

Community Planning Board

Wednesday, 02 February 2022

NOTICE IS HEREBY GIVEN that a Meeting of the **Community Planning Board** is to be held at **Remote Locations via Video Conference**, on **Wednesday, 02 February 2022 at 14:00**.

BUSINESS

1. **Welcome and Apologies**
2. **Minute of meeting 17 November 2021** **3 - 6**
3. **Locality Plan Discussion Paper** **7 - 12**
4. **Localities Supporting Place Based Approaches in Moray** **13 - 40**
5. **LOIP Review Preparation 2022** **41 - 44**
6. **AOCB**

Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.

THE MORAY COUNCIL
Community Planning Board

SEDERUNT

Councillor Graham Leadbitter (Chair)

Mr Stuart Black (Member)

Anne Campbell (Member)

Mr Murray Ferguson (Member)

Chief Superintendent George MacDonald (Member)

Mr Grant Moir (Member)

Mr Mike Palmer (Member)

Mr Anthony Standing (Member)

Mr Don Vass (Member)

Mrs Susan Webb (Member)

Councillor George Alexander (Member)

Councillor John Divers (Member)

Councillor Tim Eagle (Member)

Councillor Sonya Warren (Member)

Mr Roddy Burns (Member)

Mr Chay Ewing (Member)

Councillor John Cowe (Outside Body Appointee)

Councillor Shona Morrison (Outside Body Appointee)

Clerk Name:	Lindsey Robinson
Clerk Telephone:	07966 120593
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Minute of Meeting of the Community Planning Board

Wednesday, 17 November 2021

remote locations via video conference

PRESENT

Councillor George Alexander, Mr Roddy Burns, Councillor John Cowe, Councillor John Divers, Councillor Tim Eagle, Councillor Graham Leadbitter, Chief Superintendent George MacDonald, Councillor Shona Morrison, Councillor Sonya Warren, Mrs Susan Webb

APOLOGIES

Mr Stuart Black, Bruce Farquharson, Mr Anthony Standing, Mr Don Vass

IN ATTENDANCE

Also in attendance at the above meeting were the Depute Chief Executive (Economy, Environment and Finance), Depute Chief Executive (Education, Communities and Organisational Development), Head of Governance, Strategy and Performance, Senior Project Officer HSCM, Quality Assurance and Locality Manager and Lindsey Robinson, Committee Services Officer, as Clerk to the Meeting.

Fiona Robb attended on behalf of Stuart Black, HIE, and Fabio Villani attended on behalf of Don Vass, TSi Moray.

1. Chair

Councillor Leadbitter, as Chair of the Community Planning Board, chaired the meeting.

2. Minute of Meeting 22 September 2021

The Minute of the Meeting of 22 September 2021 was submitted and approved.

3. Afghanistan Resettlement Scheme - Progress Update

A report by the Chief Officer, Health and Social Care Moray updated the Board on the planning for the arrival of Afghanistan citizens to Moray.

Following consideration, the Board agreed to note the contents of the report.

4. Children Services Plan Annual Report

A report by the Chief Officer, Health and Social Care Moray asked the Board to approve the Children's Services Plan Annual Report 2020-21.

During consideration Councillor Warren sought reassurance that support was being offered to all new parents with regards to mental health, and that no one was falling into financial hardship due to changes in circumstances.

In response, the Quality Assurance and Locality Manager stated that the Scottish Government had provided funding to support the mental health of new parents. The contact with health visitors was limited due to Covid-19 and pressures on the NHS, but they do have contact with all new mums. The health visitors act as a link into the community based provision. Locality planning has looked at the identified needs and will react accordingly. This will include escalating any gaps in provision to ensure that children and families can access the support they need.

In addition, Susan Webb advised that health visitors are prioritising their workload and looking at income maximisation through care pathways.

Councillor Alexander sought clarification on the 26 children that the report stated were at risk of harm, what that meant and what support was in place for these children.

In response, the Quality Assurance and Locality Manager confirmed that these are children already on the Child Protection register and as such have significant support in place to ensure their safety. Social Workers have been carrying out face to face visits with these children along with virtual meetings and telephone calls.

Following consideration, the Board agreed to approve the report and its publication on the Community Planning Partnership website.

5. Climate Change Update

A report by the Depute Chief Executive (Economy, Environment and Finance) and Fabio Villani, Leadership Team, TSi Moray provided the meeting with an update on the progress of climate change matters.

During discussion Councillor Alexander sought clarification in regard to progress relating to the A96 dualling, stating that any decision on climate change in Moray should be dependent on the outcome.

In response Councillor Leadbitter advised that the First minister was still committed to the A96 dualling. He further advised that he could write to Transport Scotland to find out the current position as there has been no decision made on dates.

Councillor Cowe stated that he had asked the same questions at a Hi-Trans meeting and was advised that the commitment was still there but potentially the A96 will not be dualled from end to end.

Councillor Alexander and Councillor Eagle sought clarification on whether or not the Council Leader or Chief Executive could speak to the Scottish Government to get a decision as at the moment there was different information coming from different sources.

In response Councillor Leadbitter advised that he had some conversations around this about 6 weeks ago and there are some long and complex pieces of work involved but he would ask again.

Fiona Robb advised the Committee that she would circulate details of the Green and Community Asset Funding that has been approved. She also gave details of the HIE Net Zero Scotland website (www.hie.co.uk/support/browse-all-support-services/net-zero-scotland/).

Thereafter the Board agreed to note the contents of the report.

6. 2021-22 Quarter 2 (July - September) LOIP Performance Monitoring Reports

A report by the Depute Chief Executive (Education, Communities and Organisational Development) informed the Board of the performance against the Local Outcome Improvement Plan (LOIP) for the period to 30 September 2021.

During consideration, Councillor Eagle sought clarification on the need for constant reviews of the plan stating that in his opinion the community are looking for actions rather than reviews.

Councillor Divers further stated that the community feeling differs from the details shown in the Red, Amber, Green (RAG) analysis and he was of the opinion that Officers need to be aware of the opinions of the communities when they are writing reports as the RAG is the view of the professionals not the community.

In response, the Depute Chief Executive (Education, Communities and Organisational Development) advised that the actions for Buckie and New Elgin were community driven and gave examples of the changes that had been made in response to these. She further advised that in regards to New Elgin there needs to be re-engagement as this was affected by the pandemic whereas in Buckie, work had continued and in response to feedback from community groups, the area covered is being expanded. She advised that the RAG analysis is used to track planned actions rather than the situation overall.

Following further consideration, the Board agreed to note the progress reported in the templates hyperlinked to the report taking account of the impact responding to the pandemic has had on partner organisations.

Councillor Morrison left the meeting during discussion of this item.

7. Proposed meeting dates for Community Planning Board

The Board agreed the undernoted meeting dates for the next 12 months.

Date	Time	Venue
2 February 2022	2pm	TBC
13 April 2022	2pm	TBC
22 June 2022	2pm	TBC
21 September 2022	2pm	TBC
16 November 2022	2pm	TBC

8. Moray Growth Deal Business Case Approval and Update [Para 9]

The meeting noted a confidential update by the Depute Chief Executive (Economy, Environment and Finance) on the Moray Growth Deal.



**REPORT TO: COMMUNITY PLANNING BOARD OF MEETING ON
02 FEBRUARY 2022**

**SUBJECT: DEVELOPMENT OF PARTNERSHIP LOCALITY
PLANNING WORK**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION,
COMMUNITIES & ORGANISATIONAL
DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1. To invite the Board to consider how to progress community planning partnership locality planning across Moray.

2. RECOMMENDATION

2.1. It is recommended that the Board:

- i) **note the positive work that has taken place in partnership with communities in Buckie Central East and New Elgin East; and**
- ii) **agree to progress locality planning for the community planning partnership by linking up with the planned work by the Council in Forres, Keith and Lossiemouth to bring in issue specific partner support or lead where a need is identified with any further involvement dependent upon resources for each partner.**

3. BACKGROUND

Current Position

- 3.1. Locality planning with strong community involvement is currently in place in Buckie Central and East and New Elgin East. These areas were identified following review of community data zone information across Moray which identified them at the time as two of the areas in Moray (one urban, one with some rural aspects) experiencing the greatest inequalities of outcomes, based on statistical analysis.

- 3.2. The report from SCDC and various performance updates to the Board have provided information on locality planning progress and the current position, therefore, detailed information is not repeated in this paper.
- 3.3. However, in summary, there has been positive active engagement in both communities resulting in plans of action and various changes in local areas (examples include New Elgin: seagulls, Police Scotland work to tackle anti-social behaviour and drugs, 5-a-side football benches; Buckie: community lunches/carry outs; Benefits team and Health and Well-being team local work). Both areas have reported that they would prefer a locality that is understood and recognised locally rather than defined by a statistical data zone and work is progressing accepting that point with more fluid geographical boundaries to the locality work.
- 3.4. There has also been scope identified for improvement in communication and reporting and that is covered in a separate report on this agenda, which addresses the findings of the SCDC report.
- 3.5. Covid has had an impact in both localities and there is a need for some review and reset, again this is taking place in both communities with the support of partners. Both communities are proceeding to refresh their plans and ensure they have clear priorities and strong community involvement moving forward. Buckie is undertaking work on a development trust and hope to open up the opportunity to secure a dedicated development worker.

Previous Board Decisions

- 3.6. In June 2019, the Board was invited to consider Keith and Forres as the next areas for development of locality plans beginning in Autumn 2019. The Board agreed not to expand locality work and to consolidate in the two areas where work was already underway. The Board has not been invited to formally reconsider that position since then, although reservations have been expressed by some Board members around capacity for this work and the ongoing support that communities should have.
- 3.7. The CLD Plan approved by the Board on 22 September 2021 recognises the different approaches between the intense long term locality work and the anchor organisation approach in Forres, Lossiemouth and Keith. Based on this, the work plan for the partnership is status quo for the two localities for 12 months and an evolutionary approach in the other three communities with a review in year three of the CLD plan in 2024.

Considerations and Issues

- 3.8. Information Points

- 3.8.1. The CPP model of engagement is aimed at enabling the development of more resilient and self-sufficient communities who have influence over the delivery of public services to their communities and capacity for joint and community based delivery.
- 3.8.2. The temporary Community Support Worker post funded by the CPP for locality planning is no longer in place, therefore, there is currently no specific partnership resource.
- 3.8.3. There is a balance of £20K in the community planning partnership budget, which is a build-up of funding from Police and Moray Council of £9,900 per annum. Therefore, the recurring annual budget is currently £9,900.
- 3.8.4. tsiMoray had in place community development workers but this funding has come to an end.
- 3.8.5. The Council has begun single agency locality work in Forres, Lossiemouth and Keith, these being areas with statistically evidenced poorer outcomes. Consideration is being given to the involvement of Scottish Futures Trust in this work to help look at place based engagement in Forres – as the neighbourhood work that was started there is sitting alongside a myriad of other processes and the need to join things up more coherently is recognised.

Issues and Benefits

- 3.9 In considering how to progress with locality planning a number of benefits and possible risks have been identified to aid consideration.
- Availability of partner resource to initiate, plan and sustain locality planning work
 - Ability of partners to respond to the outcome of planning – action should be community led but inevitably some response is required of partners
 - Service pressures from C-19 ongoing response and recovery
 - Changing and escalating issues and need in communities related to C-19 – risk of do nothing or not adapting
 - Loss of goodwill
 - + Community response, resilience and support capitalised through supported action
 - + Services influenced and informed by community better directed with improved impact
 - + No action could lead to increased demand, poor prevention and so greater later intervention
 - + Generates good will and sustainable communities
 - + More chance of reaching those who need support most

Suggested Approach

- 3.10 The Community Planning Officer Group considered a number of options that might provide a way forward for locality planning across the partnership. These ranged from continuing to focus efforts on recovery for the current 2 localities, extending reach of engagement and sustainability per the planning model to identifying one or more areas for extension of intensive partnership locality planning using the New Elgin/Buckie model for action during 2022
- 3.11 The value of working with communities and of co-ordinated, needs led action on a partnership basis was recognised and all partners represented were keen to take a joined up approach. However, partners are all under pressure in responding to the environment created by covid and looking ahead to financial pressures and therefore, to varying degrees, resourcing would be a challenge.
- 3.12 Taking this into account, the recommendation from CPOG is for CPP locality planning to link up with planned Council activity in Forres, Lossie and Keith to bring in issue specific partner support/lead where a need is identified. In addition, where they are able to, partners will participate during the early engagement and information gathering stages as far as resources allow and information will be shared on planned events and activities for the council work to enable this. This provides opportunity for CPP to share data and information to inform their service delivery and response to local issues but takes account of the limitations of resources at this time and moving forward.

4. SUMMARY OF IMPLICATIONS

- 4.1. There are no shared partnership staff currently employed to support the development of locality work and so any additional activity needs to be absorbed within the staffing resource of individual partner organisations. Resources are currently significantly stretched, therefore, future planning needs to maximise the impact of limited resources.
- 4.2 There is a reserve of approximately £20k in the CPP budget and a recurring budget of £9.9k based on current contributions from Police and Council. It may be possible to have greater impact from this relatively small budget by considering how it could be used alongside community anchor organisations or to respond to issues that emerge from the engagement. Therefore, it is suggested that this is not committed at this point in time.
- 4.3 Work is currently underway to develop a revised Community Engagement Strategy for the CPP. This will be useful to inform how future engagement work is carried out and will support locality planning work.

5. CONCLUSION

- 5.1. There has been a positive experience of locality planning in Moray and there is a commitment to learn from experience and continue to develop the approach. Ideally, the work would be extended to other localities in Moray but a realistic assessment of the covid environment and future pressures on resources, suggest a sharing of the work being led by the council would make best use of resources and enable a local input from communities to influence future service delivery across the community planning partnership within available resources.**

Author of Report: Denise Whitworth, DCE ECOD
Background Papers: [2021-22 Quarter 2 \(July - September\) LOIP Performance Monitoring Reports](#)
Ref:



REPORT TO: COMMUNITY PLANNING BOARD ON 2 FEBRUARY 2022

SUBJECT: LOCALITIES – SUPPORTING PLACE BASED APPROACHES IN MORAY

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT), MORAY COUNCIL

1. REASON FOR REPORT

- 1.1 To provide the Board with the report undertaken by the Scottish for Community Development Centre (SCDC) 'Supporting place-based approaches in Moray' which provides a review of locality planning in Moray.
- 1.2 To ask the Board to consider the response to the recommendations of the SCDC report as set out in this paper.

2. RECOMMENDATION

2.1 It is recommended that the Board:

- i) **Note the the report undertaken by the Scottish for Community Development Centre (SCDC) 'Supporting place-based approaches in Moray' which provides a review of locality planning in Moray (Appendix 1);**
- ii) **Agree that the CLD Strategic Partnership continue to report back regularly to the CPP Board on the delivery of the CLD Plan and on progress on the Locality Plans in Buckie and New Elgin;**
- iii) **That the reporting and performance indicators used will be simplified and refreshed in line with the current reviews of the existing Buckie and New Elgin Localities Plans;**

- iv) **That an annual report on progress made in each Locality will be presented to the CPP Board identifying three high level priorities for future development and requests for additional input / support from the CPP;**
- v) **That reporting on the Localities Plans should also be considered by the Community Engagement Group – and that community representatives should be encouraged to participate in that setting; and**
- vi) **Agree to widen membership of the CLD Strategic Group to ensure reciprocal involvement across LOIP lead groups.**

3. BACKGROUND

- 3.1 Following a presentation by SCDC to the Community Planning Officer Group (CPOG) on 4th Nov 2021 on the findings of their report on place based regeneration in Buckie and New Elgin which has been supported as part of SCDC's [Supporting Communities Programme](#), the CLD Strategic Group were remitted to consider the recommendations and recommend a response to for consideration by the CP Board.
- 3.2 The CLD Strategic Group is a sub-group of the CPP and has lead responsibility for the delivery of the Partnership CLD Plan. A special meeting of that group took place on 1st Dec 2021 to allow SCDC to present their findings again and for the strategic group to consider how to respond to the recommendations.
- 3.3 The session was built around an input from SCDC followed by updates from the respective Community Support Officers who are the lead facilitators working with the local communities and partners on the Locality Plans.
- 3.4 At present summary reports go to CPOG and the CPP Board as part of the LOIP delivery framework under the Empowering and Connecting Communities strand. A short narrative update report is also included, however, more extensive detailed information is also gathered and moving forward this will be streamlined within the reporting process to make it more manageable and useful for communities and partners and so that space created for meaningful dialogue around the progress being made in each locality.
- 3.5 The CLD Strategy Group heard about the current review processes that are underway in New Elgin and Buckie – both of which are positively impacted by the widening of geographic areas in both localities to better reflect natural community boundaries rather than artificial ones linked to data zones. It is anticipated that this process will allow for a refreshment of the respective Locality Plans and create an opportunity to revisit the performance indicators and measures to ensure that the LOIP reporting is relevant and proportionate. It also

reinforces the fact that the CPP is committed to long term engagement in the two localities, working to grow social capital and connections which have wide reach into communities and from this, developing and sustaining local community anchor organisations.

- 3.6 There was a wide ranging discussion on both localities, and both partners and the Community Support Officers felt that this level of strategic discussion and engagement would improve the sense of connection between those involved in Localities work with the CLD Strategic Partnership as the key CPP group for the localities work. Localities updates will become a standing agenda item reflecting their priority within the Community Voice and Active Citizen's strands in the new Partnership CLD Plan and an annual report on each Locality will be produced by the CLD Strategic Group.
- 3.7 It was acknowledged that there may be some issues that the CLD Strategic Group does not have the ability to directly respond to and that such cases should be reported upwards to CPOG and if necessary the CPP Board. For example, the community in Buckie have long identified a need for a physical community hub as a meeting space and focal point for community engagement. In New Elgin there has also been a recognition that there is not adequate community meeting spaces and that this is a factor in the lower level of active community groups compared to other areas. In both cases strategic identification of suitable spaces that can become community hubs is the type of 'ask' which should be referred upwards from the CLD Strategic Group.
- 3.8 It was also recognised that the Community Engagement Group (CEG) as a sub-group of the Community Planning Partnership also has the potential to be a group which actively considers the engagement elements of locality work, particularly as this group could and should include direct representation from community members involved in localities groups. As a sub group of the CPP, the CEG also has the ability to refer onwards to the Board as required. This is captured in the structure diagram (**Appendix 2**) from the Local Outcome Improvement Plan.
- 3.9 There are a range of other LOIP Strategic Lead Partnerships where there are cross overs with the Localities agenda. One of the most obvious is the GIRFEC Leadership Group (**Appendix 3**) who are the lead for the Children's Services Plan and the LOIP priority of 'Building a better future for our children and young people in Moray. One of the ways this priority has been delivered is through the creation of two Locality Network Groups (East and West).
- 3.10 The concept of community engagement and involving people in decision making is now uncontested and has been strongly endorsed by the CPP. However, one of the challenges of this is that there are a wide range of engagement processes which share a common language

but mean slightly different things and sit in discrete policy areas. Locality Plans are different from Locality Networks (the Locality Network Groups mentioned in 3.9 actually link to GIRFEC and are reported on elsewhere than the Buckie and New Elgin Localities). NHS Localities are different from those used by Moray Council. There will soon be new Place Plans which will co-exist with other space based masterplans.

- 3.11 The challenge is to ensure that work with communities is on what is of most importance to them and in the geographies and neighbourhoods that make sense to them. The current reviews being carried out in New Elgin and Buckie creates a positive opportunity to re-emphasise the CPP commitment to genuine community engagement around these community led Locality Plans and to build on the excellent work done over the past two years.
- 3.12 As the SCDC report notes there has been sustained involvement in spite of the challenges posed by the pandemic. The review process allows a space for community representatives and the Community Support Unit staff to refresh the Locality Plans and agree meaningful reporting performance indicators. This will be influenced by a strategic intent to widen the reach of the work to engage with more people, especially those who have been most affected by the impacts of the pandemic on top of the longer term structural socio-economic factors which prompted the Localities approach in the first place.
- 3.13 It is acknowledged that it is incredibly difficult to connect all of the initiatives that are happening across Moray, but this report suggests that there can be some progress made by clarifying the structure of CPP Locality Planning reporting coming through the CLD Strategic Group. **Appendix 4** shows how the CLD Strategic Group currently links to the other LOIP lead groups and shows two way links to CPOG, GIRFEC/Wellbeing and The Employability strands and one way connection with the ADP. Consideration should be given to secure involvement in the CLD Strategic Group from the ADP to improve strategic co-ordination and understanding of shared agendas across these groupings (which is happening again in New Elgin in response to the priorities identified by that community in relation to drug use).

4. SUMMARY OF IMPLICATIONS

- 4.1 There would require to be space allocated at CPOG and CCP Board for regular consideration / updates from the CLD Strategic Partnership. This will be the main reporting mechanism on Localities Work (New Elgin and Buckie) as well as updating on the rest of the Partnership CLD Plan and work in other communities where engagement is happening through community anchor organisations.

- 4.2 The Community Engagement Group is also an arena where Localities work is relevant and is a space where community representatives may want to be involved.

CONCLUSION

- 5.1 The CPP are asked to consider the recommendations in this report and agree that there will be a mechanism for the CLD Strategic group to report to the board on refreshed performance indicators and to escalate upwards any emerging issues from the place based Localities work and other strategic priority areas. Widening the membership of the CLD Strategic Group to include representation from all four LOIP lead groups will enhance communication and understanding.**

Author of Report: Kevin McDermott, Communities Service Manager

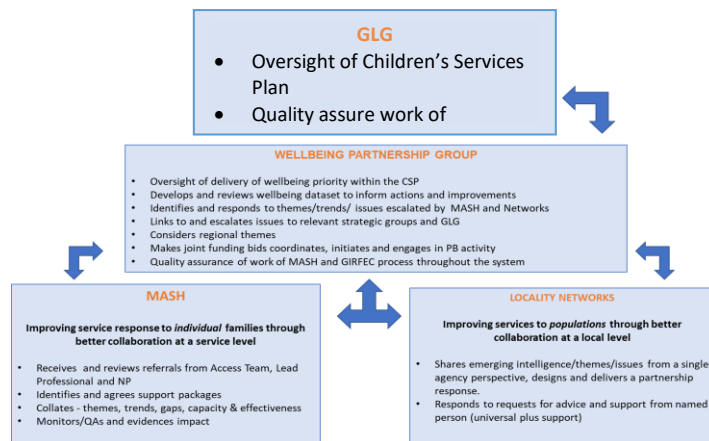
Background Papers:

Ref:

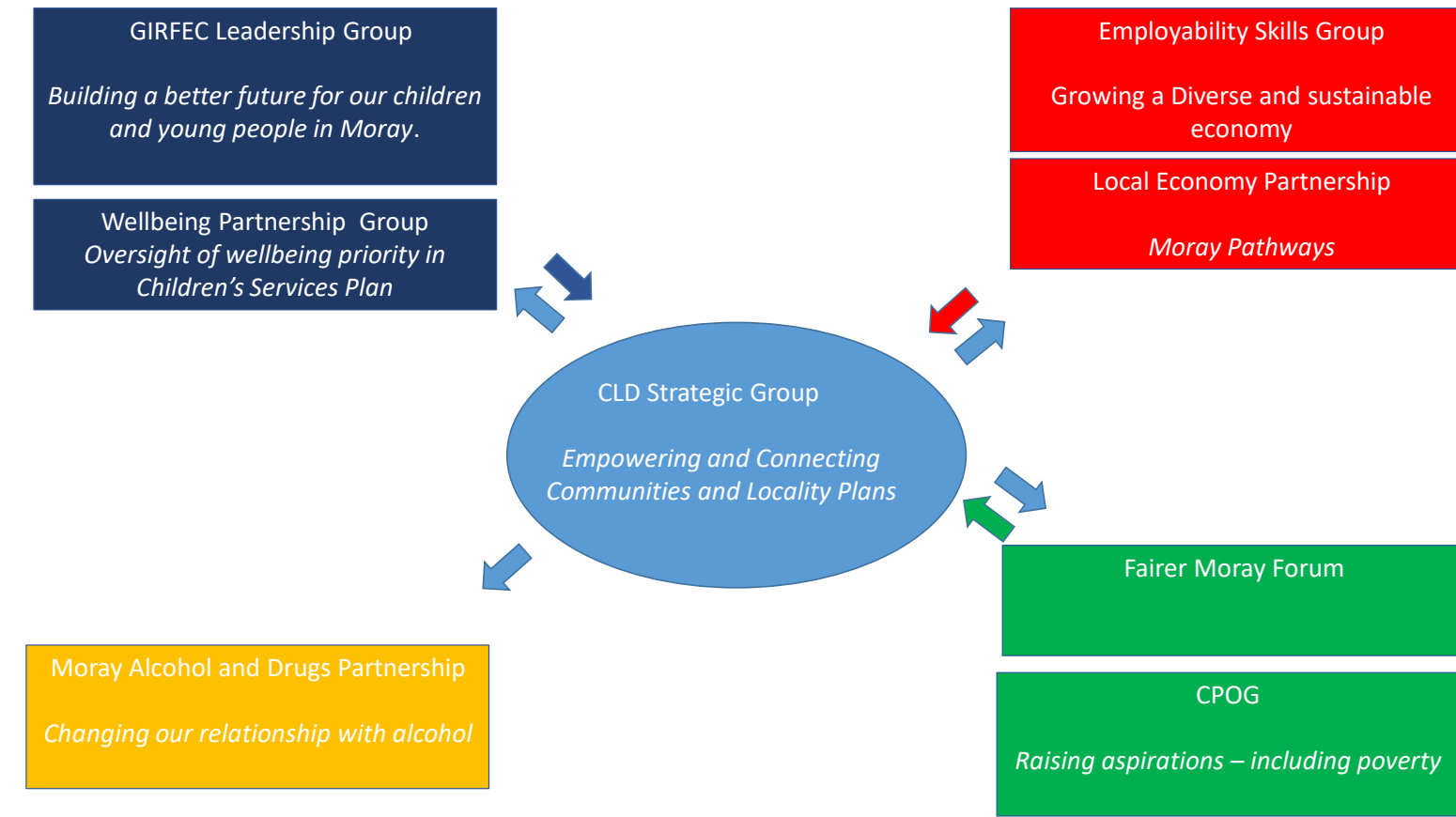
Appendix One



Appendix Two - GIRFEC – Wellbeing Partnership Group



Appendix Three – Current Links to LOIP Lead Groups



Supporting Communities Programme

**Supporting place-based approaches
in Moray**

Final report – 31/9/21

Contents

Section 1	Background and early programme development
Section 2	Programme Outcomes and Outputs in Moray
Section 3	Review of the Locality Planning Pilots
Section 4	Learning from the Programme and Recommendations
Section 5	Summary and Conclusion

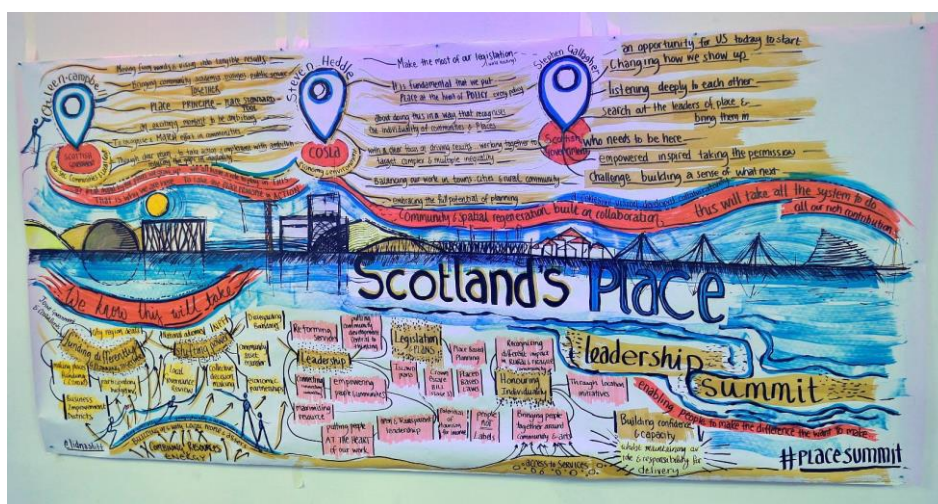
Section 1 Background

Scottish Community Development Centre, as part of its Supporting Communities Programme has been working to support the implementation of place-based approaches in community-led regeneration.

The term ‘place-based’ ... is currently used to describe a range of approaches, from “**grant-making in a specific area to long-term, multi-faceted, collaborative partnerships aimed at achieving significant change**” ... (Lankelly Chase)

In 2015 the Community Empowerment (Scotland) Act came into force. Part 2 of the Act placed a great deal of emphasis on supporting and developing community involvement in Community Planning. The Guidance for this Part of the Act provided a lot of detail on how this should be achieved and how Community Planning Partnerships should work towards increased community involvement. This provides an important legislative context for the development of the Locality Planning pilots in Moray over the past 3 years.

Also, over the past 3-4 years Scottish Government has developed the 'Place Principle' which emphasises the need for a more **collaborative** and **participative** approach to how services, assets and resources are directed and used in places (as defined by the people who live there). The application of the 'Place Principle' in Moray is explored in more detail later in this report.



After initial exploratory discussion SCDC agreed to progress with Moray as one of the 'place-based' sites in the Supporting Communities programme.

The work in Moray has focused on supporting the locality plan pilots as follows:

- Buckie Central East Locality Plan Pilot
- New Elgin East Locality Plan Pilot

Section 2 Programme and Outcomes and Outputs

Programme Outcomes

The specific planned outcomes from the Supporting Communities support were as follows:

- Participants and partners have a shared understanding of the community engagement process in developing the locality plan pilots and have learned about enablers and barriers to this process.
- There is improved/enhanced community capacity in both pilot areas.
- There is increased capacity across community planning partners to implement the locality plans, and roll-out locality planning across Moray.
- There is common agreement and commitment from community planning partners on how best to use the experience to progress locality plans at the end of the pilots.

Programme Outputs

In order to achieve the above outcomes SCDC delivered a programme of work which included the following key elements:

Action learning with each of the locality 'teams' (workers and community representatives) to enable them to:

- Reflect on community engagement so far, learn from experience and share practice.
- Identify (and take) practical actions to further develop community participation in the locality planning process.
- Reflect on these actions, share learning and develop further actions through a co-inquiry process.

Capacity Development:

Support has been provided for the officers and community reps involved in the locality plan development. This has included support around community action planning, community engagement and community capacity building.

Strategic Development:

Inputs on the national programme and local programme development have been provided to the LOIP Oversight Group and CPOG.

Other Support:

In addition, SCDC has provided some info/comms support, and has enabled programme participants to take part in shared learning opportunities both online and with other Supporting Communities sites across the country.

Section 2 Review of the Locality Planning Pilots

This review has been conducted primarily through review sessions held with both of the Locality Planning groups in Buckie and New Elgin which were held in the summer of 2021. The feedback in this section covers the views of participants in the process from both areas and the points made apply to both areas unless specified. The review builds on the findings of the earlier interim review carried out with the locality teams in early 2019.

Development and Implementation of the pilots

This section looks at the process of putting the plans together and then how the plans have been implemented since that stage. An important part of the context for this has been the Covid-19 pandemic which hit just as the implementation of the plans was beginning to gain momentum. This is referenced and acknowledged throughout.

Putting the Plans Together

The experience of developing the plans was viewed as being positive overall. Participants felt included throughout the early stages although 1 or 2 of the community members did feel slightly out of their depth at the start. This was addressed effectively by the support workers as it was recognised that for the process to work well, all participants needed to be involved on an equal basis.

“... made sure people were treated equally and made to feel welcome whether they were local residents, workers or councillors” (New Elgin local resident)

There was some concern in Buckie about the drop off in numbers after the early stages in the process and the community members felt that they might be left to get on with things on their own. However, this hasn't happened, and the community members have continued to receive strong support throughout.

The content of the plans was heavily informed by residents' views and there was strong involvement from the partners and other community groups in the early stages. There was a lot of positivity about the process and a sense of excitement about what could be achieved although there were some reservations about the quite tight timescales for production of the plans.

Putting the Plans into Action

The early excitement and enthusiasm has been somewhat overtaken by events. The major factor has been the Covid 19 pandemic which has had a real impact on the local groups ability to take forward a lot of what was outlined in the plans.

In Buckie the involvement of community members and officers has tended to diverge across the different theme groups. The community members have been more involved in the 'community voices' theme group and feel that they have made some progress but they're less involved in the other theme groups and there has been less officer involvement in the 'community voices' theme. There is a feeling that both the community members and officers are in their own comfort zone and are not collaborating so well across the locality as a whole. The community members are also still unclear about the overall Community Planning structures and how they relate to them.

In New Elgin, resident involvement has dwindled due largely to the impact of Covid 19 with people being less willing to engage online. This is partly due to access to IT/skills to work online but also how this compares to their previous positive experience of direct face-to-face engagement.

There is a real sense in both areas of the need for a re-launch or re-energising of the locality planning process and to get some momentum going again post-Covid. There is also a concern that a lot of what was promised in the plans hasn't happened due to the pandemic and the breakdown in direct engagement in each of the localities. There has been a strengthening of community bonds during the pandemic and it is important that this isn't lost as we start to re-engage with the local communities. The flip side of this is that some people have retreated back into their homes and there is a tension at the moment between re-starting engagement but doing this safely and re-building trust between communities and the partner agencies.

The Place Principle and its application in Moray Locality Planning

In this section the key elements of the 'Place Principle' are outlined along with an assessment of the position in the Moray locality planning pilots.

- **Place Principle Element - There is a shared understanding and agreement of the boundaries of the 'place' and how these are defined. There must be an agreed common bond and boundaries must make sense to the collaboration.**

The application of this element of the Place Principle in Moray Locality Planning has been problematic. Neither of the 2 areas selected for the locality planning pilots made much sense as community areas. The difficulty is largely down to statistics - the areas are based

on 'intermediate data zones' which are decided centrally in Government to allow areas to be comparable – but they don't tend to correspond to natural communities. Some of the statistics have also changed during the period of the pilots. The lack of identification with the selected areas has caused some difficulty in achieving community buy-in and supporting community engagement in the process. In reality, both groups have tended to work with the more natural community boundaries that residents identify with – Buckie and New Elgin.

- **Place Principle Element - There is desire for change in the collaboration and some urgency or energy to make this change happen.**

The application of this element of the Place Principle has been mixed across the 2 areas and within the overall CPP structures. There was a clear initial drive for change coming from the CPP arising from the requirements of the Community Empowerment Act. However, there is still a lack of understanding and poor communication from strategic level downwards about the Locality Plans and how these relate to the overall Community Planning processes. There is a clear desire for change evident amongst the community members who are involved in the process. This has been particularly evident through the pandemic and as we start to look at 'building back better'. However, this may be based on some unrealistic expectations and timescales of what is and isn't achievable in the localities, particularly in the light of the impact of Covid-19 on the implementation of the plans. It also is not widespread across all partners or at all levels within the partnership. In Buckie particularly it has been highlighted that the desire for change amongst some partners may be focused on their own topic or area of interest rather than on the locality as a whole – there is a need to work on developing a better shared understanding of what Locality Planning is meant to achieve.

- **Place Principle Element - There are multiple partners in the collaboration – e.g. community, 3rd sector, public sector, private sector – involved on an 'equal' and shared basis in terms of power/influence, vision, understanding.**

There are clearly multiple partners in the collaboration in both localities. The key missing partner does appear to be the private sector which was identified in the early stages of the locality planning process. The development of collaboration on an equal and shared basis is progressing reasonably well and there is a strong commitment from the local practitioners and identification with their locality. There is more of a concern that some partners are reducing their involvement and not supporting their local practitioners as fully as was the case earlier in the process.

- **Place Principle Element - Effective collective decision-making takes place in the collaboration – this is based on trust, openness and mature relationships between partners.**

The application of this element of the Place Principle varies across different levels of Community Planning. It is clear from the locality groups that they feel that there is strong collective decision-making in the parts of the process that they are involved in. There seems to be a genuine 'community-first' spirit amongst all of the participants in the locality groups. However, there is some concern that this doesn't apply at other levels within the CPP – there appears to be a lack of communication about how decisions are made and how monitoring reports are received, dealt with or acted on.

Place Principle Element - There is a collective strategy for change with agreed outcomes, goals and measures.

Although this is generally the case in the localities there are some concerns. In Buckie, where the plan implementation has been split across theme groups, there is a desire amongst the community members to bring the whole locality group together, or at least for the theme group chairs to meet more regularly. This is aimed at developing a better shared understanding of the collaboration and decision-making processes. The participants were also unsure if there is a clear strategy across all the partners. Again, there is an issue with communication between the CPP Board/Strategic level and the Locality Groups.

Place Principle Element - Resources are in place or are being sought to support the collaboration over time (at least 2-3 years with a vision for longer-term change)

In Moray, resources had originally been put in place to support the collaboration through to completed production of the locality plans. It was also recognised that successful implementation of the plans would require on-going support for the community representatives to continue to be actively involved. The participants in the localities strongly reinforced the value of this support from the local CSU and Health Improvement officers. This has been a hard task, particularly during the pandemic, and has highlighted the need for skilled community workers to facilitate this process. There was some concern about how the locality planning process would continue to be supported in the future. There were some suggestions that for example, a dedicated development officer, for each locality or covering a couple of localities would help to take things forward, take the onus off volunteers and help to access wider funding to support implementation of the plans.

Resources for implementation of the actions proposed in the plans are tight due to the continuing restrictions on public budgets and the impact of the pandemic. This makes large-scale service change unlikely. All participants recognise this but would be keen to look at other funding routes and models e.g. the establishment of local community development trusts or similar structures which could access a wider range of funding to help support plan delivery.

There had originally been plans to roll out the locality planning model to other areas in Moray. While this is understood to not be going ahead there is still consideration being given to supporting other community-led local planning processes. If this is going to go ahead it is important to ensure that learning from the pilots is gathered and fed into the planning process in other localities.

Section 4 Learning from the Programme and Recommendations

There are some important themes which have emerged across both areas as follows:

1. The continuity of involvement of the participants (officers and community members) in the process is important. This drives ownership at a community level and so buy-in and on-going resourcing from Community Planning partners is needed.

Recommendation – the CPP should ensure that all participants (including partner organisations, their officers and community members) have a clear idea of expected commitment from the outset. This should be reviewed on an annual basis to ensure consistency of approach as plan implementation progresses.

2. There is a need for better shared understanding amongst all partners about the purpose of community planning and locality planning and their roles within it.

Recommendation – the CPP should raise awareness amongst all partners from the outset around the following key elements:

- The overall purpose of Community Planning and the structure of the CPP
- The purpose of Locality Planning and the roles of those involved in Locality Planning processes

Ideally this should be done on an annual basis to allow for new participants becoming involved.

3. There is a need for consistent and clear communication with all participants and at a range of levels. This has been identified as a significant area of concern by the participants in the locality groups. There is a particular need to ensure that there is a strong connection between what is happening at the locality level and decision-making at management/ strategic level within the CPP (and the individual partner agencies).

Recommendations –

- The CPP should make all participants aware of their decision-making structures and processes and how the Locality Plans will feed into this.
- Feedback on monitoring reports should be given on a regular basis with a clear description of how these contribute to overall CPP decision-making.
- More opportunities should be provided for Locality Planning participants to engage directly with the CPP Board.

4. There needs to be sufficient time and resources to support inclusion and to conduct robust engagement. It is important to note that robust engagement processes cannot be rushed and are highly dependent on relationship building. It is vital that community capacity building support aims to develop local ownership of the implementation of the plans as well as their creation. This is a discrete element of the support and should be recognised as such in the planning and review activities, as well as in any wider development of community-led action planning in Moray.

Recommendation – on-going skilled community development support is vital for the effective implementation of the Locality Plans. The CPP and their constituent partners should ensure that this is available through their own resources or should seek to establish new structures which could provide this such as local Community Development Trusts or other local community anchor organisations.

Section 5 Summary and Conclusion

There are clear areas of progress in the development of Locality Planning in Moray. The breadth (and depth) of community engagement in the early stages of the plan development has been particularly noteworthy. The attention to inclusion, and the flexibility of approach employed by the locality teams led to genuine community engagement and in some cases the involvement of people who have not previously been involved in community activity. This has been sustained during the difficult circumstances of Covid 19 which has been testament to the commitment of the local participants and the support they have received from the CSU and other staff>

There are still challenges, however, particularly in looking at how the locality planning context connects to and informs both the strategic planning processes of the Moray CPP and the operational planning of the main Community Planning partners.

There are also key challenges in the next stage of the process in continuing to develop the capacity of community members to continue and deepen their involvement, and to ensure that this is sustained over a longer period of time>

Covid-19 has presented particular challenges for the Locality Groups and for Community Planning as a whole. However, it was clear from the review sessions with participants that there is still an appetite and an energy for change. There is an opportunity, as we emerge from the pandemic and the associated restrictions, to re-energise and re-launch the locality planning processes to create a bigger impact for the communities of New Elgin and Buckie.

David Allan - SCDC

30/9/21

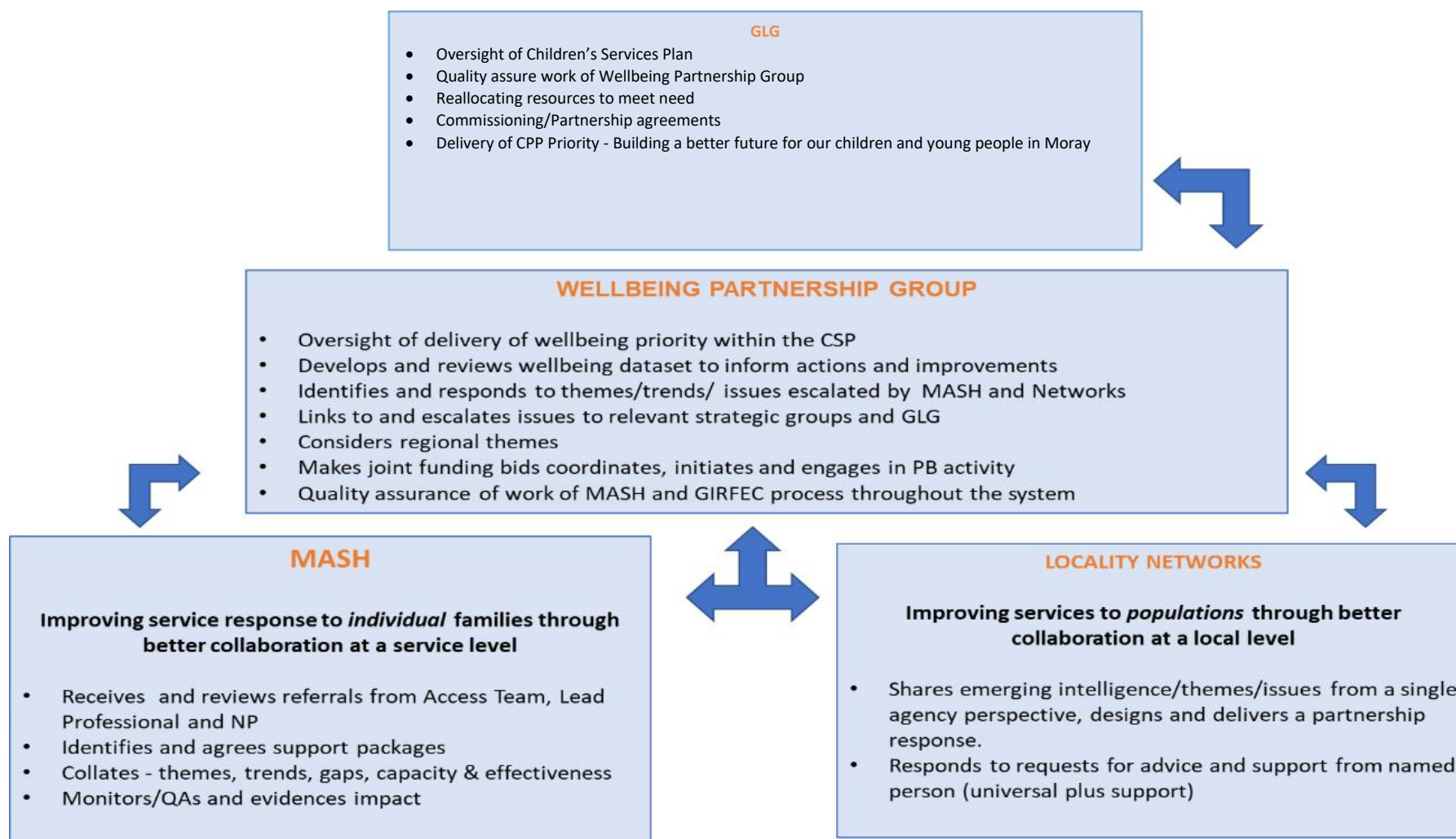
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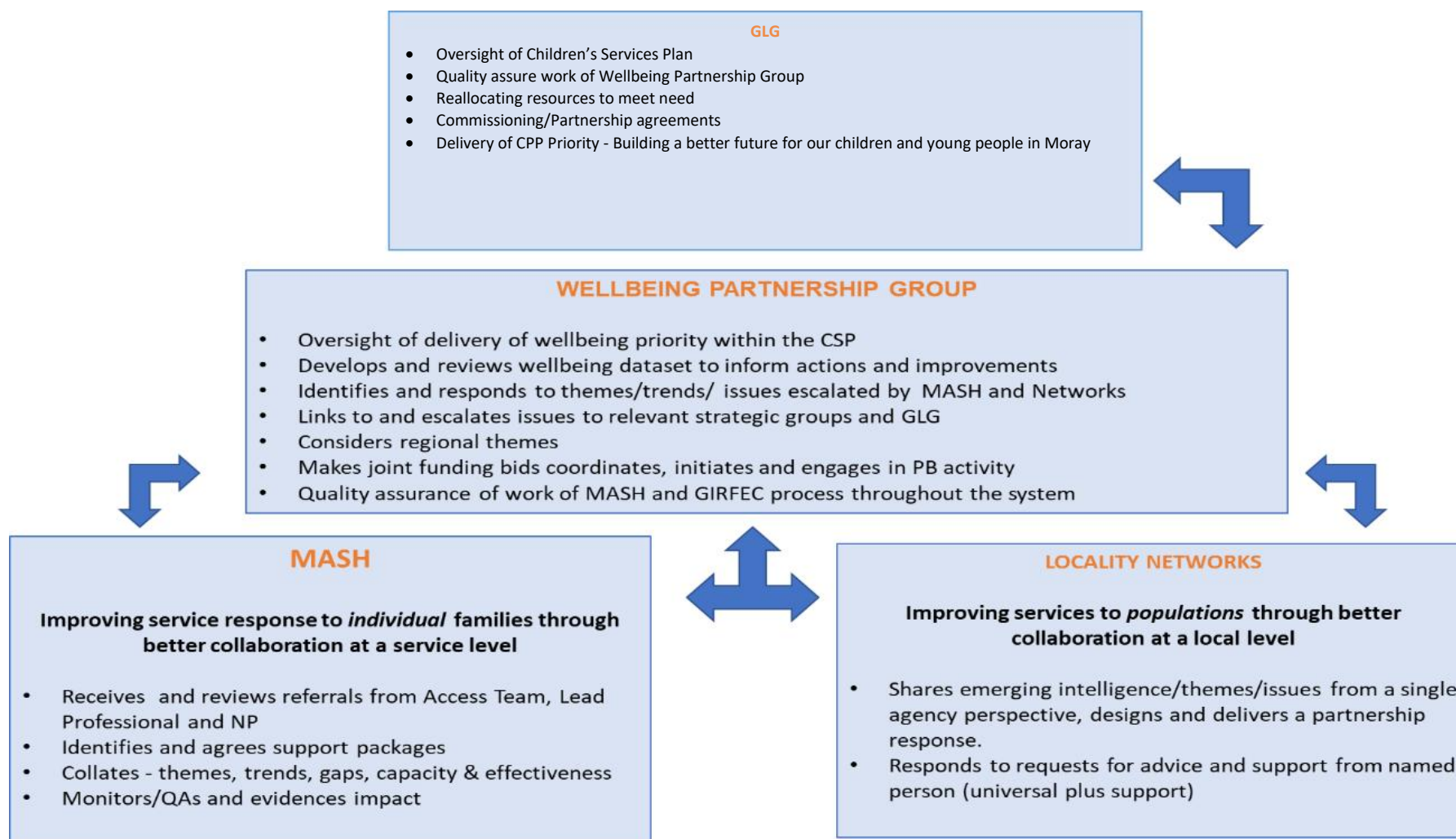
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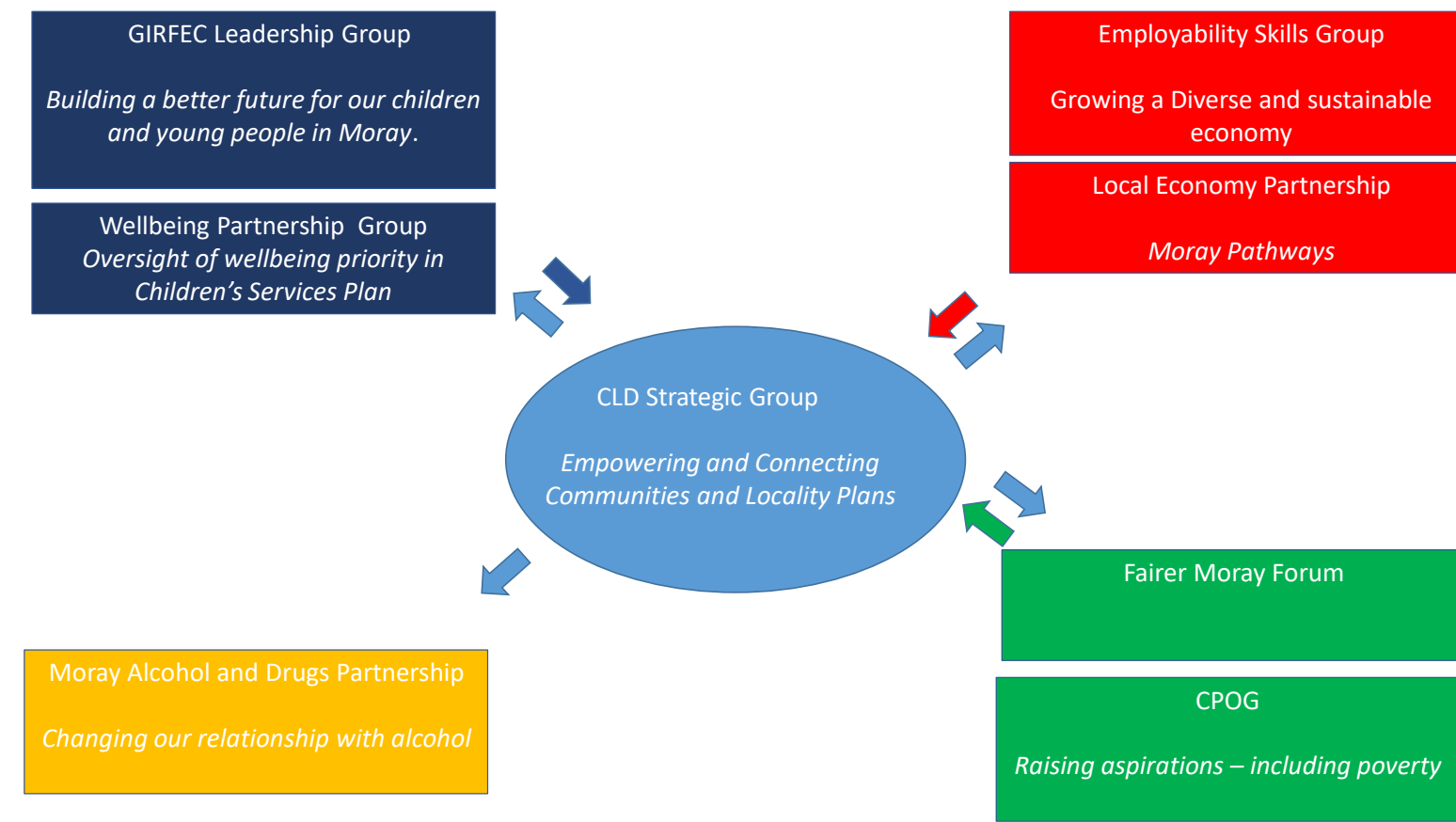
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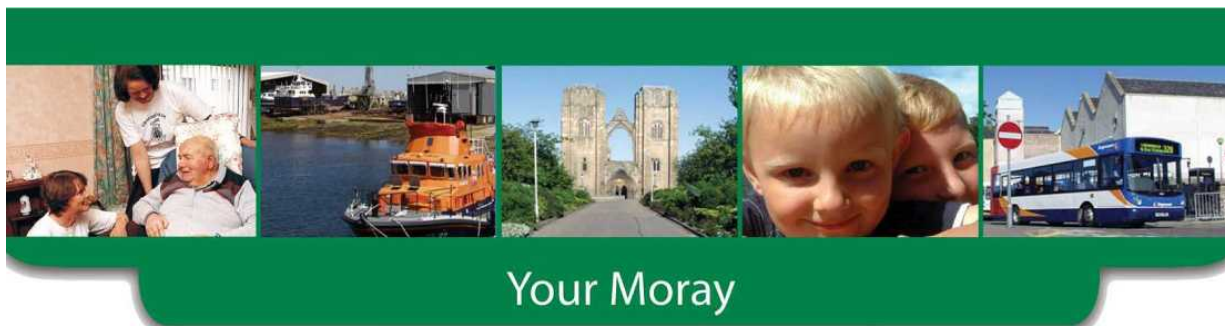
Appendix Two











**REPORT TO: COMMUNITY PLANNING BOARD ON
2 FEBRUARY 2022**

SUBJECT: LOIP REVIEW PREPARATION 2022

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION,
COMMUNITIES AND ORGANISATIONAL
DEVELOPMENT)**

1. REASON FOR REPORT

- 1.1. To ask the Board to consider a mid-point review of the Local Outcomes Improvement Plan (Loip) 10 year plan during 2022, which would also enable the Loip to be reset to take account of covid impacts and recovery. The Board is also asked to consider a proposal for the community engagement for the review to run in parallel with the Council process for its Corporate Plan following the local government election in May 2022.

2. RECOMMENDATION

2.1. It is recommended that the Board agree:

- i) to undertake a mid-point review of the Loip 10 during 2022;
and**
- ii) that the community engagement for the review runs in
parallel with Council engagement for its Corporate Plan, to
enable the most efficient use of resources and maximise
the impact of p partnership actions in the revised plans.**

3. BACKGROUND

- 3.1 The Local Outcomes Improvement Plan (Loip) was prepared in 2017 and will be at a five year mid-point in summer 2022. The Board is asked to consider whether a review and reset may be appropriate around June 2022 to take account of the impact of the pandemic and experience to date. The National Covid Recovery Strategy from the

Scottish Government also expects a community recovery plan and a revised LOIP should fulfil that role.

- 3.2 Should the CPB agree a review of the LOIP, there is an opportunity to link the work on the Loip and Council corporate and financial planning and to carry out parallel reviews using a single community engagement process. Subject to views of the Board, this would enable a golden thread and cascade of priorities through all plans from LOIP to council corporate plans and other partners plans where timing suits, building in community voice and influence from outset. It would also ensure that parallel planning maximises the use of resources and the impact of actions.

Outline Process for Development and Timeline

- 3.3 In order to be in a position to undertake an informed review of the Loip in late summer/autumn of 2022, preparatory work would require to begin well in advance to ensure that the necessary data and evidence is available. It is proposed to develop a process that will produce plan on an inclusive, iterative basis as outlined below:

- Scene setting and data update (Council Research and Information Officers and Community Support Unit preparatory work);
- Emerging Issues – internal, all partner involvement work to identify strengths to build on, issues and gaps to address;
- Community Perspective – data and information exchange, case studies, testing of emerging issues;
- LOIP and Corporate planning - Review of outputs, refining of developing LOIP, emerging actions; drawing out council issues and priorities for emerging Corporate Plan;
- Review and direction – LOIP strategic partner officer review;
- Loip – Board level review and direction;
- Community Response/feedback; and
- Final drafts and approvals.

- 3.4 The following broad timeline is proposed for planning purposes:

Mar – June: data analysis and internal work to partners

June – Aug: community and stakeholder to feed into LOIP and Corporate Plan

May – Sept: Board/partner input

Sept- Oct: Approval of revised LOIP and Corporate Plan

4. SUMMARY OF IMPLICATIONS

- 4.1. There will be officer time required in undertaking the review. Running this in parallel with the council corporate plan should make more efficient use of resources. It would be useful to identify partner representatives for the planning and writing stages of the review.

- 4.2. CPOG (Community Planning Officer Group) was consulted on this approach and is supportive of a parallel planning process where partners can share the engagement outcomes from communities and use these to influence their plans taking account of the emerging direction for the Loip from the mid-year review.

5. CONCLUSION

- 5.1. **The LOIP was prepared in 2017 and will reach a five year mid-point in 2022. There is an opportunity to use this mid-point to capture and respond to covid impacts taking account of community input and involvement in a planning process run in parallel with the council corporate planning from March to September 2022. This would provide clear links and collective impact across the Loip and partner plans.**

Author of Report:	Denise Whitworth
Background Papers:	
Ref:	SPMAN-957343068-2029

