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**To:** Cross Party Sounding Board

**On:** 22 August 2017

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**Report by:** Chief Executive

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**Heading:** Development of new Council Plan and Community Plan

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## **1. Summary**

1.1 The Council has robust strategic planning arrangements at partnership, organisational and service levels. These arrangements are regularly refreshed and reviewed in order to comply with the requirements of the Scottish Government and relevant legislation.

1.2 The Council Plan and Community Plan represent the two principal strategic documents for both the organisation and for the Renfrewshire area.

- The Council Plan summarises the Council's priority objectives over a period of usually 3-5 years and the actions it will take to deliver these objectives. It is intended to be a high level organisational plan which communicates the outcomes the Council will focus activity on. The current Council Plan was approved in December 2013 and runs from 2014-2017.
- The Community Plan summarises the priorities for Renfrewshire that the Council and its community planning partners (the other public bodies and third sector organisations that deliver services within Renfrewshire) have

identified and agreed that can best be achieved by working closely together. The Community Plan usually covers a longer period of time than the Council Plan and the current plan runs for ten years from 2013 to 2023.

(please note that paper copies of the current Council and Community Plans have been provided to members of the board under separate cover)

- 1.3 In addition, service plans detail the activity that each Council service will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan.
- 1.4 The Community Empowerment Act 2015 has introduced a statutory requirement for community planning partners to publish a new ten year Local Outcomes Improvement Plan by 1 October 2017 (hereafter referred to as the “Community Plan”). A key requirement of the new plan is that it must confirm proposals to develop at least one locality plan which will address inequality across an agreed geographical area or community of interest.
- 1.5 Work has been undertaken by community planning partners to commence the development of the Community Plan and to identify potential options for the locality plans. This has specifically been aligned to early work on the preparation of a new Council Plan covering the period 2017-2022.
- 1.6 This report provides a summary for members of the board of the development work undertaken for both the new Community Plan and the new Council Plan. This includes engagement with communities and with partners to consider some of the findings from an exercise which was undertaken to consider the data we have about Renfrewshire, its communities and its people.
- 1.7 The information gathered through this process has been used to shape common themes and areas of priority which would form the basis of both the Community Plan and Council Plan, subject to further discussion with members of the board. These early themes and priorities are presented to the board to provide the framework for

discussion only, recognising that significant input and direction will be provided through the Cross Party Sounding Board.

- 1.8 Following discussion at the Board, it is intended that further work is undertaken by officers to finalise the content of both plans in order that these can be submitted to full Council for approval on 28 September 2017. The Local Outcome Improvement Plan has a statutory publication date of the 1<sup>st</sup> October 2017.
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## **2. Recommendations**

- 2.1 Members are asked to:

- Note progress made in developing the new Council Plan and Community Plan
  - Discuss potential priorities and activities to be reflected within the Council Plan and Community Plan
  - note that the both plans will be submitted to Council for approval on 28 September 2017.
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## **3. Background**

- 3.1 Renfrewshire Council has a robust strategic planning framework, which ensures that the Council works effectively at partnership, organisational and service level to plan and deliver services, and improve outcomes for local people, businesses and communities.

- 3.2 The Council Plan is one of three important sets of documents that, taken together, describe what the Council is trying to achieve over the coming years and how it is going to do this:

- The Council Plan summarises the Council's priority objectives over a period of usually 3-5 years and the actions it will take to deliver these objectives.
- The Community Plan summarises the priorities for Renfrewshire that the Council and its community planning partners (the other public bodies and third sector

organisations that deliver services within Renfrewshire) have identified and agreed that can best be achieved by working closely together.

- Service plans detail the activity that each Council service will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan.

3.3 The Council Plan is a key strategic document, which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over a period of time. The current Council Plan was approved in December 2013 and runs from 2014-2017.

3.4 Both the Council and Community Plans have come to the natural end of their cycle, with new plans requiring to be developed during the remainder of 2017. In particular there is a requirement for a new Local Outcome Improvement Plan (Community Plan) to be agreed and published by Renfrewshire Community Planning Partnership by 1 October 2017.

3.5 The requirement to produce a Community Plan during the same period of development as a new Council Plan, represents an opportunity for the Council to work with partners to strengthen and refocus strategic planning arrangements as required.

3.6 Appendix 1 provides more detailed background information relating to requirements of the Community Plan for members.

#### **4. Development activity – analysing the data, consultation and engagement**

4.1 A significant body of work has been undertaken by officers to inform the development of both the Council and the Community Plan. The approach taken has adopted the following key themes:

*Theme 1 – Using the information the Council and its partners have about local people, businesses, communities and services, to identify potential challenges and opportunities for Renfrewshire.*

Work has been undertaken with partners to gather and analyse data jointly. Existing data sources have been considered together for the first time in this way, which has included analysis of rich sources of data such

as the All Children's Study which represents the voice of 10,000 children and young people in Renfrewshire.

### *Theme 2- Consultation and engagement with communities*

This process has involved engaging with communities and with different partner organisations across sectors. Officers have used the Place Standard tool to consult on what it's like to live and work in local communities. Consultation sessions have also allowed officers to test some of the findings from the data analysis and check whether the findings resonate with local people. Engagement has been undertaken with Community Councils and Local Area Committees.

### *Theme 3 – Identifying common themes and priorities*

More detailed work has been undertaken in recent weeks to consider all data and consultation evidence and to identify common themes and priorities for both the new Community Plan and the Council Plan. These have been tested with senior representatives from community planning partners and with senior officers and are now ready to provide a framework for discussion with elected members on key priorities and areas of focus for both plans.

- 4.2 Further detail on consultation and engagement activity is summarised in Appendix 2.

## **5. What the evidence tells us**

- 5.1 All information gathered through the needs assessment and consultation and engagement process has now been analysed. The findings indicate that there are both opportunities and challenges for Renfrewshire Council and partners in relation to a number of common themes relating to:

<b>Economy</b>	<b>Communities</b>
<ul style="list-style-type: none"> <li>• Economic and Cultural Regeneration</li> <li>• City Deal and City Region 2021</li> <li>• Growing working age population</li> <li>• Youth employment</li> <li>• Driving our local economy / identifying new sectors</li> <li>• Infrastructure – including transport links and investment in roads</li> <li>• Town centre regeneration</li> </ul>	<ul style="list-style-type: none"> <li>• Community safety</li> <li>• Affordable housing</li> <li>• Housing regeneration</li> <li>• Independent living and social isolation</li> <li>• Care and support</li> <li>• Child and Adult Protection</li> <li>• Community Justice</li> <li>• Counter terrorism</li> <li>• Community Empowerment</li> <li>• LACs</li> <li>• Infrastructure in communities e.g. schools, leisure</li> </ul>

<ul style="list-style-type: none"> <li>• Impact of Brexit</li> <li>• Destination branding / tourism</li> </ul>	<ul style="list-style-type: none"> <li>• facilities.</li> <li>• Fairtrade</li> </ul>
<b>Life chances and inequality</b>	<b>Sustainability</b>
<ul style="list-style-type: none"> <li>• Learning and Skills for Life</li> <li>• Tackling the poverty related attainment gap</li> <li>• Early years expansion</li> <li>• Positive destinations</li> <li>• Corporate parenting</li> <li>• Young carers</li> <li>• Youth engagement / Positive about Youth</li> <li>• Youth mental health</li> <li>• Mental health /alcohol and drugs</li> <li>• Tackling poverty / in work poverty</li> <li>• Welfare reform</li> <li>• Health inequalities</li> <li>• Healthy Life Expectancy</li> <li>• Equalities</li> <li>• Physical activity</li> </ul>	<ul style="list-style-type: none"> <li>• Air quality</li> <li>• Carbon Management</li> <li>• Recycling and waste</li> <li>• Street cleaning</li> <li>• Allotments</li> <li>• Alternative fuel</li> <li>• Woodlands and public spaces, cycling paths</li> <li>• Flood management</li> <li>• Sustainable food</li> </ul>
<b>Organisational</b>	
<ul style="list-style-type: none"> <li>• Financial Sustainability</li> <li>• Better Council Change Programme</li> <li>• Improving the Customer Journey / My Account</li> <li>• Structural change e.g. education governance</li> <li>• Workforce planning</li> <li>• Employee training and development</li> <li>• Employee recognition</li> <li>• Self evaluation</li> <li>• Partnership working</li> <li>• Joint Intelligence and Analytics</li> <li>• ICT developments</li> </ul>	

5.2 A presentation will be provided to members of the board which will provide:

- an overview of the strategic needs assessment undertaken
- further detail on the areas of challenge and opportunity identified through consultation and engagement

- further detail on options for the development of locality plans, which meet the requirements of the Scottish Government.

### 5.3 Following the Cross Party Sounding Board:

- The Council Plan will be submitted for approval at Council on the 28th September.
- The Community Plan will be discussed at the Community Planning Oversight Group, which is the elected member group forming part of the new Community Planning governance arrangements. Following this, the Community Planning Executive Group, which is comprised of Chief Executive level representatives from partner organisations, will meet to discuss the Plan. The Community Plan will also be submitted to Council on 28th September 2017, where members will be asked to approve the Council's contribution to the Community Plan.

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## Implications of the Report

1. **Financial** – There are no financial implications to the Cross Party Sounding Board paper, but as the Council Plan and Community Plan are the two major strategic documents for Renfrewshire Council, it is anticipated that the allocation of resources should be in line with the strategic priorities identified within these plans.
2. **HR & Organisational Development** – None – although the Council Plan will include a number of organisational priorities around HR and OD issues.
3. **Community Planning** – The Community Plan will set the priorities for Community Planning groups.
4. **Legal** – The development of the Community Plan is a statutory requirement as part of the Community Empowerment Act, as detailed in the report and Appendix 1 to the report.
5. **Property/Assets** – None
6. **Information Technology** – None

7. **Equality & Human Rights** – Both the Council Plan and Community Plan have full Equality Impact Assessments in development, which will be published along with the Council papers in September. In particular, statutory guidance for the Community Plan has a clear requirement for the Plan and any associated Locality Plans to have a clear focus on tackling inequality. Any equality impacts arising from the plans are anticipated to be positive, rather than adverse.
8. **Health & Safety** – Not applicable
9. **Procurement** – Not applicable
10. **Risk** – The Strategic Needs Assessment considers a number of contextual risks for the Council as part of the development of the two plans.
11. **Privacy Impact** – Not applicable
12. **Cosla Policy Position** – Not applicable

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### List of Background Papers

(a) **Background Paper** : n/a

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## **Appendix 1 – Development of the Local Outcome Improvement Plan**

- 1 The Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships to develop and publish a Local Outcome Improvement Plan (LOIP) and Locality Plans by 1 October 2017.
- 2 The Local Outcome Improvement Plan replaces the previous Single Outcome Agreement arrangements. Renfrewshire Community Planning Partnership previously agreed that its existing Single Outcome Agreement, which was integrated with the 2013-23 community plan, would be redesignated as the Local Outcome Improvement Plan.
- 3 Each Community Planning Partnership is required to have a new Local Outcome Improvement Plan in place by 1 October 2017. Guidance states that the Local Outcome Improvement Plan should provide a vision and focus, based on agreed local priorities, that enables partners to deliver real change in impact for local communities, with a strong approach to performance management, governance, accountability and operating arrangements.
- 4 The LOIP must demonstrate and provide evidence of:
  - Understanding of local needs, circumstances and aspirations and how engagement with local communities, business and third sectors has developed this understanding
  - Identification of communities that experience poorer outcomes than others in the area or elsewhere in Scotland
5. The LOIP must then turn this understanding into a plan to improve outcomes and tackle inequalities, setting out clear and agreed priorities. The link between each local outcome and the National Outcomes should be shown. The LOIP must set out outcomes, indicators and targets over a one year, three and ten year timeframe.
6. Active participation by communities in the development of the Local Outcome Improvement Plan is a requirement within the Community Empowerment Act. This may include any community bodies that contribute to community planning, residents, businesses, representative bodies and those who experience inequality as a result of socio-economic disadvantage and communities either of place or interest.
7. Statutory partners in community planning must sign off and agree the LOIP by 1 October 2017. Other non-statutory community planning partners may also sign the LOIP. Once agreed, the Local Outcome Improvement Plan should be kept up to date and reviewed periodically.
8. In addition to the area-wide LOIP, Community Planning Partnerships are also required to produce and publish by 1 October 2017, a number of Locality Plans, to be determined by the CPP, in order to reduce inequalities of outcome resulting from socio-economic disadvantage. This can be based on communities of place and communities of interest.
9. The Locality Plans should focus on how the specific inequalities experienced by the population, in relation to other areas/populations, should be reduced. Like the LOIP, each Locality Plan must evidence local circumstances and set outcomes and targets for one, three and ten year periods.

- 10 The Locality Plans should show how community planning partners are deploying resources to deliver agreed outcomes, reduce inequalities and build community capacity. A particular focus in plans should be on the promotion of activity to prevent future inequalities and reactive spending. Arrangements for signing off Locality Plans by 1 October 2017 and reviewing and updating plans are the same as those for the Local Outcome Improvement Plan.

## **Appendix 2 – Summary of consultation and engagement undertaken to date**

Key stages in the development of the Renfrewshire Community Plan to date are as follows:

- New governance structure for Renfrewshire Community Planning Partnership agreed in December 2016.
- Presentations to the five Local Area Committees in February/March 2017. These presentations outlined the timeline for development of the Community Plan and information on outcomes and inequalities across all areas in Renfrewshire and also invited discussion and comment.
- Similar to Local Area Committees, a presentation was also made to the Community Councils Forum during this period. Subsequent to this presentation, further presentations were made at Johnstone, Paisley North and Elderslie Community Councils.
- Work to gather information and evidence on strategic needs took place during the first six months of 2016. Detailed data profiles have been established covering the topics of: People, Neighbourhoods, Children and Young People, Health and Wellbeing, Public Safety and Economy. A partner information day for information officers took place in May 2017 to ensure that the data picture was accurate and complete from all partners' perspectives.
- Views on priorities for the new community plan and implementation of the governance structure were sought from the six thematic Community Planning Boards at their last meeting under the previous structure, in order to inform the development process.
- Community events were held during June and July 2017 in Renfrew, Johnstone, Paisley, Langbank, Erskine, Lochwinnoch and Linwood during June and July 2017. These events presented information on strategic needs and priorities and used the Place Standard tool and pledge cards to gather views of people on their communities. These views will inform the development of the Community Plan.
- Also in June 2017, community engagement with young people on their priorities took place as part of the Global Goals event in Gryffe High School.
- Following these events, the Place Standard has been issued electronically via survey monkey to gather in as many views as possible. In response to requests, further engagement events will also take place in August/September with youth groups (CREATE and Street Stuff), STAR Project, a Head Injuries Group and Bishopton Community Council.
- The first meeting of the Executive Group of Renfrewshire Community Planning Partnership took place in July 2017. Early draft content of the community plan was presented for discussion and the direction of the Executive Group. A revised draft will be presented to the Executive Group in September 2017, prior to final agreement by Renfrewshire Council and other Community Planning Partners.