a local level. The level of resourcing locally does not match the current ask. This is confirmed through the various audit processes highlighted in the June Board report. Even where additional resource has been accessed to develop plans, there remains a challenge of delivery of multiple plans concurrently. Learning would suggest that where Partnerships have begun to streamline approaches, and take a whole area approach, this is proving more manageable and deliverable and providing focus for the partnership and the community.

2.4 A further issue is achieving buy in from the wider community when activity is targeted at a small number of communities. Learning from the pandemic has also highlighted the success of taking a broader approach to engagement and on a thematic basis which involves the wider community but still enables targeting within. It should be noted the positive practical partnership working that has taken place over the last year where there has been a clear focus and direction.

2.5 Resourcing remains a challenge. The use of the resources that are available needs to be more targeted and learning has demonstrated that there is not the capacity to develop and deliver against multiple plans . Effective re-direction of existing resources has not yet happened, and this is linked to a need for stronger understanding and commitment to partnership work within all organisations and at all levels within organisations.

### **3. A New Approach to Locality Planning**

3.1 With a view to refocusing and supporting partnerships to deliver locally, the Board is asked to consider the following proposals to refocus the approach to locality planning in order to better support Community Partnership to deliver effectively at a local level.

3.2 Proposed Approach:

- Each Community Partnership is required to deliver one locality plan. Each plan should include targeted actions for specific geographical or communities of interest within the wider area but also enable a thematic approach for some issues where a wider area-based approach would be appropriate. The focus

would remain on addressing inequality. Each plan needs to include a clear set of priorities that are measurable and can be monitored and reported.

- The separation of adult and children's plans has been unhelpful in considering an overall approach to priorities. It is proposed no longer to have separate adult and children's plans and that the one locality plan should include actions for adult and children aligning to the strategic plan e.g. Integrated Children's Service Plan. NHS and Council leads would remain responsible for ensuring this alignment and supporting identification of priorities.

### 3.3 Benefits

- The proposed approach would continue to meet the legislative requirements
- The approach still considers individual communities where inequalities are greatest but also considers communities of interest.
- Retains purpose and aims but streamlines and simplifies the approach for a more effective delivery against outcomes.
- One clear set of priorities for each Community Partnership that are measurable and can be monitored and reported.
- Retains flexibility for partnerships on the approach they wish to take and enable local identification of priorities.
- Supports commitment and buy-in from whole community

### 3.4 Supporting Principles

- There is a clear focus on targeting inequality both in terms of place but also communities of interest
- Engagement should still consider targeting communities where voices may not be heard therefore identifying need in those communities where there are the greatest inequalities.
- Locality plans should clearly identify what action to take to address inequality within an area and how any outcomes will be evidenced and measured.

### 3.5 Improvement areas:

- All partner organisations need to ensure prioritisation of partnership working and addressing poverty and inequality is embedded throughout the organisation with awareness from managers at all levels.
- The Community Partnership toolkit requires to be updated to reflect current learning and circumstance and to support new members of partnerships and individuals new to community planning. (This is underway)
- Community engagement training required to be delivered for all staff. (This previous commitment was put on hold due to the pandemic but requires to be revisited.)

- Training on inequalities required to ensure there is shared and consistent understanding which should also support core service delivery and improved targeting of resource to address need.
- An improved approach to data is required to ensure priorities are supported by an evidence base and are measurable and reportable.
- Resourcing the function – there is a need to resource the facilitation of the CPP, leadership, CPD although not the delivery of actions. (This is the subject of separate discussions following the CPP Board workshop on 22 September)
- Consideration is required on where the work of Community Partnerships and locality planning sits with the context of place planning. It is proposed a report is taken to a future Board meeting.

#### **4. Recommendation:**

The Board is asked to consider the update against locality planning and:

- Note the feedback from the review of locality planning at section 2
- Agree the proposed approach to taking forward locality planning at 3.2
- Agree the principles to guide this approach outlined at 3.4
- Agree the areas for improvement outlined at 3.5

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