

Integration Joint Board
30th April 2026

Subject : **HSCP Locality Planning Arrangements**

Purpose : To seek approval for moving to revised locality planning arrangements aligned with Community Planning Partnership (CPP) locality structures.

Recommendation : That the Integration Joint Board approves the proposed integrated CPP & HSCP locality planning model and agrees the associated implementation approach.

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
CPP	Community Planning Partnership
LPRGs	Locality Planning Review Groups

1.	EXECUTIVE SUMMARY
1.1	Locality planning is a statutory requirement under the <i>Public Bodies (Joint Working) (Scotland) Act 2014</i> and the <i>Community Empowerment (Scotland) Act 2015</i> . Both legislative frameworks emphasise decision-making at a local level, partnership working, community participation and place-based planning. North Ayrshire Health and Social Care Partnership (HSCP) and the Community Planning Partnership (CPP) currently operate separate, though related, locality planning arrangements. These arrangements involve the same geographies, partners and data sources, and aim to improve outcomes for local communities.
1.2	Ongoing workforce and capacity pressures across the partnership have highlighted the need to streamline planning and governance structures. Maintaining parallel HSCP and CPP locality planning forums has become increasingly difficult and risks duplication and reduced effectiveness.
1.3	This paper proposes an integrated locality planning model, aligning HSCP locality planning with existing CPP Locality Partnership structures. This approach maintains HSCP statutory responsibilities while reducing duplication and strengthening joint

	ownership of place-based outcomes. The proposal includes a revised role for HSCP Locality Leads (Heads of Service), clear reporting arrangements and a phased implementation approach beginning in June 2026.
2.	BACKGROUND
2.1	<p>Statutory Context</p> <p>Locality planning requirements within health and social care and community planning legislation seek to ensure that planning and decision-making are informed by local need, community insight and partnership action.</p>
2.2	<p>CPP Locality Planning Arrangements</p> <p>CPP Locality Partnerships meet quarterly in each locality and include Elected Members, Community Councils, CPP partners, the third sector and senior officers. A recent review refocused the partnerships on tackling inequality and place-based outcomes. This work is supported by wider community engagement activity and a broad network of local groups, forums and partnerships, helping to ensure strong community involvement and local insight.</p>
2.3	<p>HSCP Locality Planning Arrangements</p> <p>HSCP locality planning forums were paused during the Covid-19 pandemic and replaced in 2023 by Locality Planning Review Groups and two periods of engagement, known as “Locality Conversations”. Under this model, Locality Leads (HSCP Heads of Service) attend biannual LPRGs and represent locality interests at the Strategic Planning Group.</p> <p>While the review group model supported re-engagement, sustaining separate HSCP locality structures alongside CPP arrangements has proven resource-intensive. A single officer within the Strategic Planning and Equalities Team was required to support five LPRGs, some of which had overlapping membership and duplicated involvement with members of CPP locality forums. This duplication of effort and reliance on limited capacity made the model difficult to sustain at a consistent standard. The other Ayrshire partnerships have since adopted more integrated locality planning approaches.</p>
3.	PROPOSALS
3.1	<p>It is proposed that HSCP locality planning is formally integrated into CPP Locality Partnership structures, removing the requirement for separate HSCP LPRGs, this would not affect Arran where already established integrated arrangements will continue.</p> <p>Role of HSCP Locality Leads (Heads of Service)</p> <p>HSCP Locality Leads will:</p> <ul style="list-style-type: none"> Attend two CPP Locality Partnership meetings per year, aligning with the existing biannual commitment previously required for HSCP locality planning review groups; and

	<ul style="list-style-type: none"> • Provide leadership on HSCP locality planning through a standing agenda item at those meetings. <p>At these meetings, Locality Leads will:</p> <ul style="list-style-type: none"> • Provide an update on HSCP locality planning activity. • Present emerging priorities and draft locality plan content; and • Facilitate discussion and feedback from CPP partners. <p>Reporting to Remaining Locality Partnership Meetings</p> <p>For the other two CPP Locality Partnership meetings held annually:</p> <ul style="list-style-type: none"> • HSCP locality planning updates will be provided in written format, pulled together by the Strategic Planning and Equalities Team; and • These updates will be included alongside other partner reports to ensure ongoing visibility and accountability without additional meeting attendance. <p>Development and Governance of Locality Plans</p> <p>HSCP Locality Plans will continue to be developed by the Strategic Planning and Equalities Team, drawing on locality data, engagement activity, service input and feedback from CPP Locality Partnerships. Locality Leads will retain responsibility for ensuring statutory locality planning requirements are met and for representing their locality at Strategic Planning Group, who have oversight of the process.</p> <p>Implementation Timeline</p> <p>June 2026 – Introduction and Alignment</p> <p>HSCP Locality Leads will attend CPP Locality Partnership meetings to:</p> <ul style="list-style-type: none"> • Provide an overview of HSCP locality planning; • Explain why locality planning structures are changing; • Outline how the integrated approach will operate; and • Set out what the partnership aims to achieve through the revised model. <p>December 2026 – Draft Locality Plans</p> <ul style="list-style-type: none"> • First draft HSCP Locality Plans will be presented to CPP Locality Partnerships; • Feedback will be used to refine plans prior to finalisation and integration within wider strategic planning processes
3.2	<u>Anticipated Outcomes</u>
	<ul style="list-style-type: none"> • Streamlined and more sustainable locality planning arrangements. • Reduced duplication of meetings and reporting across HSCP and CPP structures. • Stronger alignment between health and social care priorities and wider community planning outcomes. • Maintained statutory locality leadership and assurance within HSCP governance. • Maintain link back to IJB Strategic Planning Group

3.3	<u>Measuring Impact</u>
	<p>The effectiveness of the integrated locality planning model will be monitored through:</p> <ul style="list-style-type: none"> • Ongoing reporting to Strategic Planning Group; • Review of locality plan development and implementation; • Feedback from CPP Locality Partnerships on engagement, alignment and impact; and • Feedback from locality leads on relevance and partnership working.
4.	IMPLICATIONS
4.1	<p><u>Financial</u> The proposal does not require additional resources and is intended to maximise existing capacity by reducing duplication.</p>
4.2	<p><u>Human Resources</u> The revised model reduces officer time spent on multiple locality forums while maintaining leadership input at locality level.</p>
4.3	<p><u>Legal</u> The proposal supports compliance with statutory locality planning duties under relevant legislation.</p>
4.4	<p><u>Equality/Socio-Economic</u> Locality planning continues to focus on inequality and place-based outcomes.</p>
4.5	<p><u>Risk</u> The proposed approach presents a moderate level of risk, which is within the Partnership's agreed risk appetite. Key risks relate to potential reduced visibility of HSCP priorities within CPP structures and loss of clarity around roles during transition. These are mitigated through clear statutory accountability remaining with HSCP, defined leadership roles for Locality Leads, formal reporting arrangements, and a phased implementation with ongoing oversight via Strategic Planning Group. The risks associated with maintaining parallel, unsustainable locality structures are considered greater than those arising from integration.</p>
4.6	<p><u>Community Wealth Building</u> None.</p>
4.7	<p><u>Key Priorities</u> The proposal supports delivery of the HSCP Strategic Plan 2026–2030 and alignment with CPP locality priorities whilst fulfilling our legislative duties under the Public Bodies (Joint Working) (Scotland) Act 2014.</p>

5.	CONSULTATION
5.1	As part of ongoing review and continuous improvement of locality planning arrangements, a programme of engagement was undertaken with members of the LPRGs in late 2024. This engagement was intended to provide staff involved in the LPRGs with an opportunity to reflect on the effectiveness of the revised locality planning model, one year after its implementation, and to identify any challenges or opportunities for improvement.
5.2	A digital survey of LPRG members was conducted in January, supported by direct communication via email and LPRG Microsoft Teams channels. The survey sought feedback on members' understanding of their role, the relevance and value of agenda items, meeting format and frequency, attendance, and overall views on how the LPRGs were functioning in practice.
5.3	Feedback from the survey was collated and presented to Chairs at the Joint Locality Planning Review Group meeting in February. Key themes emerging from this consultation included challenges in sustaining consistent attendance, concerns around representativeness of membership, perceived duplication with other partnership and CPP structures, and varying levels of clarity about the purpose and remit of the LPRGs. Respondents also highlighted positive aspects of the groups, particularly the value of cross-service discussion and opportunities for networking, alongside a preference for hybrid meeting arrangements.
5.4	The findings from this staff consultation were considered and the feedback directly informed subsequent discussions with LPRG Chairs and senior officers regarding the future model for locality planning governance. In particular, the issues raised through consultation reinforced the need to reduce duplication, make best use of limited officer capacity, and ensure clarity of purpose within partnership structures.
5.5	As a result, work progressed to explore closer alignment and integration with the Community Planning Partnership's locality arrangements, recognising that CPP structures were themselves under review. The decision to pause LPRG meetings and move towards a more integrated approach was therefore informed by consultation feedback from staff members involved in the LPRGs, alongside strategic considerations about effectiveness, efficiency and partnership working.

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Appendices

- None