



North Ayrshire
Community Planning Partnership

Recovery and Renewal

North Ayrshire Community Planning Board

9th September

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Gathering and Considering Learning

Members of CPP Senior Officers Group were asked to share learning from the Covid-19 experience from an organisational perspective.

Collated templates and considered common themes across the range of partners

North Ayrshire Council Recovery and Renewal Strategy developed

Relevance to wider partners and communities



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CPP Partners - What **new things** are you doing?

What are you doing more of?

Common themes:

- Refocusing/streamlining of work
- Redeployment of staff
- Service redesign including the ambition to build back better and address inequalities
- Communicating in new, efficient and exciting ways with employees, communities, volunteers, customers and partners
- Increased liaison with other services/partners/groups/communities

Examples of partner specific:

Community
Support Hubs

Third Sector
Funding
Support

Test and
Protect

On-line
teaching and
learning

Community
Food Systems

Creating new
supply chains

Working with
volunteers



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CPP Partners -What have you **stopped** doing? What are you doing less of?

Common themes across partners:

Aspects of service
delivery stopped

Reduced opening
and maintenance
of buildings

Delaying some
work

Reduced face to
face delivery of
frontline services

Less general public
requests and
enquiries

Fewer meetings,
especially out in
communities and
in evenings



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CPP Partners - What is working well?



Common themes amongst partners:

- Digital options saving resources and time.
- Strengthened relationships with partners and building valuable new relationships
- Significant innovation
- Staff working collaboratively - deployed into different roles etc...."walking in someone else's shoes"
- Commitment to the wellbeing of staff
- Staff have been able to find solutions to wicked issues by "daring to succeed"
- Embracing change



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CPP Partners - Are **decisions** being made differently? In what ways?

More staff empowerment to take decisions

Differences in partner responses from more collaborative decision-making to unilateral decision-making.

Uncertainties led to greater collaborative discussion around approaches and more collective decisions

Decisions are made more quickly and are perhaps not as collegiate, since they were taken as crisis responses

Decisions were perhaps more reactionary and had to be made not knowing if it was the right decision

Greater speed of decision making has probably been the key difference, recognising the urgency required

CPP Partners - What changes have there been in **leadership** approaches?

Common themes across partners:

- Strong leadership across all staff groups
- Leaders have adopted a more flexible approach to how their teams operate
- Willingness to embrace change
- Innovative thinkers
- Improved communication from leadership to organisation
- Removal of budget silos
- Can do attitude and staff empowerment
- Embraced technology as solution
- Risk aware not risk averse culture



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CPP Partners - What have the **resourcing** impacts been?

Common themes across partners:

- Early high demand for services
- Staff Wellbeing activities
- IT provision
- Availability of staff
- Redeployment of staff
- Use of new government funding essential to service provision



Partner specific:

- Provision of PPE
- Using buildings differently (e.g. libraries as hubs)
- Reduced income generation
- Expenditure on new items which has exceeded budgets

CPP Partners - Have there been changes in **performance management**? Have targets and priorities changed?

Mixed responses from partners - from priorities remaining the same with different underpinning activity to fundamental changes to priorities and targets. Common theme of high demands in reporting to Scottish Government.

CPP Partners - In **10 years time** what do you hope has changed as a result of the COVID19 response?

- A reduction in barriers created by too much bureaucracy and burden of complicated reporting
- Sustainable long term funding and commissioning for community organisations which allows them to respond and deliver services for their communities.
- Understanding that developing local solutions results in more resilient communities and better outcomes
- We maintain the behaviours, the innovation, we are working towards the right targets, people get the right treatment in the right time at the right place and that we prioritise vulnerable groups.
- Staff are strong leaders working towards a common goal and are less risk averse

North Ayrshire Council Recovery and Renewal Strategy

- Approved by the Cabinet on 8 September 2020.
- Focuses on themes, lessons learned and a set of 10 Key Principles for Renewal.
- Recognises there are budget and health and safety implications in recovery and the prioritisation of resources is key.
- Renewal is about building back an even better North Ayrshire and building upon our strengths.
- Community centric approach.
- More than consultation, it's about growing relationships and working together to co-design solutions.
- The glue between all the inter-dependencies, strategies, services, community needs.



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North Ayrshire Council Recovery and Renewal Strategy

The main lessons learned are as follows:

- Positive attitude to change
- Prioritisation of service delivery
- Empowerment in decision making
- Attitude to risk
- Use of digital platforms to support remote and new ways of working, learning and communicating.
- Opportunities for remote and online learning for children, young people and adults.
- Valuable data gathered on community needs and priorities
- Partnership working between Council teams and with agencies and communities



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North Ayrshire Council Recovery and Renewal Strategy

Key principles are that Renewal activities will:

- Prioritise the health and wellbeing of our residents by protecting the most vulnerable in our society against the immediate threat of coronavirus and the consequences of changes to the way we live. Public Health guidance will be paramount in all the decisions we make.
- Work with our communities in the renewal of services to ensure they meet their needs and priorities.
- Build community capacity and resilience.
- Support the economic recovery of North Ayrshire, helping to create a strong, sustainable and inclusive economy for the future that supports local resilience using the Ayrshire Growth Deal and Community Wealth Building as a means of creating an inclusive economy.
- Learn lessons from the challenges of Covid 19, promoting a system that utilises the strengths of North Ayrshire to the benefit of all North Ayrshire's residents and businesses.



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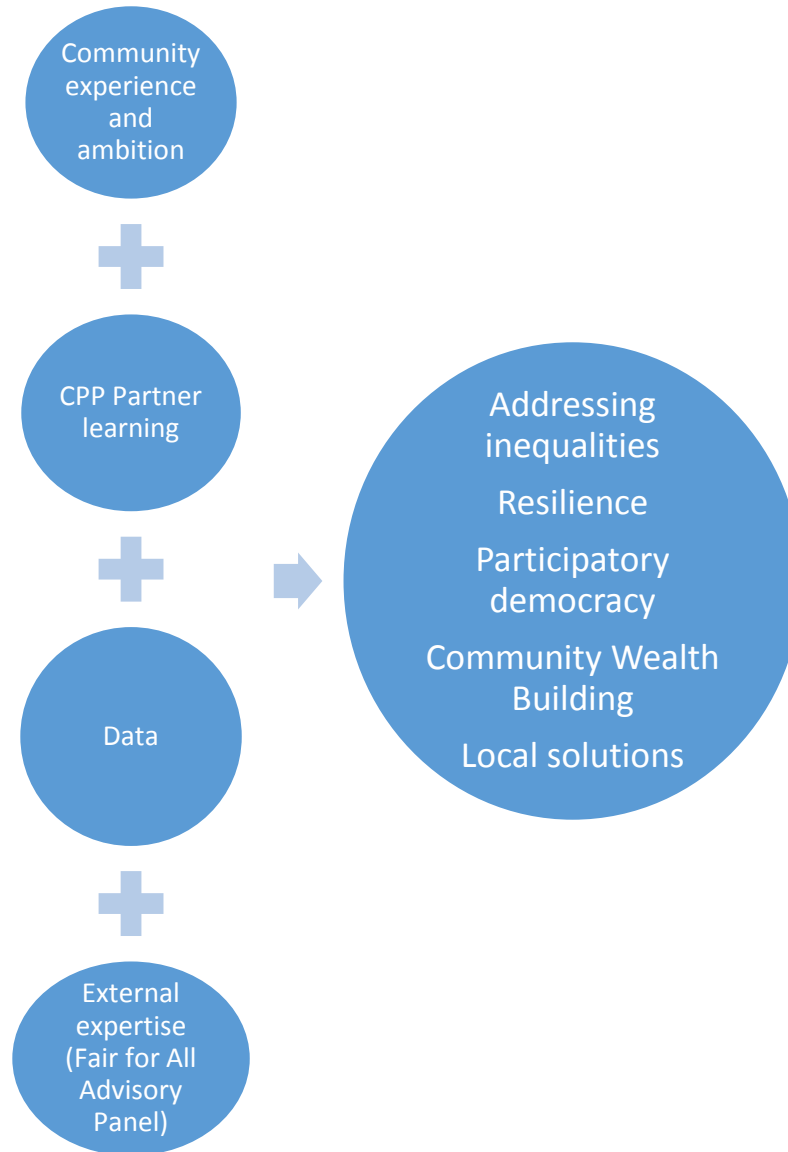
North Ayrshire Council Recovery and Renewal Strategy

- Ensure our children and young people get the best start in life by creating opportunities for education and employment, including through Community Wealth Building and Renewal.
- Prioritise and help tackle poverty, including child poverty.
- Protect and prioritise the North Ayrshire environment and reinforce our work to mitigate and adapt to climate change.
- Pursue improvements in service delivery where they have been identified as part of the response and recovery phase, creating a more efficient and resilient system.
- Prioritise investment towards services that make a greater contribution to key outcomes. This will consider dis-investment from some areas to enable re-investment to support delivery.



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What does this mean for us as a CPP?



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What's already underway?

- Fair for All strategy is our CPP inequalities focus – review underway to make sure we are still focusing on the right things
- Locality Partnerships reflecting on local experience and local ambitions – what does this mean for local priorities? Plans for wider community consultation
- Development of community food system
- Community Wealth Building
- Focus on health inequalities – commitments in Step Change work to health in all policies and Health Inequalities Self-Assessment Tool – early adopter site for diet and healthy weight
- Community Hubs approach – relationships, partners and communities
- Involving communities in service design

What else should we do as a partnership?



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