

EAST AYRSHIRE

COUNCIL MEETING: 24 MARCH 2011

COMMUNITY PLAN FOUR YEARLY REVIEW

Report by the Chief Executive

1. PURPOSE

- 1.1 To present to Council for consideration and endorsement from a Council perspective the Community Plan Review Supplement and the actions contained within the four thematic Action Plans covering the period 2011-2015.

2. BACKGROUND

- 2.1 East Ayrshire's Community Plan was endorsed by the then Policy and Resources Committee on 28 November 2002 and by all Community Planning Core Partners by April 2003. In addition, the Community Plan was endorsed as the sovereign planning document for East Ayrshire Council by the then Policy and Resources Committee at its meeting on 10 April 2003. The six associated Action Plans were also endorsed by Policy and Resources Committee on 10 April 2003 and again received the formal endorsement of the Core Community Planning Partners.
- 2.2 Subsequently, following the Community Plan Four-yearly Review 2006/07, the Community Plan Review Supplement 2006/07 and the thematic Action Plans 2007-11 were endorsed by Council on 1 March 2007.
- 2.3 In the context of changing national priorities such as the move to a Community Planning Single Outcome Agreement (SOA), and the consequent requirement to facilitate more streamlined reporting arrangements, the Community Planning Partnership (CPP) Board considered it timely to radically review the thematic Action Plans and consider how they could potentially be rationalised as part of the Mid Term Review of Community Planning, which required to be implemented by 1 April 2009.
- 2.4 The revised Community Planning thematic Action Plans 2009-11 and the Mid Term Review of the Improving Community Safety Action Plan were endorsed at the Cabinet meeting of 1 April 2009.
- 2.5 Community Plan Annual Performance Reports have been presented to Policy and Resources Committee/Cabinet for consideration and endorsement on an annual basis.
- 2.6 Since its inception, Community Planning Partners have given a commitment to carrying out a review of the Community Plan and related thematic Action Plans on a four-yearly basis. The current Review required to be carried out over 2010/11 to ensure that an updated Community Plan and revised set of Action Plans are ready for full implementation by 1 April 2011.

3. COMMUNITY PLAN FOUR YEARLY REVIEW PROCESS

- 3.1 A three-stage review process was agreed, with a summary of key activity at each stage detailed below.

Stage 1 – January – June 2010

- 3.2 During Stage 1, a comprehensive review of the Community Plan, including the Vision, Aims, Strategic Priorities and Themes was undertaken. This involved wide-ranging engagement with Partner Agencies, Elected Members, the voluntary and business sectors and the wider community utilising a range of mechanisms, including seminars, an online survey and a paper-based consultation.
- 3.3 The findings of the consultation/engagement process confirmed that the overarching Vision of the Community Plan remains relevant and is 'fit for purpose' as we move into the period 2011-15. The Guiding Principles, which underpin all activity, were revised as follows and ensure that we work in a way which:
- promotes equality of opportunity, social justice and social inclusion;
 - ensures effective community engagement in the planning and development of local services;
 - ensures quality and accessibility;
 - builds sustainability into what we do;
 - delivers continuous improvement and best value while improving efficiency and productivity; and
 - promotes early intervention in the delivery of services.
- 3.4 The identified Strategic Priorities and associated Local Outcomes for the period 2011-15 were endorsed by Council and the CPP Board on 24 June 2010.
- 3.5 Subsequently, at its meeting of 16 December 2010, the CPP Board agreed an amendment to the Local Outcomes in respect of Promoting Lifelong Learning, as follows:
- Literacy and numeracy skills for children, young people and adults improved
 - Positive and sustained destinations for learners improved
 - Community capacity, spirit and cohesion developed.
- 3.6 In addition, a review of community planning operating arrangements, during Stage 1 of the process, confirmed that they remain 'fit for purpose' going forward.

Stage 2 – July – December 2010

- 3.7 Four thematic seminars were convened in August/September 2010 to initiate the process of developing Action Plans to explicitly demonstrate delivery against the agreed Strategic Priorities and Local Outcomes.
- 3.8 Following the Seminars, short term working groups worked to develop Action Plans incorporating activity under the agreed Local Outcomes for each of the four themes of the Community Plan.
- 3.9 Following submission of the Action Plans by Lead Officers, they were reviewed by the Corporate Management Team to ensure that they are robust and 'fit for purpose' going forward. Amendment/clarification was sought from Lead Officers and Action Plan Working Groups, as appropriate.
- 3.10 In addition, as an element of the Stage 2 process, a comprehensive review of the Fairer Scotland Fund (FSF) programme was progressed to ensure a strategic fit with Community Plan Local Outcomes and identify efficiencies. The outcome of the FSF Review was endorsed by Cabinet on 3 November 2010 and submitted to the CPP Board for noting on 16 December 2010.

3.11 At a development event on 9 December 2010, Chief Officers considered the current range of strategic Shared Commitments and agreed that they remain 'fit for purpose', with some commitments requiring an increased focus going forward into 2011-2015, as detailed below:

- **Shared services with shared management arrangements:** much progress has been made through working together to better plan, develop and jointly deliver local services – an increased focus will be given over 2011-15 to exploring further shared management arrangements.
- **Shared premises** across East Ayrshire have ensured improved access to a range of public services – further opportunities for co-location will be considered as we move forward.
- **Rationalisation of plans and structures:** opportunities have been taken to rationalise and reduce the number of plans and strategies developed - ensuring that the Community Plan is the sovereign strategic planning document for East Ayrshire encompassing local, regional and national priorities will be a continued focus of our attention.
- **Joint consultation and engagement:** decision-making in the public sector in East Ayrshire has benefited greatly from the active engagement of communities and we can highlight tangible examples of comprehensive and meaningful engagement with local communities – we will continue to ensure that our systems and structures ensure an effective and co-ordinated approach to local consultation and engagement. The National Standards for Community Engagement underpin this work.
- **Joint training:** some progress has been made in providing joint training opportunities across Partner agencies - Partners have recognised this as an area where the Partnership should provide an increased focus over 2011-15 to avoid duplication of activity and maximise resources.
- **Joint information sharing:** significant progress has been made in this regard with a range of information sharing protocols in place – we will ensure that information sharing at all levels continues to be robust.

3.12 Subsequently, this position was endorsed by the CPP Board at its meeting on 16 December 2010.

Stage 3 – January – March 2011

3.13 Consultation on the draft Actions, which will deliver on each Local Outcome, was undertaken with community representatives, the Equalities Forum, Elected Members, partner agencies, key stakeholders and the wider public from 31 January to 11 March 2011.

3.14 In addition, a dedicated session, facilitated by Lead Officers and relevant senior staff, was convened on 2 March 2011 to afford Elected Members the opportunity to consider and comment on the Actions and Indicators under each Local Outcome in detail.

3.15 Within the same time period, formal consultation was undertaken in respect of the Environmental Report, detailing the Strategic Environmental Assessment that was undertaken in relation to the Community Plan and indicating the likely significant effects that it may have on the environment. The Strategic Environmental Assessment (SEA) was required under Section 5(4) of the Environmental

Assessment (Scotland) Act 2005. The consultation in respect of the SEA also concluded on the 11 March 2011.

- 3.16 In addition, Equality Impact Assessments (EQIAs) have been undertaken in respect of the four thematic Action Plans.
- 3.17 The outcome of all consultation and engagement activity during the review and subsequent revision of the Community Plan and associated Action Plans was incorporated on an ongoing basis, resulting in a fluid and organic developmental process.
- 3.18 A full set of revised Action Plans is available in the Members' Information Point.

Community Plan

- 3.19 Given that the overall Vision of the Community Plan has been deemed to be 'fit for purpose', a review document has been prepared as a supplement to the Community Plan. A copy of the Community Plan Review Supplement 2010/11 is attached at Appendix 1 for Members' consideration and endorsement.
- 3.20 To ensure overall endorsement of the Community Plan Review Supplement, 2010/11, a Special CPP Board meeting will be convened on 29 March 2011.

Community Planning Partnership Single Outcome Agreement

- 3.21 It was agreed that the current Single Outcome Agreement (SOA) 2008-2011 would be updated as part of the Community Plan Four-Yearly Review process.
- 3.22 In this regard, work has been taken forward by a range of staff and key stakeholders to review the existing SOA indicators, and develop a revised set of indicators and targets linked to the Local Outcomes endorsed by the CPP Board on 24 June 2010 and the amended Local Outcomes in respect of Promoting Lifelong Learning, as agreed by the CPP Board of 16 December 2010.
- 3.23 As with the Community Plan Action Plans and the Review Supplement, the updated Single Outcome Agreement will be presented to Council on the 24 March 2011, as a separate report, and the special CPP Board meeting scheduled for 29 March 2011, for consideration and endorsement.
- 3.24 Detailed at Appendix 2 are the timescales for completion of the Community Plan Four-yearly Review and endorsement of the Community Plan Review Supplement, new thematic Action Plans and the updated Community Planning Partnership Single Outcome Agreement (SOA) by the CPP Board and the committees/boards of Partner agencies, as appropriate.

4. IMPACT ASSESSMENT

Equality Impact Assessment

- 4.1 Equality Impact Assessments have been undertaken for the four thematic Action Plans. No adverse impacts have been highlighted as part of this process. The Assessments will be made available on the Community Planning website at www.eastayrshirecommunityplan.org.

Strategic Environmental Assessment

- 4.2 As required by the Environmental Assessment (Scotland) Act 2009, a Strategic Environmental Assessment (SEA) was undertaken in respect of the Community Plan.
- 4.3 Since it was considered most likely to have significant environmental impacts, the Delivering Community Regeneration Action Plan was subject to a detailed assessment process, which noted that the local outcomes and workstreams were likely to have significant positive and negative impacts. Mitigation measures have been put in place to ameliorate or reduce any negative impacts that may occur. Full details in this regard are contained with the Community Plan Environmental Report.
- 4.4 The Community Plan and the Environmental Report were subject to a six week period of public consultation from 31 January 2011 to 14 March 2011. Only three responses were received in respect of the Environmental Report, from Scottish Natural Heritage, Scottish Environment Protection Agency and Historic Scotland. No substantive issues were raised.
- 4.5 The next legislative requirement in progressing the Strategic Environmental Assessment to its conclusion, as required by Sections 18(1)(c), (2)(b) and 3 of the Environmental Assessment (Scotland) Act 2005, is to produce a 'statement' detailing how the SEA process has been taken into account in the preparation of the Community Plan, which will include responses to comments received from the consultation. This is undertaken once the Community Plan has been adopted.

5. FINANCIAL

- 5.1 The new Action Plans, whilst ambitious, have been developed against the background of reducing public expenditure over the four year period.
- 5.2 The new Actions may have cost implications for the Council and its Community Planning Partners that could require investment over the four-year period from 2011 to 2015.
- 5.3 Partner agencies will require to build in the costs associated with the delivery against these local actions to their future budget planning and prioritisation processes.

6. POLICY/LEGAL IMPLICATIONS

- 6.1 The Council has a duty under the Local Government in Scotland Act 2003 to lead and facilitate the Community Planning process. The Community Plan acts as the sovereign strategic planning document for the East Ayrshire area. The Community Plan requires to be updated to be effective from 1 April 2011. All issues contained in this report have been discussed and approved by the Council's Corporate Management Team.

7. RECOMMENDATIONS

- 7.1 The Council is requested to:
- i) endorse the Community Plan Review Supplement, subject to minor textual changes;

- ii) endorse the revised thematic Action Plans, subject to minor textual changes;
- iii) note that the updated Single Outcome Agreement will be presented as a separate report;
- iv) note the potential financial implications arising from this report; and
- v) otherwise, note the content of the report.

Fiona Lees
Chief Executive
East Ayrshire Council
14 March 2011

LIST OF BACKGROUND PAPERS

East Ayrshire Community Plan 2003-2015
East Ayrshire Community Plan Review Supplement 2010/11
Thematic Action Plans 2011-2015.

Any person wishing further information should contact Gwen Barker, Community Planning and Partnership Officer (Tel: 01563 55 4602)

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COMMUNITY PLAN

REVIEW SUPPLEMENT 2011-2015

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INTRODUCTION AND VISION

Community Planning in East Ayrshire – ‘One Council, One Plan’

The Community Plan continues to be recognised as the sovereign planning document for the East Ayrshire area, providing the overarching strategic policy framework for the delivery of services by all Partner agencies. In addition, the Plan acts as East Ayrshire Council's Corporate Plan. The adoption of the Community Plan as the strategic planning mechanism signals the commitment of the Partners to partnership working through the Community Planning process and ensures:

- clarity of purpose and strategic direction;
- a clear and common basis for partnership working;
- a framework for achievement;
- a basis for rationalising the strategic landscape; and
- a focus for co-ordinated action.

Community Planning Partners have given a commitment to carrying out a review of the Community Plan and related thematic Action Plans on a four-yearly basis. The Community Plan Four-yearly Review 2010/11 has ensured the preparation of an updated Community Plan and revised set of Action Plans for the period 2011-2015. The three-stage review process has involved a review of the Community Plan, including the Vision, Aims, Aspirations, Strategic Priorities and themes; a review of the local and national policy direction, and Community Planning operating arrangements and structures; the preparation of an updated Community Planning Review Supplement 2010/11; the development of new thematic Action Plans; and a comprehensive Fairer Scotland Fund Review.

The Community Planning Partnership Single Outcome Agreement (SOA) 2011-2014, developed as part of the Four-yearly Review 2010/11, underpins the Community Plan, provides a robust performance management framework and ensures effective links to the Scottish Governments' national outcomes.

Wide ranging consultation and engagement with communities, partners and key stakeholders, undertaken during the Four-yearly Review in 2010/11, has confirmed that our overarching Vision remains relevant and is 'fit for purpose' as we move into the period 2011-2015. Consequently, our original Vision remains unchanged:

“East Ayrshire will be a place with strong, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs.”

The work of the staff of all Partner agencies is directed at delivering, or supporting the delivery of, activity to address the priorities identified within the Community Plan and the associated Community Planning Partnership Single Outcome Agreement. Key actions to achieve Local Outcomes are detailed within the four Community Plan thematic Action Plans. In addition, the mainstream core activity of Partner organisations, detailed in their service plans/implementation plans, is linked to the overarching Community Plan.

Within the context of Community Planning, further opportunities are taken to integrate services through, for example, the Shared Services agenda and Children, and Young People's Service Planning.

OUR GUIDING PRINCIPLES

We work in partnership with the community, the voluntary sector and all relevant partners to plan and deliver high quality, local services which are accessible and meet people's needs. We routinely review our policies, practices and structures to ensure that we deliver continuous improvement and best value. The Community Plan Guiding Principles, reviewed and amended as part of the Four-yearly Review 2010/11, underpin all of our activity and ensure that we work in a way which:

- promotes equality of opportunity, social justice and social inclusion;
- ensures effective community engagement in the planning and development of local services;
- ensures quality and accessibility;
- builds sustainability into what we do;
- delivers continuous improvement and best value while improving efficiency and productivity; and
- promotes early intervention in the delivery of services.

Equality of Opportunity

The work of the Community Planning Partnership is underpinned by a commitment to equality of opportunity, social justice and social inclusion. We will continue to pursue an 'equalities' agenda which ensures that the needs of all residents are taken into account irrespective of disability, gender, ethnic origin, sexual orientation, age, religion or economic circumstances. Partners recognise that there are substantial differences between communities, groups and individuals and the opportunities they enjoy in respect of health, employment, education, learning, safety and quality of their local environment. We are committed to promoting equality duties within our partnership working and improving the position of everyone who is currently disadvantaged or excluded from opportunities.

An Equality Impact Assessment is a tool for identifying the potential impact of policies, services and functions on our residents and staff and can help us plan and deliver excellent services by making sure that they address the needs of everyone living in our communities. It requires to be implemented when we develop and implement a new policy or service or when we make a change to a current policy or service. It assesses the likely or actual effects of policies or services on people in respect, for example, of disability, gender and racial equality and helps to ensure that the needs of all sections of the community are taken into account. In addition to being a legal requirement under a number of Acts, the process helps improve services not only for minority groups but for the whole community.

Effective Community Engagement

We recognise that the involvement of local people in making decisions about their local area and East Ayrshire as a whole, and in shaping the development and delivery of the services which impact on their lives, is essential. Robust systems are in place to promote and support the involvement of local people in decision making at both the strategic and local levels, including Local Community Planning Forums, the Federations of Community

Groups, the Equalities Forum and Equalities Networks and the Children and Young People's Forum. The application of the National Standards for Community Engagement across all community engagement activity ensures an effective approach.

Quality and Accessibility

We are committed to ensuring that the people of East Ayrshire have access to high quality, accessible services. This involves working together and listening to the people who use our services when planning, developing and delivering them. East Ayrshire's policy of co-locating services is highly regarded as an efficient use of resources and an effective means of ensuring a 'one stop' approach to the complex issues facing many of our residents, and is a good example of our commitment to ensuring that services are accessible.

Also successful in ensuring that services meet the complex needs of those who use them is the policy of integrating public services. Collaboration between different agencies and professionals helps deliver seamless, joined-up services for the public and improved integration allows a better response to the wide ranging needs of particular groups, such as children and young people, disabled people and people with learning disabilities, and older people, than working within traditional professional and organisational silos. Effective partnership working at all levels through Community Planning is fundamental to taking such an integrated approach.

Sustainability

The Community Plan has provided the strategic context for the delivery of sustainable development with the principles of sustainability at the heart of its Vision. Now more than ever, we recognise that to achieve strong and vibrant communities we must ensure that the decisions we make meet today's needs while protecting the environment for the future.

However, sustainability is not only about issues such as climate change and biodiversity, it is also about ensuring that our decisions in relation to issues such as health, housing, economic development and education will have a long lasting positive effect. To achieve this, it is essential that we balance carefully achieving long term positive impacts for our communities and the local economy against the social and environmental consequences of the services we provide.

Strategic Environmental Assessment is the systematic process of evaluating the environmental consequences, positive or negative, of our strategies, plans and programmes. It is essential to ensuring that these consequences are identified and addressed at the earliest stage in our planning and decision making. SEA ensures the delivery of the principles of sustainable development by making environmental considerations as pertinent as social and economic issues when making strategic decisions. Consequently, we will continue to carry out a Strategic Environmental Assessment when we develop and implement a new policy or service or when we make a change to a current policy or service.

Continuous Improvement and Best Value

While we are proud of our successes to date, we are not complacent and are committed to learning from our experiences of joint working and building on our achievements to ensure continuous improvement. The established review processes for Community Planning allow Partners, communities and key stakeholders to reflect on what is working and what is not, and to identify priorities and challenges for the way forward. We are confident that the

updated Community Plan and the revised Action Plans will take us nearer to achieving our vision over the next four years from 2011 to 2015.

We have set challenging Local Outcomes against which to measure progress through all of the activity of Community Planning Partners over the longer term. There are robust systems in place through the Single Outcome Agreement to allow us to measure our performance in delivering them and, most importantly, to let the people of East Ayrshire judge how well we are doing, both year on year and over the life of the Community Plan.

Public agencies have a duty to ensure that the resources available to them each year, particularly in times of financial constraint, are spent wisely and well on improving the quality of life of the people of East Ayrshire. By working together and combining resources, we can ensure that we achieve best value, continually improving the services we provide, while balancing quality and cost.

Early Intervention

We have always known that the earliest years of life are crucial to a child's development. However, it is increasingly evident that it is in the first years of life that inequalities in health, education and employment opportunities are passed from one generation to another. The Early Years Framework signals local and national government's joint commitment to breaking this cycle through prevention and early intervention. The Framework marks a fundamental shift away from dealing with the symptoms of inequality – violence, poor physical and mental health, low achievement and attainment at school – and shifts our focus towards identifying and managing the risks early in life that perpetuate inequality. In short, we aim to give every child in the best start in life.

The purpose of an Early Intervention approach is to work in partnership to improve outcomes for children, young people, adults and families who are very likely to experience difficulties and to break the intergenerational cycle of problems in the long-term. Early intervention must start in the early years, where it is most effective. Our focus on early years and early intervention will mean a shift of resources from dealing with symptoms to addressing the root causes of problems such as poverty and inequalities. This is a long term approach and many of the benefits will only become apparent over the course of a generation. We need to start investing now in order to change. Investment in prevention and early intervention will reduce the demand on specialist services, reducing costs in the long-term.

Delivering a policy of early intervention will mean a fundamental change in the way that we think and act. We will move away from focusing only on dealing with what has already happened to prevention, becoming better at early identification of those individuals who are at risk and taking steps to address that risk.

This process has already begun. The Getting it Right for Every Child (GIRFEC) programme is founded on the principles of early intervention, namely appropriate, proportionate and timely intervention, and provides a framework for putting them into action for all children and young people at the individual level. Similarly, we are already some way down the road to putting these principles into action within the education system through Curriculum for Excellence and within the NHS through Health for all Children. These principles also underpin work to provide More Choices and More Chances for children and young people at risk. Following a robust period of evaluation, training in respect of the Solihull Approach, an integrated psychodynamic and behavioural approach for professionals working with children and families who are affected by behavioural and emotional difficulties, will be rolled out around the five Nursery and Family Centres.

SHARED COMMITMENTS

Building on the success of partnership working, Partners have agreed that our current range of strategic commitments remains relevant and can be further developed to the benefit of our communities, as follows:

- **Shared services with shared management arrangements:** much progress has been made through working together to better plan, develop and jointly deliver local services – an increased focus will be given over 2011-15 to exploring further shared management arrangements.
- **Shared premises** across East Ayrshire have ensured improved access to a range of public services – further opportunities for co-location will be considered as we move forward.
- **Rationalisation of plans and structures:** opportunities have been taken to rationalise and reduce the number of plans and strategies developed - ensuring that the Community Plan is the sovereign strategic planning document for East Ayrshire encompassing local, regional and national priorities will be a continued focus of our attention.
- **Joint consultation and engagement:** decision-making in the public sector in East Ayrshire has benefited greatly from the active engagement of communities and we can highlight tangible examples of comprehensive and meaningful engagement with local communities – we will continue to ensure that our systems and structures ensure an effective and co-ordinated approach to local consultation and engagement. The National Standards for Community Engagement underpin this work.
- **Joint training:** some progress has been made in providing joint training opportunities across Partner agencies - Partners have recognised this as an area where the Partnership should provide an increased focus over 2011-15 to avoid duplication of activity and maximise resources.
- **Joint information sharing:** significant progress has been made in this regard with a range of information sharing protocols in place – we will ensure that information sharing at all levels continues to be robust.

THE EXTERNAL ENVIRONMENT

The Local Government in Scotland Act 2003 continues to provide a strong and supportive legislative framework for Community Planning and necessitates an ongoing commitment from Partners to meet its statutory requirements. Our commitment to Community Planning remains absolute and Partners have established a robust process which is already showing real benefits and which is recognised nationally. This is clearly demonstrated by the findings of the Accounts Commission in the East Ayrshire Council Best Value 2 Pathfinder Audit, published on 1 April 2010.

East Ayrshire Council Best Value 2 Pathfinder Audit (Audit Scotland, April 2010)

“Partnership working is highly effective and is helping to deliver improved services”.

“East Ayrshire Council has a strong track record of working with partners to develop and work towards a shared vision for the area”.

“Partnership working in East Ayrshire is well established and effective. The council and its partners work together to understand the challenges faced by the community and address these actively. This is evident in initiatives across all of the thematic priorities in the CPP”.

“The CPP has a track record of listening and responding to the things that matter to local people”.

We are building on this solid foundation as we go forward, exploiting the potential afforded by partnership working to do ‘more for less’ and maximise our reducing resources in a time of financial constraint. As public sector organisations, we have little control over the financial situation but we can influence how much we spend; what services we provide and how; and how we use our resources, including our staff, to best effect – all with the aim of delivering high quality services in local communities.

National Policy Context

Since our last Community Plan Four-yearly Review in 2006/07, there has been a significant change in the relationship between central and local government as a result of the Concordat agreement between the Scottish Government and the Convention of Scottish Local Authorities (COSLA) in 2007. The agreement gives us more local flexibility in the way we spend the money received from the Scottish Government, achieved largely through a move away from ring-fenced funding. This provides greater opportunities for the Partnership to develop effective policies and approaches which work in local circumstances.

In addition, the Concordat sets a new context for policy development. It provides a focus on outcomes and an opportunity to tackle the big issues facing us. During 2008 and 2009, the Scottish Government published three linked social policy frameworks Achieving Our Potential, Equally Well and the Early Years Framework, key elements of its approach to alleviating disadvantage. They seek to address the underlying causes of inequality and identify that there are strong positive links between having the best start in life, having enough money to provide for yourself and your family, and enjoying good health. The three frameworks are mutually reinforcing, requiring a joint approach to implementation nationally across the Scottish Government and Community Planning Partners. The community planning process and single outcome agreements are the key local mechanisms for putting these frameworks into practice. Locally, activity to address the issues highlighted in these documents is taken forward through our Community Plan Action Plans, including encouraging work by removing barriers to employment; a commitment to early intervention; transforming the school curriculum; increasing access to green and open spaces; and addressing the misuse of alcohol.

The Concordat required the development of Single Outcome Agreements (SOA), which outline the strategic priorities for the local authority area, expressed as local outcomes. From the outset in 2008/09, all Community Planning Partners within East Ayrshire were fully involved in developing and agreeing our Community Planning Partnership SOA, reinforcing the Community Planning Partnership as the key mechanism for delivering outcomes for communities. Our SOA sets out how the identified local outcomes will help support the Scottish Government’s fifteen national outcomes, while taking account of local priorities, and provides the performance management framework for the Community Plan.

Although the move to an outcome based approach for public services began with the agreement of SOAs, this was only the start of a fundamental change in how we require to think and work. As we move forward, we need to be clear about the outcomes which our

communities need and make sure that our arrangements support the delivery of these outcomes. The current economic climate has sharpened this focus further, highlighting the need to ensure that the reduced level of resources available to us as public services is directed at achieving real and lasting benefits for people and communities. Importantly, this approach minimises the time and resources spent on activity which does not support the achievement of our identified outcomes.

The current practice of the Council and its public sector partners focuses delivery through discrete services/business units with separate budgets, which makes it more difficult to deal with the crosscutting nature of issues such as poverty, health inequalities and regeneration with which we are faced. In contrast, the outcome based approach requires us to work across organisational and departmental boundaries to achieve identified outcomes through the actions and activity of all relevant services across partner organisations. This necessitates changing not only what we deliver but also how we deliver both within and across partner organisations.

In East Ayrshire, shared high level Local Outcomes, which reflect the real improvements that people want in their lives and communities, such as better health, reduced crime and anti-social behaviour, improved environment and increased educational attainment, were agreed for each of the themes of the Community Plan by the Community Planning Partnership Board in June 2010. The focus of the Community Planning Partnership going forward will be on embedding an outcome based approach to planning and resourcing services.

Important also within the national policy context are the Scottish Government's Economic Strategy, which is focused on stimulating growth in Scotland's long term economic potential; and the subsequent Economic Recovery Plan, developed through an ongoing dialogue with Scotland's businesses, academics, community groups and individuals, together with partners in local government and the third sector, which sets out the approach to bringing about economic recovery and growth. East Ayrshire Community Planning Partnership provides the robust partnership approach between public sector organisations, the community and the business and voluntary sectors required to support business growth and ensure that everyone has the opportunity to work, improve their skills and make a positive contribution to communities; and ensure progress towards the key national outcome in the National Performance Framework: *'We realise our full economic potential with more and better employment opportunities for our people'*.

Financial Climate

We have taken the Four-yearly Review 2010/11 forward in difficult and challenging times. In April 2009, Scotland officially entered the deepest recession since the 1930s. What began as a crisis within the global financial services sector extended to affect households and businesses across the world, and has presented key challenges both nationally and locally, including:

- a £1.3 billion reduction in the public sector budget in Scotland for 2010/11;
- greater calls on the public purse to support people in the economic downturn, such as individuals who have lost their jobs; and
- less private sector funding to partner economic development and regeneration activity.

Going forward, the expected decrease in the Scottish Government's budget of 11.3 per cent (£3.3 billion) in real terms between 2010/11 and 2014/15 will present Partners with a significant challenge. The focus of the Community Planning Partnership will be to continue to respond in a planned, measured and innovative way to the challenges presented by

greatly reduced resources, and sustain and improve the services that are most valued by our communities.

The Partnership has the potential to play a key role in identifying savings and redesigning services; delivering better outcomes for communities; and importantly, contributing to the Scottish Government's overall purpose of increasing sustainable economic growth by supporting business growth, tackling inequalities and working together to develop a skilled and healthy workforce.

CHALLENGES

East Ayrshire enjoys a high quality environment with Partners providing excellent services, including health, education, social, cultural and leisure services and we know that there is a strong community spirit in the towns, villages and neighbourhoods across the area. Much has been achieved since the last Community Plan Four-yearly Review in 2006/07 and we can demonstrate significant success through partnership working. We have a firm foundation on which to build but we recognise that there is still much to address if we are to achieve the vision for East Ayrshire. Detailed below are the key challenges facing us as we move forward over the period 2011-2015.

Sustainable Economic Growth

Developing the economy and achieving sustainable economic growth are key priorities for Partners in East Ayrshire, who recognise that they provide opportunities for high quality employment, higher incomes and better futures for young people; and assist in avoiding the wider social implications of unemployment such as poor physical and mental wellbeing, reduced life-expectancy and increased crime rates.

Community Planning Partners are committed to developing the economy as a whole, with a particular focus on business and industry as well as maximising the opportunities available to East Ayrshire in terms of its natural and built environment, its heritage and culture, and its location in relation to regional assets, such as areas of business growth and new jobs.

A range of Local Outcomes to contribute towards economic growth has been identified through wide ranging consultation with our communities and key stakeholders. Our Delivering Community Regeneration Action Plan contains a range of economic development activity to achieve these Local Outcomes, including programmes to encourage business growth; investments to attract businesses; support for business start-ups; employability, skills and training programmes; tourism; environmental and transport projects; and regeneration of our town centres and the built environment generally.

Tourism has a significant contribution to make to developing the East Ayrshire economy in terms of both revenue and jobs. The area has unique attractions and features to exploit and a clear focus over the next period will be on attracting visitors from overseas and the home market where the 'staycation' is becoming increasingly popular.

In July 2009, our main town of Kilmarnock received a severe blow when Diageo announced plans to close its Hill Street plant with the loss of some 700 jobs. As a direct response, 'Make it Kilmarnock' a strategic public and private sector initiative, including Diageo as a key player, was established. The 'Make it Kilmarnock programme' is a key focus of the Delivering Community Regeneration Action Plan and local priorities in this regard have

been identified collectively around four themes, namely town centre regeneration, business nurture, visitor attraction and education innovation. Operating within the strategic context of Community Planning will ensure the delivery of a co-ordinated range of projects, with the overall objective of supporting sustainable economic growth in Kilmarnock. The focus going forward will be to further develop and improve Kilmarnock as the prime location for business, commerce, retail, learning and employment within East Ayrshire and will include the drive to relocate Kilmarnock College to the town centre.

Our plans to further develop and improve Cumnock as the second main town in East Ayrshire and a hub for our rural communities in the south of the area will have a significant impact. This will include the development at Knockroon and the associated regeneration projects arising from the Four Towns Enquiry by Design, which involved key local stakeholders, including community representatives, in identifying a vision for the future development of Cumnock, Auchinleck, Mauchline and New Cumnock.

The Ayrshire Economic Partnership was established to identify areas of future opportunity and undertake work where a high level collective approach is needed and will make a difference locally, to create the right infrastructure and environment for enterprise to flourish. The aim is to provide a concise strategic direction to the sustainable economic performance of Ayrshire by focusing on key issues and clearly identified outputs that will make a real difference pan Ayrshire in respect four identified key strategic priority sectors for future growth, namely food and drink, for which East Ayrshire has assumed lead responsibility, renewables, marine and coastal and engineering.

Overall, it is crucial to recognise that economic development is a long term game and that important as the short term challenges are, a bigger challenge is to ensure that we provide a supportive environment for a strong recovery and that we are ready to respond to the economic upturn and support our local businesses to do so.

Employment

Claimant count data provides an indication of the relative nature of the labour market adjustment across local authority areas. Every Scottish region has experienced a rise in the number of people claiming unemployment benefit. In East Ayrshire, where pre-recession unemployment levels were above the Scottish average, claimant count unemployment has increased further from 3.3% at January 2008 to 5.0% at January 2009 to 5.9% at January 2010 and 6.1% at January 2011, compared to the Scottish average of 2.2%, 3.2%, 4.2% and 4.3% respectively. (Source: Nomis, January 2011.) Unemployment is likely to continue to rise as businesses continue to feel the impact of the economic challenges they have been facing.

An Employability Forum has been established, as a formal sub-group of the Delivering Community Regeneration Action Plan Working Group, to ensure effective partnership working across key employability services and provide a strategic and co-ordinated response to delivering effective employability services to meet the needs of local people and the local labour market.

Many people finding themselves unemployed for the first time struggle in the current conditions to see how their skills can be applied in the broader labour market. Similarly, many people with low or no skills, who may in the past have moved in and out of short-term employment, find it particularly hard at present to return to employment. Both groups risk entering long-term unemployment. The Employability Forum brings the key players round the table on a regular basis and ensures a co-ordinated approach to skills development and employability.

On an operational basis, the Skills Development and Employability Service addresses the need to ensure that the skills base of local people, in particular those who are unemployed, meets the needs of existing local businesses and potential inward investors. The Service merged a range of existing projects and initiatives to deliver a full spectrum of employability services across East Ayrshire. Individuals are able to access the most appropriate support to meet their needs linked to the opportunities available within the local labour market. The Service is located within communities throughout East Ayrshire and delivers support to individuals in their journey from unemployment and dependence to sustainable employment and independence.

Linked to this, the introduction of the Integrating Employment and Skills programme, which brings together the employment and skills services of Jobcentre Plus and Skills Development Scotland, will ensure easy access to skills assessments and careers advice, and will support the newly unemployed and the low-skilled unemployed to quickly improve their skills and move more quickly back into employment.

Previous recessions have made clear the long-term damaging effects on young people aged 16-24 of early disengagement from the labour market; and that school leavers are often at disproportionate risk from reductions in employment opportunities. Within education, our efforts and available resources are directed at providing sustained destinations for our young people by strengthening the links between education and learning, and employability. To this end, we are working to build a strong partnership involving the University of the West of Scotland, the local colleges, our secondary schools and local business partners, the core aim of which is to develop an enterprising culture and ensure that our young people acquire the skills which are in demand in the labour market, particularly within East Ayrshire.

16+ Learning Choices guarantees the offer of a place in post-16 learning to every young person who wants it - in school, in college, as part of a training programme, through volunteering, in a community or Third Sector setting, or in employment. This is a universal offer to every young person eligible to leave compulsory education and will ensure that they have access to a range of learning options, the support, including careers advice and guidance, to help them make and take up their learning choices, and financial support so that they can focus on making the best choices.

As employment opportunities have declined, pressure has increased on education as a positive alternative. Curriculum for Excellence, a major educational reform, is designed to nurture successful, effective, confident and responsible young people, future-proofed for life in the 21st century and means that young people staying in education post-16 will develop a much greater range of skills and qualifications, which will equip them well for the world of work.

Recognising the need for young people leaving school to be business ready, we have launched the Business Enterprise Fund. This unique, pioneering project will bring education and business together to create the future entrepreneurs of East Ayrshire who will have the education and business acumen required to compete for jobs and succeed in the increasingly competitive global market. We are already above average in terms of positive outcomes for our school leavers and this initiative will build on this success and raise the aspirations of young people even higher.

It is widely recognised that basic literacy and numeracy skills are central to the prosperity and welfare of our society, impacting on priorities such as social justice, health, lifelong learning and economic development. Consequently, a key priority for the Partnership is to

increase attainment in literacy and numeracy skills for children, young people and adults, in particular in relation to their importance in building the skills of the existing workforce and improving the employability of those seeking work.

Actions in relation to education and ensuring sustained positive destinations for our young people, skills development and employability, and literacy and numeracy, which are key to sustainable economic growth, are contained within our Promoting Lifelong Learning and Delivering Community Regeneration Action Plans.

Changing Demographics

Between 2001 and 2008 the population of East Ayrshire decreased by 0.33%, compared to a 2% increase across Scotland as a whole over the same period.

(Source: General Register Office for Scotland 2008 based Population Projections.)

Based on recent projections and contrary to previous trends, the latest available estimates indicate that the population of East Ayrshire is likely to remain relatively static between 2008 and 2033. The population of Scotland is projected to increase by 7.3% during the same timescale.

East Ayrshire's population is ageing significantly, with the local working age population projected to fall by 6.6% between 2008 and 2033 compared with a 2.2% increase across Scotland. These statistics are compounded by the fact that the direction of population change varies across age bands; there is expected to be a more significant decline in the 16-29 and 30-49 age groups continuing the increase in the ageing population in East Ayrshire. In addition, it is estimated that the proportion of those of pensionable age will increase to around 27% by 2033, compared to 17% in 2008.

Over this 25 year period, the age group that is projected to increase the most in size in East Ayrshire is the 75+ age group, which will almost double between 2008 and 2033 from an estimated 8,972 to 16,569 individuals.

The population aged under 16 years in East Ayrshire is projected to decline by approximately 8% between 2008 and 2033.

(Source: General Register Office for Scotland: East Ayrshire Council Demographic Area – Demographic Factsheet, December 2010.)

This will present a range of challenges to Partners, including:

- improving opportunities for and harnessing the skills and expertise of older people by empowering them to participate and to be involved in their communities as mentors; volunteers; through paid work; in learning, leisure, culture and sport;
- improving the health and quality of life of older people;
- improving care, support and protection for those older people who need it;
- supporting a shift in expectations and resources from institutional care to community care models;
- ensuring that the right infrastructure is in place for an ageing population, with housing, transport and planning progressively meeting the needs of all ages; and
- offering learning opportunities throughout life.

Taken together, this will increase the pressure on a partner budgets, particularly those for health and social care.

Health and Health Inequalities

Within East Ayrshire we recognise that health is a very complex issue and when planning for health improvement all factors that influence health are considered. The most important factor in improving health and wellbeing and, in particular, in reducing health inequalities, is ensuring that all partners work together.

In terms of identifying the main issues and prioritising our efforts locally, we have introduced a new and dynamic structure for our Community Health Partnership (CHP) in East Ayrshire which is fully integrated with our Community Planning arrangements, enabling us to share intelligence with partners, including East Ayrshire Council, NHS Ayrshire and Arran and the voluntary and community sectors and plan together to improve local health issues. In particular, the CHP focuses on 'Shifting the Balance of Care', tackling health inequalities and improving the health and wellbeing of our local residents.

As in Scotland, the pattern of ill health is changing in East Ayrshire. People are living longer and there has been a decrease in many of the illnesses that in the past resulted in death. However, although life expectancy as a whole is improving, there are emerging health issues that are giving cause for concern. For example, alcohol has a significant adverse impact on health and, in East Ayrshire, the proportion of the population hospitalised with alcohol conditions is significantly higher than the Scottish average. Obesity is a significant health issue currently and can lead to physical and mental health problems later in life, including heart disease, diabetes, osteoarthritis, back pain, low self-esteem and depression, and levels of obesity in school children have increased significantly over the last five years. In addition, tobacco and poor mental health continue to pose challenges.

In terms of health indicators, for East Ayrshire:

- average life expectancy rates remain lower than the Scotland average, at 76.7 years compared to the national average of 77.8 years. (General Register Office for Scotland, 2011)
- all-cause mortality (all ages) is significantly worse than the Scottish average (765.9 and 707.8 standardised rate per 100,000 population respectively);
- mortality rates from coronary heart disease, cancer and cerebrovascular disease (under 75) are not significantly different to Scotland;
- the proportion of the population hospitalised with alcohol conditions (1,538 standardised rate per 100,000 population) and drug related conditions (173.0 standardised rate per 100,000 population - the third highest of all CHPs) is significantly worse than the Scotland average (1,088 and 85.1 standardised rate per 100,000 population respectively);
- the rate for patients hospitalised with chronic obstructive pulmonary disease (COPD) is significantly worse than average (231.5 standardised rate per 100,000 population compared with the Scottish average of 158.6)
- rates for patients hospitalised as an emergency, older patients (65 and over) with multiple hospitalisations and patients aged 65 and over hospitalised after a fall in the home are all significantly worse than average;
- an estimated 25% of adults smoke (Scotland 25%);
- diabetes is significantly worse than the Scottish average and the proportion of patients hospitalised with asthma is the highest of any CHP;
- the percentage of adults claiming Incapacity Benefit or Severe Disability Allowance is higher than Scottish average (9.6% compared to 8.9%, Nomis 2011);

- 41.2% of older people with intensive care needs are cared for at home, compared to 31.7% in Scotland; and 7.4% of older people receive free personal care at home (Scotland 5.3%);
- the percentage of mothers smoking in pregnancy is significantly higher than the Scotland average (27.2% compared to 22.6%); and
- the percentage of babies exclusively breastfed at 6-8 weeks is significantly lower than the Scotland average (19.2% compared to 26.4%).

(Source: unless otherwise stated, Scottish Public Health Observatory - Health and Wellbeing Profiles 2011: East Ayrshire Community Health Partnership)

Health inequalities within East Ayrshire appear to be widening. Although the average male life expectancy has increased, the rate of increase has been more rapid in the most affluent areas, with the least affluent areas falling behind. The recent decline in death rates from common conditions, such as heart disease, has also been more rapid among the more affluent. Thus, despite overall improvements in health, the most deprived are falling behind and there is evidence to suggest that the biggest challenge for East Ayrshire, and Scotland as a whole, is the need to tackle health inequalities and close the gap between the most and least deprived communities. Our programme of activity will seek to reduce health inequalities and reverse this trend.

With particular reference to health, East Ayrshire is one of four Local Authorities to have seen large increases in the percentage of datazones in the 0-15% most deprived on the health domain between 2006 and 2009, with over a quarter of the datazones in East Ayrshire featuring among Scotland's 0-15% most health deprived.

Poverty and Deprivation

There are sharp contrasts in the prosperity of communities across East Ayrshire, with some experiencing significant deprivation while others are relatively affluent. In the north of the Authority, high levels of deprivation co-exist with the relatively wealthy commuting population, which continues to increase. The challenge for Partners, therefore, is to provide high quality services for all, while specifically targeting additional resources in the most disadvantaged communities as defined by the Scottish Index of Multiple Deprivation with a view to closing the opportunity gap between them and the least disadvantaged communities. Actions across all themes of the Community Plan will impact on tackling poverty and exclusion.

The Scottish Index of Multiple Deprivation (SIMD) 2009 highlights that around 19% (approximately 1 in 5) of East Ayrshire's residents live in the 0-15% most deprived datazones. In East Ayrshire, there were 27 datazones in the 0-15% most deprived category in SIMD 2009, compared to 28 in 2006 and 28 in 2004.

Recognising the adverse effect which the current economic climate and planned changes to the welfare system will have on the financial position of many individuals and their families in the longer term, we are committed to tackling poverty, maximising income and promoting Financial Inclusion. We aim to improve provision of Financial Inclusion support by ensuring maximum, co-ordinated effort through further strengthening collaborative working arrangements, which in 2009/10 saw over £8 million generated in additional income through benefit claims for residents. East Ayrshire is ahead of many other areas in having an explicit commitment to tackling poverty through promoting Financial Inclusion built into its Community Plan and in having a formal partnership group dedicated to this agenda.

Connectivity

The challenge in terms of transport infrastructure is to build on the good transport connections which we currently have and develop an integrated and sustainable transport system to further improve accessibility to town centres, particularly Kilmarnock, and the road and rail links between East Ayrshire communities and beyond. In recognition of the economic importance of external transport links, work will continue to plan and implement improvements to the strategic transport infrastructure, including key road and rail corridors, especially along the A70 and A71 to improve connectivity to the M74 and beyond.

COMMUNITY PLANNING: GOING FORWARD

Community Planning Partners will continue to review and report on performance on an annual basis, in particular through the Single Outcome Agreement, which in East Ayrshire acts as the performance monitoring framework for the Community Plan.

The development of the Action Plans for the period 2011-2015 has seen a move to outcome based planning and we have been ambitious in developing the key actions to achieve our identified Local Outcomes. However, the current financial climate and the one-year budget settlement make robust forward planning difficult. Consequently, although the Action Plans have projected outputs for the four year period from 2011-2015, they will be flexible and dynamic documents which will evolve and grow, reflecting the reality of our local circumstances as we go forward.

March 2015 will see the conclusion of the current Community Plan. Work will be driven forward over 2014/15 to ensure the development of a visionary plan which will meet the needs of our communities to 2030.

OUR MAIN THEMES

During 2008, in recognition of changing national priorities such as the move to a Community Planning Partnership Single Outcome Agreement, and the resulting need to streamline reporting arrangements, the Community Planning Partnership decided to radically review and rationalise the existing thematic Action Plans as part of the Mid Term Review of Community Planning. As a consequence, the Partnership agreed to move from six thematic Action Plans to four, as follows:

- Promoting Lifelong Learning
- Delivering Community regeneration
- Improving Community Safety
- Improving Health and Wellbeing

Early in 2010, we worked with our communities, our partners and other key stakeholders to identify our priorities for the four-year period from 2011-2015. Everyone agreed that the key themes listed above should continue to be the focus of effort by Community Planning Partners and, under each of these themes, identified Strategic Priorities and key Local Outcomes, which are detailed on the following pages. Detailed within the Action Plans are the Actions and key activity which will be progressed to achieve the Local Outcomes.

PROMOTING LIFELONG LEARNING

STRATEGIC PRIORITIES

- Improving educational/skills attainment and achievement, and ensuring our young people are properly prepared for the world of work
- Increasing the capacity of the local workforce

LOCAL OUTCOMES

- Literacy and numeracy skills for children, young people and adults improved
- Positive and sustained destinations for learners improved
- Community capacity, spirit and cohesion developed

DELIVERING COMMUNITY REGENERATION

STRATEGIC PRIORITIES

- Increasing the capacity of the local workforce and ensuring our young people are properly prepared for the world of work
- Promoting economic and community regeneration, and protecting and sustaining our environment

LOCAL OUTCOMES

- Our town centres and villages sustainably regenerated
- Local economy improved
- Skills development and employability improved
- Leisure, culture and tourism potential promoted and developed
- Connectivity and local transport solutions improved
- Sustainable and affordable housing solutions delivered
- The natural environment protected, conserved and enhanced, and the negative effects of climate change mitigated

IMPROVING COMMUNITY SAFETY

STRATEGIC PRIORITIES

- Improving community safety in neighbourhoods and homes, and protecting our most vulnerable individuals and families

LOCAL OUTCOMES

- Crime and anti-social behaviour tackled, and the fear of crime and anti-social behaviour reduced
- Preventative and diversionary activity delivered
- Community safety in neighbourhoods and homes improved
- Protection of children and the safety of vulnerable adults, individuals and families promoted

IMPROVING HEALTH AND WELLBEING

STRATEGIC PRIORITIES

- Improving physical and mental health, wellbeing and care, and reducing health inequalities

LOCAL OUTCOMES

- Active, healthy lifestyles and positive behaviour change promoted
- Alcohol and drug related harm reduced
- Impact of multiple deprivation and poverty on the health and wellbeing of the most vulnerable individuals and communities addressed
- Older people, vulnerable adults and their carers supported, included and empowered to live the healthiest life possible
- Children and young people, including those in early years and their carers, assisted to be active, healthy, nurtured and included

MORE INFORMATION

Copies of the East Ayrshire Community Plan and the Review Supplements for 2006/07 and 2010/11 and the four associated thematic Action Plans are available at your local library and local office, or by logging on to www.eastayrshirecommunityplan.org.

The Community Plan and Review Supplements for 2006/07 and 2010/11 are also available in audio cassette, a copy of which is available from your local library and local office, and in large print by logging on to www.eastayrshirecommunityplan.org.

East Ayrshire's Community Plan and Review Supplements 2006/07 and 2010/11 have also been translated into Urdu, Punjabi, Chinese, Polish and Gaelic and again are available by logging on to www.eastayrshirecommunityplan.org.

Translations of the above statement in minority ethnic languages.

For more information on Community Planning in East Ayrshire, log on to www.eastayrshirecommunityplan.org or contact:

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COMMUNITY PLAN FOUR-YEARLY REVIEW – TIMESCALES

Action	Lead Responsibility	Timescale	Status
Chief Officers' Seminar	CPPU	January 2010	Completed
Consultation on Vision, Aims, Aspirations, Strategic Priorities and themes with all stakeholders	CPPU	February – May 2010	Completed
Review of local and national policy direction	CPPU	March/April 2010	Completed
Review Community Planning operating arrangements and structures	CPP Board JOG CPPU	April/May 2010 Endorsed September 2010	Completed
Endorsement of Strategic Priorities and Local Outcomes	CPP Board	June 2010	Completed
Convene thematic Action Plan Seminars to kick start development of Action Plans	CPPU/Lead Officers	August/early September 2010	Completed
Development of Action Plans	Lead Officers Thematic Action Plan Working Groups	October/ November 2010	Completed
Submission and review of draft Action Plans	Lead Officers	End November 2010	Completed
Action Plan outputs to be finalised	Lead Officers and Working Group	January 2011	Completed
Strategic Environmental Assessment: <ul style="list-style-type: none"> Report and assessment Issue Advert to Press Formal 6 week consultation 	PED PED/CPPU CPPU	w/c 17/01/11 w/c 24/01/11 6 week period (31/1-11/3/11)	Completed
Formal Consultation: <ul style="list-style-type: none"> Strategic Environmental Assessment Partners Elected Members Partner Agencies General Public Local Community Planning Forums and Equalities Groups 	PED CPPU	4 week period (31/1-11/3/11)	Completed
Community Plan Review Supplement	CPPU	Jan/Feb 2011	Completed
Updated Single Outcome Agreement	CPPU	Jan/Feb 2011	Completed
Equality Impact Assessment	Key Officers	Feb 2011	Completed
Formal Consultation Closes: <ul style="list-style-type: none"> Remedial changes made to Action Plans/SOA 	CPPU	11 March 2011 Weekend of 12/13 March 2011	Completed

Action	Lead Responsibility	Timescale	Status
Update on progress presented to the CPP Board of 17 March 2011	CPPU	CPP Board 17 March 2011	Completed
CP Action Plans and Updated SOA presented to Council for consideration and endorsement	CPPU	Council 24 March 2011	
CPP Board overall consideration and endorsement	CPPU	29 March 2011	
Action Plans circulated and issued for implementation	CPPU	31 March 2011	
SOA circulated to Scottish Government for sign off	CPPU	31 March 2011	