



# Community Planning Aberdeen

<b>Progress Report</b>	Integration of Locality Planning and Community Empowerment Models for Community Planning Aberdeen and Aberdeen City Health & Social Care Partnership
<b>Lead Officer</b>	Derek McGowan, Chief Officer Early Intervention & Community Empowerment Sandra McLeod, Chief Officer Aberdeen City Health & Social Care Partnership
<b>Report Author</b>	Michelle Cochlan, Community Planning Manager
<b>Date of Report</b>	20 November 2020
<b>Governance Group</b>	CPA Board – 3 December 2020

## Purpose of the Report

This report sets out proposals for the integration of two locality planning models currently in place for Community Planning Aberdeen and Aberdeen Health and Social Care Partnership. Both models were established in response to legislation, namely the Public Bodies (Joint Working) (Scotland) Act 2014 and the Community Empowerment (Scotland) Act 2015. Following a review of locality planning conducted by staff from Aberdeen City Council and Aberdeen City Health and Social Care Partnership, it is proposed that there are significant benefits to be gained from a more integrated approach to locality planning for communities, partners and staff across the Community Planning Partnership. This paper presents recommendations for improvement following consultation with a broad range of partner staff and community members currently involved in locality planning groups.

## Summary of Key Information

### 1 BACKGROUND

- 1.1 Aberdeen Together is the name of a group of officers from Aberdeen City Council and Aberdeen City Health and Social Care Partnership which formed in March 2020 to help ensure a coordinated response to the Covid 19 Pandemic in the care for individuals, families, friends and communities across Aberdeen. The [Covid19 Response Plan](#) sets out the work of the group during March to May 2020, which includes a range of activities to ensure vulnerable people in Aberdeen were identified and had access to the practical and emotional support they needed during this time. This did not include the immediate lifesaving activities well provided for by emergency services.
- 1.2 Partnership working between ACC and ACHSCP has been strengthened and expanded through the work of Aberdeen Together and it was agreed that the group had a remit beyond the initial response to the pandemic to progress shared priorities for longer term transformation.

1.3 The Aberdeen Together Plan has been reset to pursue a more integrated approach between ACC and ACHSCP across four transformation workstreams:

<b>1. Data Analytics</b>	How we predict harm and need to support early intervention and prevention
<b>2. Shared Delivery Model</b>	How we work together across organisational boundaries to delivery effective services and achieve best value
<b>3. Locality Planning and Community Empowerment</b>	How we work with and empower communities in the planning and delivery of interventions required at a locality level to improve short to medium and longer term outcomes
<b>4. Anti-poverty</b>	How we ensure a balance of initiatives which have an immediate impact on residents living in poverty and activities which will improve the life outcomes of residents in poverty in the longer term

1.4 This paper is the output to date of workstream three – Locality Planning and Community Empowerment. Locality Planning is the term used to describe community planning partners working within a locality or neighbourhood to improve outcomes. It is often easiest for community groups to participate in community planning at locality or neighbourhood level, where it can have most relevance to their lives and circumstances.

1.5 There are a number of pieces of legislation which require a localities approach, providing guidance on what localities are for, the principles upon which they should be established and ethos under which they should operate. However, the two main Acts which set out specific duties for Locality Planning by Community Planning Partners are the Public Bodies (Joint Working) (Scotland) Act 2014 and the Community Empowerment (Scotland) Act 2015. See Table 1 below for summary of duties.

1.6 Over the course of the last four years, it has become apparent that there is significant overlap and duplication of effort and resource between the two locality planning models for the Aberdeen City Health and Social Care Partnership and Community Planning Partnership which have evolved in response to the legislation. Therefore, a review of the two models has been conducted to identify recommendations for improvement.

1.7 The findings of stakeholder engagement (through Customer Journey and Customer Empathy Mapping) undertaken to help inform the review, indicated that those involved felt confused about current arrangements for Locality Planning, the roles of the different groups involved, and their alignment with each other. (See Appendix 4 for full list of ‘Problem Statements’ developed). A benchmarking exercise conducted with other Community Planning Partnerships confirmed that they experience the same issues with confusion and duplication and share our aspirations to join up more on locality planning, although we are one of the first CPPs attempting to do so – See Appendix 7.

Table 1	<b>Public Bodies (Joint Working) (S) Act 2014</b>	<b>Community Empowerment (Scotland) Act 2015</b>
<b>Who is the legislation for?</b>	Health and Social Care Integrated Joint Boards	Community Planning Partners specified within the statute, including the local Council and Health and Social Care Integrated Joint Boards
<b>When did it come into force?</b>	2014	2015
<b>Purpose of the legislation</b>	The Act puts in place the legislative framework to integrate health and social care services in Scotland.	The Act formalises Community Planning Partnerships, requiring that they exist in every Scottish local authority area.
<b>What does it say about Localities and Locality Plans</b>	The Act states that the IJB should establish at least two localities within its area. Statutory guidance requires each locality to have a plan.	The Act states that the CPP should identify localities within its area where people experience significantly poorer outcomes as a result of socio-economic disadvantage. For each of these areas, the Act states the CPP must publish a locality plan.
<b>Arrangements we have put in place locally to meet the requirements of the Act?</b>	<ul style="list-style-type: none"> <li>• 3 localities identified: North, South, Central</li> <li>• Locality Empowerment Group for each currently being established</li> <li>• Aim to achieve 100% community membership, except for public health coordinator role</li> <li>• LEGs report to the IJB via the Strategic Planning Group</li> </ul>	<ul style="list-style-type: none"> <li>• 3 localities identified: Northfield, Mastrick, Middlefield, Heathryfold and Cummings Park; Torry; Tillydrone, Woodside, Seaton</li> <li>• Locality Partnerships in place for each</li> <li>• Membership comprises 50% community members, including local councillors, and 50% professionals</li> <li>• LPs report to the CPA Board via the Management Group</li> </ul>

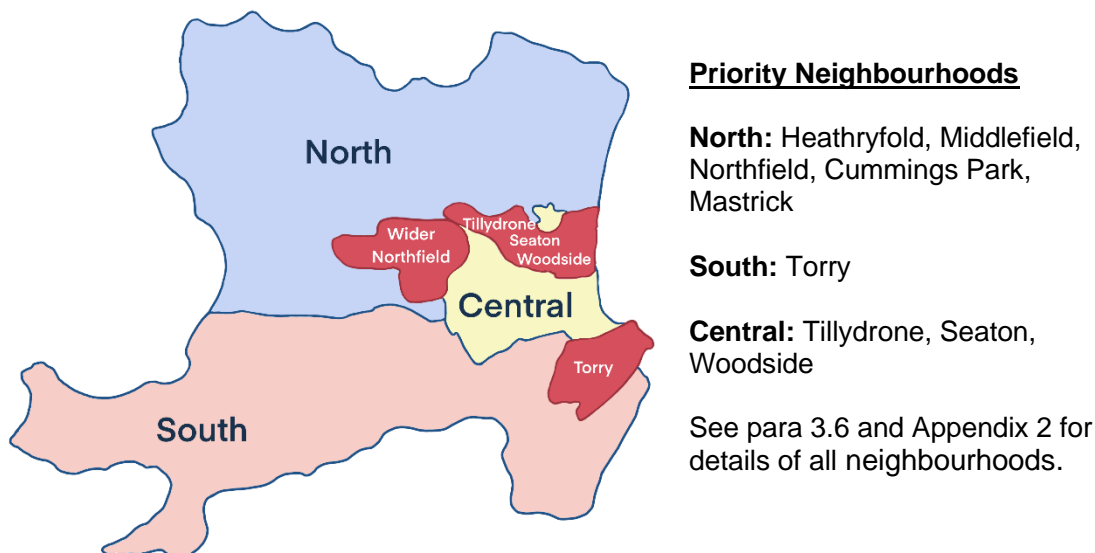
1.8 Aberdeen City Voice responses in 2020 showed that 55.8% of respondents would like to be involved in decisions that affect their community but 48.7% of these respondents said they didn't know how.

1.9 The recommendations contained in this paper are intended to provide the foundation for a simplified landscape for staff and communities. They should also enable a more efficient and effective way of working together and with communities to improve outcomes for Aberdeen.

1.10 Approval of these recommendations will lead to a second phase review of how the new integrated model connects with the wider network of community groups and community councils across Aberdeen and supports a strengthened approach to community empowerment and engagement. See Appendix 1 for scope.

## 2 SHARED LOCALITIES AND PRIORITY NEIGHBOURHOODS

2.1 One of the issues that the review has identified is that staff across the Community Planning Partnership and people in communities are often confused about the common use of the term localities, which has different meanings for the Aberdeen City Health and Social Care Partnership and Community Planning Aberdeen. To help differentiate between the two, they are often described as ACHSCP Localities and CPA or Priority Localities. However, this can still be confusing, especially to members of the public who may not be familiar with the CPP and ACHSCP criteria for localities. It also wrongly signals that these different types of 'localities' are distinct from each other, when they are in fact interconnected. It is proposed that from now, Community Planning Aberdeen and all partners, including ACC and ACHSCP shall know Localities to mean the three broad areas of the City: North, South and Central; and Priority Neighbourhoods to mean those areas within the North, South and Central Localities which experience poorer outcomes as a result of their socio-economic status.



2.2 There are four other areas which, based on the latest data available from the Scottish Index of Multiple Deprivation (SIMD), might be considered a priority neighbourhood, or at least at risk of this. These are Kincorth, George Street, Ashgrove and Stockethill which all have at least one data zone in the 20% most deprived and at least half of their other datazones in the 40% most deprived.

2.3 It is proposed that in recognising these neighbourhoods as areas which also experience poorer outcomes than the rest of Aberdeen as a result of their socio-economic status, we can be more targeted in our early intervention and prevention work. This will ensure that these communities also benefit from some of the improvement being experienced in our current priority neighbourhoods as a result of Locality Planning. Support and interventions would be proportionate to the needs of these neighbourhoods and the needs of the wider Locality.

- 2.4 There are a further four neighbourhoods which, although they do not have a datazone in the 20% most deprived, do have at least half of their datazones in the 40% most deprived and may also benefit from a targeted approach. These are:

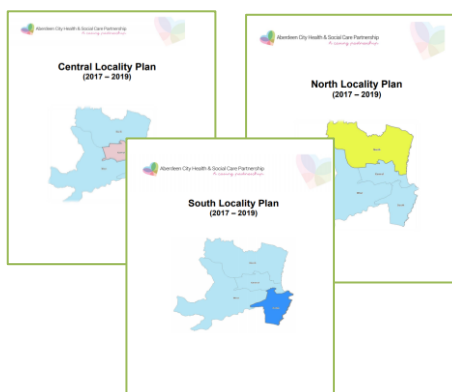
Garthdee - 4 out of 6 datazones in most deprived 40%  
 Old Aberdeen - 2 out of 3 datazones in most deprived 40%  
 Sheddocksley - 4 out of 5 datazones in most deprived 40%  
 Summerhill - 3 out of 5 datazones in most deprived 40%

### 3 SHARED LOCALITY PLANS

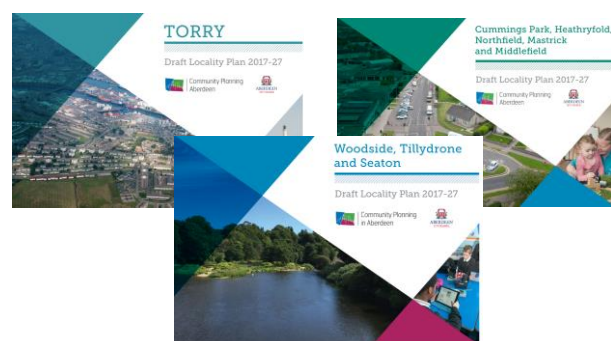
- 3.1 Having agreed our shared Localities and Priority Neighbourhoods, our attention turns to the requirement of both the Public Bodies (Joint Working) (Scotland) Act 2014 and Community Empowerment (Scotland) Act 2015 to have a plan in place to improve outcomes for each of these geographical areas.

- 3.2 At the moment there are two separate types of Locality Plan in place: Community Planning Aberdeen Locality Plans and Aberdeen City Health and Social Care Partnership Locality Plans. Both aim to improve outcomes for the local area. Whilst the ACHSCP plans cover the whole of Aberdeen, they focus on health and social care issues only. CPA Locality Plans cover our most deprived areas of Aberdeen, but they cover the broader range of outcomes identified within the city wide LOIP.

**HSCP Locality Plans cover the whole of the City for LOIP Stretch Outcome 11: Healthy Life Expectancy**



**CPA Locality Plans cover our priority neighbourhoods for ALL LOIP Stretch Outcome 1-15**



- 3.3 The outcomes of poor health and wellbeing are inextricably linked to the wider determinants of public health that the Community Planning Partnership is seeking to improve through its stretch outcomes 1-15. Therefore, it is proposed that plans to improve health at a locality level would be strengthened if they were set in the broader context of the locality. Both sets of Locality Plans aim to achieve improvement in the local area in conjunction with communities; and both plans are due to be refreshed.

- 3.4 There is an opportunity to bring the two types of plan together to provide a single Locality Plan for the area. The Locality Plan will specify the targeted work to be carried out in priority neighbourhoods, and indeed at risk neighbourhoods or other priority communities of interest, e.g. communities vulnerable to flooding, communities which need support implementing a new idea, or community members that need a bit more support - such as care experienced children and young people, people with disabilities, and minority groups. The plan will provide a holistic view of the area to help direct resources to the people and communities in greatest need; with an option to separate out the priority neighbourhood plan for the target audience. This alignment approach gives the CPP the scope to consider locality planning beyond the deprived areas.
- 3.5 The locality plans do not stand alone. They underpin the Aberdeen City Local Outcome Improvement Plan and Aberdeen City Health and Social Care Strategy, as well as other Partner strategies. They bridge the gap between the high level strategic direction of the Partnership and the aspirations and priorities of the people, communities and groups living and working in the area.

### Aberdeen City Local Outcome Improvement Plan



*Sets out 15 Stretch Outcomes for Partners to achieve working together and with communities*

### Community Planning Partner Corporate Plans



### Shared Locality Plans

**North Locality Plan**

Priority Neighbourhood Plans: Northfield etc

**South Locality Plan**

Priority Neighbourhood Plans: Torry

**Central Locality Plan**

Priority Neighbourhood Plans: Woodside, Seaton, Tillydrone

- 3.6 Communities may also wish to come together as a group in their local areas to prepare their own neighbourhood plans with their own locally identified priorities and actions for improvement. Support for communities to do neighbourhood planning will be explored further in phase two of the review of locality planning, see section 6 of this report. See below list of all Aberdeen Neighbourhoods.

North	South	Central
1 Dyce	1 Culter	1 <b><u>Tillydrone</u></b>
2 Danestone	2 Cults, Bieldside & Milltimber	2 Old Aberdeen
3 Oldmachar	3 Hazlehead	3 <b><u>Seaton</u></b>
4 Denmore	4 Braeside, Mannofield, Broomhill & Seafield	4 <b><u>Woodside</u></b>
5 Balgownie & Donmouth	5 Garthdee	5 Hilton
6 Bucksburn	6 Ferryhill	6 <b><u>Stockethill</u></b>
7 <b><u>Heathryfold</u></b>	7 <b><u>Kincorth</u></b> , Leggart & Nigg	7 <b><u>Ashgrove</u></b>
8 <b><u>Middlefield</u></b>	8 <b><u>Torry</u></b>	8 <b><u>George Street</u></b>
9 Kingswells	9 Cove	9 Froghall, Powis & Sunnybank
10 <b><u>Northfield</u></b>		10 Midsocket
11 <b><u>Cummings Park</u></b>		11 Rosemount
12 Sheddocksley		12 City Centre
13 <b><u>Mastrick</u></b>		13 Hanover
14 Summerhill		14 West End

Note: **Priority neighbourhoods**  
Proposed priority neighbourhoods (see para 2.2.)

#### 4 SHARED LOCALITY EMPOWERMENT GROUPS

- 4.1 The Community Empowerment (Scotland) Act 2015 states that in preparing Locality Plans, Community Planning Partnerships should 'take into account the needs and circumstances of the people residing in the locality and consult as it considers appropriate'. It does not prescribe how this consultation takes place and neither does the Public Bodies (Joint Working) (Scotland) Act 2014.
- 4.2 Our aspirations for community involvement in Locality Planning go well beyond consultation and reach for empowerment, engagement and participation. We have seen how locality-based, community led approaches have worked well to deliver emergency services during the Covid-19 pandemic and they will be crucial again in the recovery process. This has created a precedent for much greater emphasis on community led approaches in longer term community and locality planning.
- 4.3 In recognition of this shift, the Scottish Government have established a Social Renewal Advisory Board (SRAB) with the aim of capitalising on the new level of community empowerment. It will report to the Scottish Government later this year with proposals on how this can be sustained and three Social Listening events have been held in Aberdeen to gather ideas from local people.

4.4 This newly established route for engaging on equality and social justice is complementary to the Community Planning Partnership’s existing mechanisms to support community engagement, participation and empowerment. These are primarily the Aberdeen City Health and Social Care Partnership’s Locality Empowerment Groups and Community Planning Aberdeen’s Locality Partnerships.

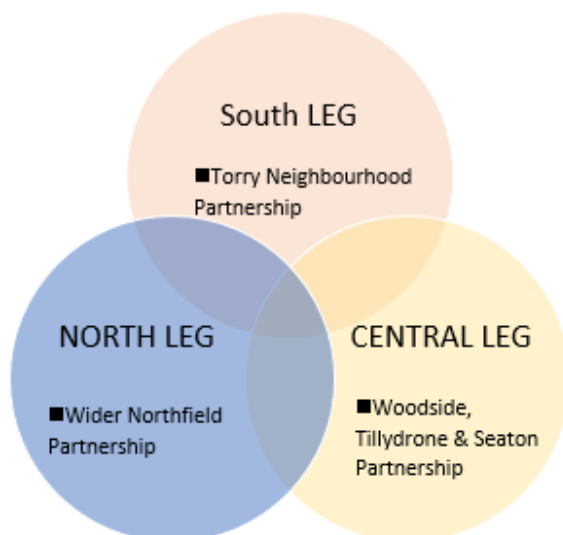
Group	Area Covered	Issues Covered
Locality Empowerment Groups	North, South, Central	Health outcomes
Locality Partnerships	Priority Neighbourhoods	ALL LOIP Stretch Outcomes and local priorities

4.5 It is proposed that these groups continue, going forward with the following changes:

- Locality Empowerment Groups will now cover all 15 Stretch Outcomes prioritised in the LOIP under the themes of People, Place and Economy
- Locality Partnerships will now be known as Priority Neighbourhood Partnerships

4.6 It is expected that these changes will be favourable with communities, based on feedback from staff involved in the review that work with these communities and from the consultation exercise conducted with broader staff and communities during November (See Appendix 7). It is worth noting that the Locality Empowerment Groups were newly formed by ACHSCP this year and due to Covid-19 are still in their infancy which allows us to work with communities to shape the direction they go in. They replace the four Locality Leadership Groups established by ACHSCP in 2017.

4.7 The Priority Neighbourhood Partnerships (formerly named Locality Partnerships) are more established, having continued to meet since 2017. It is proposed that they will continue, to provide additional support to the people and communities residing in these areas to engage with Locality Planning.



*The Community Engagement Group will oversee the transition to the new arrangements, supporting collaboration between the LEGs, Outcome Improvement Groups and wider community groups on shared priorities*



- 4.8 The link between the Locality Empowerment Groups and the Priority Neighbourhood Partnerships should be nurtured to be a strong one. Collaboration between professionals and community members will be essential to ensure these two groups complement each other, with the Locality Empowerment Group taking an overview of broad issues across the locality area and neighbourhood partnerships focussing on the local area that they cover. It is intended that the groups will be mutually supportive, with the LEGs being able to get involved in a number of cross cutting issues for the area and PNPs taking a lead on tackling the issues unique to their neighbourhood. Clarity and transparency will be key to ensuring that there is no duplication between the groups and indeed the work of the CPA Outcome Improvement Groups. See Appendix 5 for draft role and remits and Appendix 6 for overall structure.
- 4.9 It is proposed that the Community Planning Partnership's Community Engagement Group will continue to provide strategic oversight of community engagement across the Partnership through the Locality Empowerment Groups and Neighbourhood Partnerships as well as any other routes. The group was first established in 2016 to help support the Partnership's Outcome Improvement Groups to involve and engage communities in their improvement work. The group has an ongoing remit to support the LEGs and NPs in the transition to an integrated model, as well as continue to have responsibility for the CLD Strategy and City Voice. See Appendix 5 for role and remit. The CPA Management Group has appointed the Community Planning Manager as Chair, with continued support from the Chair of the Civic Forum as Vice Chair. The group has a pivotal role in ensuring the new integrated Locality Planning Model is effective in engaging and empowering communities across Aberdeen.
- 4.10 Throughout this review many ideas have been gathered on how we can improve community engagement and enlist people to get involved in our improvement work via the LEGs, NPs and the many other community groups and networks which already exist. There is a recognition that not everyone is willing/able to participate in a 'formal' group setting, that there is a need to engage more widely with those who wouldn't normally get involved, and different 'communities of interest, and that there is a desire to harness the benefits of digital opportunities in order to progress this. This was also highlighted by members of the LEGs in research done to inform the development of these Groups.
- 4.11 See below just some of the ideas captured which might be tested to improve in key areas. Many more will be possible and it is proposed that the Community Engagement Group works with the LEGs and NPs to explore and test these and any other ideas in establishing the new joint arrangements.

Problem Areas			
Ideas for testing	Awareness/ Understanding	Perception of Impact	Accessibility
	Joint Communication s Plan	Clear, planned programme of work	Community Platforms/ digital forums to support virtual engagement
	Targeted social media	Communication on how work contributes to wider partnership	Chatbot to capture feedback from any partner website
	Locality Champions/ Network	Self assessment to consider effectiveness	
	Locality News Channel		

## 5 SHARED LEADERSHIP AND PARTNERSHIP WORKING

5.1 Approval of the proposals within this report will allow us to maximise the opportunity for collaborative working across the Community Planning Partnership and with communities. The Community Engagement Group, chaired by the Community Planning Manager will oversee the transition to the new arrangements and support the collaboration between the LEGs, Outcome Improvement Groups and wider community groups on shared priorities.

5.2 The table below confirms the Partnership staff currently responsible for locality planning who, going forward, will have a co-lead role in coordinating locality planning across the three City Localities.

North	South	Central
Locality Inclusion Manager, ACC	Locality Inclusion Manager, ACC	Locality Inclusion Manager, ACC
Public Health Coordinator, ACHSCP	Public Health Coordinator, ACHSCP	Public Health Coordinator, ACHSCP

5.3 Working with the Chair of the Community Engagement Group, the Locality Planning co-leads for North, South and Central will develop the 'how' we work together in partnership with staff and communities to deliver the roles and remits in Appendix 5. The more we embody the following values, the more successful we expect to be in joining with partners and communities to improve outcomes at a City wide and locality level:

- **Collaborative**: working together with communities and partners to improve outcomes
- **Innovative**: creating shared solutions, testing and learning from our mistakes and successes
- **Excellence**: making a difference and improving outcomes for people and communities
- **Respectful**: valuing every contribution – individuals, professionals, community groups, people with lived experience, organisations
- **Integrity**: doing the right thing the right way, informed by evidence and data

5.4 It is intended that the LEGs will help strengthen and coordinate collaborative working between individuals, professionals, community groups, people with lived experience, partner organisations and the Community Planning Partnership as a whole.

5.5 The proposals within this report have been informed by feedback from communities. This includes feedback gathered during the process of developing the ACHSCP Locality Empowerment Groups, during which workshops were held with members of the Locality Leadership Groups (LLGs) to learn what worked well and what could have been better. Also, the insights of staff working with communities to facilitate the LEGs and Locality Partnerships have also helped shape thinking on these proposals. A formal consultation was launched in November with wider community planning partnership staff and communities involved in the LEGs and Locality Partnerships. Stakeholders were invited to attend a choice of online consultation sessions and/ or complete an online survey. A community friendly consultation document was produced to support staff and communities to participate in the consultation process. See Appendix 7 for summary of feedback.

## 6 PHASE TWO: WORKING WITH COMMUNITIES

6.1 The proposals within this report provide a solid foundation for greater collaboration with communities. A second phase of this review will seek to explore how the integrated Locality Planning Model connects and complements the work of wider partnership forums, community groups, networks and community councils. See scoping diagram in Appendix 1.

6.2 It will also consider how we can use this infrastructure to empower communities to expand the neighbourhood planning approach we have in place for our priority neighbourhoods. This will involve reaching out and working with established community councils and civic groups to get their input and ideas and explore what support is needed. For example, feedback from the consultation process has indicated that a toolkit for communities providing guidance on how to go about developing their own neighbourhood plan would be a useful resource. This would bring together a number of community toolkits already in existence, e.g. [Community Resilience Plan Toolkit](#) and [Draft Local Place Plan Toolkit](#) to support communities in the production on of a single multifaceted neighbourhood plan.

6.3 Working with communities to develop this toolkit, which enables them to deliver on concerns in their community and with partners, will also identify and develop the capacity building support required to enable communities to create and maintain their own neighbourhood plans. The Community Learning Strategy, which includes details of how the Council and partners deliver capacity building for community empowerment, is due to be refreshed at the end of 2021. It is intended that this second phase of the review of locality planning will inform the revision of the CLD Strategy, specifying the capacity building support required from partners to empower communities to own, develop, deliver and maintain their own neighbourhood plan.

## 7 NEXT STEPS

1.1 The table below includes the key milestones and indicative timescales for the implementation of the recommendations made within this report.

<b>Key Milestone</b>	<b>Timescale</b>
Draft Report and recommendations considered by CPA Management Group	Completed
Complete review of shared resources to support delivery of the new integrated model	Completed
Online consultation events for Community Planning Partners	Completed
Online consultation event with HSCP Locality Empowerment Group members	Completed
Consultation with CPA Locality Partnerships	Completed
ACC Transformation Board	24 Nov 20
ACHSCP Integration Joint Board	1 Dec 20
Final Report and recommendations approved by CPA Board	3 Dec 20
First meetings of the new integrated LEGs held by end January	Jan 21
Development of Locality Plans to align with development of refreshed LOIP	July 21
Revised CPA Improvement Programme to reflect totality of improvement projects taking place across the Partnership	Sep 21
Phase 2 review of connection with new integrated Locality Planning Model and partnership forums, community groups and community councils	Oct 21

## Recommendations for Action

It is recommended that members of the CPA Board agree to the following recommendations:

### Shared Localities and Priority Neighbourhood

- i) the term Localities will be used by Community Planning Aberdeen and all partners to mean the three broad areas of the City: North, South and Central;
- ii) the term Priority Neighbourhoods will mean those areas within the North, South and Central Localities which experience poorer outcomes as a result of their socio-economic status;
- iii) George Street, Ashgrove, Stockethill and Kincorth will be considered Priority Neighbourhoods based on analysis of SIMD data;

### Shared Locality Plans

- iv) the introduction of three Integrated Locality Plans for North, South and Central Localities;
- v) within these Locality Plans there will be included a focus on our Priority Neighbourhoods; with an option to separate out these plans for the Priority Neighbourhood audience;

### Shared Locality Empowerment Groups

- vi) the scope of Locality Empowerment Groups will expand to cover not only health outcomes, but all LOIP Stretch Outcomes;
- vii) Locality Partnerships will now be known as Priority Neighbourhood Partnerships and these will continue to be supported by Partnership staff;
- viii) the CPA Community Engagement Group will continue to provide strategic oversight and seek to improve community engagement and empowerment across the Partnership, including overseeing the transition to the new shared Locality Empowerment Groups;
- ix) the Community Planning Aberdeen constitution is updated to reflect the core roles and remits of the groups included in Appendix 5;

### Next steps

- x) Preparation of a shared communications plan to inform communities about the new arrangements and engagement them in the implementation phase, subject to the agreement of the CPA Board;
- xi) Note intentions to initiate a second phase review of locality planning which will look in depth at the network of community groups in Aberdeen and how we connect with these going forward to expand neighbourhood planning.

## Consultation

The following people were consulted in the preparation of this report:

Members of existing Locality Empowerment Groups and Locality Partnerships

Members of CPA Management Group

### Members of the Review Team:

- Interim Managing Director, Bon Accord Care
- Community Justice Officer, ACC
- Improvement Programme Manager, ACC
- Lead Strategy Performance Manager, ACHSCP
- Area Manager, ACC
- Locality Inclusion Manager, ACC
- Team Leader, ACC
- Public Health Coordinator, ACHSCP
- Team Leader, Masterplanning, Design & Conservation - ACC

### Members of Aberdeen Together:

- Director, Customer - ACC
- Chief Officer - ACHSCP
- Chief Officer, Integrated Children & Family Services - ACC
- Chief Officer, Data and Insights - ACC
- Chief Officer, Customer Experience - ACC
- Chief Officer, Early Intervention & Community Empowerment, ACC
- Library and Information Services Manager, ACC

## Background Papers

The following papers were used in the preparation of this report.

[Locality Planning Aberdeen Report – CPA Board, 20 June 2016](#)

[Locality Model – IJB, 26 March 2019](#)

### Contact details:

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## APPENDIX 1 TERMS OF REFERENCE

### REVIEW OF LOCALITY PLANNING

#### 1. AIM & OBJECTIVES

1.1 The aim of the review is to consider the effectiveness of the relationship between CPP's current locality planning structures to identify recommendations for improvement.

1.2 Objectives:

- Examine the CPP's current arrangements for locality planning, including Partnership Forums
- Understand the relationship/ connections between community groups
- Examine the resources required
- Identify and spread best practice
- Design a model which supports co-production and community empowerment
- Propose options for improvement to how we plan, coordinate and deliver locality planning in a way which meets the needs of both the CPP and customers and citizens;

#### 2. SCOPE

2.1 Phase 1 of this review will examine the structures and arrangements which have been put in place by Aberdeen City Council and Aberdeen City Health and Social Care Partnership for locality planning and how these connect each other.

2.2 Phase 2 of this review will examine how proposals at phase 1 connect with wider partnership forums, community groups and community councils.

See diagram overleaf:

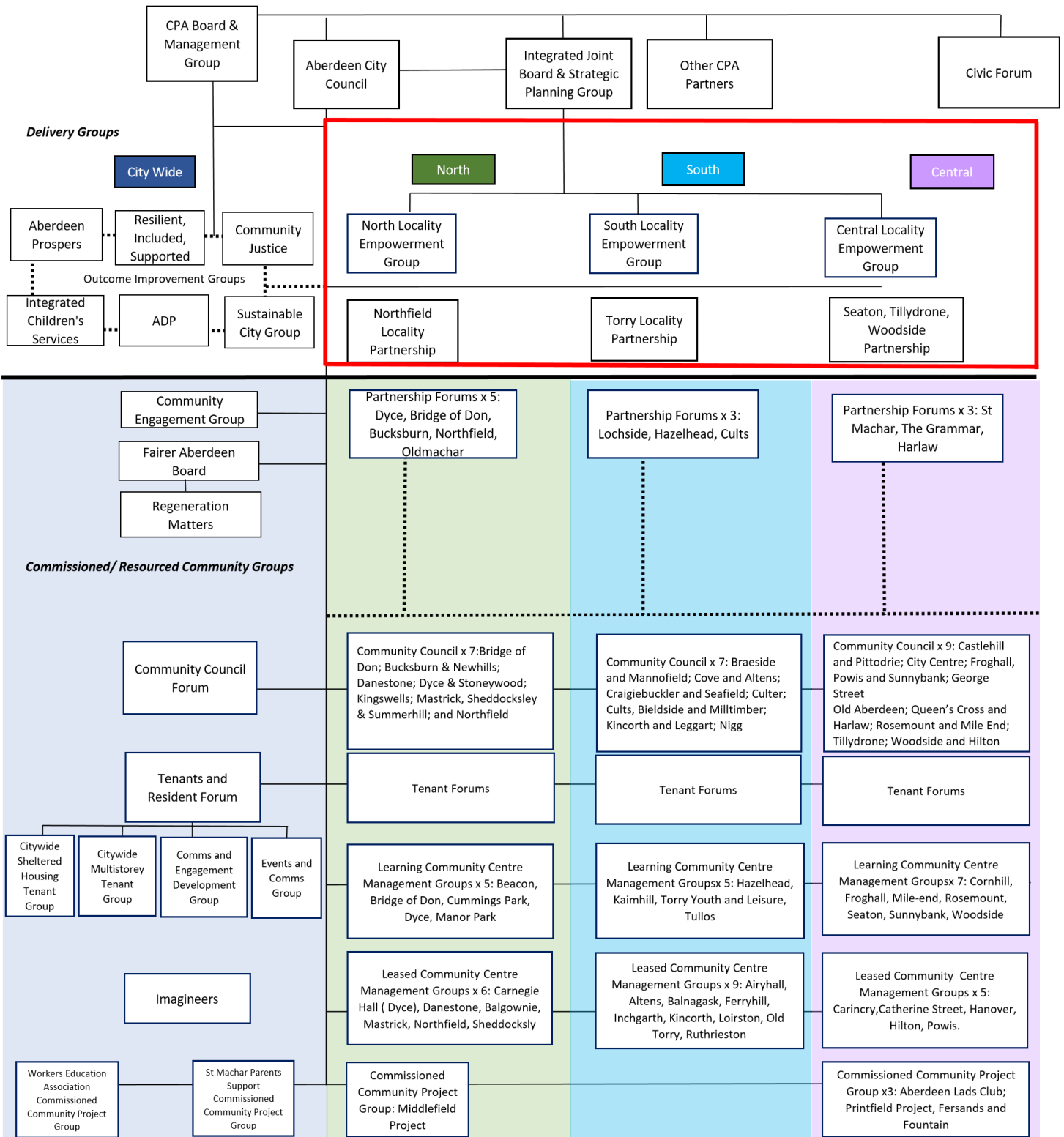
#### 3. KEY DELIVERABLES AND TIMESCALES

3.1 Phase 1 of the review is planned to take place during June to October 2020. The key deliverables are as follows:

- |  |             |
|--|-------------|
| • Project team established             | 10 June     |
| • Complete desk top analysis           | June        |
| • Further evidence gathering           | June        |
| • Identification of best practice      | July        |
| • Consultation with stakeholders       | August      |
| • Consultation on draft findings       | September   |
| • Draft report to CPA Management Group | 29 October  |
| • Final report to CPA Board            | 11 November |
| • CPA Board Meeting                    | 3 December  |

CPA Board and Partners

PHASE 1 SCOPE  
PHASE 2 SCOPE





#### 4. PROJECT TEAM

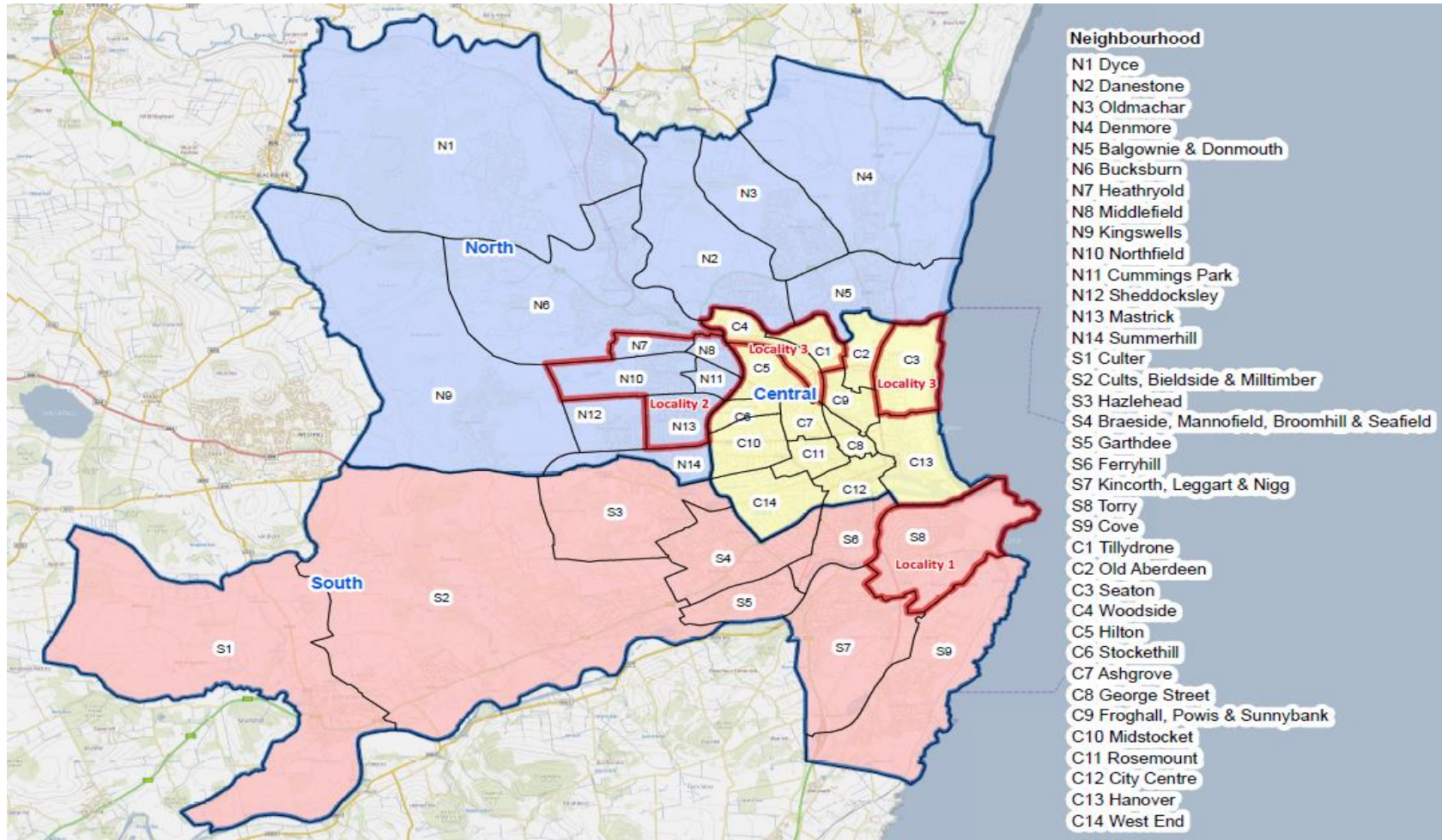
<b>Project Sponsor</b>	Andy MacDonald, Director of Customer, ACC
<b>Project Board</b>	Aberdeen Together Chaired by Derek McGowan and Sandra McLeod
<b>Project Lead</b>	Michelle Cochlan & Gail Woodcock
<b>Project Team</b>	Lead Strategy Performance Manager Communities and Housing Area Manager Locality Inclusion Manager Public Health Coordinator Team Manager Partnerships Improvement Programme Manager Community Justice Officer
<b>Key Stakeholders/ Consultees</b>	Chief Officer (Early Intervention and Community Empowerment) Chief Officer (Strategic Place Planning) Colleagues from Locality Partnerships/ Locality Empowerment Groups CPA Management Group CPA Lead Contacts Chief Officer, Integrated Children & Family Services Team Leader, Master planning, Design & Conservation
<b>Benchmarking</b>	Other Community Planning Partnerships

#### 5. METHODOLOGY

5.1 The research methodology will include:

- Scottish Service Redesign Approach
- Desk top analysis of relevant legislation, strategies, policy, reports etc
- Gathering of evidence of best practice/ case studies etc
- Consultation with key stakeholders/ consultees
- Discussions/ interviews with external representatives e.g. colleagues from other Councils and external organisations where relevant
- Discussion of findings with key stakeholders/ consultees

## APPENDIX 2 - LOCALITY BOUNDARIES



ACHSCP Localities:	Priority Localities
South	Locality 1 -Torry
North	Locality 2 - Northfield, Mastrick, Middlefield, Heathryfold, Cummings Park
Central	Locality 3 - Seaton, Woodside, Tillydrone

## APPENDIX 3      LEGISLATION

- **Community Planning Partnerships and Locality Planning**

The Community Empowerment (Scotland) Act 2015 introduces locality planning in respect of community planning for the first time. The Act requires every CPP to identify each locality in its area where people experience significantly poorer outcomes, as a result of socio-economic disadvantage, than those people living in other areas. The Act stipulates that localities should have a maximum population size of 30,000 residents.

For each of these areas, the CPP must publish a locality plan (locality plans for other areas of the city are optional). The locality plan must set out the priority outcomes the CPP proposes to improve. This should be set out in terms of what will be different for communities in 10 years as well as the contributory actions, indicators and targets for the short (1 year) and medium (3 years) terms. In preparing the locality plans, the CPP must take into account the needs and circumstances of the people residing in the locality and consult as it considers appropriate. The CPP is required to review progress against each locality plan and report on this annually.

- **Health and Social Care Partnerships and Locality Planning**

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) puts in place the legislative framework to integrate health and social care services in Scotland and requires each Integration Authority to establish at least two localities within its area. Unlike the Community Planning localities which focus on areas of deprivation with a maximum population size of 30,000 residents, HSCP localities are required to divide the whole locality authority area into at least two. In Aberdeen we have recently elected to divide the City into three. These areas align with the Community Planning localities in that within the boundaries of each of the ACHSCP localities, we have a community planning priority locality. See Appendix 1 for visual.

- **Local Place Plans – Planning (Scotland) Act 2019**

The Planning (Scotland) Act 2019 includes provisions for a planning authority to publish an invitation to local communities to prepare local place plans and that assistance would be made available for local communities to prepare the local place plans. There was previous discussion about the need to link local place plans to locality plans. However, I am not aware of any further thinking or progress with this.

- **The Requirements for the Community Learning and Development (Scotland) Regulations 2013: Guidance for Local Authorities**

place a legal requirement on all Local Authorities to secure the delivery of community learning and development in their area, working with other CLD providers and communities to ensure communities particularly which are disadvantaged have access to the CLD support they need. To strengthen co-ordination between the full range of CLD providers ensuring that Community Planning Partnerships, Local Authorities and other public services respond appropriately to the expectations set by the CLD Strategic Guidance. In Aberdeen Governance of the CLD Plan at local level is done through the Partnership Forums, at Strategic level is done through the Community Engagement Group and ICS Board both of which are Outcome Improvement Groups in the Community Planning Partnership.

## **APPENDIX 4          CUSTOMER JOURNEY AND CUSTOMER EMPATHY MAPPING**

### **(PROBLEM STATEMENTS)**

- I am confused about current arrangements for Locality Planning
- I feel there are too many groups that cover the same issues and involve the same people
- As a new member I am confused about the role of members
- I don't know what difference all the groups are making
- I don't know how all the existing groups align or relate to each other
- I don't know what Locality Planning is, who should lead it, or who should be involved in it
- I don't know what the relationship between the Locality Plan and locality working is
- I don't know how to get involved in the decision-making processes in my area - I've never heard of Locality Planning

## **APPENDIX 5      PROPOSED CORE ROLE AND REMITS**

### **Locality Empowerment Groups**

Role: The Locality Empowerment Groups (LEGs) will support the development and delivery of the new integrated locality plans in each of the three localities (North, South and Central). These plans underpin the city wide Local Outcome Improvement Plan and individual partner strategies (e.g. ACHSCP Strategic Plan).

#### **Remit:**

- Work together to ensure the locality is a place where all people can prosper, regardless of their background or circumstances
- Engender collective ownership, leadership and responsibility for improving outcomes across the Locality
- Contribute to the population needs assessment for the Locality by drawing local data, information and community perspectives that deepen understanding of emerging needs and opportunities
- Co-produce, publish and keep under review a Locality Plan to deliver improved outcomes for people and communities across the locality to meet local need and capitalise local opportunities
- Engage in improvement activity, working alongside CPA partners and community groups and networks to test changes which aim to deliver the priorities within the Locality Plan
- Foster a close working and mutually supportive relationship with Priority Neighbourhood Partnerships, taking cognisance of the work happening in these areas of the locality, taking steps to support efforts or spread best practice across the locality as relevant
- Provide a voice on behalf of the people and communities across the locality. This will involve proactively engaging, connecting and collaborating with community members and community groups and networks
- Build and maintain effective working relationships with partners and/ or members of CPA Outcome Improvement Groups to maximise use of professional resources

#### **Membership:**

The Locality Empowerment Groups are open to any community member or representative of community group/network living in the area that has an interest in working collectively to improve outcomes for the Locality.

Public service representation will be minimised to ensure the group is predominantly community led, with a minimal number of Partnership staff attending to facilitate and support community participation.

#### **Operating Model:**

The Locality Empowerment Groups will hold regular meetings, at a frequency and time to be determined. A flexible approach will be taken to maximise participation in the LEGs. In addition to the regular meetings, whether these are face to face or virtual, we will explore and test further options for people to get involved in the LEGs. For example, focus groups, social media, digital forums.

## **Priority Neighbourhood Partnerships**

Role: The Priority Neighbourhood Partnerships will ensure that North, South and Central Locality Plans include a specific and targeted plan for Aberdeen's current priority neighbourhoods. They will complement the Locality Empowerment Groups by taking a lead on tackling the issues unique to their neighbourhood which contributes to improvement across the wider Locality.

<b>Locality</b>	<b>Priority Neighbourhood</b>
North	Northfield, Mastrick, Middlefield, Heathryfold, Cummings Park
South	Torry
Central	Seaton, Woodside, Tillydrone

The remit of Priority Neighbourhood Partnerships contributes to and complements the work of the Locality Empowerment Groups for the priority neighbourhood area.

### **Remit:**

- Work together to ensure the neighbourhood is a place where all people can prosper, regardless of their background or circumstances
- Engender collective ownership, leadership and responsibility for improving outcomes across the neighbourhood
- Contribute to the population needs assessment of the neighbourhood by drawing local data, information and community perspectives that deepen understanding of emerging needs and opportunities
- Co-produce, publish and keep under review a plan to deliver improved outcomes for people and communities across the neighbourhood to meet local need and capitalise local opportunities
- Engage in improvement activity, working alongside CPA partners and community groups and networks to test changes which aim to deliver the priorities for the neighbourhood
- Provide a voice on behalf of the people and communities across the neighbourhood. This will involve proactively engaging, connecting and empowering wider community groups and networks
- Foster a close working and mutually supportive relationship with the Locality Empowerment Groups, seeking support or spreading best practice across the locality as relevant
- Build and maintain effective working relationships with partners and/ or members of CPA Outcome Improvement Groups to maximise use of professional resources

### **Membership:**

Membership of the Priority Neighbourhood Partnerships is determined at a local level based on local needs and priorities and aims to ensure that at least 50% of representation will be community representatives. Public service representation is capped to ensure the balance remains with communities. Representation may include the Locality Inclusion Manager, Local Police, Local Head Teacher and Local Health representative/ G.P.

### **Operating Model:**

The Priority Neighbourhood Partnerships meet regularly throughout the year (this differs for each Partnership). They continue to explore and test ways of getting more people involved in the Priority Neighbourhood Partnerships. For example, focus groups, social media, digital forums.

## **Community Engagement Group**

Role: The Community Engagement Group will oversee the new integrated locality planning arrangements to ensure they operate effectively in Aberdeen. The group will maintain an overview of the delivery of the Partnership's Engagement, Participation and Empowerment Strategy and participation requests and will advise and support the CPP Board, Management Group and Outcome Improvement Groups on effective approaches to engage and involve communities in the delivery of the LOIP and Locality Plans. It will be an important link between the strategic perspective of the CPA Board and the priorities and perspectives of communities across Aberdeen.

### **Remit:**

- Oversee the transition to the new Locality Planning arrangements and support the collaboration between the LEGs, Priority Neighbourhood Partnerships, Outcome Improvement Groups and wider community groups on shared priorities
- Assist in the removal of any barriers which exist in the delivery of the LEGs/ PNPs and connection with wider community groups and networks. This includes overseeing phase 2 of the Locality Planning Review
- Plan, oversee and be accountable for the development and delivery by Community Planning partners of the Engagement, Participation and Empowerment Strategy through the Locality Empowerment Groups and Priority Neighbourhood Partnerships
- Ensure Community Planning Aberdeen is meeting its statutory duties in relation to community engagement and participation, as prescribed by the Community Empowerment Scotland Act 2015
- Advise on effective practice on how to involve and engage with communities and promote consistency and cohesion of approach across Outcome Improvement Groups
- Oversee, understand and share best practice in terms of community development and engagement initiatives, for example volunteering, recruitment and training
- Oversee delivery of the Community Learning and Development Plan
- Oversee delivery of City Voice, including approval of questionnaires on behalf of Community Planning Aberdeen prior to issue to the city voice citizens panel

### **Membership:**

Core community planning partners are invited to have representation on the CPA Community Engagement Group. This includes statutory community planning partners and members of the Civic Forum. This group will also include the Chairs of the Locality Empowerment Groups, Chairs of the Priority Neighbourhood Partnerships, representation from Community Learning and Development and representation from City Voice. Other organisations can be co-opted onto the Community Engagement Group when appropriate.

### **Operating Model:**

Meeting frequency determined by the Community Engagement Group.

## **Outcome Improvement Groups**

There are six Outcome Improvement Groups (OIGs) within the CPA structure. Each are responsible for delivering on relevant sections of the Local Outcome Improvement Plan. The Outcome Improvement Groups are:

- Aberdeen Prospers (Chaired by SDS)
- Integrated Children Services (Chaired by ACC)
- Resilient, Included and Sustainable (Chaired by ACHSCP)
- Alcohol and Drugs Partnership (Chaired by ACHSCP)
- Community Justice Group (Chaired by Police Scotland)
- Sustainable City (Chaired by NHSG)

Role: Each group leads and is responsible for actions which support delivery of the Local Outcome Improvement Plan and underpinning locality plans. They are responsible for ensuring progress against the stretch outcomes and improvement projects set for the priority area they lead on.

### Remit:

- Plan, oversee and be accountable for delivery of outcome improvement by Community Planning partners for the relevant stretch outcomes within the Local Outcome Improvement Plan and Locality Plans
- Deliver the stretch outcomes within the LOIP through the delivery of the LOIP improvement project aims
- Advise on, and be accountable for, how resources are aligned and allocated across Community Planning partners to support delivery of key actions
- Ensure communities are engaged in the planning and delivery of CPA's priorities through implementation of the Engagement, Participation and Empowerment Strategy and by liaising effectively with the Community Engagement Group, Locality Empowerment Groups and Priority Neighbourhood Partnerships
- Ensure the effective management of performance and risk in relation to delivery of the priorities and improvement outcomes for which the Outcome Improvement Group has oversight and report progress to the CPA Board on a six monthly basis via the Management Group
- Identify risks and barriers to effective delivery and advise the CPA Management Group on mitigating action required at CPA Board level

### Membership:

Core community planning partners are invited to have representation on the CPA Outcome Improvement Groups. This includes statutory community planning partners and members of the Civic Forum. Other organisations can be co-opted onto the Outcome Improvement Groups when appropriate.

### Operating Model:

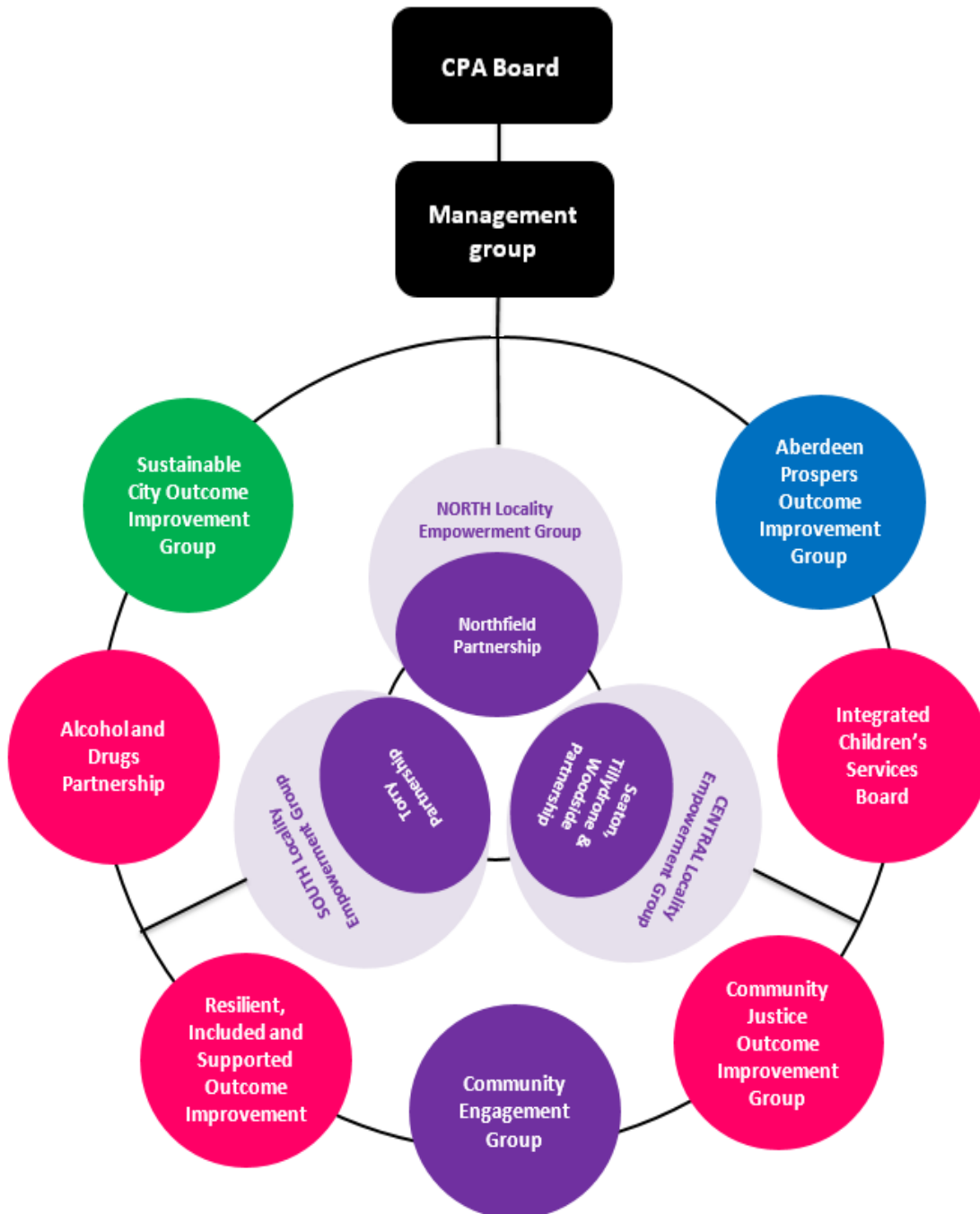
Meeting frequency determined by the Outcome Improvement Group.



**APPENDIX 6**

**COMMUNITY PLANNING ABERDEEN STRUCTURE**

The addition of the Locality Empowerment Groups to the Community Planning Aberdeen structure will strengthen collaboration between all Community Planning Partners and all communities across Aberdeen. Priority Neighbourhood Partnerships will continue to support engagement of communities in our most disadvantaged areas to improve local outcomes.



## APPENDIX 7      FEEDBACK FROM CONSULTATION

### SUMMARY OF KEY POINTS (From consultation sessions and online survey)

- The proposed model is clearer, more focused and better for people, communities and all partners involved in community/locality/neighbourhood work and volunteering.
- The proposals successfully build on current arrangements and have great potential to strengthen community planning and locality planning and successfully build upon the positive aspects of the current arrangements.
- It seems clear from the proposals that, whilst we are not looking to reduce either support or ownership, we have the opportunity to streamline the locality planning and subsequently the delivery process.
- This can only be beneficial for our residents as they will be able to bring local influence to local solutions far more readily and hopefully means there will be decreased duplication of work and more effective working overall
- The locality plan approach will enable us to recognise and provide support and resources for communities which experience significant challenges for a variety of reasons but are not identified as a priority neighbourhoods. This approach will not only give others a view of the challenges faced by other parts of a locality but enable solutions to be sourced from across the area.
- A single Locality Plan addresses the fact that issues of concern for the Aberdeen City Health and Social Care Partnership, Aberdeen City Council, Civic Partners and Communities cannot be addressed in silos or isolation; there is significant common ground and shared agendas - persistent issues of concern are typically multifaceted and require an interdisciplinary and inclusive response.
- The current locality plans in place in our priority neighborhoods are good examples of single locality plans and can be seen as an example of best practice. The proposals need to maintain the same levels of performance and deliver the same benefits to the wider locality as the current Locality Partnerships are achieving. Priority areas must not get diluted in the larger locality area which will have so much diversity.
- Must guard against an increased duplication of effort between each the three localities which could be caused by working in silos. Must take account of existing services/resources in the area rather than re-inventing the wheel
- There is a need for two way dialogue between the Locality/neighbourhoods and Community Planning Partners. Not everyone wants to connect at strategic level but there needs to be a link between the LOIP and area plans to understand what needs are met and identify gaps and overlaps.
- A toolkit to support neighbourhood planning would be very positive, however it can only be possible if resources are made available to allow communities to use the toolkit and make meaningful plans, that includes consulting their residents and local partners.

## ONLINE SURVEY RESULTS

Responses to this survey: 28

### 1. Do you agree with the description of Locality?

Option	Total	Percent
Yes	25	89.29%
No	0	0.00%
Don't know	3	10.71%

### 2. Do you agree with the description of Neighbourhoods?

Option	Total	Percent
Yes	24	85.71%
No	0	0.00%
Don't know	4	14.29%

### 3. Do you agree with the description of Priority Neighbourhoods?

Option	Total	Percent
Yes	25	89.29%
No	0	0.00%
Don't know	3	10.71%

### 4. Do you agree with developing a single Locality Plan for each Locality?

Option	Total	Percent
Yes	23	82.14%
No	2	7.14%
Don't know	3	10.71%

### 5. Do you agree that as well as actions relevant to the wider locality, the Locality Plan should include actions targeted at Priority Neighbourhoods?

Option	Total	Percent
Yes	27	96.43%
No	1	3.57%
Don't know	0	0.00%

### 6. Do you agree that the Locality Plan should include actions targeted at specific neighbourhoods and communities of interest where there is a demonstrable need for this?

Option	Total	Percent
Yes	28	100.00%
No	0	0.00%
Don't know	0	0.00%

**7. Do you agree with the Locality Empowerment Groups having a role in helping influence the work of the Community Planning Partnership to improve a broader range of outcomes for the Locality?**

Option	Total	Percent
Yes	25	89.29%
No	0	0.00%
Don't know	3	10.71%

**8. Do you agree that the Priority Neighbourhood Partnerships should continue to be supported to meet and consider the detailed issues affecting their areas?**

Option	Total	Percent
Yes	28	100.00%
No	0	0.00%
Don't know	0	0.00%

**9. Do you agree that a toolkit should be co-produced with communities to help empower community groups and networks to lead their own neighbourhood planning arrangements?**

Option	Total	Percent
Yes	23	82.14%
No	2	7.14%
Don't know	3	10.71%

## APPENDIX 6 BENCHMARKING ON LOCALITY PLANNING MODELS ACROSS SCOTLAND

Feedback from CPPs that responded are included below:

CPP	CPP Locality Plans and HSCP Locality Plans	Joint CPP an HSCP Locality Plans	CPP Locality Groups and HSCP Locality Groups	Joint Locality Groups	Future Plans/ Any other comments
<b>Aberdeen</b>	Our 3 CPP Locality Plans are separate from our 3 HSCP Locality Plans, although they make reference to each other.	No	CPP Locality Partnerships are established in our 3 regeneration localities. HSCP have 3 Local Empowerment Groups covering the whole of the City.	No	We are undertaking a review of Locality Planning to identify opportunities for more integrated arrangements between CPP and HSCP in locality planning.
<b>Aberdeenshire</b>	3 CPP Locality Plans in North Aberdeenshire (Peterhead, Fraserburgh and Banff & Macduff). They are separate to the 6 H&SC Locality Plans which cover our 6 Areas.	No	3 CPP Locality Plans are overseen by the Local Community Planning Groups and reported through the CPP structure by the Connected & Cohesive Communities (C&CC) Strategic Lead Group.	Actions within the locality plans are delivered either by individual thematic/ local groups or through the newly formed Hubs to take forward cross-cutting actions.	Just completed 3-year review of the LOIP and the locality plans.
<b>Angus</b>	Plans are separate but all aligned to the CPP vision – to make Angus a great place to live, work and visit	No – work has started to develop joint plans under the 3 priorities which takes into account the locality implementation partnerships and local improvement groups	Angus HSCP localities are not co-terminus with CPP localities. They have brought these closer together by having a HSCP Rep on the CCP Locality Planning Group and the CCP Locality Planning Group has membership on the HSCP Locality Improvement Groups.	No – we are currently reviewing the locality groups with the introduction of place plans	CPP moving to a demand management model which aligns to the place plan principles and should streamline the governance
<b>Comhairle nan Eilean Siar</b>	Plans are separate	No	Separate	No	We are without a Chief Executive for the IJB at the moment so things are on hold. This is something we would like to resolve as it must be confusing for people out there.

CPP	CPP Locality Plans and HSCP Locality Plans	Joint CPP an HSCP Locality Plans	CPP Locality Groups and HSCP Locality Groups	Joint Locality Groups	Future Plans/ Any other comments
East Ayrshire			HSCP Locality Planning Groups are co-terminus with CPP localities		
Midlothian	We have 3 locality outcome plans for our 3 priority areas, they have been developed jointly with partners including HSCP	Yes	No same group	Locality Planning Groups are co-terminus with CPP so no separate HSCP locality partnerships	Whole system is part of our neighbourhood planning model and now being reviewed
North Ayrshire		6 high level locality plans, with CPP and HSCP priorities included. More detailed underpinning plans are separate	All 6 HSCP Groups are co-terminus with CPP locality partnerships. Links in place.	North Ayrshire are piloting an integrated arrangement on Arran	Review of joint arrangement on Arran scheduled for spring 2021. Locality priorities originally agreed in 2017, currently being reviewed.
Orkney			Currently separate.		Orkney are currently looking at localities. It would make perfect sense to have one Locality Planning Group but don't know if they are at that stage.
Perth and Kinross	Each of our seven CPP localities has a Locality Plan. HSCPs have three localities, any plans are separate.	No	HSCP has a seat on each of the seven Local Action Partnerships	No	LOIP being reviewed, likely to include a more specific focus on wellbeing. PKC seeking to move to a locality working model which may have CPP implications
South Lanarkshire	We have several neighbourhood plans and these are currently separate to the HSCP locality plans	Currently separate	South Lanarkshire HSCP has 4 localities. These are not currently aligned with the CPP	Currently separate	We are currently looking at locality planning structures and have started to consider more integrated arrangements between HSCP and the CPP