Place-based Approaches to Joint Planning, Resourcing and Delivery

An overview of current practice in Scotland

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improvement service

Contents

1. Executive Summary: Key Research Findings 3

2. Introduction 6

3. Research Methodology 8

4. Policy Context 9

5. Literature Review of Place-based Approaches 12

6. Place-based Approaches in Scotland in 2016 – Key Interview Findings 25

7. Conclusion and Next Steps 46

References 48

Appendix A – Summary of Place-based Approaches Across Scotland 51

Appendix B – Glossary of Technical Terms and Further Information 120

Appendix C – Abbreviations 125

Appendix D – Summary Checklist of Key Questions and Issues to Consider 126

1. Executive Summary: Key Research Findings

This research has been undertaken to establish the current landscape of place-based approaches to joint planning, resourcing and delivery across Scotland's local authority areas. It is particularly timely, given the introduction of the Community Empowerment Act (Scotland) 2015 which places specific statutory duties on Community Planning Partnerships (CPPs) to improve local priority outcomes and tackle inequalities of outcome across communities that experience the poorest outcomes.

As well as undertaking a review of the literature on place-based approaches to service delivery in the UK, the Improvement Service conducted interviews with 27 local authority areas to find out more about their approaches to place-based working. A key difference that emerged between historical approaches and those currently being implemented is that approaches in the past were typically large scale economic, social and environmental regeneration initiatives that received a significant injection of external and ring-fenced funding. The approaches being delivered today are overwhelmingly being funded through mainstream resources.

So what do place-based approaches in Scotland look like in 2016?

- The places identified range from small localities (e.g. villages or a small neighbourhood within a town or city) with a population of up to several hundred, to much larger geographical areas (e.g. a town, a large neighbourhood within a town or city, an island, a cluster of villages etc.).
- Some CPPs are focusing on testing a place-based approach in one area, with a view to learning from this prior to rolling out the approach to other areas. Others are working with a number of places simultaneously.
- Some CPPs are focusing their place-based approaches on the areas identified as part of local community planning or area committee arrangements.
- Some CPPs are implementing a Total Place/ Neighbourhood approach in one area at the same time as they are rolling out an approach to area partnerships/locality plans across the entire local authority area.
- The place-based approaches covered in this report have been introduced across the last five years, with most being introduced in 2014 and 2015.
- Most places were chosen because people, families and communities were experiencing higher levels of deprivation than other places in the local authority area.
- Most places were identified by using a combination of data, local knowledge and intelligence gathered through community engagement.

- The local authority is the lead partner for most place-based approaches, however community planning partners are overwhelmingly involved in the design and delivery of the approaches along with the third sector and community bodies.
- Some place-based approaches have established their own multi-agency Board to oversee delivery. Most are also governed by the local authority and/or the CPP.
- The majority of place-based approaches are being delivered within existing roles, with the aim being to mainstream this approach.
- Two local authorities reported that they have changed their internal structures in order to support the transition towards place-based working.
- The majority of place-based approaches are adopting a holistic approach, focused on reducing inequalities and supporting people, families and communities to improve their life outcomes in the round. Others are focusing on a specific theme, such as family support, health inequalities, physical regeneration and access to services.
- Some CPPs undertaking more than one place-based approach have noted that whilst there will be similarities in focus, there will be differences depending on their needs, circumstances and communities' differing priorities.
- At the core of place-based approaches is the desire to put communities at the heart of what they are doing.
- Nine local authorities/CPPs have indicated that they are using the Total Place methodology.
- Common approaches used in place-based working include mapping/profiling and understanding the features of a place; community empowerment and involvement; joint planning, resourcing and delivery; developing an asset based approach and empowering practitioners.
- The majority of place-based approaches have developed outcomes – some are focused on improving outcomes for people, families and communities living in the place and others are focused on how public services join-up service delivery around the provision of support to communities.
- Robust evidence concerning the efficacy of recent place-based approaches in Scotland is limited to date. Many place-based approaches are still at the early stages of determining how they will evaluate the impact of their approaches.

This research provides an overview of place-based working both historically and in the context of current practice across Scotland. Whilst there are a wide variety of approaches being undertaken, the research has highlighted a range of common principles that feature across most areas. The Community Empowerment (Scotland) Act 2015 is likely to increase significantly the focus in place-based working. In contrast to various historical approaches, which involved significant injections of external funding, a major challenge in place-based working going forward relates to embedding

effective approaches by utilising mainstream resources and community assets. Much of this will also entail attitudinal changes to traditional models of service design and delivery. Whilst hard evidence concerning the impact and value-for-money of place-based working is limited, feedback from the primary research indicates that there is a strong general desire and commitment to develop the evidence base and collaborate in the sharing of emerging practice.

This report summarises key developments in place-based working that have occurred within Scotland and the UK over recent decades and it also provides an overview of current place-based initiatives across Scotland. Based on this analysis, a series of key features of place-based working have emerged and these have been encapsulated within a Checklist (Appendix D). The Checklist sets out a series of key issues to consider when either embarking upon a new place-based initiative or reviewing an existing one. It has been designed as a practical tool for use by partnerships to help shape their thinking and approach.

Finally, all interviewees expressed an interest in forming a place-based learning network (both physical and virtual), facilitated by the Improvement Service, where they could share practice and learning, work on common issues together, get advice from colleagues on challenges, etc. The Improvement Service will look to work with colleagues involved in delivering place-based approaches over the coming months to establish a physical and virtual network, which will be collectively owned by all those who participate.

2. Introduction

This research was undertaken to establish the current landscape of place-based approaches to joint planning, resourcing and delivery across Scotland's local authority areas.

The Improvement Service (IS) contacted all 32 Community Planning Managers or equivalent to invite them, or a relevant colleague leading on place-based working, to contribute to this research. Interviews were conducted with colleagues (mainly from local authorities but one interview took place with an NHS Board employee and another two interviews involved Health and Social Care employees) representing 27 local authority areas.

The objectives of this report are to:

I. provide an overview of the literature on place-based approaches to service delivery. This will include defining what is meant by a place-based approach to service delivery, highlighting key features of these approaches, reviewing available evidence of the impact of these approaches on supporting people to improve their life outcomes and identifying key learning.

II. provide an overview of how local authorities and their community planning partners are currently delivering place-based approaches to joint planning, resourcing and delivery across Scotland. This will include focusing on the rationale for identifying the places, highlighting the key partners involved, outlining key elements of these approaches, reviewing progress to date and summarising key challenges and learning points.

It should be noted from the outset that there would not appear to be one single definition of what is meant by a place-based approach. Based on our research, we would suggest that place-based approaches can be defined as:

- Public services working in partnership with each other, the third and business sectors and communities to plan, design, resource, build and deliver services around people, families and communities in the most disadvantaged communities to support them to improve their life opportunities and outcomes.
- Targeting an entire community (or sometimes families or smaller communities within a place) to address issues that exist at neighbourhood level, such as poor or fragmented service provision that leads to gaps or duplication of effort, limited economic opportunities, social isolation etc., with a view to reducing inequalities in life outcomes.
- Making the most of assets / capabilities already available in local communities and continuing to develop the capacity of people, families and communities to support self-help and independence.

- Seeking to support people, families and communities to become more engaged, empowered, connected and resilient.
- Focusing on prevention and early intervention, tailored to local needs and circumstances, to reduce the demand for services.
- Enabling public service agencies to become catalysts and facilitators rather than simply providers of services.

3. Research Methodology

The Improvement Service (IS) contacted all 32 Community Planning Managers or equivalent to invite them, or a relevant colleague leading on place-based working in their area, to contribute to this research by participating in an interview and provide information concerning their approach. Whilst 28 confirmed that their local authority area wished to take part, 27 interviews were ultimately conducted as one local authority was at the early stages of planning its place-based approach.

25 of the 27 interviews were conducted with local authority officers at a range of levels across the organisation. One interview took place with an NHS Board employee and another with an officer from the Health and Social Care Partnership. One of the interviews which took place with a local authority officer was a joint interview with a colleague from the Health and Social Care Partnership.

The telephone interviews took place between June and August 2015, lasting on average 30 minutes. The questionnaire was issued to interviewees in advance and the areas covered included the following:

- The geographical area chosen for place-based working;
- The focus of and timescales for the delivery of the place-based approach, including intended outcomes;
- The partners involved in the delivery and governance of the approach;
- The resources (finance, people, assets, etc.) invested in delivering the approach;
- Key features and characteristics of the approach;
- Community engagement and involvement in the planning and delivery of the approach; and
- Key challenges, evidence of impact, lessons learned and next steps.

Appendix A provides a summary of the place-based approaches being delivered in the 27 local authority areas, derived from the interviews. Some interviewees were able to provide more information than others, simply due to the stage at which their place-based approaches were at. Given the time lapse between conducting the interviews and the publication of this report, the summaries in Appendix A were issued to interviewees to review and update as at January 2016. Due to the complex and constantly evolving nature of place-based approaches, it should be borne in mind that some of the approaches outlined in this report are also likely to have developed since January. Furthermore, it should be noted that the approaches highlighted are the ones that those interviewed were aware of and not necessarily the only place-based approaches to joint planning, resourcing and delivery being implemented in each local authority area.

In addition to the primary research outlined above, the IS also undertook a review of published literature on place-based approaches to service delivery in the UK.

4. Policy Context

Scotland's public services have faced significant challenges across the last five years, many driven by factors outwith their direct control. To date, these challenges have been addressed by local authorities making significant budget cuts whilst maintaining services, focusing on prevention and tackling inequalities and strengthening partnerships with other local services and the third sector.

These challenges will continue to increase. Budgets are likely to reduce by at least a further 10% in cash terms (18% in real terms) across the next four years as demand on major services will continue to rise. Demographic change, including the ageing population and the ongoing impact of the further roll-out of welfare reform, will continue to drive demand across the range of local public services. The pace of technological innovation and adoption is also likely to increase in wider society and, consequently, within public service organisations. These challenges will require local authorities and their partners to transform how services are delivered and to look for new solutions to saving money and delivering better outcomes for communities with fewer resources.

Furthermore, the Community Empowerment Act 2015 has the potential to be a game-changer, placing a common duty on public sector partners to work together to improve outcomes through Community Planning. The Act places specific statutory duties on CPPs to improve local priority outcomes and act with a view to tackling inequalities of outcome across communities within their area. In particular, CPPs are required to:

- prepare and publish a **local outcomes improvement plan** (LOIP), in consultation with community bodies and others, which will involve developing and agreeing a common understanding of local needs and opportunities, setting out the local outcomes which the CPP will prioritise for improvement and developing an effective, shared approach for achieving those outcomes – identifying who will do what, by when, and with what resources ;
- identify which geographical areas have communities that experience the poorest outcomes, and prepare and publish **locality plans** to improve outcomes on agreed priorities for these communities;
- review and report publicly on progress towards their LOIP and locality plans, and keep the continued suitability of these plans under review; and
- take all reasonable steps to secure the involvement in community planning of any community body which it considers is likely to be able to contribute to it. CPPs must in particular have regard to community bodies which represent those communities experiencing socio-economic disadvantage. Statutory partner bodies must contribute funds, staff or other resources to secure that participation. **Participation with communities lies at the heart of community planning** – consultation from time to time is no longer enough.

The Act also places a statutory duty on all partners to make community planning work. They have duties to build the LOIP into their organisations' planning , to take account of the LOIP in carrying out their functions, to contribute the resources necessary to deliver the LOIP and to support and resource community participation.

Other duties within the Act, which focus on engaging and empowering communities, are also likely to provide challenges to public services. For example, communities can make 'participation requests', enabling them to bring issues and improvement proposals forward which can range from suggesting minor changes to how services are delivered to proposing that a community body takes over delivery of the service. Under the Act, public services must engage with communities. Furthermore, community bodies can request to purchase, lease, manage or use any land and buildings belonging to local authorities, Scottish public bodies or Scottish Ministers. Under the Act, the default position is for public authorities to agree to community requests unless there are reasonable grounds for refusal.

Thus, the Act makes the recommendations of the Christie Commission (2011) a reality. The Commission recommended that the key objectives of the reform programme must be to ensure that:

- public services are built around people and communities
- public organisations work together effectively to achieve outcomes
- public service organisations prioritise prevention, reduce inequalities and promote equality
- public services seek to improve performance, reduce costs and are open.

In overall terms, the range of requirements within the Community Empowerment (Scotland) Act, including those relating to joint working, engagement, LOIPs and locality plans, are likely to lead to an increased focus on place-based working across Scotland.

Place-based approaches to service delivery are not new, with the UK having a long history of focusing on place since the late 1970s onwards. However, over the last five years, local authorities in Scotland, working with their partners, have been increasingly focusing on how they can integrate services around people and place, reduce inequalities by tackling 'failure demand', focus on prevention and early intervention and build the assets, confidence, capacity and connectedness of communities to facilitate them to participate in service design, delivery and budgeting in their local community.

The focus is such that new tools are emerging, such as the Place Standard for Scotland, which was launched in December 2015, to support the delivery of high quality places in Scotland and to maximise the potential of the physical and social environment in supporting health, wellbeing and a high quality of life (Place Standard, 2015). It has been developed in partnership by Scottish Government Architecture and Place, NHS

Health Scotland and Architecture and Design Scotland to provide a simple framework to structure conversations about place, enabling those living and delivering services in a place to think about its physical elements (e.g. its buildings, spaces and transport links) as well as the social aspects (e.g. whether people feel they have a say in decision making). Using the tool enables communities to pinpoint the assets of a place as well as areas where a place could improve. Some CPPs have already started to use the Place Standard and it is a useful vehicle for linking spatial and community planning within a place.

A major difficulty facing local authorities and their partners today is to overcome the key challenges encountered by their predecessors when they were attempting to redesign delivery around people, families and communities within a place and to integrate services around people and place using mainstream resources.

5. Literature Review of Place-based Approaches

As part of this research, the IS undertook a review of the literature on place-based approaches to service delivery in the UK over the last forty years. This section will summarise what the literature is telling us about:

I. The typical features of place-based approaches;

II. The impact and effectiveness of place-based approaches and the evidence to support this; and

III. Key challenges encountered when delivering place-based approaches.

Scotland has a long history of place-based working which goes back to the 1970s. Some of the most significant examples include:

- Glasgow East Area Renewal (GEAR) scheme (1976 to 1985)
- New Life for Urban Scotland initiative (1989 to 1999)
- Social Inclusion Partnerships (SIPs) (1999 to 2006 when the last of the SIPS were integrated into CPPs)

Place-based approaches have also been common in England, with Area Based Initiatives being used by UK governments for over forty years to tackle the problems associated with urban deprivation. These initiatives have typically involved time-limited programmes designed to address a particular issue within a locality or a combination of problems (Muscat, 2010). Some of the key area-based initiatives include:

- Single Regeneration Budget (introduced in 1994)
- New Deal for Communities (introduced in 1998)
- Neighbourhood Management Pathfinder Programme (introduced in 2001)
- 13 Total Place pilots (introduced in 2009)
- 4 Whole-Place Community Budgets (introduced in 2011)

i. Typical features of place-based approaches

Within the literature, there are differing articulations of what the main features of place-based approaches are. A report by Stevens (2010) suggests that place-based approaches are characterised by six key principles:

- **Building on people's existing capabilities:** altering the delivery model of public services from a deficit approach to one that provides opportunities to recognise

and grow people's capabilities and actively supports them to put these to use at an individual and community level.

- **Reciprocity and mutuality:** offering people a range of incentives to engage which enable them to work in reciprocal relationships with professionals and with each other, where there are mutual responsibilities and expectations.
- **Building support networks:** engaging peer and personal networks alongside professionals as the best way of transferring knowledge and supporting change.
- **Blurring distinctions:** removing the distinction between professionals and recipients and between producers and consumers of services, by reconfiguring the way services are developed and delivered.
- **Facilitating rather than delivering:** enabling public service agencies to become catalysts and facilitators, rather than simply providers of services.
- **Recognising people as assets:** transforming the perception of people from passive recipients of services and burdens on the system into one where they are equal and essential partners in designing and delivering services.

The Local Government Association (LGA) (2012) defined five elements which it suggests form the basis of place-based approaches, and which it recommends ought to be implemented at both the strategic and local level:

- Developing creative ways of working which involve partnership approaches to overcome departmental and organisational silos;
- Strengthening capacity and social capital in the locality to support self-help and independence;
- Building on existing resources by adopting an asset-based approach;
- Reducing the demand for services through early intervention and prevention approaches;
- Actively engaging communities. For instance, the report highlights one example of the benefits of working with a particular section of the community (older people) in order to gain direct information on their needs in terms of making the locality in question a 'good place to grow old in'.

It is evident that a number of these elements could be applicable not only to place-based working, as they are effectively broad principles which could also be applied to wider approaches to service delivery. In this sense, the approach can be seen to be embracing these emerging principles of good practice and applying them to a place-based context.

The LGA describes strategic level requirements as strong political leadership, the importance of recognising the 'medium and longer term perspective' and engaging with people, who are part of the approach, in the development of its objectives.

In terms of the local level, the LGA argues that strong local leadership and bringing together a number of local organisations as well as undertaking asset mapping in the locality are all of great importance.

A report by Bailey (2012) noted that the areas identified as part of the Area Based Initiatives (ABIs) targeted toward areas of deprivation in England were largely based on a statistical analysis of a variety of data, including Census and other related data published by the UK Government. The ABIs were typically identified by their level of deprivation in line with the Index of Multiple Deprivation. Local authorities were invited to nominate areas, which were approved if they met a range of criteria, including levels of deprivation. Local authorities identified the exact boundaries for their localities, which usually included around 10,000 people. Bailey reported that, in most cases, the communities' views were not taken into account when determining the area of focus.

The Joseph Rowntree Foundation identified the following key mechanisms which can be associated with this type of approach, which rely heavily on effective place leadership and local governance:

- community budgets;
- outcomes-based commissioning, which aims to bring a range of economic, social and environmental benefits into service commissioning;
- co-production; and
- procurement, which can be used to create jobs, apprenticeships, and training opportunities along with the purchase of goods and services (Breeze et al., 2013).

In another report, the New Local Government Network defined the following key principles underpinning place-based approaches (Wilkies, 2014):

- More direct involvement of citizens in the design and delivery of public services – for example, residents being responsible for transporting waste to a communal hub instead of collections being made separately for each home.
- Better management of demand, reducing or completely removing the need for some services, achieved by tackling inequalities and social problems locally through investing in early intervention and prevention.
- Maximising public and private sector resources and assets in local areas 'by unlocking capacity in the community and voluntary sector, maximising the value of private sector expertise and skills and by using local assets, such as industry and tourism to boost green growth' (Ibid., p.18).
- Use of modern technology 'to integrate services, streamline processes and transform the nature of services that are delivered' (Ibid.).

Although there is no single definition of a place-based approach to joint planning,

resourcing and delivery emerging from the literature, some common features would appear to relate to:

- Public services working in partnership with each other, the third and business sectors and communities to plan, design, resource, build and deliver services around people, families and communities in the most disadvantaged communities in order to support them to improve their life opportunities and outcomes.
- Making the most of assets / capabilities already available in local communities and continuing to develop the capacity of people, families and communities to support self-help and independence.
- Seeking to support people, families and communities to become more engaged, empowered, connected and resilient.
- Seeking to reduce the demand for services through early intervention and prevention approaches.
- Enabling public service agencies to become catalysts and facilitators rather than providers of services.

ii. Examples of place-based approaches in the UK

Place-based approaches to service delivery are not new – there are numerous examples of this type of approach being implemented across the UK over the last 40 years. However, a key difference is that unlike the place-based approaches currently being developed and implemented by local authorities and their community planning partners, approaches in the past were typically large scale economic, social and environmental regeneration initiatives that received a significant injection of external and ring-fenced funding. Key initiatives in Scotland included the following:

- **Glasgow East Area Renewal (GEAR) scheme**
  The GEAR scheme was a multi-partnership approach between the UK government and 7 partners - Glasgow District Council, Strathclyde Regional Council, Scottish Development Agency, Scottish Special Housing Association, Manpower Service Commission, Housing Corporation and Greater Glasgow Health Board. It was focused on economic, social and environmental regeneration in the East End of Glasgow and over £120 million was invested in the area between 1976 and 1985. Key objectives were to expand employment opportunities, attract investment, increase the quality and range of housing and deliver environmental improvements locally. Other important features included encouraging residents' involvement in the regeneration process, overcoming the social disadvantages of the community and training and upgrading people's skills (Rich, 1981).

- **New Life for Urban Scotland initiative**
  This place-based approach was focused on physical regeneration and policy development in Glasgow (Castlemilk), Paisley (Ferguslie Park), Edinburgh (Wester Hailes) and Dundee (Whitfield). These four areas were chosen on the basis of high

unemployment rates, poor educational and health outcomes and the number of people dependent upon state welfare benefits (Hayton, 1993). The public sector spent £485 million on this approach with significant investments in new and improved housing (Tarling et al., 1999). The Scottish Office led the implementation of the approach in all four localities, which 'helped to maintain the seniority of Board representatives from the local authorities and statutory agencies throughout the period' (Ibid).

- **Social Inclusion Partnerships (SIPs)**
  In 1999, the Scottish Office redesigned all Priority Partnership Areas and Regeneration Programme areas as SIPS. 48 SIPs were established altogether, with a total of 34 area-based SIPs and 14 thematic SIPs, of which the majority (11) focused on young people (Fyfe, 2009). The initial annual funding for SIPs in 1999 amounted to £46 million and increased significantly by 2003 to £60 million (Communities Scotland, 2006). The SIPs built on the broad approach of the Urban Programme, which had operated in Scotland since the 1970s and which sought to focus resources on 'Areas of Priority treatment'.

Area Based Initiatives have also been implemented in England and some of the key approaches included:

- **Single Regeneration Budget (SRB)**
  The SRB came into operation in April 1994 and it was designed to encourage partnership working between those with a stake in local regeneration (local public services, businesses, communities). Partnerships could choose an area or theme which they would invest in over five to seven years and bids addressed issues such as economic development, housing improvement, ill-health, unemployment and crime prevention. Project funding varied from £1 million to over £10 million over five to seven years and the expectation was that these resources would be used to leverage additional investment from the public and private sectors. There were six annual SRB bidding rounds for central funding. Almost 50% of partnership schemes sought to regenerate a relatively small local area, consisting of a number of wards and a further 20% focused on an entire local authority district. The most common lead partner was the local authority accounting for 53% of all schemes. They remained the dominant lead partner, although by round six they accounted for the lead partner for 40% of schemes, with an increase in joint partners and voluntary sector involvement. (Rhodes et al., 2007).

- **New Deal for Communities (NDC)**
  The NDC was one of England's largest ever area-based regeneration initiatives. Funded by the Department for Communities and Local Government, the NDC was a ten year area-based initiative in 39 of England's most deprived neighbourhoods running from 1998-2008 with each NDC Partnership receiving around £50 million over the duration. Local authorities were invited to identify relatively small areas with a population of around 10,000. 28 neighbourhoods were in the 10% most deprived local authority areas, 10 in the second and one in the

third most deprived decile. The boundaries were largely selected on the basis of administrative convenience, rather than reflecting communities' understanding of neighbourhoods. The NDC Partnerships developed a range of interventions, designed to support locally-developed strategies that encompassed three place-related outcomes (crime and community safety, housing, physical environment) and three people-related outcomes (health, education, worklessness). (Bailey, 2012)

- **Neighbourhood Management Pathfinder Programme**
  The Neighbourhood Management Pathfinder Programme was introduced in 2001, with the UK Government funding 35 Pathfinder partnerships in two rounds (2001 and 2006) for seven years each at a total cost of approximately £100 million. Both urban and rural areas were chosen, with average populations of around 10,000. The majority of pathfinders were located in the 20% most deprived areas in England. The aim of the pathfinder partnerships was to 'enable deprived communities and local services to improve local outcomes, by improving and joining-up local services and making them more responsive to local needs' (SQW Consulting, 2008). The pathfinders tested the same approach to neighbourhood management, with a small professional team led by a Neighbourhood Manager which was accountable to a multi-sector partnership including public, private, community and voluntary sector representatives. Team members were employed by an accountable body, in most cases the local authority, which provided oversight and professional support as well as accountability for resources.

- **Total Place**
  Total Place considered how a 'whole area' approach to public services could result in the delivery of more effective and efficient services. 13 pilot areas were identified across England, with each area ensuring a diverse mix of economic, geographical and demographic profiles, involving local public agencies working together to redesign services and improve the quality of life for their communities. Each pilot area also selected at least one theme to explore in more detail (e.g. children's services, adult services, drugs and alcohol, housing, crime, mental health services etc.), allowing them to examine how the money flowed and how the delivery system could be improved and made more efficient.

  In summary, the aims of Total Place were to:

  - Make changes to services that can improve the lives of local residents and deliver better value;
  - Deliver early savings to validate the work;
  - Develop a body of knowledge and learning about how more effective cross-agency working can deliver the above; and
  - Weave together three complementary strands – counting, culture and customer needs.

'Counting' involved mapping money flowing through the place (from central and local bodies) and making links between services, to identify where public money could be spent more effectively. 'Culture' involved partners looking at the way existing cultures helped or hindered the delivery of Total Place, with a view to developing more efficient collaborative working across local authorities and their public service partners and a better understanding of how services interact with users across a whole place. The desire to change past cultures was built on the premise that local services had been characterised by 'entrenched cultures within organisations and professions, which are manifested in silo-based working, single-agency ownership of issues and poorly aligned cultures within and across organisations' (HM Treasury, 2010, p. 20). 'Customer needs' involved the pilots adopting 'customer insight' methodology to enable them to develop an understanding of how customers interacted with services and to identify where improvements could be made from the customers' perspective.

HM Treasury (2010) outlined a number of potential benefits of Total Place. For example, they claimed that Total Place initiatives gave local authorities and their partners the ability to freely invest in prevention and drive growth, whilst also providing 'incentives for local collaboration' and freedom to operate independently from 'central performances and financial controls' (HM Treasury, 2010, p. 5). This latter aspect is, however, contrary to the comments of Bailey (2012) who highlighted that as part of Area Based Initiatives there is joint responsibility between central and local government around the financing of approaches. Furthermore, the HM Treasury suggested that the Total Place pilots could achieve not only greater outcomes for service users but also create savings and provide more efficient and sustainable ways of delivering services.

- **Whole-Place Community Budgets**

  In October 2011, the UK Government's Department for Communities and Local Government invited four local areas to express an interest in becoming a Whole-Place Community Budget pilot area to 'thoroughly test out how Community Budgets comprising all funding of local public services can be implemented in areas to test the efficacy of the approach' (Morse, 2013, p. 14). The areas selected were West Cheshire, Whole Essex, Greater Manchester and West London Tri-borough. Whole-Place Community Budgets focused on:

  - The importance of data-sharing between partners;
  - Increasing collaboration and leadership, with new services being designed with the help of local and national leaders and partners; and
  - Influencing financial reforms and introducing changes in relation to the funding of local services.

  The National Audit Office highlighted that Whole-Place Community Budgets resulted 'in a different way of working, rather than a specific set of programmes or projects' (Morse, 2013, p. 14). Moreover, this approach was radically different from other place-based approaches previously implemented, as it focused on some

of the wealthiest communities in society. This suggests that the primary focus of this work was to pilot collaborative working and the resulting benefits in working practices, rather than improving life outcomes for disadvantaged communities.

iii. Impact of place-based approaches to date

It is unclear from our review of the literature just how effective place-based approaches are, due to the relative lack of substantive evidence on impact.

Matthews et al. (2012) argues that place-based approaches can effectively deliver physical renewal and environmental improvements as well as improve partnership working. In addition, Bailey (2012) claims that place-based approaches have seen some positive outcomes related to community engagement and service delivery improvements. However, both authors also stated that, once the funding runs out, the services are often no longer sustainable because the root causes of the main problems derive from outside the localities. Moreover, Bailey (2012) suggests that it is impossible to prove that some of the targeted localities might have become even more deprived without place-based interventions.

Some evaluation evidence is available to evidence the impact of historical place-based approaches implemented in Scotland. For example, according to Fyfe (2009) the GEAR initiative achieved improvements in housing conditions, increased the number of local job opportunities and transformed derelict sites. It should be noted, however, that the approach did not effectively address the unemployment or relative poor health issues in the East End of Glasgow. Although GEAR created new job opportunities, these posts were often filled by individuals outwith the area. In addition, Rich (1981) reports that partners invested substantial public funds in this area (£120 million), but this investment did not bring as much benefit to the East End of Glasgow as might be expected from the level of investment.

The evaluation of the New Life for Urban Scotland initiative found that this approach was successful in providing regeneration improvements in the chosen areas (Fyfe, 2009). For example, improving the quality of housing and the physical environment (Tarling et al., 1999). However, there were mixed results in terms of tackling unemployment. The number of unemployed people declined in two of the four urban areas involved in the initiative, no significant changes were observed in a third area and the fourth area experienced an increase in unemployment rates (Tarling et al., 1999). This finding suggests that once an individual's life outcomes improve, they may choose to move to a less deprived neighbourhood, resulting in limited overall improvement in outcomes in the geographic area which is the focus of the place-based approach (Fyfe, 2009).

The consultants undertaking the evaluation of the SIPs found it challenging to measure the performance and progress of funded projects due to the fact that local baseline data was often unavailable (Communities Scotland, 2006). The evaluation also found that the boundaries of SIPs were 'often felt to be artificial as they did not always create

areas that were recognised as 'natural' communities by local people' (Communities Scotland, 2006, p. 9). Nevertheless, the evaluation evidence suggested that SIPs were able to develop effective methods of community engagement and strategic partnership working (Fyfe, 2009).

The evaluation of Area Based Initiatives in England also demonstrates mixed impact. For example, Bailey (2012) found that Area Based Initiatives only had a modest impact on the localities and that 'the relative differentials between areas and populations in terms of income, employment, health and education did not change a great deal' (p. 13). Furthermore, a survey undertaken by the University of Cambridge in a number of the Single Regeneration Budget areas illustrated very little impact on social conditions in these localities, with only a slight increase in the number of people reporting better community involvement and feeling safer in the area (Bailey, 2012). That said, these findings did evidence a decline in the number of people on low income (10 per cent) and an increase in higher income earners in the community (8 per cent) (Ibid., p. 8).

An evaluation undertaken by the SQW Consulting (2008) on the Neighbourhood Management Pathfinders found that they were effective in developing new working practices with communities which increased their levels of confidence in services and perceptions of their area. Approaches to community engagement enabled services to gain much deeper levels of local intelligence on people's needs and perceptions, particularly those who were typically 'hard to reach'. Furthermore, communities developed a better understanding of how services operated, took part in decision making and developed knowledge, skills and confidence. The evaluation also found that communities' satisfaction with their area as a place to live increased. In particular, communities were more satisfied with the police and street cleaning services, they felt their area had improved and, most importantly, they felt they were more able to influence decisions made by local organisations that affected their area.

HM Treasury (2010) claimed that the 13 Total Place pilots illustrated the potential to achieve real service improvements and generate substantial savings across all locally controlled service. The Treasury estimated national savings of £1.2 million annually, providing examples where financial gains were realised in the 13 pilot areas. For instance, Doncaster Council worked with the third sector organisation Refurnish to redesign its bulky household waste service. Rather than deliver items to landfill, the Council worked with Refurnish to distribute the items to families on low incomes, saving in the region of £20,000 in landfill tax and saving families around £140,000 in furniture costs.

The Joseph Rowntree Foundation commissioned an independent review to evaluate a place-based partnership programme it ran in Bradford (Telfer, 2013). The findings showed that, as a result of this approach, the city managed to reach some minority groups in the community (young men, white working-class individuals, Muslim women) that had proven difficult to engage with in the past. Consequently, they were able to challenge stereotypes and better understand differences between these groups. The evaluation also found that the approach increased policy makers' understanding of local communities.

In summary, there would appear to be some evidence which demonstrates the benefits to date of place-based approaches. However, there is a relative lack of robust evaluation evidence on the efficacy of place-based approaches, especially given the significant investment made in approaches historically. A key learning point for local authorities and their community planning partners going forward will be to build in a proportionate monitoring and evaluation framework as part of any place-based approach. This will not only enable them to assess the impact and value for money, but also will help inform decision-making and potentially provide evidence for continuing resource investment in 'place' in an era of reducing resources.

iv. Key challenges and learning points

The literature highlights a range of challenges that place-based approaches have faced to date. For example, Matthews et al. (2012) found that these approaches are not focused enough on influencing the main statutory partner's decisions around strategic or core expenditure, which can impact on the overall outcomes achieved. Moreover, place-based approaches can lack a strategic focus in terms of how to link localities to wider socio-economic networks and public services. For instance, in some cases a project may focus on the delivery of construction jobs locally, but in order to achieve long-term outcomes, it must be ensured that local residents are able to link to the wider economic geography.

Another challenge with place-based approaches has been that they are often gendered and blind to equalities issues (Matthews et al., 2012). There is not enough evidence available on monitoring, evaluation and analysis of place-based approaches and their impact on specific equalities groups. For example, in the case of regeneration programmes, rehousing can prove stressful and disruptive for lone mothers. It has also been recognised that women are more often involved in community volunteering and activism, 'placing an undue burden on them' (p. 23). Moreover, it is challenging to achieve community engagement with equalities groups because place-based approaches rarely recognise equalities issues or only focus on dimensions of equality such as disability (Matthews et al, 2012).

Another issue is the fact that the causes of problems identified in a locality are often city- and /or country-wide (Matthews et al., 2012). Furthermore, Matthews suggested that place-based approaches may 'miss the links to broader strategies and policy and can deliver an "inward-looking" approach' (Ibid., p. 15). Similarly, Rich (1981) argued that 'the value of treating one small area as a closed socioeconomic system, isolated from the circumstances of the surrounding region, is questionable' (Rich, 1981, p. 217). Rich also noted that the success of the GEAR scheme was limited because the issues identified in the targeted area were related to 'the problems pervading most of west-central Scotland' and 'only regional and countywide policies could successfully address these issues' (Ibid.).

One of the biggest challenges identified by the Joseph Rowntree Foundation is recognising that it is not feasible to satisfy everyone involved in the planning and

delivery of place-based working because of a diverse range of priorities (Telfer, 2013). Stakeholders often have different concerns and reflecting all perspectives is impossible. For instance, it took a long time to formulate a strategy for the GEAR scheme because of the bureaucratic processes of eight different organisations involved in the process. As a result of these difficulties, 'substantial expenditure of money and effort lacked clear, jointly agreed priorities' (Rich, 1981, p. 217).

Another challenge emerging from the literature relates to the effectiveness of community engagement within place-based approaches, with a number of commentators noting that participation is often quite low and can lead to less dominant groups in the community being excluded. For example, the evaluation of the New Life for Urban Scotland initiative concluded that the partners should have focused more on building 'relationships of trust and mutual respect between organisations and communities so that there can be effective transfer of local knowledge held by the community and transfer of development skills held by the organisations' (Tarling et al., 1999).

Moreover, Bailey (2012) noted widespread variation in the definition of 'community' and approaches to local community involvement in area-based initiatives in England. Indeed, Bailey (2012) reported that the majority of project boards initially appeared to assume that localities consisted of 'one homogeneous community' which they could engage with. However, as work got underway they then found that communities are typically more complex, often with conflicting interests and priorities, reflecting diversity in terms of age, gender, ethnicity and many other factors. Furthermore, whilst project boards applied a range of community development models within places, they often found it difficult to engage effectively with communities. Finally, Bailey (2012) found that the type and expectations of community engagement differed across area-based initiatives, ranging from simple consultations with residents to community empowerment, where project boards would encourage communities to run services or set up community organisations.

A key learning point from the literature is that place-based approaches must be clear about their aims and strategy in order to deliver identified outcomes successfully (Breeze et al., 2013). For example, Communities Scotland (2006, p.9) found that they were often unable to determine 'whether the projects that they funded (as part of the SIPs) were delivering the agreed outcomes because SIPs were weak in terms of setting targets, objectives and measuring performance.

The evaluation of the Neighbourhood Management Pathfinders in England highlighted challenges around funding, data and incentives for tackling inequalities. The SQW Consulting (2008) identified challenges in relation to:

- Continuing the pathfinders by utilising mainstream resources, when central government funding ceased;
- Lack of availability of quality neighbourhood data, which hindered the pathfinders' ability to monitor progress, report improvement and provide accountability to local communities; and

- Creating incentives for pathfinders to focus on areas of deprivation.

Finally, the evaluation of the English Total Place pilots concluded that, whilst national programmes are helpful in focusing attention and accelerating progress, they are not sufficient. Furthermore, the following challenges were identified (HM Treasury, 2010):

- Securing the commitment from local leaders to drive place-based working and ensuring they have the necessary support;
- Overcoming a culture of attitudes, beliefs and behaviours of colleagues at different tiers within organisations which are not conducive to collaborative working;
- Gaining buy-in from front-line professionals and providing local incentives to rethink and redesign services;
- Improving data sharing between partners and the availability of accurate data; and
- Addressing cultural and technical barriers to joining up asset management across public services in the chosen place.

Key learning points from Total Place included the following:

- Relationships are crucial and time needs to be invested in developing effective relationships and engaging local people;
- Effective dialogue between communities and service providers is essential, with local communities being supported to develop local solutions;
- There needs to be a clear focus on outcomes from the outset;
- Unrealistic timescales can create tensions, particularly within partnership settings – partnerships by their very nature have to build support carefully for radical change;
- The model of 'pilot and roll out' can be problematic, as pilots cannot necessarily be replicated in other areas with their own unique context and challenges.
- The mind-sets of officers involved in delivery can be predominantly based on 'programme delivery' and monitoring progress, which is not necessarily conducive to tackling difficult social problems;
- Whilst system thinking offers scope to deal with high levels of complexity, it needs to be recognised that we are working with 'open' not 'closed' systems; and
- Political change cannot be underestimated – solutions cannot always be delivered through managerial action and political backing is necessary (Office for Public Management, 2009).

v. Summary points

A review of the literature highlights that place-based approaches to joint planning, resourcing and delivery are not new concepts – they have been around for over

forty years. It would appear that, unlike most of the place work being progressed today, many of the approaches to date have been large scale economic, social and environmental regeneration initiatives that received a significant injection of external and ring-fenced government funding. Whilst there is some evidence of benefits being realised by people and communities living within those places focused on, there is an overall lack of substantive evaluation evidence capturing the impact of these approaches on the life outcomes of individuals, families and communities. Arguably, these approaches had limited overall impact given that local authorities and their community planning partners are still today considering how they can implement place-based working, some of which is taking place in areas that have already received significant investment. This point demonstrates the complexity of place-based working and the inherent challenges of successfully implementing preventative and early intervention approaches and empowering communities to 'do things for themselves', even when large sums of additional money were available to support this.

In conclusion, it can be inferred that the investment already made in places has often failed to address in a sustainable way the root causes of the issues facing people, families and communities living in those areas. The challenge facing local authorities and their community planning partners today is very much about how they tackle the root causes of inequality and poor outcomes in their most disadvantaged places by working more effectively together, and with communities, to jointly plan, resource and deliver services in these places whilst also ensuring that those communities are well connected to wider socio-economic networks.

6. Place-based Approaches in Scotland in 2016 – Key Interview Findings

A summary of the key findings from each interview can be found in Appendix A. It should be noted that these summaries were the position reported as at January 2016 and that the approaches highlighted are the ones that those interviewed were aware of and not necessarily the only place-based approaches to joint planning, resourcing and delivery being implemented in each local authority area.

This section attempts to summarise some of the key findings and trends emerging from the interviews.

i. Identification of places

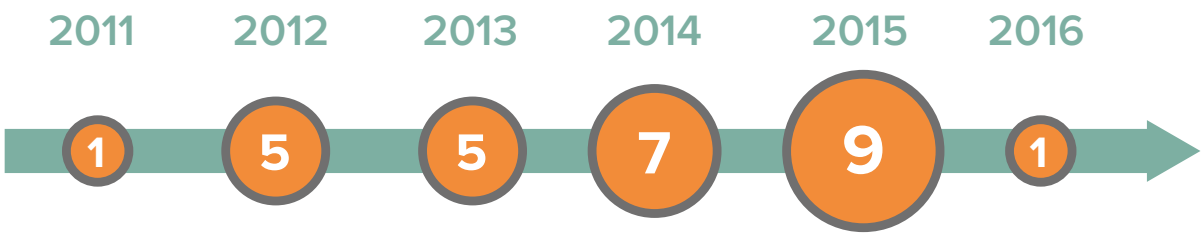
The interviews highlighted the following key points in relation to the identification of places:

- The places identified range from small localities (e.g. villages or a small neighbourhood within a town or city) with a population of up to several hundred, to much larger geographical areas (e.g. a town, a large neighbourhood within a town or city, an island, a cluster of villages etc.). The size and type of place identified is clearly based on the wider geographical characteristics of the local authority area overall.
- Some CPPs are focusing on testing a place-based approach in one area, with a view to learning from this prior to rolling out the approach to other areas. Others are working with a number of places simultaneously.
- Some of the places identified are council wards.
- Some CPPs are focusing their place-based approaches on the areas identified as part of local community planning or area committee arrangements. CPPs have typically divided their area up into 5 to 7 neighbourhoods/areas. East Ayrshire's CPP has divided its area into 32 communities, each of which will develop a community led-action plan, whilst Glasgow's CPP has divided the city into three areas (North East, North West and South) and identified three places within each of these areas it will target as part of its Thriving Places initiative. Whilst the Perth and Kinross CPP is developing an approach targeting five local CPPs based on multi-member wards, it may also identify sub-localities, where appropriate, to address specific issues.
- Some CPPs are implementing a Total Place/ Neighbourhood approach in one area at the same time as they are rolling out an approach to area partnerships/locality plans across the entire local authority area.

ii. Key timelines for introducing place-based approaches

The place-based approaches identified by interviewees have been introduced across the last five years. One approach was introduced in 2011, with most being introduced in 2014 and 2015 (Figure 1). Thus, most approaches are still at a very early stage of implementation, which has presented challenges for this research in terms of being able to measure the impact of these approaches. Most interviewees stressed the importance of recognising that their place-based approaches are long-term approaches, which aspire to improve life outcomes for people, households and communities across the long-term.

Figure 1: Timeline for introduction of place-based approaches in Scotland in last five years



iii. Role of evidence in identifying places

A number of local authorities/ CPPs developed a strategic assessment or community profile for the local authority area, which drew upon a range of data sources, to support them to identify which places they should target. A few took this a step further, by developing strategic assessments/ profiles for each of the neighbourhoods/ areas identified as part of local community planning/ area committee arrangements, accessing socio-economic data at the lowest possible geographical area. For example, Aberdeenshire CPP undertook a local deprivation analysis in Fraserburgh to identify which areas within the town of Fraserburgh were most deprived.

Most interviewees noted that they undertook an analysis of deprivation using the Scottish Index of Multiple Deprivation (SIMD) to identify which places their local authority/CPP would target. Most places that were identified fell within the 20-25% most deprived areas and natural communities surrounding these areas. The islands and other local authority areas with a largely rural population highlighted the challenges of using SIMD in their geographic area, as deprivation is typically dispersed across their area rather than concentrated within particular places.

Other data sources used were the Scottish Public Health Observatory (ScotPHO) Community Profiles and data collated by individual partners within the CPP in areas such as attainment, health inequalities, poverty indicators, accommodation needs of students, assets in the area, unemployment, income levels, etc.

The process of choosing areas for place-based working in North Ayrshire was evidence driven. The council focused on socio-economic data available at the lowest possible geographic level.

SIMD was a starting point and the resource was used heavily as evidence. The council has also looked at data from ScotPHO (especially on life expectancy), Department for Work and Pensions (DWP) and statistics on incomes from a professional services and information technology company, CACI.

The council has recently acquired geodemographic data, categorising population in the United Kingdom into demographic types, called Acorn, also developed by CACI. Acorn was not part of the evidence base for the projects established so far, but will be used in designing an evidence case for the new 6 Locality Partnership Boards.

It should be noted that profile data was only one source of evidence used to support local authorities/CPPs to identify places they wished to target. Most interviewees noted that they combined this with pre-existing knowledge of places by the council and its partners as well as intelligence gathered through community engagement.

Other reasons for selecting a place, combined with the use of data and evidence, included the following:

- There was scope for regeneration activity, particularly in the town centre. (*Clackmannanshire*)
- There was a clearly defined community with particular needs - the island has an elderly and ageing population and by early 2016, it will be entirely in community land ownership. Furthermore, the community was keen to work with the CPP. (*Comhairle nan Eilean Siar*)
- There was a strong sense of community, with many active groups and a number of physical assets with potential for increased community and family use. (*Dundee City*)
- The CPP wished to transform its relationships with all communities. (*East Ayrshire*)
- Partnership working in the area was already having an impact on improving attainment and attendance at school and reducing youth crime, and the CPP wished to build on this and apply this partnership approach across all services delivered in the place. (*City of Edinburgh*)
- There was a strong connected community and strong voluntary sector. (*Renfrewshire*)

- The community and the council and its partners were already making significant investment in the test area sites. (*Stirling*)
- There was a perception amongst the Council's senior management team and local elected members that the pace of development was slower in the chosen place than in other areas. (*West Lothian*)
- The CPP chose not to focus solely on areas in the 15% most deprived data zones, but rather chose places at different stages of development so that they could learn from one another. (*Glasgow City*)

iv. Partners and governance

Feedback from the interviews highlights that place-based approaches are predominantly planned and delivered by public and third sector services working with local communities. In some cases, local businesses are also involved.

Most interviewees reported that the local authority is the lead partner for the delivery of place-based working. Exceptions to this include:

- **Comhairle nan Eilean Siar** – the local authority and Highlands and Islands Enterprise are the lead partners, with the Third Sector Interface leading the delivery of the place-based approach.
- **Highland** – NHS Highlands is the lead partner.
- **Inverclyde** – River Clyde Homes is the lead partner due to their substantial investment in the area.
- **Shetland Islands** – Community Development companies are leading and driving the approach, with support from the local authority and Highlands and Islands Enterprise

Along with the local authority, other Community Planning partners (e.g. Health Board, Scottish Enterprise/Highlands and Islands Enterprise, Police Scotland, Scottish Fire and Rescue Service, local college or university) also tend to be involved in the delivery of place-based approaches, along with other local organisations such as the Third Sector Interface, Housing Associations, Tenants and Residents Associations, Chamber of Commerce, Community Councils, Community Development Trusts, churches, local businesses, etc. Argyll and Bute CPP also noted that it is working with the Scottish Futures Trust as part of the Smartplaces programme.

Some interviewees talked about the importance of establishing mechanisms for communities to get involved in the design and delivery of place-based approaches. For example, Aberdeen City has established a stakeholder group involving up to 200 local people. The Vibrant Communities team within East Ayrshire Council support Community Steering Groups to lead the development of Community-Led Action Plans.

Feedback from interviewees also suggests that the governance arrangements for place-based working are complex, vary across Scotland and are very much dependent on local circumstances. For example:

- Some place-based approaches have established their own multi-agency Boards/ Steering Groups to oversee the delivery of the place-based approach in their area (e.g. Aberdeen, Aberdeenshire, East Lothian, City of Edinburgh, Glasgow City). These Boards then typically report to the CPP and/or council.
- Area Committees have been established in Fife to oversee locality working, with local CPPs established in Perth and locality planning groups set up in South Ayrshire. North Ayrshire is in the process of finalising the governance arrangements for its Local Planning Partnerships.
- Overall, place-based working tends to be governed by the local authority (in cases where the local authority is the lead partner) and / or the CPP (either through the Board, Executive Management Group or thematic partnership).
- The Empowering Communities approach in Orkney is governed by a partnership involving the council, community council, development trusts and Voluntary Action Orkney.

v. Resources

Unlike the place-based approaches introduced in the 1970s, '80s, '90s and early '00s, the majority of interviewees reported that the delivery of placed-based working is now predominantly part of existing roles, with the aim being to mainstream this activity, with no significant new investment being made. The exception appears to be in Inverclyde, where Riverside Homes is investing over £25 million in the regeneration plan to transform the area.

Furthermore, feedback from the interviews demonstrates a diverse approach across Scotland to staffing place-based working. Some approaches are being delivered by one officer, others by a small number of officers, and yet others with the involvement of a whole department.

Over 20 local authorities reported being the main organisation investing capital and/or revenue funding in place-based working, with staffing costs constituting a significant part of these budgets. Other costs include training (City of Edinburgh Council invested £20k in training) and charrettes (West Lothian Council invested £40k in a charrette in its chosen place). Some local authorities also noted that they were funding participatory budgeting in some of their local areas, with some noting the Scottish Government was providing support in relation to training. In January 2016, the Scottish Government announced funding of nearly £500,000 to support participatory budgeting. Thirteen local authorities will receive a share of the fund, which will give people the opportunity to decide where investment should be directed in their local community. This will help to fund over 50 participatory budgeting projects across

Scotland. The investment will be used to match-fund existing council commitments, provide support for participatory budgeting events, and support communities to engage with the process, evaluation and learning.

The Glasgow CPP noted that additional resources have been identified for the anchor organisations (so far this has been a housing association in each of the three localities currently engaged in the Thriving Places programme) which are employing community organisers in each area. To date, these resources have been mainly funded by the council, with the NHS also making a contribution. The Scottish Government has also made funds available for particular activities.

There are some examples of shared staffing by partners, including the following:

- In East Dunbartonshire, the council and Police Scotland fund community police officers in 2 areas.
- The work in Craigmillar in Edinburgh was led by three council officers and two Police Officers as part of their existing roles.
- Inverclyde CPP is exploring options to fund a Project Co-ordinator post, the cost (circa £40k) of which will be shared across partners.
- Key partners in Comhairle nan Eilean Siar have offered their development workers to support the delivery of the place-based approach, including NHS Public Health Promotion workers, Enterprise Agency's development workers, local Police officers and Council development workers.
- In Shetland Islands, the council has allocated some of the time of three Community Workers to take forward place-based working, whilst Highlands and Islands Enterprise also contributes staff time and funds.

Of interest, whilst NHS Highland is leading the delivery of place-based working, the Council has allocated £475k to fund seven posts to support the approach.

A couple of local authorities noted that they have changed their internal structures in order to support the transition towards place-based working. For example, two years ago, East Ayrshire Council established a new Vibrant Communities Team (bringing together front-line staff in leisure, community education, community development and parts of social work and housing), which is the strategic lead for the council's asset-based approach. Approximately 100 council staff are, to differing degrees, involved in the delivery of place-based working within East Ayrshire. Similarly, Stirling Council has established a new department, Communities and Partnerships, which is supporting the rest of the organisation to move towards the council's goal of being community-led.

Dundee City Council commenced its place-based approach in 2011, identifying a geographic community to participate in an Early Years Pathfinder. The council allocated a budget (£180k per annum) from the Early Years Change Fund to set up a small team to deliver the pathfinder. As of January 2016, most of the staff were mainstreamed into

the Council's Children and Families Service, with the senior officer who led the team being placed in a central Integrated Children's Services team to roll-out the Pathfinder learning across Dundee. Likewise, Renfrewshire Council funded a 'Families First' core team in two areas from the Early Years Strategy budget from November 2013 until March 2015. Following a successful evaluation of the Families First initiative, the two core teams are now resourced from mainstream funding. Furthermore, funding has been secured from the Renfrewshire Tackling Poverty strategy to extend the Families First approach into another three localities until March 2017.

Around half of local authorities / CPPs that participated in an interview noted that they were keen to identify opportunities for joint resourcing within a place. This includes the North Lanarkshire Partnership, which is encouraging partners to develop place-based approaches by contributing resources (e.g. staff, skills, assets, funding, buildings, information, etc.) from mainstream resources.

Interviewees indicated that a number of place-based approaches have been successful in attracting some external funding/support. For example:

- East Ayrshire was awarded European Union funding, through the LEADER Programme, to support the development of Community-Led Action Plans in rural communities and to deliver a training programme. Furthermore, two communities within East Ayrshire have attracted external support – The Big Lottery is helping develop solutions to issues within the Shortlees area of Kilmarnock whilst the TSB Bank is working with communities in Cumnock.
- River Clyde Homes, a social housing provider, is investing over £25 million in the regeneration plan to transform the locality chosen for place-based working in Inverclyde.
- Aberdeen City has levered in over £163k to support Northfield Total Place.
- Two places in Edinburgh (Craigmillar and Wester Hailes) have secured some funding from GPs through the Scottish Government's Headroom Project. Furthermore, a third sector provider (Carr Gomm) is operating a grant funded social prescribing scheme in Craigmillar in conjunction with the local GP.

The interviews also highlighted that, where area committees or local community planning arrangements are in place, areas typically receive devolved budgets from the council. For example, East Lothian Council devolves a budget of £250k to each of its six area partnerships. Fife Council devolves a local community planning budget of around £200k to each of its 7 areas, which can be topped-up by the council, particularly in the three most deprived areas. South Ayrshire Council provides small grant funding to its six localities.

vi. Area of focus of place-based approaches

Feedback from the interviews suggests that the majority of local authorities and their

community planning partners are adopting a holistic approach to reducing inequalities and supporting people, families and communities to improve their life outcomes in the round in a disadvantaged area. The motivation to undertake a holistic approach stems from recognition that many negative outcomes within the localities are interlinked -'Negative outcomes are highly interrelated and mutually reinforcing across the range of health, safety, learning, income etc.' (Mair et al., 2011, p. 2). These inequalities are most stark when disaggregated to small neighbourhood level, showing the value of targeting and customising services to particular communities, and on building community capacity.

The interviews suggest that holistic approaches focus on multiple outcomes, with an ambition to reduce inequalities and focus on prevention. The wide range of outcomes focused on include health and wellbeing, attainment, teenage pregnancy, early years and family support, anti-social behaviour, economy and employability, community safety, assets, environment, housing, welfare reform, alcohol and drug misuse, demographics (e.g. support for ageing population, increasing the population), poverty, etc.

Other place-based approaches are predominantly focusing on a particular theme or client group. Some examples of these are provided below:

- **Family Support**
  The driver behind Dundee's Early Years pathfinder in one geographic area was the implementation of 'Getting it Right for Every Child' (GIRFEC). In line with the change of focus in the national Early Years Collaborative, the age range being focused on in the area expanded to age range 0 to 8. Following community engagement, it was also agreed to extend the focus of the pathfinder to whole family work. Likewise in Renfrewshire, a 'Families First' approach is being implemented in two places experiencing socio-economic disadvantage. This is a family centred approach focused on improving outcomes for children aged 0 to 8 and their families. Finally, in East Lothian, Total Place Musselburgh is focusing on vulnerable families.

- **Health Inequalities**
  NHS Highland is the lead partner for implementing the CPP's place-based approach, which is focused on developing a holistic approach around health inequalities. Within the four places, there is an issue with unhealthy weight which has resulted in a particular focus on improving diet and physical activity levels.

- **Physical Regeneration**
  Inverclyde CPP noted that one of the reasons for choosing its place was because a social landlord, River Clyde Homes, was investing around £25 million in the area. On this basis, it made sense to link the physical regeneration taking place in this area with the efficient coordination of services and effective pooling of resources by community planning partners. West Lothian CPP's place-based approach is focusing on planning and physical regeneration and also on the economic and social regeneration of the place, based on themes highlighted by the charrette.

- **Access to Services**
  Comhairle nan Eilean Siar is still scoping the focus of its place-based approach in the Isle of Harris, however, based on community consultation, it is likely that it will focus on equality of access to services, as islanders on Harris do not have the same level of access to services as those living in Stornoway. A key focus of Midlothian CPP's place-based approach is to improve the level of access to local services in three community council areas and rebalance power relationships between public services and communities, developing co-productive approaches to closing outcome gaps.

Of interest, the research findings have shown that some local authorities and their partners started off focusing on a particular theme within a place, but once the work was underway they chose to adopt a more holistic approach, recognising that there are strong, significant relationships between positive and negative outcomes, with areas experiencing one form of deprivation tending to be disadvantaged in several other areas too. For example, one CPP chose to shift its initial focus on young people to the whole family, recognising that inequalities being experienced by a young person's family will impact on their lives, and particularly their education.

Some CPPs undertaking more than one place-based approach have noted that, whilst there will be similarities in focus, there will also be differences depending on their needs, circumstances and communities' differing priorities. For example, in the Shetland Islands, the focus of each place is determined by the priorities identified in each area's local development plan – the focus in one place is on increasing population whilst, in another, it is on economic development. In Fife, each local community plan reflects the priorities identified in the strategic assessment and the priorities vary across the seven areas. Likewise, in North Ayrshire, each of the six neighbourhoods identified their top three priorities.

CPPs also noted that, whilst the focus of place-based activity tends to be driven by priority outcomes set out in the Community Plan/ Single Outcome Agreement, consultation with communities also influences the areas being focused on. For example, in Clackmannanshire the community identified additional priorities to those identified by the CPP, including the need for new community facilities for young and older people and environmental improvements. In West Lothian, the charrette highlighted themes that the community in Whitburn wished to focus on.

At the core of most place-based approaches is the desire to develop an asset-based community development approach, empowering communities to do as much for themselves as possible to improve their own life outcomes, to prioritise the issues of most importance to them and to deliver services themselves. For example, Orkney Islands Council is working with communities in two islands to empower them to deliver services themselves in areas such as road repairs, pier operations, core path restoration, refuse collection and homecare. Furthermore, the Vibrant Communities team in East Ayrshire Council is developing an asset-based approach in every community (East Ayrshire has been divided into 32 communities), with local

communities leading the development of community action plans. In Glasgow, an early piece of work undertaken in the three localities which are currently the focus of the 'Thriving Places' programme is for partner organisations to work with communities to map the physical and human assets in these places.

vii. Key approaches being deployed in place-based approaches

Feedback from the interviews suggests that a range of different approaches are being deployed to implement place-based working, largely depending on local needs, circumstances, knowledge, experience and expertise. Approaches to place-based working vary, not only between local authority areas, but also between different places within the one local authority area. For example, East Lothian's place-based approach incorporates Total Place Musselburgh, which is focusing on vulnerable families, as well as six area partnerships which cover the whole local authority area and are focused on reducing inequalities and improving the quality of life of individuals and communities in each of the six areas.

Nine local authorities/CPPs have indicated that they are using the 'Total Place' methodology, where they are trying to understand the resources invested in a place by local public services, the third and business sectors and the communities themselves. They then assess opportunities for how the overall resources could be used more effectively to deliver improved outcomes. A handful of approaches have specifically used the term – e.g. Northfield Total Place (Aberdeen City), Musselburgh Total Place (East Lothian), Total Craigroyston (City of Edinburgh) – whilst others are using a methodology broadly following the principles of Total Place. This meets the ambition of the Christie Commission, which recommended local authorities explore Total Place type approaches (Christie Commission, page 49) to establish efficient collaborative service delivery.

Interviewees identified a number of common approaches used in their place-based working, with the most common ones being the following:

- **Mapping/profiling and understanding the features of a place**
  A number of interviewees noted that an initial activity was to develop a community profile/ strategic assessment of the place, including gathering performance data and socio-economic statistics on the place, as well as mapping the assets, resources and services in the place. Some interviewees also noted the importance of mapping existing services from a 'customer' perspective and encouraging them to suggest improvements.

- **Community empowerment and involvement**
  All interviewees noted that engaging the community was a crucial feature of the delivery of their place-based approach. Interviewees stressed the importance of developing the skills, confidence and capacity of communities to empower them

to do more for themselves, including co-designing and co-producing services. A key approach to community engagement being used by a number of local authorities/ CPPs is Participatory Budgeting, which enables communities to vote on how a sum of money allocated by the local authority is spent within their neighbourhood. Charrettes have also been used by Glasgow City and West Lothian Councils to involve communities in designing what they would like their place to look like, with a particular focus on physical, economic and social regeneration. 'Planning for Real' has also been used in Moray and is being explored by Aberdeen City as a method for involving communities in planning how they can redesign places. East Ayrshire CPP is working with its 32 communities to develop community-led local action plans.

- **Joint planning, resourcing and delivery**
  A number of interviewees noted that a key element of their place-based approach was for community planning partners to work with the third and business sectors and communities themselves to develop and deploy a collaborative approach to joint planning, resourcing and delivery. This includes considering the pooling of resources (staff, budgets, data, assets, ICT, etc.) to support service delivery to reduce inequalities in outcomes.

- **Developing an assets based approach**
  A number of place-based approaches are developing assets-based approaches to place-based working. These are concerned with facilitating people and communities to come together to achieve positive change using their own knowledge, skills and experience of the issues they encounter in their own lives. Asset-based approaches recognise and build on a combination of the human, social and physical capital that exists within local communities (Scottish Community Development Centre, 2015).

- **Empowering practitioners**
  A few interviewees also noted the importance of engaging with and empowering practitioners working directly with communities in the place. The purpose of this is to encourage locally based staff to use discretion, initiative and flexibility in the way that services are delivered locally.

It should be borne in mind that, as one interviewee pointed out, 'approaches which have been successful elsewhere should not necessarily be perceived as a solution for another place-based approach, as every place has its own unique characteristics'.

viii. The role of community engagement in place-based working

All 27 interviewees noted that their place-based approach aimed to put communities at the heart of what they are doing. For the purposes of this report levels of engagement have been categorised under 5 headings (adapted from http://www.

partnerships.org.uk/guide/ideas.htm which is itself a simpler version of Arnstein's Ladder of Participation)

- **Information** - Tell people what is planned
- **Consultation** - Offer a number of options and listen to the feedback you get
- **Deciding together** - Encourage others to provide some additional ideas and options, and join in deciding the best way forward
- **Acting together** - Different interests, including the community, decide together what is best and they form a partnership to carry it out
- **Supporting independent community interests** - Helping communities to do what is important to them

The approach taken to engaging with the community can be dependent on a number of factors. These may include: the stage that the place-based work is at (i.e. whether it is a mature piece of work which is well established or just commencing); the capacity of the community to partner in the approach; the purpose and the objectives of the work taking place within a particular community; whether there is a requirement from the engagement to shift the balance of power from public sector provision to co-production or community-led provision; the level of power and control that local authorities and partners are willing to cede; and the capacity of public sector partnership to work effectively with communities.

By this we mean that, if the objective is to consult on future service options, then it would seem appropriate to offer a number of choices and ask people their opinion. If the purpose is to begin to create a working relationship with the community, then door knocking and asking questions about peoples' experience in a particular area might be the most helpful approach. If a community is proactive and organised, then they may approach the local authorities to form a partnership to take action on issues they have identified for themselves.

In noting the different types of engagement which have been reported there is no judgement about whether an approach is right or wrong or better or worse than another. Local authorities / CPPs have decided on the appropriate level of engagement for the nature of the work they are undertaking in communities. Having said this, there is a clear correlation between the level of engagement and the amount of power that communities can exercise over their own lives.

Five local authorities have given examples which appear to correlate to the first 2 initial stages of engagement, **information giving** or **consultation**. These approaches appear to be taking place in areas where the place-based work is in its early stages. One example is where Glasgow City Council is beginning work with new areas which are likely to become part of the "Thriving Places" approach. The purpose of engagement at this stage is, therefore, to ensure that information is disseminated to people who work and live in the area so they understand about "Thriving Places". In the later stages of

the “Thriving Places” work, other forms of community engagement are deployed.

East Dunbartonshire report an example of using information giving and consultation through the development of focus groups to consult with people in order to test solutions that the Council has developed to address specific issues. They are extending this approach by developing, from the focus groups, Community Champions who can test further proposals and allow the Council to tailor services.

A number of local authorities are consulting with communities to get their views on tackling current council or CPP challenges e.g. the structure of arrangements for local planning partnerships, a council proposal which has 3 options, testing community responses to current challenges. This is in the territory of telling people what the local authority has planned or where the local authority has a view of how to proceed, offers limited options and then listens to what people have to say. The community is not involved in the early discussion or development of options.

The greatest number of local authorities (12) would appear to be undertaking community engagement at the level of **deciding together**. The local authority or CPP starts out with ideas and invites additional ideas, exploring options and jointly deciding the best way forward. For example, Highland CPP is using an approach of mapping assets in a community as a starting point for further work but are then extending that engagement by using tools like Ketso (a tool to facilitate communities to learn together and develop creative solutions to things that are important to them) to help the CPP understand how communities themselves see the priorities.

Some other examples of engagement at this level include Stirling Council, which is running workshops with communities which are specifically about them articulating a vision for their own neighbourhoods and places; North Ayrshire, where communities are offered the opportunity to decide on a mix of issues and interventions and a level of co-delivery explored; Dundee City Council, where the local authority is bringing together community representatives, third sector and partners to shape the next phase of their pathfinder looking for the local people in the community to create the priorities. This type of approach is also being used by other local authorities and CPPs including East Lothian, West Lothian, South Ayrshire and Clackmannanshire. South Ayrshire, along with others, are specifically reaching people who normally do not participate and to identify the skills and passions in the community. Moray Council is using an approach called “planning for real” with communities.

Glasgow City Council used an unusual form of engagement through organising a tea dance for older people and, through this medium, found engagement much easier than a more traditional approach. They felt that they were able to get a deeper and more honest response and uncover what was most important to this community, with issues raised including dislocation of families and bereavement.

Some challenges around deciding together with communities have been identified. One local authority which used data-based profiles of communities found that their

understanding of the community was not how the community saw itself. Engagement work in Clackmannanshire found that the community did not share the priorities that had been identified and, although both local authority and community priorities are being taken forward, some of those priorities are not shared.

6 local authorities reported that they are **acting together** with communities to decide what is best and they are **then going on to develop a partnership response to carry out action**. For example, Orkney Islands Council, through its Empowering Communities work, has identified issues with providing services to remote island communities and has looked at some different ways of working in order to build local capacity to meet need. The local authorities and the Islands communities identified some issues that were important to both of them, for example, repairing a local hostel and making core path repairs. The council took the approach of facilitating the communities to undertake the work themselves, including offering training and assistance so the future solution to the problem is on the Island. The local authority recognises that the islands communities are very motivated to tackle these issues and galvanising action was relatively straightforward resulting in real gains for the islands.

Within the Wester Hailes area, City of Edinburgh Council reported that it had built relationships with the community and third sector including identifying, encouraging and building on the assets of small local community groups. Together they designed and ran problem-solving and conversation café events and made use of the resources in community, for example to translate information into minority languages. Craigroyston have ongoing community conversations, developing joint action to tackle priority issues.

Midlothian Council reported a similar approach where, over a period of years, it has built up good relationships with communities through conversations and listening to people's perspectives and perceptions about where they live. This had enabled them to develop joint agendas and take joint action.

Four local authorities report that they are engaging communities at the level of **supporting independent community interests**. Total Craigroyston has worked with the recovery community to listen and build relationships and now act as an enabler to this group. Shetland Islands Council reported that communities are developing their own development plans and working on the issues that are most important to them e.g. increasing population or economic development. This is not driven by the Council but is supported by it. East Ayrshire similarly has been facilitating local communities to carry out a survey of what is important in their area. If the community has 40% participation in the initial survey then the work moves on to the community looking at local issues and priorities. This has resulted in 11 local action plans from the communities supported by the council but largely meeting their own needs e.g. improving the local environment, taking on physical assets etc.

Comhairle nan Eilean Siar outlined that it had been approached by one of their communities around access to services. The Council set up a group with community

organisations and community land organisations to identify key issues the community want to focus on and where they want input from the CPP with a view to a package of agreed priorities and joint resourcing. They are also looking at participatory budgeting to enable communities to get more of what they want. Three other local authorities (Glasgow City, Moray and Shetland Islands) reported using or looking at the use of Participatory Budgeting as part of involving communities in their approach to working with place. It should be noted that, in total, around 20 local authorities are currently at various stages of deploying participatory budgeting.

ix. Intended outcomes of place-based approaches

The majority of place-based approaches have developed priority outcomes for their place-based approaches, with a couple still in the process of identifying outcomes. Key learning from Dundee City Council, whose place-based approach has been in operation since 2011, is 'to identify measurable outcomes at the start which are linked into the overarching priorities of the city'. Aberdeen City Council noted that it has developed a logic model to identify the short, medium and long-term outcomes for its Total Place approach.

Seven interviewees noted that the outcomes for their place-based approaches relate to wider SOA/community planning outcomes. For example, East Dunbartonshire CPP noted the importance of ensuring its place-based approaches focus on the SOA outcomes. In Fife, the seven area committees have adopted key outcomes and performance indicators that are in Fife's Community Plan. Likewise, the new locality working arrangements in Perth and Kinross are aimed at delivering the SOA within a local context. Furthermore, the outcomes in the community-led local action plans in East Ayrshire relate to those in East Ayrshire's Community Plan. In East Lothian, the area partnerships do not have specific local outcomes but instead aim to deliver the SOA's outcomes in relation to people and communities feeling more engaged and having a greater influence in decision-making. One of the outcomes in Inverclyde's place-based approach is positive wellbeing, in line with the wellbeing outcomes the CPP has adopted. Finally, the Argyll and Bute CPP noted that their place-based approach had been developed to create efficient joint working in the locality and to deliver the SOA outcomes.

Interviewees with more than one place-based approach in place also noted that the outcomes for each place were tailored to the priorities for that place. For example, in Fife the local community plans include a set of outcomes and related performance measures tailored to each of the local areas.

The outcomes of place-based approaches highlighted by interviewees can be categorised as improving outcomes for people, families and communities living in the area and/or improving the way in which public services work with each other, and with the third and private sectors and local communities to improve the place. A number of interviewees specifically mentioned the need for place-based working to focus on prevention/early intervention approaches to service delivery to achieve its desired outcomes.

- **Improving outcomes for people, families and communities living in the place**
  Based on the interviews, the outcomes most likely to feature in place-based approaches are:
  - Communities will be safe and feel safe - e.g. reducing crime (often youth crime), reducing domestic violence, reducing anti-social behaviour
  - People will live in strong, popular and attractive communities – e.g. increasing the availability of sustainable housing, creating sustainable and efficient island communities, attracting people to the area
  - People's employment opportunities will be improved – e.g. reducing youth unemployment, improving job opportunities
  - People will be better educated and skilled – e.g. improving attainment, improving positive destinations
  - Communities will have high quality and accessible local services and facilities – e.g. improving accessibility of services
  - People's health and wellbeing will be improved, with a reduction in health inequalities – e.g. reducing teenage pregnancy rates, reducing levels of obesity/ unhealthy weight, increasing healthy life expectancy, increasing rates of breastfeeding
  - People, families and communities will be more empowered and resilient – e.g. increasing community engagement, ensuring communities are involved in the design and delivery of services, empowering communities to take more control of the delivery of services, strengthening local democracy
  - Inequalities of outcomes will be reduced between places

- **Improving ways of working to achieve improved outcomes**
  A number of interviewees noted that a desired objective of their place-based working was to support communities more effectively through the better coordination of public services, particularly by developing closer and stronger links across Community Planning partners. For example, the Lochee Pathfinder in Dundee City had a broad aim to join-up service delivery around the provision of support to families. The approach in Scottish Borders aims to enable more effective joint planning, closer aligned resources and, ultimately, a joint budget-setting process with all partners. Finally, the approach in Aberdeenshire is very much about supporting communities to achieve improved outcomes by providing them with a more coordinated experience of public and third sector services in their area and achieving a reduction in levels of demand on services as a result of joining-up and streamlining delivery.

In terms of progress, the interviewee from Clackmannanshire noted that, although health outcomes have improved in the place which is the focus of the CPP's work and there has been a reduction in teenage pregnancy, it is too early to establish direct

attribution to the activity taking place under the place-based work. Renfrewshire CPP reported that its 'Families First' core team model includes an income adviser to review the income of families. To date, £1.4 million of income has been maximised for families in the two places they are focusing on.

x. Evaluation

Given that most place-based approaches are at a very early stage of planning or implementation, it is perhaps not surprising that many are still at the early stages of determining how they will evaluate the impact of their approaches. Some interviewees noted that, given the medium to long-term nature of the outcomes place-based approaches are aiming to achieve, it will be more appropriate to assess tangible evaluation evidence later on in the approach.

Two place-based approaches have been evaluated by local universities. Firstly, the University of Dundee undertook an evaluation of Dundee's Lochee Early Years Pathfinder, which highlighted a number of successes both in terms of improved outcomes for children and families and changes to working culture and practice amongst delivery partners. The recommendations from this evaluation, combined with the learning gathered by practitioners through the delivery of the pathfinder approach, is informing how Dundee's Integrated Children's services team roll-out the early years approach across Dundee. Secondly, Glasgow University undertook an evaluation of Renfrewshire's Families First core model. Overall, the research found that the approach was having a positive impact on families in Linwood and Ferguslie Park. However, it also found that it may take several years for the work to achieve positive outcomes for some families – for example, the research found that many families present with a simple issue which, over time, can reveal much more complex issues requiring further support from the Families First team.

The interviewee from Aberdeen City also reported that an interim evaluation has been undertaken of its Total Place approach highlighting that Northfield Total Place has been successful in attracting new resources into the community. The evaluation report found that potential risks are associated with not agreeing expectations from the outset and that at the very beginning of the project it is necessary to establish how a place-based initiative will be evaluated.

Musselburgh Total Place Family Focus in East Lothian is using an action inquiry approach to support the work of the Board and the Project Team. The approach to the work is being evaluated by Workforce Scotland as part of the national Enabling Collaborative Leadership Programme, a piece of joint work developed through Workforce Scotland.

In terms of next steps, nearly half of the interviewees noted that a key area they would be focusing on in the short-term would be to evaluate the benefits of the place-based approaches underway and to consider if the approach could be replicated elsewhere. Comments were made such as 'learning from experience', 'assessing benefits and

replicating if successful', 'developing an evaluation approach', 'continuing the cycle of learning', 'developing a set of indicators to test the efficiency of the approach', etc.

The findings from the interviews therefore mirror the findings from the literature review that there is a lack of evaluation built into place-based approaches to evidence both the impact they have on supporting improved outcomes and the interventions which appear to have the biggest impact on improving places and the lives of the individuals, families and communities who live there.

Thus, whilst numerous positive examples have been reported, the research is unable to reach firm conclusions at this stage as to the effectiveness and value-for-money of place-based approaches both in Scotland today and those that have taken place previously across the UK based on the evidence available.

xi. Challenges of place-based working

Interviewees reported a range of challenges relating to place-based working, which include the following:

- **Data gathering and sharing**
  Interviewees reported a number of diverse challenges around data gathering and sharing. Island authorities and local authorities with a largely rural population highlighted challenges of using the SIMD in their geographic area, as deprivation is typically dispersed across their area rather than concentrated within particular places. For example, Dumfries and Galloway Council reported the challenges of gathering data on indicators of poverty in a rural area, as indicators of poverty are much more widely spread geographically than the data zones used by the SIMD. Thus, levels of poverty are widespread throughout the area, often in small rural settlements previously unidentified in national profiling information.

  Some interviewees also noted that it was difficult to collect and analyse the relevant data to support planning for a place-based approach, due to the lack of in-house research and analytical capacity.

  Similar to the Total Place pilots that took place in England, four interviewees reported challenges in relation to data sharing – this ranged from internal data sharing issues between services within a local authority to data sharing challenges between community planning partners. For example, one interviewee noted that some council services and GPs refused to share data with officers leading their place-based approach.

  Furthermore, North Ayrshire CPP noted that one of the biggest challenges it encountered when mapping resources was getting a breakdown of budgets from organisations across the six neighbourhoods. The interviewee noted that some agencies such as the Department for Work and Pensions, Strathclyde Partnership for Transport, Ayrshire College, Skills Development Scotland and Scottish Enterprise

find it difficult to break their data down below the local authority geography.

- **Resources and capacity**
  Lack of resources and stretched capacity were the most common issues affecting the delivery of place-based approaches in Scotland. Over 20 interviewees noted that this was a challenge, emphasising that progress was slower than expected due to place-based working being only one part of people's jobs. For example, Clackmannanshire CPP reported that it was challenging to build relationships with local people without a designated person in the place. Inverclyde CPP also experienced challenges in relation to funding, having dedicated resources/ employees to support the work, freeing-up partners to have time to focus on the project and having the resources to develop a robust evidence base in order to drive processes forward.

  Furthermore, similar to some of the challenges experienced in the Total Place pilots in England, some interviewees noted that it was challenging implementing new ways of working when previous structures still remained. Furthermore, the capacity of some services to test new ways of working was also identified as a challenge. The interviewee from the Aberdeen City Health and Social Care Partnership also reported difficulties in finding a suitably skilled Programme Manager to lead their Total Place approach, having to re-advertise the post three times before the position was filled.

  Finally, Aberdeenshire CPP highlighted the challenges of introducing a different delivery approach around place at the same time as partners were also going through other significant changes, such as Health and Social Care Integration, Community Justice redesign, the introduction of a national Police Scotland and Scottish Fire and Rescue Service and the enactment of the Community Empowerment (Scotland) Act 2015, resulting in reduced capacity to focus on the place work.

- **Community engagement**
  A number of interviewees highlighted diverse challenges around community engagement. For example, NHS Highland reported issues relating to building relationships and trust with communities, particularly where previous work undertaken with them was not sustained, often due to issues of short-term funding. Likewise, Shetland Islands Council noted that a challenge for the council and its partners was to ensure that it maintained positive, trusting and effective working relationships with communities. Perth and Kinross CPP stressed the importance of ensuring local communities are engaged and represented and work together effectively with local public services. Glasgow CPP also identified challenges around gaining buy-in to the approach from local residents and partners, unlocking community potential and building capacity and accessing further funding to develop community budgeting.

  East Ayrshire Council reported challenges in terms of the overwhelming scale of participation by communities in the development of local action plans, noting they

had to be flexible in responding and ensuring they could cope with the demands for development of the action plans.

Managing community expectations was also identified as an issue by two interviewees. Clackmannanshire Council noted that managing expectations in terms of timescales was an ongoing issue, particularly where major investment was required or partner interdependencies required wider discussion and agreement. West Lothian CPP, which used a charrette, noted that, by its very nature, the charrette is visionary and intentionally aspirational and therefore requires a fair bit of realism to balance this up.

- **Evaluation and measuring progress**
  Like most of the place-based approaches that have taken place across the last forty years, identifying an approach to monitoring and evaluating place-based working has been highlighted as one of the main challenges facing local authorities and their partners. Around 10 interviewees noted that they would be focusing on developing an approach to evaluation as the next stage of their place-based approach. Some of the challenges identified included lack of availability of data at local level to measure the impact of the place- based approach and lack of resources to undertake an evaluation. This reflects the findings in the literature review that evaluation can be challenging due to the lack of availability of baseline data. Some interviewees, including those from the City of Edinburgh, noted that it makes sense to measure progress against some of the outcomes in the longer-term. Dundee City also noted that a key learning point was to identify mechanisms to report progress and distribute learning in other settings.

- **Communication**
  Five interviewees highlighted challenges around communication and language. For example, Aberdeen City's Total Place initiative encountered challenges in articulating what the approach has achieved and communicating the benefits of the work. East Lothian CPP also reported challenges in supporting the workforce to understand how Total Place Musselburgh and the Area Partnerships would work. City of Edinburgh and Stirling Councils noted difficulties in explaining the place-based approach to stakeholders and subsequently bringing them on board with the work. Finally, Glasgow City identified a need to bring the different strands of work together and provide greater clarity on what the CPP is seeking to change through this approach.

- **Culture**
  Some interviewees reported challenges around culture. For example, one CPP reported challenges in relation to changing the way in which services engage with each other, with many struggling to change the way in which they had historically engaged with each other. Edinburgh City also noted that their place-based approaches experienced some resistance as council colleagues were suspicious of the new way of working.

- **Defining and identifying localities**

Some interviewees highlighted tensions between the places/localities identified by the CPP for place-based approaches and those identified by the Health and Social Care Partnership for the purposes of locality planning as defined by the Public Bodies (Joint Working) (Scotland) Act 2014. A minority (e.g. Fife CPP) noted that the localities used for local community planning/area committees are the same areas being used by the Health and Social Care Partnership. Shetland Islands Council also noted that a key next step would be to work closely with the Integration Joint Board around localities and in relation to establishing joint community forums. Aberdeenshire CPP also noted that it is considering its approach to locality planning under the Community Empowerment (Scotland) Act 2015 and anticipates a place-based approach will underpin the delivery of local outcomes.

Other challenges identified included the following:

- The disparity and spread of the population makes place-based approaches challenging (Comhairle nan Eilean Siar).
- The pace of change required to upscale place-based approaches across the city (Dundee City).
- Priorities in local community plans may, on occasion, differ from the council's service based priorities and it can sometimes be challenging for services to respond to local needs and priorities. This has resulted in an escalation process being developed to resolve any conflicting priorities (Fife).
- Managing the different expectations of the various organisations involved in the place-based approaches (Highland).
- Securing the buy-in and commitment from partners to Planning for Real and Participatory Budgeting (Moray).
- Keeping the momentum going and remaining action focused (South Ayrshire).

Outwith this research, the Improvement Service hosted an event in February 2016 to explore the relationship between spatial planning and community planning. From the feedback provided by both development planners and community planning managers during the discussion groups, it would appear that there has been a challenge in recognising that space making and place making go together. The Improvement Service will work with the spatial planning and community planning communities to address this challenge.

7. Conclusion and Next Steps

This research has provided an overview of place-based working both historically and in the context of current practice across Scotland. Whilst there are a wide variety of approaches being undertaken, the research has highlighted a range of common principles that feature across most areas. The Community Empowerment (Scotland) Act 2015 is likely to increase significantly the focus in place-based working. In contrast to various historical approaches, which involved significant injections of external funding, a major challenge in place-based working going forward relates to embedding effective approaches by utilising mainstream resources and community assets. Much of this will also entail attitudinal changes to traditional models of service design and delivery. Whilst hard evidence concerning the impact and value-for-money of place-based working is limited, feedback from the primary research indicates that there is strong general desire and commitment to develop the evidence base and collaborate in the sharing of emerging practice.

In terms of next steps, nearly half of the interviewees noted that a key area they would be focusing on in the short-term would be to evaluate the benefits of the place-based approaches underway and to consider if the approaches could be replicated elsewhere. This will be critical in supporting local authorities and their community planning partners to evidence the benefits and impact of place-based approaches, both in terms of tackling inequalities in outcomes and delivering cost savings. Given the number of CPPs focusing on evaluation in the next 12 months, this may be an area where it would be useful for the Improvement Service to work with colleagues in local authorities/CPPs to design a common approach to evaluation.

A key element of evaluation could be to support those delivering place-based approaches to use a model of learning and evaluation driven by the practice of action inquiry. This approach is very much about the practice of collaborative leadership and improving that practice in the context and complexity of everyday activity. Experience shows that, despite good intentions, the time and space for learning too often 'drops off the agenda' in these situations. Again this is an area the Improvement Service could support colleagues with.

This report summarises key developments in place-based working that have occurred within Scotland and the UK over recent decades and it also provides an overview of current place-based initiatives across Scotland. Based on this analysis, a series of key features of place-based working have emerged and these have been encapsulated within a Checklist (Appendix D). The Checklist sets out a series of key issues to consider when either embarking upon a new place-based initiative or reviewing an existing one. It has been designed as a practical tool for use by partnerships to help shape their thinking and approach.

Finally, all interviewees expressed an interest in forming a place-based learning network (both physical and virtual), facilitated by the Improvement Service, where

they could share practice and learning, work on common issues together, get advice from colleagues on challenges, etc. The Improvement Service will look to work with colleagues involved in delivering place-based approaches over the coming months to establish a physical and virtual network, which will be collectively owned by all those who participate.

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Appendix A – Summary of Place-based Approaches Across Scotland

1. Aberdeen City
2. Aberdeenshire
3. Argyll and Bute
4. Clackmannanshire
5. Comhairle nan Eilean Siar
6. Dumfries and Galloway
7. Dundee City
8. East Ayrshire
9. East Dunbartonshire
10. East Lothian
11. Edinburgh City
12. Fife
13. Glasgow City
14. Highland
15. Inverclyde
16. Midlothian
17. Moray
18. North Ayrshire
19. North Lanarkshire
20. Orkney Islands
21. Perth and Kinross
22. Renfrewshire
23. Scottish Borders
24. Shetland Islands
25. South Ayrshire
26. Stirling
27. West Lothian

Aberdeen City Council

Geographic area/s	Northfield Total Place (includes the following neighbourhoods: Middlefield, Northfield, Heathryfold, Cummings Park and Mastrick), Torry and Tillydrone.
Timescales	The place-based approaches started in 2012 - Northfield Total Place is the only area to really make progress.
Evidence	These areas were chosen because they were amongst the most deprived in the city against the SIMD data. For the Northfield Total Place work attainment data was also examined to build up evidence. More recently more comprehensive place-based data has been gathered including information about the history of the area, its community assets, a range of socio economic data and the physical composition of the area. The council carried out surveys in all three areas to understand residents' perceptions of their area, along with other information such as how local citizens find out what is happening in their area, and what they feel they could do to enhance their community. The council have also worked with the University of Aberdeen to develop wellbeing indicators as part of the Northfield Total Place work.
Areas of Focus	The overall focus across Aberdeen City is a holistic approach to reduce inequalities and improve wellbeing. Across the three community areas, the focus is on multiple deprivation and wellbeing indicators. The Northfield Total Place approach is more developed and it is now focusing on indicators of youth disturbance, attainment and attendance at schools and wellbeing perception indicators. An Asset Based Community Development approach is being developed to build on community strengths.
Partners and Governance Arrangements	Aberdeen City Council is the lead partner and the council departments involved in the place-based approaches include Children and Adult Social Care and Education. The NHS and Police Scotland are represented through the CPP board whilst the Scottish Fire and Rescue Service, third sector organisations, community groups and up to 200 local people are involved through the stakeholder group. There is a board specific to

	Northfield Total Place that reports to the CPP Management Group, the CPP Board and a Learning and Workforce thematic board.
Resources	Initially there was a Project Team in place for Northfield Total Place but now there is one Programme Manager. It has been established that the initial resource (for this post, funded by the council and NHS Grampian), over a fifteen-month period, this resource has leveraged in more than £163,000 to the local area. (Over 200% of the initial investment.)
Approach/ Features	An asset based approach is being taken in Northfield Total Place, however, a variety of methodologies e.g. the 'Planning for Real toolkit/methodology' are being explored in order to attempt to distinguish what works best and where. The Council is looking to support the community to take responsibility for developing their communities as it is unsustainable to maintain the current public sector dependence model.
Community Engagement Strategies	A range of methodologies have been used to engage with local communities. The council created a survey which was available in a number of formats, a paper version, online through survey monkey and on iPads. Responsibility was given to volunteers in communities across all three areas to carry out the surveys with residents. Volunteers went into spaces and places where people naturally congregate, like bus stops and community centres to engage people in taking part in the survey. The Council has been feeding back the information from the survey through school fairs and galas and it also held a specific feedback event. A participatory budgeting event took place through Northfield Total Place in November 2015, which saw, over the course of one day, over 1700 children and young people vote on how they would like £50,000 to be spent in their local area.
Outcomes	Northfield Total Place has three main high level outcomes - improved attachment, improved health and wellbeing and improved aspirations leading to improved attainment and achievement. The Council has developed a logic model which outlines short, medium and long term outcomes. An interim evaluation has now been carried out.
Challenges	Aberdeen City Council faced a challenge in finding a suitably skilled Programme Manager and had to re-advertise three times before the position was filled. There have also been challenges in articulating what the approach has achieved and communicating the benefits of the work. This has been part of a wider challenge in communication and language. Like many place-based approaches, evaluation has also proved challenging

	however an interim evaluation has been carried out, considering the initiative from a range of perspectives.
Next steps	Aberdeen City Council is looking to progress work in Tillydrone where engagement work took place in spring 2015 and there has been a good network between community groups and residents established for a while. Torry is further behind with engagement taking place in summer 2015 and, despite having strong community groups, an integrated and effective community network is yet to be developed. Initial work in Torry and Kincorth to develop Community networks is planned to commence in February 2016. Driven by the requirements of the Public Bodies (Joint Working) Scotland Act, a range of activities are now being shaped to drive forward community and locality planning throughout the city, supported by the Aberdeen City Health and Social Care Partnership. This work will build on the existing place-based work and the lessons learned through the processes undertaken to date.
Learning Network	Interested in the Learning Network
Contact	Gail Woodcock, Integrated Localities Programme Manager Aberdeen City Health and Social Care Partnership, Aberdeen City Council gwoodcock@aberdeencity.gov.uk

Aberdeenshire Council

Aberdeenshire COUNCIL

Geographic area/s	Town of Fraserburgh and communities across the council area.
Timescales	Total Place approach in Fraserburgh began in early 2014 and Community Action Plans were introduced across the council area around 9 years ago.
Evidence	A local deprivation analysis was carried out. Firstly, the SIMD data highlighted that a number of Aberdeenshire's 15% most deprived data zones are in Fraserburgh. In addition, the Council also used related data on health inequalities and poverty indicators. Lastly, the Council and Police Scotland gathered further evidence on analysis of crime statistics. Not all of Fraserburgh is deprived, and, as a result of the crime data and further analysis around geography, the areas around the harbours were highlighted to be particularly deprived.
Areas of Focus	In Fraserburgh, the work initially focused on substance misuse but has changed to a broader, more holistic focus.
Partners and Governance Arrangements	The Council is the lead partner, with the project steering group sitting under the CPP Board. The Steering Group is comprised of the Council, Police Scotland, NHS, Alcohol and Drugs Partnership and the Third Sector. The CPP Board, which has wider membership than the Steering Group, has oversight of the work.
Resources	The work is part of the existing roles of an Area Project Officer in Fraserburgh, a Strategic Development Officer for Community Planning and a Partnership Analyst.
Approach/ Features	An eight stage model has been identified for the work however, progress has stalled at Stage 2 – the data sharing (which allows partners to assess). Our approach is now to consider Total Place during the development of our Local Outcomes Improvement Plan – which will have a significant focus on inequalities and preventative work – decision based on our evidence.
Community Engagement Strategies	The Fraserburgh North Needs Assessment was a very strong door to door engagement and it also suggested that they make use of pre-existing community engagement knowledge. This

	identified that the most vulnerable households in Fraserburgh benefit from a more joined up approach to the delivery of services.
Outcomes	There are two core outcomes for the Fraserburgh place-based approach - improving outcomes for people through a coordinated experience of the public and third sector services and achieving a reduction in levels of demand on services as a result of these collective efforts to joining up and streamlining delivery. It has been challenging to implement a different delivery approach at the same time as the approach being several significant changes for partners i.e. H&SCI, Community Justice redesign, national Police and Fire Services, new Community Plans, Community Empowerment (Scotland) Act which has resulted in reduced capacity to focus on this specific project. Primarily the council would like to focus on engagement, particularly with practitioners as it appears that there is a lack of understanding of the direct benefits of referring clients to the project. This would potentially resolve the issues experienced in the sharing of data. This ties into outcomes within the 2013-2016 Local Community Plan and connected to emerging priorities for the 2016-2019 B&B Community Plan. This will implement a joined up approach to tackle anti-social behaviour issues in respect to drinking, drug misuse, vandalism of property and the reduction of deliberate nuisance fires.
Challenges	It has been challenging to implement a different delivery approach at the same time as the approach being several significant changes for partners i.e. H&SCI, Community Justice redesign, national Police and Fire Services, new Community Plans, Community Empowerment (Scotland) Act which has resulted in reduced capacity to focus on this specific project. Primarily we need to focus on engagement, particularly with practitioners as it appears that there is a lack of understanding of the direct benefits of referring clients to the project. This would potentially resolve the issues experienced sharing data.
Next steps	The Community Planning Partnership is in the process of developing a Local Outcomes Improvement Plan and considering our approach to Locality Planning. It is anticipated a place-based approach will underpin the delivery of locality outcomes
Learning Network	Interested in the Learning Network.

Contact	Amanda Roe, Service Manager (Policy, Performance & Improvement) Aberdeenshire Council amanda.roe@aberdeenshire.gov.uk

Argyll & Bute Council

Geographic area/s	Dunoon
Timescales	The work commenced in autumn 2015.
Evidence	The CPP suggested that a place-based approach to service delivery should be developed. This locality was identified through available data supplied by a number of partners (e.g. college data on accommodation needs for students, council data on available assets).
Areas of Focus	The place-based approach in Dunoon is focused on regeneration of the area. The CPP is particularly interested in looking at joint resourcing and asset planning for Dunoon. Other place-based work is also taking place across Argyll and Bute as the geography of the area lends itself to place-based approaches given the number of small towns and rural settlements. The approach in Dunoon is in an exploratory phase. Argyll and Bute's SOA annual reports will provide an update on other place-based work taking place in the local authority area.
Partners and Governance Arrangements	This approach is led by the CPP. The CPP is also working with the Scottish Futures Trust as part of the Smartplaces programme.
Resources	The approach is being delivered as part of existing roles at the moment.
Approach/ Features	Joint resourcing and partners within the CPP sharing assets within the area.
Community Engagement Strategies	Involvement of communities is dependent on the project and capacity of the community.
Outcomes	This place-based approach has been introduced in order to create efficient joint working in the locality and to deliver SOA outcomes.
Challenges	Not applicable at this stage.
Next steps	Not applicable at this stage.

Learning Network	Interested in the Learning Network.
Contact	Rona Gold, Community Planning Manager Argyll and Bute Council rona.gold@argyll-bute.gov.uk

Clackmannanshire Council

Geographic area/s	Tullibody
Timescales	The work commenced at the beginning of 2013.
Evidence	The Council undertook a strategic analysis using available data related to the SOA, enabling the identification of key priorities for early and preventative interventions. Tullibody is a deprived community based on the Index of Deprivation, with various socioeconomic and demographic issues. It was also chosen because of scope for regeneration activity – especially in the town centre.
Areas of Focus	The CPP identified various themes and services in Tullibody including teenage pregnancy and family support, anti-social behaviour, provision of employability support within the context of prevention and early intervention. The Tullibody community identified additional priorities such as a need for new community facilities for young and older people and environmental improvements, which were considered within the CPP's planning. For example, an identified need for replacement schools in the community, was considered within the context of planning for more integrated services and the community desire for improved facilities and services.
Partners and Governance Arrangements	The CPP agreed the approach, though the Council is the main lead partner in terms of driving the process. The CPP Board and Council governance arrangements are in place to oversee the development of place-based working under the banner of a change programme called Making Clackmannanshire Better.
Resources	At this point, the Council is the main organisation investing capital and revenue funding towards the initiative, however, it is expected the approach will evolve more broadly, for example as H&SCI and community justice further develop. The Council is funding Community Action Planning across all its communities and is providing and supporting participatory budgeting opportunities with partners, including the Coalfields Regeneration Trust. The delivery of place-based working is part of existing roles, however, the Council is keen to look at the concept of cluster or locality officers who would be responsible

	for community engagement and facilitating the redesign of integrated local services based on need.
Approach/ Features	Mapping services, issues and assets.
Community Engagement Strategies	The community played an active role in the development of a Community Action Plan, and remain engaged in wider aspects of community regeneration, including environmental improvements. The Plan is seen as the community's contribution to local planning and has contributed to the establishment of key investment priorities in the locality.
Outcomes	The intended outcomes are related to improvements of socioeconomic and demographic circumstances in the area. There have been achievements, particularly in regard to long-standing issues such as health outcomes and teenage pregnancy rates, however it is too early to establish a direct attribution.
Challenges	It was challenging to build relationships with the community without a designated person in the area. Managing community expectations in terms of timescales was an ongoing issue, particularly where major investment was required or partner interdependencies required wider discussion and agreement. There were issues with the level of resources in place, at times officers had multiple roles, which sometimes diffused focus. Other challenges related to wider local and national public sector reforms, which understandably create resource tensions with local initiatives.
Next steps	At the moment the Council is developing proposals to deploy a cluster-based approach across the whole of Clackmannanshire in support of CPP outcomes. These will be based on the lessons learned in the Tullibody initiative.
Learning Network	Interested in the Learning Network.
Contact	Stuart Crickmar, Head of Strategy & Customer Services Clackmannanshire Council scrickmar@clacks.gov.uk

Comhairle nan Eilean Siar

Geographic area/s	The Isle of Harris
Timescales	This place-based approach was introduced in 2015. A draft plan for the Isle of Harris should be ready by March 2016.
Evidence	This locality was chosen on a geographical basis as it is a clearly defined community with particular needs. Harris has an elderly and ageing population and by the end of 2015/beginning of 2016, the area will be entirely in community land ownership, which brings a different dynamic to the community. The Island community was also keen to work with the CPP.
Areas of Focus	A holistic approach around quality of access to services. The local stakeholders are currently undertaking a prioritisation exercise in order to determine the focus of the place-based approach. It is unlikely that the approach will focus on client groups because the numbers are so small. Indications are that the partners would get more value from looking at a theme around equality of access to services. Access of services is the focus of this approach due to the challenges currently faced by people on the Isle of Harris travelling to Stornoway where a significant amount of services are currently delivered. The CPP was keen to support this place-based approach and focus on local service provision.
Partners and Governance Arrangements	Comhairle nan Eilean Siar and HIE are the lead partners, however the CPP is also heavily involved – The Third Sector Interface within the CPP is facilitating the process and taking the lead in terms of delivery. The Executive Group, which is a steering group of the CPP, is overseeing this approach.
Resources	The delivery of place-based working is part of existing roles. The council and CPP have not provided additional funding to support the delivery of the approach. All the main partners have offered their development workers to support the delivery of the approach, including the NHS Public Health Promotion workers, the Enterprise Agency's Development Workers, Scottish Natural Heritage Development Workers, local Police Officers and Council Development Workers and they will all be

	involved at some point.
Approach/ Features	Asset based model with elements of joint resourcing and participatory budgeting.
Community Engagement Strategies	The CPP held a couple of events in the past and the local groups are planning to organise more in order to get the community more involved, with support from the CPP. The CPP had hoped to use technical participatory mapping to identify opportunities for additional participation, but current resourcing has restricted the full implementation of this. The partners are aware that the community is keen to have a more proactive relationship with the CPP.
Outcomes	The CPP is in the process of reviewing its key priorities. It has started initial work with local community organisations and community land organisations to complete the plan for Isle of Harris. The plan will set out key priorities and look at joint resourcing as well as considering how participatory budgeting could be utilised to make sure that the communities' needs are addressed. The next stage will be to look at the asset based model and carry out an asset mapping exercise.
Challenges	Comhairle nan Eilean Siar is at very early stages. Disparity and the spread of the population make this place-based approach challenging. The council and the CPP are keen to understand why a place-based approach should be introduced to a particular area and how to apply the approach to a rural area.
Next steps	Comhairle nan Eilean Siar, partners and the community are working towards the plan for Harris. They will be looking to assess the benefits and potentially replicate this approach in other areas if the pilot is successful.
Learning Network	Interested in the Learning Network.
Contact	Gayle Findlay, Community Partnership Manager Comhairle nan Eilean Siar gayle.findlay@cne-siar.gov.uk

Dumfries and Galloway Council

Geographic area/s	Nithsdale area
Timescales	Information missing.
Evidence	Dumfries and Galloway has a long history of working with four districts. The Nithsdale area is one of the four Area Committee areas within the council.
Areas of Focus	Community engagement, consultation and scrutiny of the performance of local services are the main focus of this approach.
Partners and Governance Arrangements	The Council is the lead partner. The Nithsdale Area Committee, which is a structure within the Council consisting of elected members, provides the governance for the place-based working in Nithsdale. In addition, it is intended that this approach will support elected members to scrutinise the performance of all council services on an area basis. For example, Nithsdale Area Committee is benchmarking the performance of services within Nithsdale against performance of services in the local authority area overall as well as against national averages.
Resources	The delivery of place working is part of existing roles. The Service Manager is responsible for the Area Framework and supports: 1) the elected members at Area Committee, 2) community planning at area level, 3) Community Councils, and 4) scrutiny of the performance of local services. The Area Committee Administrator provides administrative support to the committee process, community councils, elections and civic duties. The Partnership Support Officer leads on local community planning.
Approach/ Features	The Council is in the process of reshaping its service delivery to be more customer focussed and responsive to community needs. The restructured Communities Department will identify how community assets can be used, support and empower communities and reshape service delivery in the locality. The Council will also lead a service review on enabling community empowerment, which will influence its structure and delivery of services within the four Area Committee areas.

Community Engagement Strategies	Nithsdale Area Committee holds formal meetings and consultations with communities on key issues that may affect the locality. For instance, the Committee recently organised a meeting to share information about a large scale regeneration project (redevelopment of public space and flood prevention) and gather the community's views on this project. As a result, the public were enabled to have an influence over the Council's decision making and the opinions shared by the community had an impact on how the Council is taking forward this project.
Outcomes	Services and performance will be scrutinised on the area and council level. Performance information provided to the Nithsdale Area Committee will be presented in a detailed and meaningful way, often on a Ward by Ward basis.
Challenges	A big challenge was gathering data on indicators of poverty in a rural area. Due to the nature of the rural area, indicators around poverty were shown as much more widely spread geographically than data zones used by SIMD. Consequently levels of poverty have been shown to be widespread throughout the region, often in very small rural settlements previously unidentified in national profiling information.
Next steps	Redesigning services to maximise resources, making best use of community assets and involving and engaging communities in the planning and delivery of services at a local level.
Learning Network	Interested in the Learning Network.
Contact	Kirsty Peden, Service Manager Area Framework & CLD Nithsdale Dumfries and Galloway Council kirsty.peden@dumgal.gov.uk

Dundee City Council

Geographic area/s	Lochee Multi – Member Ward was chosen as the geographic community for the Lochee Early Years Pathfinder
Timescales	Work began in 2011 with the initial hot house exercises and the setting up of the Core Collaborative leadership group. The Pathfinder went on to achieve key outcomes identified in the Blueprint for Change, with full evaluation being undertaken by the University of Dundee evidencing the impact upon children and families against SHANARRI and of the Total Place approach. The learning from the Pathfinder is being mainstreamed into the work of Integrated Children's Services currently - December 2015.
Evidence	The Lochee area of Dundee was identified as one of the most deprived areas in the city with a range of outcomes around health, education and attainment below the Dundee average. However, Total Place also takes accounts of a community's assets and Lochee has a strong sense of community with many active groups and a number of physical assets with potential for increased community and family use.
Areas of Focus	The Lochee Pathfinder is a holistic approach to joining up services in areas such as substance misuse, vulnerable individuals, families, etc. The main driver behind the establishment of the Pathfinder was GIRFEC implementation in Dundee. It was decided that a single locality and a focus on early years would be the setting to test new ways of working. In line with the change of focus from the national Early Years Collaborative the age range expanded from early years to 0-8. As a result of community engagement the focus also shifted from children's work to whole family work.
Partners and Governance Arrangements	Dundee City Council is the lead partner for the Lochee Pathfinder. It is a CPP approach with the NHS and the third sector heavily involved. In terms of the governance the Lochee Pathfinder sits within the Integrated Children's Services Partnership, which is a cross public service group that works as part of Dundee City Councils Community Planning department.

Resources	Dundee City Council, through the early years change fund, identified a £220,000 pa budget for the Pathfinder. £180k was staff costs for a Senior Officer, 3 x Community Engagement Workers, Assistant Community Engagement Worker, Admin and Modern Apprentice Business Admin. As of January 2016 the staff will be mainstreamed into the Children & Families Service with the Senior Officer being placed in a central Integrated Children's Services team to roll the Pathfinder learning out to the rest of Dundee.
Approach/ Features	The Lochee Pathfinder has adopted a Total Place approach incorporating an audit of assets and resources in a place; a process to review the culture and practice of how services are delivered to individuals and communities; practitioner engagement and identifying community and family need.
Community Engagement Strategies	One aspect of learning from the Pathfinder was that the approach could have identified a community engagement strategy at the outset. Much of the engagement was around individual pieces of work or one off "what could be better in your community life" or "what matters to you" type activity. However, community engagement was embedded into each activity and was identified by the University evaluation as a key component of what made the Pathfinder successful. There was a great deal of community engagement in a number of settings including bespoke events, street work and door knocking, engagement with community groups or community events. There was also a programme of community engagement training for partners, many of whom might not previously have seen community engagement as their role.
Outcomes	The Lochee Pathfinder had a broad aim to join-up service delivery around the provision of support to families. There has been a great deal of progress towards this aim and the learning from the Pathfinder that will be rolled will continue the progress on this work. However, identifying outcomes was an issue due to the complex and ever changing landscape. A number of plans were already around and emerging agendas such as the Early Years Collaborative and **Dartington** added more outcomes into the mix. The learning would be to have identified, measurable outcomes at the start which are linked into the overarching priorities of the city.
Challenges	There have been challenges from the historical way in which services engage with each other and the capacity of services to test new ways of working.

	As mentioned above a number of emerging factors became a distraction or meant that people's capacity was stretched. The Early Years Collaborative was one of these as was Dundee's ICS Strategic Planning Groups (SPG), particularly the Pre-Birth and Early Years SPG. Some of the work made slower than expected progress due to it be being an add on to people's day jobs. The establishment of the Community Engagement team was a catalyst to re-energising the Pathfinder progress and taking the next leap forward in progressing the work in Lochee. Although concepts were shown to work in Lochee, the pace of change required to upscale these across the city has been identified as a challenge. The learning from this is that clear reporting mechanisms need to be identified and mechanisms to distribute learning in other settings. This will be addressed by the placing of the Pathfinder Senior officer in a central ICS team with a link to Communities.
Next steps	The University of Dundee have completed an evaluation of the Pathfinder. The evaluation highlights a number of successes both in outcomes for children and families and in changes to working culture and practice. The recommendations from this evaluation and all the learning that has been gathered through the Pathfinder will now inform and be integrated into the new models of locality based working that ICS in Dundee will be rolling out.
Learning Network	Interested in the Learning Network.
Contact	Nicky MacCrimmon, Senior Officer Lochee Early Years Pathfinder, Dundee City Council, nicky.maccrimmon@dundeecity.gov.uk

East Ayrshire Council

Geographic area/s	Delivering an Asset based approach in every local community within East Ayrshire.
Timescales	The Community Led Local Action Plans are supported by the Community Asset Transfer Policy, which is part of the Council's Transformation Strategy running from 2012 to 2017. The Action Plans have a 5 year life span. 11 plans were developed over the last 2 years. All 32 Action Plans should be completed within the next couple of years.
Evidence	The Council is committed to transforming its relationship with all communities within East Ayrshire. The key objective is to empower and enable communities to take on the development and delivery of local programmes, services and facilities.
Areas of Focus	Action Plans are community led, therefore, the focus of each project within the Local Action Plan comes from local communities. The Local Action Plans are linked into the formal community planning arrangements and related to the East Ayrshire Community Plan, which is thematic and covers the following themes: economy and skills, safer communities and wellbeing. In addition, the Community Planning Partnership Board has agreed to drive forward improvement around the following three strategic priorities: tackling youth unemployment, tackling alcohol and drugs, tackling child poverty. Every time a Local Action Plan is launched, the council makes sure that the community understands the themes within the East Ayrshire Community Plan and how they relate to their Plan.
Partners and Governance Arrangements	The Council's Vibrant Communities Team has worked with STAR Development Group to develop some of the Local Action Plans. The STAR Group brings together independent community development practitioners who are dedicated to putting communities at the heart of sustainable development. Two local communities are also working in partnership with The Big Lottery Fund and TSB. The place-based approach is overseen by the Council's Cabinet. Where appropriate, updates are provided to the CPP Board or

	the Community Planning Executive Officers' Group. It should be noted that all information within the Community Led Action Plan feeds up through the community planning process - the Community Plan is the sovereign planning document for the East Ayrshire area. The Vibrant Communities Team supports the communities in the development of Community Steering Groups. These Groups lead the process of developing the Action Plan and range in membership (Community Councils, Community Associations, Uniformed Organisations, Parent Teacher Associations, Tenants and Residents Groups, Church representatives, Business Community, Schools, Youth Organisations, other interested individuals within the community). As well as existing community organisations, the development of Community Led Action Plans has encouraged new community representatives to get involved.
Resources	The Council reorganised their front facing staff structure two years ago and established the new Vibrant Communities Team. The team brought together leisure, community education and community development staff, as well as a number of council officers from social work and housing. This team is the strategic lead for the asset based agenda across the authority. Approximately 100 council employees are involved in delivering the place-based working, however, it should be noted that it is one part of their existing roles. European Funding (through the Leader programme) was used to develop Community Led Action Plans in rural communities and to deliver a training programme to ensure ongoing sustainability. Big Lottery and TSB are also involved in the delivery of place-based working.
Approach/ Features	Community-led Local Action Plans are an asset based approach and are thematic across the East Ayrshire area.
Community Engagement Strategies	Before Local Action Plans are drafted, surveys are developed by the working group and distributed to all households in localities. These surveys are distributed, by the local steering/ working group, to every household in the area to allow residents to express their views on local services and priorities for their community. The working group, supported by Vibrant Communities staff, also organises community events to feedback the survey results to residents and encourage further development and improvement of results through a voting process. Communities are also involved through the Community Steering/Working Group in each locality. The issues that are identified are truly representative of local opinion as everyone gets the opportunity to complete the survey, participate in the engagement events and there must be a 40% return.

Outcomes	Community wellbeing and themes of safer communities.
Challenges	Difficulties in terms of the overwhelming scale of participation in the development of Local Action Plans. The Council had to be flexible in responding and ensuring they could cope with the demands for the development of the Action Plans.
Next steps	Completing the 32 Local Action Plans. Updating the Council's Transformation Strategy by 2017. Ensuring that the actions contained within the Local Action Plans continue to inform the Council and wider partnership's strategic agenda.
Learning Network	Interested in the Learning Network.
Contact	Vibrant Communities Team East Ayrshire Council Tel. 01563 578127

East Dunbartonshire Council

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Geographic area/s	Hillhead (most advanced), Lennoxtown and Auchinairn.
Timescales	Hillhead started in early 2012, Lennoxtown in autumn 2014 and Auchinairn in early 2015.
Evidence	The SIMD data highlighted these three areas as the most deprived localities within East Dunbartonshire Council boundaries. In addition, the council used pre-existing knowledge within the council and its partner organisations along with feedback from community groups to choose the places.
Areas of Focus	The focus is slightly different in each place but there are similarities. The general focus is around themes such as health and wellbeing, employability, community safety, facilities, etc.
Partners and Governance Arrangements	The council is the lead partner. The Executive Group, which sits below the CPP Board and is made up of 7 key partners, has a remit for governance.
Resources	The place-based work is coordinated by an officer from the Community Planning Team who is also supported by involvement of a Community Development Officer. East Dunbartonshire Council would like to see place-based working become part of everyday working life. Community Police Officers in Lennoxtown and Hillhead have been jointly resourced by East Dunbartonshire Council and Police Scotland.
Approach/ Features	East Dunbartonshire Council are adopting an approach where they use what they already know about places and then use workshops to gather feedback from communities to help them refine the approach in each place. The Council are in the process of implementing an approach to co-production by creating community champions groups in each place who test solutions through focus groups.
Community Engagement Strategies	The knowledge developed from previous community engagement activities has been used by the Council and they have built on that by undertaking workshops with professionals working in the three places. As a result of this community engagement a series of options were developed. In addition, the creation of the community champions groups as a testing ground for solutions has also been a key component to the community engagement of the work.

Outcomes	East Dunbartonshire Council align place-based outcomes to the SOA's which have long term outcomes of reducing inequalities and ensuring that communities are part of the design and delivery of services. The council are ensuring that place-based approaches are not separate pieces of work but, that they stem from the outcomes of the SOA's.
Challenges	The council is utilising the assets approach and understanding how it addresses demand and satisfies the needs of communities.
Next steps	The Council are looking to review the three approaches to place-based work and to support the approaches in Lennoxtown and Auchinairn to learn from experiences working in Hillhead. The council will also look at the cultural and behavioural changes necessary to continue to develop a successful approach to place-based work.
Learning Network	Interested in the Learning Network
Contact	Gerard McCormack, Community Planning and Partnerships Manager gerard.mccormack@eastdunbarton.gov.uk

East Lothian Council

Geographic area/s	Total Place Musselburgh and six council wide Area Partnerships
Timescales	Total Place Musselburgh began in summer 2014. The six area partnerships started between March and August 2014.
Evidence	Musselburgh was chosen because the SIMD data highlighted vulnerable communities in the town. In addition, East Lothian Council conducted extensive research to better understand vulnerability through, mapping resources, life journeys, unemployment, child poverty, attainment, etc. The six area partnerships were set up to fulfil the council's commitment to devolution.
Areas of Focus	Total Place Musselburgh focuses on vulnerable families. The six area partnerships have a holistic focus on reducing inequalities and improving the quality of life of individuals and communities in each of these areas.
Partners and Governance Arrangements	The Total Place Musselburgh Family Focus is overseen by a multi-agency board led by East Lothian council's Chief Executive, and includes Police Scotland Commander for Lothian and Scottish Borders, NHS Lothian and representation from the third sector. Area partnerships report into the council's Strategic Partnership Board, but the approach is linked to the CPP who have responsibility for the Area Partnerships.
Resources	A project team was established for the work in Musselburgh. The area partnerships are each allocated £250,000 of devolved council budget. The Council has appointed four area managers to oversee the Area Partnerships by working with community and council services.
Approach/ Features	The work in Musselburgh has adopted a total place approach in relation to pooling resources, staff and budgets to support service delivery. There is no set method for the area partnerships, however the approach is establishing improved cross sector partnerships to deliver work.
Community Engagement Strategies	Communities are involved in each of the area partnerships through a variety of organisations such as Community Councils, Sports Hubs, Tenants and Residents' Associations, Churches, etc.

Outcomes	At the time of the interview, the Musselburgh Total Place pilot outcomes were still being developed as they are taking an inquiry approach which will lead to better and more informed action. However, the broad focus of the approach is to deliver better intervention and support for vulnerable families and to reduce the priority problems in the town. The area partnerships do not have specific outcomes, however they fall under the SOA which highlights the need for people and communities to feel more engaged and have a greater influence in decision making.
Challenges	One of the challenges was supporting people – council and partner colleagues - to understand how the Musselburgh and the Area Partnership approaches would work.
Next steps	East Lothian Council will reflect on the Musselburgh Total Place pilot and how it could work elsewhere and focus on different communities in need. Some of the Area Partnerships have developed Area Plans and the council is working with the remainder to get Plans agreed.
Learning Network	Are interested in the Learning Network.
Contact	Paolo Vestri, Corporate Policy Manager East Lothian Council pvestri@eastlothian.gov.uk

City of Edinburgh Council

Geographic area/s	Craigroyston, Craigmillar and Wester Hailes.
Timescales	Craigroyston and Craigmillar began in 2012. Wester Hailes began in 2014.
Evidence	All three areas have poor outcomes compared to the Edinburgh average, with the Niddrie House area of Craigmillar being the most deprived SIMD data zone in the city. Also, in the Craigmillar area the City of Edinburgh Council wanted to take an approach to a larger area incorporating 2 council wards and Neighbourhood Partnership Areas respectively. In Craigroyston, the area had been the focus of a lot of previous work so the council wanted to try a different approach to achieve greater impact. Also, in Wester Hailes the City of Edinburgh Council realised the successes of partnership working on attainment and youth crime, so chose to expand the approach across all services areas.
Areas of Focus	Across the three place-based approaches, the City of Edinburgh Council is taking a holistic approach including themes from health, crime, attainment, early years, family support, physical environmental conditions, etc. This is based on experience that most themes are inter-linked and it is advantageous to take a holistic approach.
Partners and Governance Arrangements	There are a broad range of partners involved across the three areas. These include council departments, Police Scotland, NHS, Third sector and Community Councils. The service design agency Snook was also involved in Craigroyston to facilitate the early community engagement work. In Craigmillar, there was a lot of involvement from Police Scotland in the initial stages. All three areas have their own board with senior representation. Craigroyston and Craigmillar report into the Edinburgh CPP board whilst Wester Hailes, as a more recent approach, reports to the Council's Transformation Programme.
Resources	The work across these three projects is predominantly part of people's existing roles. However, there are two officers employed by the council in Craigroyston and in this locality there is also a small council budget of £20,000 to help pay for training. In Craigmillar the work started with five officers

	employed, three by the council and two by Police Scotland, but it is now part of people's existing roles. In both Craigmillar and Wester Hailes the place-based approach receives some funding for GPs from the Scottish Government's Headroom Project which ensures they are at the heart of locality planning in an integrated and collaborative approach. Also, in Craigmillar a third sector provider (Carr Gomm) operated a grant funded 'social prescribing service' in conjunction with the local GP practice but located at the Council East Neighbourhood Centre to enable joint working, dialogue and sharing of resources.
Approach/ Features	The City of Edinburgh Council is broadly implementing Total Place methodologies across these areas. In response to reducing resources the council is focusing its approach on developing more efficient practices. Examples include integrating services and resources to individuals, families and communities, developing a greater focus to empower practitioners working directly with those most in need so they can direct work, embedding co-production and ensuring communities and individuals receive effective services when they most need them.
Community Engagement Strategies	Workshops involving partners and the community were held in both Craigmillar and Craigroyston. In Craigmillar the engagement/development sessions with staff were also open to local community representatives who took up the opportunity to attend. Following the workshop in Craigroyston, a road map was developed to give the work direction and to identify evaluation criteria. In Wester Hailes, a number of open problem solving events have been held to bring the community together. There have also been less formal events in Craigroyston such as a youth talk where 80 teenagers and young adults were involved and a Conversation Café with people in recovery. Lastly, in Craigmillar, the council and partner colleagues used a bus to have a presence in the Niddrie House area each Friday for a number of months. This allowed a temporary base for staff to speak with residents and better understand local views of the area and to also develop dialogue with residents and. This approach highlighted that residents' views could often be different to those assumed by the services and has allowed a re-focusing of priorities.
Outcomes	The outcomes in the Craigroyston approach focus on improving school attainment and positive destinations, reducing the number of young people involved in crime and those relying on care services. In Craigmillar, there are joint outcomes with Police Scotland around reducing crime and domestic abuse as

	well as increasing community engagement. Lastly, in Wester Hailes the outcomes focus around aspects such as economic development, reducing crime and reducing domestic violence.
Challenges	The City of Edinburgh Council has found it a challenge to implement new ways of working when the previous structures still remain. Secondly, many colleagues within the council are still suspicious of place-based approaches so the work has experienced some resistance. Thirdly, it was challenging to communicate and explain the approaches, and, as a result, the process of bringing people on board with work was sometimes difficult. Lastly, in Craigmillar it was not possible to get drugs and alcohol based services involved because they were seen as a specialist service that require separate funding – that service also has some anxiety about sharing information on clients.
Next steps	The City of Edinburgh Council is currently implementing its Transformation Programme and wants to see place-based work developing within this. It is looking to progress current work, especially in Wester Hailes, and ensure it learns from the experience and the challenges whilst seeking to embed this way of working within the culture of the organisation.
Learning Network	Are interested in Learning Network
Contact	Garry Todd, Senior Corporate Policy and Strategy Officer City of Edinburgh Council gary.todd@edinburgh.gov.uk

Fife Council

Geographic area/s	Place-based approaches across seven area committees: Dunfermline, South West Fife, Cowdenbeath, Kirkcaldy, Glenrothes, Levenmouth and North East Fife.
Timescales	Early stages of implementation.
Evidence	Fife Council and the Fife Partnership (CPP for Fife) chose to focus on the most deprived areas based on SIMD and the town centres within each of the seven Area Committee geographies. The Council undertook a Fife-wide strategic assessment in 2014. Along with the overall Fife Strategic Assessment document, the Council produced seven local strategic assessments, which were used to update and revise the seven local community plans. The seven local community planning areas were all agreed by the Council and endorsed by the Fife Partnership.
Areas of Focus	Each local community plan reflects the priorities identified in the strategic assessment. The priorities vary across the seven areas. Each area has three to five themes, e.g. Kirkcaldy has five themes: early years, young people and families, welfare reform, economy employment and learning, social enterprise and housing. Within each of the seven areas, there is a further focus on priority neighbourhoods and town centres.
Partners and Governance Arrangements	The Council is usually the main lead partner for the place-based approaches because of the staff and resources in place. However, most of the key partners who have a direct input around quality of life issues are around the table, and take the lead in some areas (NHS Fife has the lead in Cowdenbeath). This place-based approach is overseen by seven area committees, which report to Fife Council and the Fife Partnership Board. The same seven areas are being used for locality based planning by the integrated Health and Social Care Partnership, Police Scotland and the Scottish Fire and Rescue Service. Seven Area Managers lead and coordinate work on local community planning. The Managers each convene an Area Leadership Group, which consists of key partners and council services. The Group coordinates the strategic planning and the delivery of services.

Resources	A number of budgets have been devolved by the council to the seven areas. This includes Local Community Planning budgets of around £200,000 for each area, which can be occasionally topped up by the council, particularly for the three areas that have the highest levels of deprivation. During the current year, roads, parks and open spaces budgets will be devolved to the areas. This place-based approach is supported by seven Area Managers, a Local Community Planning Manager and four Area Support Teams working across the seven areas, which consist of a local community planning co-ordinator, and several policy officers and local community planning support officers.
Approach/ Features	This place-based approach is based on the Plan, Do, Study, Act methodology with a focus on analysis based on the strategic assessment, identification of agreed shared improvement actions, seeing what kind of joint commissioning work needs to be done and how joint reporting and joint resourcing can be developed.
Community Engagement Strategies	Each area committee has developed an integrated approach to community consultation and engagement. To date, the local community plans have been based on community consultation work that fed into the strategic assessment.
Outcomes	The local community plans include a set of performance measures and outcomes tailored to each of the local areas. The seven areas have adopted key outcomes and performance indicators that are contained in the overall community plan.
Challenges	Priorities articulated in local community plans may, on occasion, differ from the service based priorities of the council. Services must respond to local needs and priorities but it can sometimes be challenging to achieve this objective. An escalation process has been developed to resolve any conflicting priorities.
Next steps	Delivery and development of an evaluation approach to measure the outcomes and report on their findings.
Learning Network	Are interested in the Learning Network.
Contact	Tim Kendrick, Community Planning Manager Fife Council tim.kendrick@fife.gov.uk

Glasgow City Council

Geographic area/s	The city is divided into three Sectors where a number of localities were identified: • North West Sector: Ruchill/Possilpark, Drumchapel & Lambhill/Milton • North East Sector: Parkhead/Dalmarnock, Easterhouse, Springboig & Barlanark • South Sector: Priesthill/ Househillwood, Greater Gorbals & Govan. Ruchill/Possilpark, Parkhead/Dalmarnock, and Greater Gorbals were chosen as the first round of three localities with the remaining six more recent.
Timescales	The Thriving Places initiative began in 2014.
Evidence	The SIMD data highlights numerous areas in the city in the bottom 15% most deprived data zones. Glasgow Community Planning Partnership chose not to focus solely on areas that had the lowest ratings of SIMD, but rather chose places at different stages of development so that they could learn from one another.
Areas of Focus	The council has adopted a decentralised approach which allows each area the flexibility to define focus. The council has also asked areas to consider the priorities in the SOA. The key focus of this place-based approach is to make the best use of the existing assets including those of the communities themselves. For example, the approach in the South focuses on the sustainable growth and providing for the long term social and economic regeneration of the area, reflecting the aspirations of local residents, and key stakeholders and using assets more effectively.
Partners and Governance Arrangements	Glasgow City Council is essentially the lead partner, but it is very much a collaborative approach. Thriving Places is developed through the CPP, with key partners being Police Scotland, Scottish Fire and Rescue Service, NHS and Glasgow Housing Association. The NHS is a strong partner in the financing of

	work and the third sector helped significantly with linking the Thriving Places work to existing partnerships and networks in the three places. The Council has also worked in partnership with anchor organisations, which in each of the first three areas has been a housing association. The Thriving Places initiatives are accountable to the CPP Strategic Board. They are supported generally by the CPP Executive Group and locally by the Senior Officer Groups.
Resources	Additional resources have been identified for the anchor organisations employing community organisers in each area. To date, these resources have been mainly funded by the council, with the NHS also making a contribution. The Scottish Government has also made funds available for particular activities.
Approach/ Features	Additional resources have been identified for the anchor organisations employing community organisers in each area. To date, these resources have been mainly funded by the council, with the NHS also making a contribution. The Scottish Government has also made funds available for particular activities. Co-production and developing an asset based approach are fundamental to Thriving Places. The first step in the place-based work is the asset mapping work engaging partner organisations to look at physical and human assets in places.
Community Engagement Strategies	A number of workshops and well attended events have been held in the three live Thriving Places. Other events have included a charrette which helped build the social infrastructure of the community and a tea dance where, in a comfortable and social environment, the elderly people who attended opened up about a lack of support to deal with bereavements. The community is also represented in steering groups in each place.
Outcomes	The high level outcome is 'Creating communities that are more resilient and sustainable, are stable, thriving, growing and people are proud to live in'. Below that high level outcome, other outcomes include communities having more influence over the planning and commissioning of local services by partners and communities working in partnership with Community Planning partners to develop services attuned to the needs of residents.

Challenges	A number of challenges have been identified and have informed the current approach: • Gaining buy in to approach from local residents and partners • Unlocking community potential and building capacity • Access to further funding to develop community budgeting • A need to bring the different strands of work together and provide greater clarity on what the CPP is trying to change through this approach.
Next steps	Glasgow CPP is continuing to develop the work in the first three places and the further six places, which are at an early stage of implementation. Some of the next steps include Community Organiser recruitment process and organising a workshop for the Senior Officers Group in the North East, identifying anchor organisations in the North West and establishment and operation of Neighbourhood Forum in the South.
Learning Network	Are interested in the Learning Network
Contact	Gerald Tonner, Communications & Partnership Officer gerald.tonner@glasgow.gov.uk

Highland Council

Geographic area/s	Towns of Alness, Fort William and Wick. Merkinch area of Inverness.
Timescales	Work began in the summer of 2014.
Evidence	The evidence suggested these areas had high levels of deprivation and/or inequalities. NHS Highland used SIMD data as well as the community profiles developed by the Scottish Public Health Observatory.
Areas of Focus	A holistic approach is being adopted around health inequalities and enabling a bottom-up approach which ensures the work is aligned to community views. NHS Highland is proceeding with mapping work to understand issues from the community's perspective and not those of organisations.
Partners and Governance Arrangements	NHS Highland is the lead partner for the work through its board. However, accountability of the work is through the CPP Health Inequalities Theme Group, this feeds into the Chief Officers' Group and then the CPP Board. Some of the key partners involved through the CPP include Highland Council, Highlands and Islands Enterprise, Third Sector Interface, Police Scotland, Scottish Fire and Rescue Service.
Resources	Highland Council has allocated £475,000 to fund seven posts to support the place-based work.
Approach/ Features	The approach to place-based working varies across each of the four chosen places. The approaches are focusing on community empowerment and development and mapping resources being put into communities by other CPP partner organisations.
Community Engagement Strategies	The four areas are using and working with much of the knowledge developed by partner colleagues working with the community, such as Youth Workers. In Fort William, a Participatory Action Research (PAR) approach was developed to bringing people together and look at a community budgeting opportunity. Lastly, a tool called Ketso has also been used for creating needs assessments and identifying priorities with communities. This tool has helped with engaging people in discussions about what the priorities are in their area.

Outcomes	Although the approaches are focused on developing a holistic approach around health inequalities, there is an issue with unhealthy weight. This has resulted in one of the outcomes being about improving the health and wellbeing of the people in the four areas by working towards targets which improve diet and physical activity levels.
Challenges	There has been a challenge around managing the different expectations of the various organisations involved in the place-based approaches. A further challenge has been in relation to overcoming a lack of trust and cynicism of communities which was the consequence of previous work undertaken with them which was not sustained. Generally, building up trust and being open, receptive and listening to communities have been challenging.
Next steps	NHS Highland was in the early stages of work when the interview took place and indicated they were looking to build on what has been developed and continue a cycle of learning. NHS Highland is continuously evaluating and deciding what to implement next.
Learning Network	Are interested in the Learning Network.
Contact	Cathy Steer, Head of Health Improvement NHS Highland cathy.steer@nhs.net

Inverclyde Council

Geographic area/s	Broomhill in Greenock
Timescales	Work began in early 2015.
Evidence	Data on deprivation, anti-social behaviour and crime levels as well as Council officer's knowledge about issues in this area were all used to identify this locality for a place-based approach. Engagement with communities has also been integral to the process.
Areas of Focus	Regeneration and family support.
Partners and Governance Arrangements	The CPP (Inverclyde Alliance) is involved in the planning and delivery of this approach. River Clyde Homes, a social housing provider, is the lead partner at the moment because of their substantial investment in the area. Inverclyde Council and Riverside Inverclyde, an urban regeneration company, are both heavily involved. Other partners, including the Scottish Prison Service, Police Scotland and the Scottish Fire and Rescue Service, are also represented and contributing to the development of the family support model. The local Tenants and Residents Association and Community Learning and Development are also involved.
Resources	The delivery of place-based working is part of existing roles. River Clyde Homes hired a Project Manager and there is a suggestion to be submitted to the CPP to jointly fund a Project Coordinator position responsible for developing a model focussed on supporting families in the area. River Clyde Homes is investing over £25m in the regeneration plan to transform the locality. If the Project Coordinator's post is approved, the CPP will invest about £40k per annum across the partners for the duration of the project.
Approach/ Features	The approach is focused on the efficient coordination of services and effective pooling of resources. A multi-agency team will be formed to understand the current demand, map existing services and processes from a customer perspective. This work would also highlight gaps and interventions, including where other agencies should be involved. The project team will work to the following principles:

	• Asset based community development • Tackling inequalities • Integration and co-ordination of services • Whole systems and asset based approaches to supporting communities • Using evidence informed interventions to improve outcomes The aim is to simplify and improve service provision, e.g. having one key worker or smaller group of workers in place who would share information and support families instead of a number of staff from different organisations. Partners involved include: • Council/H&SCP (Safer and Inclusive Communities; Education; Inclusive Education, Culture and Corporate Policy; Regeneration and Planning; Community Care and Health; Children and Families and Criminal Justice; Planning, Health Improvement and Commissioning; Mental Health and Addictions • Police Scotland • Scottish Fire and Rescue • Women's Aid • SAMH • Job Centre Plus/ Department for Work and Pensions • RCH/Inverclyde Housing Associations Forum • Skills Development Scotland • Scottish Prison Service • Third Sector Interface In addition, Inverclyde CPP is developing an asset based community development approach in order to drive forward improvements and get communities more involved in the achievement of positive outcomes. The aim is to provide 'on tap' not 'on top' support for communities to help co-ordinate, facilitate and help build capacity to that communities can then take development forward themselves.
Community Engagement Strategies	Broomhill Tenants and Residents Association is highly involved in this approach. River Clyde Homes is organising a variety of engagement activities, e.g. the Community Arts project, which will be used to engage with families and children. A one stop shop in Broomhill has been set up as well. The plan is to also develop a community centre in the area.

Outcomes	Intended outcomes include creating sustainable housing and attracting people to the area. Another outcome is to support vulnerable families more effectively than present through the better coordination of services. In addition, the approach is focused on positive wellbeing in line with the Wellbeing Outcomes that the CPP has adopted.
Challenges	The main challenges are related to funding, having dedicated resources/employees to support the work, freeing up partners to have time to focus on the project and having the resources to develop a robust evidence base, which are key in terms of driving processes forward.
Next steps	Capture the learning and use it to see how it can be applied to other areas in Inverclyde. This approach will inform how to take forward locality planning in light of the Community Empowerment Scotland Act 2015.
Learning Network	Interested in the Learning Network.
Contact	Miriam McKenna, Corporate Policy and Partnership Manager Inverclyde Council miriam.mckenna@inverclyde.gov.uk

Midlothian Council

Geographic area/s	Three community council areas: Mayfield and Easthouses, Gorebridge, Dalkeith Central/ Woodburn.
Timescales	Early stage development underway, e.g. piloted participatory budgeting in all three areas, CPP steering group established, new senior manager governance arrangements in development with linked action plan – anticipated by June 2016.
Evidence	The SIMD was used to identify the areas. The most deprived data zones in the local authority area were chosen for this place-based approach.
Areas of Focus	The Council undertakes a data analysis of Midlothian annually, called the Midlothian Profile. The Midlothian Profile is based on 16 community council areas, including the three named above. There are outcome gaps in those communities around health, education and economic outcomes as well as the level of access to services locally. The areas are less well provided for in terms of: 1) public buildings for the community to meet and act collectively and 2) access to services.
Partners and Governance Arrangements	The work is coordinated by the Community Planning Working Group which reports to the CPP. The aim is to rebalance power relationships between public services and communities, developing co-productive approaches to closing outcome gaps. As this approach develops, a coordinating steering group for public service and voluntary sectors will still exist, but decision making will be vested in the local people along with front line managers in communities operating co-productively. This means negotiating to reach consensus. Elected members also have direct involvement in place-based working through the CPP governance arrangements. Officers from across the partnership, Scottish Government and the Improvement Service have all been involved, as part of the CPP's commitment to area targeting. The lead in terms of the overall area targeting strategy is the Council's Community Planning and Performance Manager. There are also subsidiary pieces of partnership working established between Health and Children's Services related to local family support.

Resources	The delivery of place-based working is part of existing roles. The council has three community workers in place, one dedicated to each of these communities (part-time). The NHS also allocated an additional post to work in these three areas.
Approach/ Features	It is a multi-faceted approach. Total place, improvement science, co-production, capacity building and asset-based thinking will be used as part of this approach.
Community Engagement Strategies	This place-based approach is built on neighbourhood planning, which is an existing process of community engagement in the area. The CPP is gathering the communities' views on their perceptions and experiences in the area. From these conversations, the CPP undertakes further studies. Volunteers and activists run surveys and identify areas for improvement.
Outcomes	This approach will measure a variety of outcomes such as people's life expectancy, levels of various forms of multiple conditions, levels of smoking during pregnancy and breastfeeding, etc. The aim is to share the outcome gaps with the community and find a way to improve them.
Challenges	No details at this stage.
Next steps	Place-based reviews of property and local access in all three areas, family learning centre developments beginning in Dalkeith/Woodburn, completing community managed hub building in Gorebridge, community agency alliance developing in Mayfield. Neighbourhood plan refresh and re-launch in Dalkeith Woodburn.
Learning Network	Interested in the Learning Network.
Contact	Alasdair Mathers, Community Planning & Performance Manager Midlothian Council alasdair.mathers@midlothian.gov.uk

Moray Council

Geographic area/s	Local authority and the CPP have distinguished multiple areas which would benefit from targeted resources as part of Prevention Planning and Inequalities (PPI) work. Approach in Lesmurdie area of Elgin is on hold and will be incorporated into this. To date community profiles were created for Dufftown, Keith, Aberlour and Findhorn. The community profiles were reported to both the Community Planning Officer Group and the Prevention Sub Group for consideration. It was agreed that further community profiles be developed focusing next in the Forres area to support development within Education and Social Care for Locality Management Groups which bring partners (mainly NSH and the council) to focus on issues with young people. Dufftown utilised their community profile during their Planning For Real (PfR) exercise and will be re-visited as part of their participatory budgeting exercise in 2016. A PfR joint exercise between NHS Grampian, Moray council and the community is currently underway in Aberlour. There are also a number of smaller geographical areas for creating community profiles, which were identified as part of the **participatory budgeting (PB) work**.
Timescales	The place-based approaches are at the early stages of implementation. Dufftown PfR – August 2015 Aberlour PfR – Oct-Nov 2015 Community Profiles – Aug 2015 Forres Community Profile – Jan 2016
Evidence	The CPP has used SIMD data to inform the Prevention Planning and Inequalities work which has highlighted that some areas are significantly below Scottish and Moray averages. However, the CPP is aware that the SIMD data does not identify many deeper and more complex issues in a predominantly rural authority area like Moray. Therefore, other performance information such as attainment and breastfeeding was also used to identify the areas in question.

	The areas for the **PB work** were identified by the CPP, which singled out areas that may benefit from targeting resources.
Areas of Focus	The focus of the **PPI work** is a holistic approach across all partner services which will see specific targeting on areas and resources where the data has highlighted a need for issues to be addressed. At time of interview the work in each area was focusing on attainment in terms of gathering evidence as a starting point. This was because Moray Council's Corporate Director has an educational background so they wanted to use his expertise. The **PB work** is focused on community capacity building and identifying communities' needs.
Partners and Governance Arrangements	The **PPI work** emerged from the CPP and Moray Council is the lead partner. The Community Engagement Group, which reports to the CPP Board, is responsible for the development and planning of the **PB work**. CEG partners are Third Sector Interface Moray (tsiMoray), Moray Council, Police Scotland, Community Councils / Area Forums, Moray Federation of Village Halls and Associations, Highland and Island Enterprise, Scottish Fire & Rescue, Moray College UHI, Moray Youth Council, Disability, Tenants, Patience Participation Forums and Moray Health & Social Care Partnership.
Resources	The different pieces of place-based work are part of existing roles. The **PPI work** is part of existing Community Planning structures but, there is separate funding from Moray Council and the Scottish Government for developing **PB work**. The Scottish Government has also allocated four days consultancy support to the CPP to develop PB structures for engaging with communities.
Approach/ Features	The approach combines a number of different factors, but is principally based on Community Learning & Development. The aims of CLD is to increase the skills, confidence, networks and resources local communities need to tackle problems and grasp opportunities through community action and community based learning methods where participants are encouraged and supported to identify their skills. To do this, a range of partnership approaches and skills are utilise such as: • From a research based approach community profiles are developed based on an agreed set of statistics mainly from

	the census, SIMDs and Moray CPP agency data. The council has a programme of localities which were profiled during 2016. • From a partner approach council and partners are piloting the use of the community profiles to support existing Locality Management Groups, The locality model provides an innovate approach to meeting the needs of children and young people by devolving decision making, resources and budgets to a local management group. Fundamental to the development of LMGs is the belief that 'relationships' and 'effective partnerships' lead to better outcomes and long lasting change for children and families. A locality model allows these relationships and partnerships to be developed consisting of the key agencies who come together to address local issues for young people and their families. We will also be exploring how the community safety hub can use the profiles. • From a Community Learning & Development approach, PfR exercises are being supported and implemented by the council's Community Support Unit. In addition geographic PB exercises where local community groups and organisations are encouraged to identify economic development projects will be rolled out. It is anticipated that one of the first projects will be piloted in Dufftown before a number of other PB exercises will be carried out in 2016. Additionally tsiMoray will run their second 'Cannie Wi Cash' PB Health and Social Care funded scheme. The funds are exclusively for work with adults with a particular emphasis in working with older people but also open to youth groups working with adults/older people for intergeneration projects. Funding from the Integrated Care Fund is focused on prevention, early intervention and care and support for people with complex and multiple conditions.
Community Engagement Strategies	At the time of interview no community engagement had taken place for the **PPI work** as it was at an early stage of partner discussion. Community engagement has already taken place by community support officers who are developing community capacity building initiatives with communities through the **PB** and Planning for Real engagement models (described above).

Outcomes	Moray Council would like to learn the lessons from the Lesmurdie approach and successfully implement new approaches and engage the communities so they are supportive of work. They are planning to introduce the community profiles at an early stage within PfR or PB exercises. Outcomes from PfR and/or PB will be reported back to the Community Planning Officer Group for consideration. Community profiles may also be used as or to develop into the Locality Plans to meet the requirements under the Community Empowerment Bill. Additionally the profiles should support discussions with the Locality Management Groups to inform their targeted work.
Challenges	A number of challenges have arisen that have informed the current approach. Some of these have included: • Engagement with communities at an early stage in the process. • Introducing PfR and PB as working tools / models. • Buy in and investment commitment from partners on PfR and PB.
Next steps	A working group has been set up under the CPP Board to look at targeting resources for the **PPI work**. At the time of the interview, Moray Council were looking to develop a further six Community Profiles as part of the **PB work**. In addition, the first of a four-day Participatory Budgeting trainings for elected members, council officers and CPP officers took place in November 2015.
Learning Network	Interested in the Learning Network.
Contact	Bridget Mustard, Corporate Policy Unit Manager Moray Council bridget.mustard@moray.gov.uk

North Ayrshire Council

Geographic area/s	Six neighbourhoods/ localities across North Ayrshire: Irvine; Kilwinning; Ardrossan, Saltcoats and Stevenston; Isle of Arran; Dalry, Kilbirnie and Beith; West Kilbride, Largs and Isle of Cumbrae.
Timescales	The work began in 2012.
Evidence	The process of choosing the areas was evidence driven. The evidence base was built in terms of socio-economic data available at the lowest possible geographic level. SIMD was a starting point and used heavily as evidence. Other data sources included the ScotPHO website, DWP and statistics on incomes from a professional services and information technology company called CACI.
Areas of Focus	A series of workshops on neighbourhood planning and locality planning were held in 2013 and 2014 and the top three priorities were identified in each area. The main areas of focus include transport, the lack of facilities in the area for community groups, older people's care, fuel costs, health and life expectancy.
Partners and Governance Arrangements	The Council is leading this approach and it reports to the CPP. Other key partners include Arran Community and Voluntary Service and the Ayrshire Community Trust. The council has a very strong working relationship with Police Scotland and the Scottish Fire and Rescue Service - they are co-members of a number of planning groups. The Council set up a Board to implement the new 6 Local Planning Partnerships. An internal Working Group has been created and it has developed a number of options for the governance framework. The proposals on membership and remits for the new Partnerships were taken to the community in November/December 2015. Communities were consulted on what mix of defining issues/interventions and co-delivering the solutions should be adopted at this stage. Some places have strong community councils in place, however, in other areas the structures are weaker. Therefore the process will differ from place to place.

Resources	Not able to give any details at this stage.
Approach/ Features	The internal Working Group considered a number of governance framework options, including models such as the 'total place partnership' approach model. Assessing the total money, people, skills and assets invested in an area would be a challenge for many Partnerships but provides a more accurate picture of the strengths and needs of an area.
Community Engagement Strategies	18 workshops have been organised so far, with 3 workshops taking place in each of the 6 areas. Our People's Panel has been adjusted to make sure that the questions they are asking reflect the priorities identified by communities. Workshops will allow us to shape the optimum governance framework for the new Locality Planning structures.
Outcomes	Some intended outcomes include reducing inequalities (particularly in the urban areas), reducing health inequalities and tackling youth unemployment. How these outcomes will be achieved - whether it will be through more integrated service delivery, co-location of services or joint planning - is something that each individual Local Planning Partnership will take forward.
Challenges	One of the most difficult challenges in terms of the resource mapping was getting a breakdown of budgets from partners across the six geographies. Some agencies such as DWP, Strathclyde Partnership for Transport, Ayrshire College, Skills Development Scotland and Scottish Enterprise find it difficult to break their data down below the local authority geography. There were also some issues with internal data sharing.
Next steps	The next step is to look at how existing services can be delivered in the new geographical boundaries and which ones have to be delivered at the North Ayrshire level. The feedback from the consultation will be submitted for approval to the CPP Board and the Council's Cabinet, which will help decide the membership, voting rights and accountability of the 6 Local Planning Partnerships. The aim is to set up the 6 Local Planning Partnerships by April 2016.
Learning Network	Interested in the Learning Network.
Contact	Damien Griffith, Senior Partnership Analyst North Ayrshire Council dgriffith@north-ayrshire.gov.uk

North Lanarkshire Council

Geographic area/s	Craigneuk
Timescales	The approach was introduced in 2013.
Evidence	This locality was identified through the analysis of the SIMD data.
Areas of Focus	From statistical evidence, consultation and survey work, North Lanarkshire Partnership (CPP) has developed the following key themes for the place-based approach in Craigneuk: • Employability & Employment Opportunities • Environment, Estate Management and Community Safety • Early Years, Young People and Childcare • Health & Wellbeing (including older people) • Infrastructure • Community Engagement and Capacity Building • Financial Inclusion and Welfare Reform.
Partners and Governance Arrangements	North Lanarkshire Partnership established the Craigneuk Estate Team, which is made up of officers from the Council, NHS, Police Scotland, Scottish Fire and Rescue Service and DWP. Work to date has involved the Council, NHS and Police Scotland. The Estate Team is chaired by officers from the Council. Overall governance is through the North Lanarkshire Partnership Board.
Resources	Place-based working is part of existing roles. Going forward there may be resources targeted towards this type of work. The approach will look at opportunities for joint-resourcing and will encourage partners to support this work by offering resources in terms of buildings, people and money from mainstream resources. North Lanarkshire Council carried out a Participatory Budgeting Programme in the area and Motherwell Local Area Partnership agreed to provide funding of £90,000. It gave the community an opportunity to identify environmental improvements that need to be done..

Approach/ Features	The approach uses the principles of 'Total Place'. Assets, resources, co-production and working with the community will all be important to developing the right infrastructure. The approach is focused on joint Community Engagement resourcing and redesigning services.
Community Engagement Strategies	The Action Plan for Craigneuk was developed through residents' surveys and in consultation with the existing community groups. The CPP arranged regular meetings of the Community Group, where about 30 people represent 5 or 6 different community groups and meet every 6 weeks. The Community Group took forward a Participatory Budgeting programme and is seeking additional funding from external sources for various projects.
Outcomes	The Council's Community Regeneration and Partnership Team is in the process of identifying new approaches and developing outcomes for the Craigneuk project, which are related to prevention and early intervention.
Challenges	Information sharing is one of the main challenges.
Next steps	Other places in North Lanarkshire with similar characteristics have been identified for place-based approaches and the learning from Craigneuk will help to inform how place based working is progressed. The next step would be to identify a set of indicators which would help test the efficacy of the approach to see if it is useful to roll-out more widely.
Learning Network	Interested in the Learning Network.
Contact	Jonathan Smith, Local Regeneration Manager North Lanarkshire Council smithj@northlan.gcsx.gov.uk

Orkney Islands Council

Geographic area/s	Papa Westray and Stronsay islands.
Timescales	The Empowering Communities approach began in August 2013.
Evidence	Due to the councils island geography a lot of work is place-based. However, Papa Westray and Stronsay have been chosen for the Empowering Communities approach as they are two remote island communities of Orkney (remote – not the most remote). Most Orkney Islands Council services are centred on the mainland. In addition, the council has used data from partners such as Orkney Health and Care and the SIMD data, however, the latter has limited use for island geography.
Areas of Focus	Empowering Communities has a holistic focus across both islands and the communities who live on them. There is a focus on seeking to address the challenge of distance from other islands as well as the challenges of limited population, emigration, issues with housing stock and an aging population. Within this holistic approach Orkney Islands Council is focusing on empowering communities to provide services themselves in areas like roads repairs, pier operations for transport between islands, core path restoration, refuse collection, homecare, renovating a hostel on the island of Stronsay etc.
Partners and Governance Arrangements	The Empowering Communities approach is being managed by a partnership involving the Council, Community Council and Development Trusts. Voluntary Action Orkney is also involved as a third sector representative.
Resources	Orkney Islands Council initially had a Project Manager, who was on secondment, for a period to start the Empowering Communities work. In addition, the council also have two Link Officers who are also on a part-time basis to support the work on the two Islands and the Community Council Liaison Officer is also supporting this work.
Approach/ Features	The method adopted by the Empowering Communities approach incorporates work in a variety of areas including money, people and assets. The approach on the two Islands is one that empowers communities to deliver services themselves.

Community Engagement Strategies	The Empowering Communities approach has no new community engagement strategy. As island communities they have very pro-active residents and their views are taken on board at Community Council meetings where the work is developed.
Outcomes	On both islands the outcomes focus on empowering communities to take more control of the delivery of services. Another outcome is ensuring sustainable and efficient islands communities.
Challenges	Papa Westray and Stronsay experience similar challenges to all the islands relating to transport, geography, tourism and population.
Next steps	Once these two pilots have come to the end of their three year timescale, Orkney Islands Council intends to embed this way of working as standard practice across all communities as they are already seeing many benefits.
Learning Network	Are interested in the Learning Network.
Contact	Andrea Massey, Community Planning Officer Orkney Islands Council andrea.massey@orkney.gov.uk

Perth & Kinross Council

Geographic area/s	Planning for 5 local community planning partnerships based on multi member wards. These are administrative boundaries to allow for the collation and development of place-based evidence which will inform local service priorities. Where appropriate sub localities will be identified for specific issues. There will also be an element of cross locality working where issues impact on adjoining localities or there are specific populations involved, for example where school catchment areas cover 2 locality areas.
Timescales	To commence April 2016.
Evidence	The Council and partners are developing a robust holistic evidence base to inform locality working, which is called the "Story of Place." As well as bringing statistical data relating to a locality together it also describes the assets in an area, for example the number of community groups, buildings, networks etc. These "Stories of Place" will help shape the priorities for locality working and the types of conversations that Services will have with communities. SIMD data will highlight the most deprived communities and local area action plans will be developed to address the key inequality issues present as part of our locality working arrangements.
Areas of Focus	Locality working and Local Community Planning Partnership arrangements will be introduced to all areas of Perth and Kinross.
Partners and Governance Arrangements	Local Community Planning Partnerships will be the vehicle for delivering the CPP's SOA in a local context and to ensure the golden thread from the strategic CPP Board to local activity is maintained. These Partnerships will be made up of local elected members, key local staff, such as Headteacher, Police Inspector or Social Worker and representation from local community groups and partnerships. The Local Community Planning Partnerships will further develop the Story of Place and develop and deliver a local area action plan to address the key issues jointly identified. Locality working in Perth and Kinross will be a partnership approach and it will build on the

	lessons learnt and good practice which emerged through Health and Social Care integration. Further developing positive working arrangements with 3rd sector groups will be key to unlocking the potential with communities and enabling active citizenship and participation. The CPP Board and its Outcome Delivery Groups will maintain an overview of SOA delivery.
Resources	Local Community Planning Partnerships and locality working will be developed and delivered through mainstream resources and will become the "normal way" for staff to work.
Approach/ Features	Locality working will involve a Total Place and whole system approach to understand the totality of public resource being deployed in an area and the issues impacting on individual residents and families. Methodologies such as Joint Resourcing will be used to help us understand how services are delivered to certain thematic or geographical groups and how these can be re-designed to be more integrated, improve outcomes and deliver efficiency savings. A range of initiatives and interventions, such as Participatory Budgeting, Timebanking, Participatory Research will be utilised to actively involve communities to participate in local services and decision making. The focus for public sector staff will be on developing integrated working and increasing connectivity of key service staff within a locality to reduce duplication, improve communication and ultimately outcomes for communities.
Community Engagement Strategies	The local 3rd sector interface organisation Perth and Kinross Association of Voluntary Service (PKAVS) will lead the initial engagement with communities to raise their awareness of local community planning arrangements and instigate active involvement. This will be delivered by a series of locality roadshows which will also inform communities of the Community Empowerment Act, the Story of Place and locality working. There are numerous examples of active community groups and partnerships across Perth and Kinross and local community planning partnerships will build on what is working well to ensure appropriate representation from community groups.
Outcomes	The new locality working arrangements are aimed at delivering the Single Outcome Agreement within a local context.
Challenges	Developing the evidence base and ensuring that high level strategic outcomes and local priorities are captured and prioritised. Ensuring that the local community are engaged and represented so that the right people are around the table and working together.

Next steps	Developing the 5 Local Community Planning Partnerships ahead of their April 2016 launch. Engaging communities in the process and identifying key representation from across the partnership. Clearly identifying governance and accountability arrangements.
Learning Network	Are interested in the Learning Network.
Contact	David Stokoe, Communities Service Manager Perth and Kinross Council dstokoe@pkc.gov.uk

Renfrewshire Council

Geographic area/s	Ferguslie Park and Linwood.
Timescales	The place-based Families First approach commenced in November 2013.
Evidence	Both localities were identified on the basis of high levels of deprivation in the area. Linwood was also chosen because it was deemed to have a very well connected community and a strong voluntary sector in place. A wide consultation of families with children aged 0-8 and professionals was carried out after selecting the 2 areas to determine the Families First core team model.
Areas of Focus	Families First Ferguslie and Linwood core teams is a family centred approach within the locality to improving outcomes for children aged 0-8 and families.
Partners and Governance Arrangements	Renfrewshire Council is the lead partner, however, it is a CPP based approach. Many partners are involved including a range of council departments, NHS and the third sector. The CPP established an Early Years Steering Board in order to provide clear governance and accountability for the implementation of the approach. The Early Years Steering Board reports to the Children and Young People Thematic Board and includes members from across the CPP. The governance structure includes an Implementation Group which looks in more detail at resourcing, monitoring and the evaluation of the overall Renfrewshire Early Years Strategy which is branded as Families First.
Resources	A Project Manager from the Council's Children's Services records the progress of key actions and reports to the Early Years Steering Board and Implementation group. A Families First core team has been established in each of the two localities since November 2013 and was originally funded until March 2015 directly from the Early Years Strategy budget. The teams are based within a Primary school where the local

	Headteacher manages the Families First core team. Funding was awarded to HomeStart Renfrewshire to provide a Coordinator to work in partnership with each team. Glasgow University have provided an external evaluation of the Families First core team model since November 2013. The evidence from the external evaluation has allowed the 2 core teams to be funded from the baseline budget. Funding from the Renfrewshire Tackling Poverty strategy has been approved to extend the approach into 3 further localities until March 2017.
Approach/ Features	The approach is based on prevention and early and effective intervention. It is a multi-agency partnership approach with a focus on joint-resourcing and sharing good practice.
Community Engagement Strategies	Significant consultation was undertaken with local communities and community planning partners. The community engagement strategies included: formal focus groups with families, referrals, drop-in sessions, personalised support for families and interviews with family members. The teams make strong links with existing services in each locality. The high proportion of self referrals (over 40%) is seen as evidence of positive engagement with the local communities.
Outcomes	Key outcomes include children and young people having the best start in life and families being more resilient and empowered to make positive changes. Another outcome was the development of closer and stronger links across the Community Planning partners. Families identify their own goal and are then supported towards achieving this using a 'walking with families' approach. The core team model includes an Income Advisor to review income of families. To date, £1.4 million of income has been maximised for families in the Linwood and Ferguslie areas who have taken advantage of this service. Energy Advocacy service was added to be part of the core team model.
Challenges	It might take several years for the work in Ferguslie and Linwood to achieve positive outcomes for some families. For example, the evidence from Glasgow University's evaluation of this approach demonstrated that families with mental health problems may require recurring support. Many families present with a simple issue which, over time, can reveal much more complex situations and problems requiring further support from the core team.

Next steps	The CPP will continue to evaluate this approach and its impact on both localities. The CPP is planning to develop other sustainable approaches across Renfrewshire based on this approach. The partners will further develop the implementation of the Early Years collaborative aims through the use of an evidence-based improvement methodology, which is one of the eight components of the NHS Change Model, along with other approaches in order to ensure ongoing improvement.
Learning Network	Interested in the Learning Network.
Contact	Yvonne Farquhar, Senior Policy Officer Renfrewshire Council yvonne.farquhar@renfrewshire.gov.uk Fiona MacKay, Head of Planning & Health Improvement Renfrewshire CHP fiona.mackay2@ggc.scot.nhs.uk

Scottish Borders Council

Geographic area/s	The Cheviot Area consisting of Kelso, Jedburgh and surrounding districts.
Timescales	This place-based approach is at an early stage of implementation. A lead officer was appointed for localities on 1st June 2015.
Evidence	Scottish Borders Council produced a comprehensive Strategic Assessment and community profile of the Borders in 2013 and refreshed the document in 2014. Five areas in the 15% most deprived data zones in Scotland have been identified. The partners decided to focus on Kelso, Jedburgh and surrounding districts, which are of a rural and urban mixture.
Areas of Focus	The lead officer for this approach was tasked by the council to look at existing evidence, intelligence and data and to also engage with the community, local elected members in the area and Council Officers. The council asked the lead officer to develop a draft Locality Plan under 6 key headings – Health & Wellbeing, Keeping People Safe, Economy, Environment & Infrastructure, Attainment & Achievement and Housing. These headings reflect the focus of our work to reduce inequalities.
Partners and Governance Arrangements	Scottish Borders Council is leading the delivery of this approach, however, other partners across the CPP are also heavily involved. The Lead Officer is part of the Council's Communities and Partnership Team, and reports directly to the Council's Deputy Chief Executive. A lead officer's group has been created, consisting of about 14 senior officers, which has met on a monthly basis to discuss the Cheviot Area. This aligns to the approach taken within the CPP, Reducing Inequalities Delivery Group and the CPP Joint Delivery Team. The CPP works very closely with the four housing associations, Police Scotland, Scottish Fire & Rescue Service, NHS Borders and the Third Sector, who are also taking locality approaches to service delivery.
Resources	The appointed lead officer works 3 days - 21 hours a week. The delivery of the place-based approach is within existing roles.
Approach/ Features	Joint planning, aligning resources and joint budget setting.

Community Engagement Strategies	Scottish Borders Council has recently approved a Community Engagement Framework, which is now being implemented across the Council. The Council stated that it is also very mindful of the Community Empowerment (Scotland) Act 2015 and the implications of this Act.
Outcomes	The main aim is for the Cheviot Area to have much clearer priorities and a Locality Action plan, which will enable more effective joint planning, closer aligned resources and ultimately, a joint budget setting process with all partners. The intended outcomes include: a localised, flexible service provision, shared services, sustainable service delivery, stakeholder involvement, increased community capacity and delivery of SOA priorities at a local level.
Challenges	Not applicable at this stage of implementation.
Next steps	To identify the priorities of the Cheviot Area, engage with local stakeholders and community groups, to meet the senior officers in the council and within the CPP partnership, to coordinate strategies, information and resources and, finally, to prepare a draft Locality Plan for the Cheviot Area.
Learning Network	Interested in the Learning Network.
Contact	Shona M Smith, Communities and Partnership Manager Scottish Borders Council smsmith@scotborders.gov.uk

Shetland Islands Council

Geographic area/s	A number of communities have been involved in creating Local Development Plans with support from Shetland Islands Council and Highlands and Islands Enterprise – these include Northmavine, Sandness, Fair Isle, Fetlar, Yell, Skerries, Unst and Bressay. These are all either island communities (some very remote) or areas of remote mainland. Participatory Budgeting has taken place in two Lerwick neighbourhoods and Mossbank, with a new Community Council PB project planned in Lerwick and Delting.
Timescales	This work has been ongoing for a number of years. Participatory Budgeting and the Community Outcomes Profile will be further developed through 2016/17.
Evidence	The communities highlighted face a range of challenges due to their remote geography and can be disadvantaged with regard to access to some services. Communities are aware that, as a result of financial pressures, services are becoming stretched. However, communities work closely with Shetland Islands Council and other partners to identify and implement ideas which help to meet their unique circumstances, including the sustainability of lifeline services that support vulnerable individuals. The communities involved in Participatory Budgeting have generally displayed pockets of socio-economic disadvantage.
Areas of Focus	The focus of work in each place is determined by the priorities outlined in the development plans. For example, the focus on Fetlar is around increasing population whilst in Northmavine it is about economic development.
Partners and Governance Arrangements	The partners involved vary and depend on the priorities and focus in a particular community. Partners such as HIE, NHS, the third sector, community councils and development companies have been involved. The Community Development Companies are leading and driving the work with the support and facilitation of HIE and Community Development staff. In relation to the Community Development Fund, Community Councils may work jointly with partners such as development trusts or community groups to deliver different work.

Resources	Shetland Islands Council has three Community Workers who are involved in this work as part of their existing roles. In addition, HIE contribute staff time and funds to the work and support the employment of Development Workers in some communities.
Approach/ Features	The methodology varies according to the focus of the work and on the organisations delivering the work. Shetland Islands Council is committed to ensuring that community views are heard, and that communities are empowered to make decisions and where possible look at delivering some services themselves.
Community Engagement Strategies	This work is developed by the community, through Community Development Companies, and they approach Shetland Islands Council for support. There is a Shetland Partnership Community Consultation and Engagement Guide and work is ongoing to establish Community Forums, linked to the Shetland Partnership (CPP) as appropriate throughout Shetland. In addition, the Integrated Joint Board has held Locality Planning meetings in each ward area of Shetland.
Outcomes	The outcomes vary across the different place-based initiatives. Some of these outcomes include improving job opportunities, enabling community transport, increasing population and increasing the availability of housing. The use of Participatory Budgeting seeks to increase involvement in local democracy.
Challenges	A challenge for Shetland Islands Council and its partners is to ensure that it maintains positive, trusting and effective working relationships with partners and communities.
Next steps	Shetland Islands Council has further Participatory Budgeting projects planned and intends to work closely with the Integrated Joint Board around localities and in relation to establishing community forums. The Community Empowerment Act and its implications will also be considered, including developing the local CPP's understanding of place related issues through work with the Improvement Service on a Community Outcomes Profile
Learning Network	Are interested in the Learning Network.
Contact	Vaila Simpson, Executive Manager Community Planning and Development vaila.simpson@shetland.gov.uk Brendan Hall, Policy Officer Community Planning and Development brendan.hall@shetland.gov.uk

South Ayrshire Council

Geographic area/s	A fully developed approach in **Lochside** and a new approach to locality planning across South Ayrshire in six towns and surrounding rural villages including **Troon**, **Prestwick**, **North Ayr**, **South Ayr**, **Maybole** and **Girvan** ('locality planning approach').
Timescales	**Lochside Neighbourhood Group** approach began in 2012. The new '**locality planning approach**' is at an early stage of implementation. It was launched in February 2015.
Evidence	**Lochside Neighbourhood Group** approach was developed because of levels of deprivation in the area. Six localities for the '**locality planning approach**' have been chosen as the result of a comprehensive consultation with communities to agree boundaries for the six high level localities and 24 neighbourhoods
Areas of Focus	Local residents in **Lochside** identified a need for a more coordinated approach to community issues, neighbourhood improvements and partnership working in a disadvantaged area. The initial focus of the '**locality planning approach**' is health and social care services but other Community Planning partner services will follow.
Partners and Governance Arrangements	The **Lochside Neighbourhood Group** is a community led multi-partnership forum with commitment from local residents, voluntary, private/business, faith and public sectors. The partners include NHS Ayrshire and Arran, Police Scotland, South Ayrshire Council, North Ayr Community Council, Lochside Community Association, Cowan Crescents Tenants and residents Associations and many others. Each chosen area within the '**locality planning approach**' will have a locality planning group in place made up of community representatives, residents, service users, GPs and NHS staff. It is a CPP developed approach.

Resources	**Lochside approach:** a meaningful partnership approach with full commitment from broad range of stakeholders in the area – public sector partners and community representatives. The approach is co-ordinated by community development. **'Locality planning approach':** small grant funding has been made available to each of the six localities and this is being matched with other funds to pilot a Participatory Budgeting approach.
Approach/ Features	The **Lochside Neighbourhood Group** approach to this significant partnership development has been based on community development core values and principles. The Community Action Plan identifies strengths, knowledge and assets in the area.
Community Engagement Strategies	Community engagement strategies in **Lochside** include meetings, one to one interviews, focus group discussions and events. 138 residents are involved and informed via email, word of mouth and social media (Facebook) about upcoming activities and the development of the approach. 230 local residents are involved in active citizen initiatives and the promotion of community pride in the area. '**Locality planning approach**': carried out consultations with communities in order to establish the right boundaries for localities.
Outcomes	**Lochside Neighbourhood Group:** the key outcome is improved quality of life and overall health and wellbeing of the community. **'Locality planning approach':** focusing on creating networks within communities and empowering local people to improve outcomes in their localities with public sector's/service provider's help.
Challenges	The success of the Lochside place-based approach has been based on effective mediation, skilled facilitation, community development expertise and person centred approaches. The challenge is always to keep the momentum going and remain action focused. There are a number of future challenges for the 6 Locality Planning Groups, including strategic planning, budgeting and improving outcomes for communities.

Next steps	Continue to develop, progress and deliver on issues that are important to communities. The Lochside Group has now received national recognition as example of good practice in Scotland. The next steps with the Locality Planning Model is to begin to extend the approach to wider community planning services.
Learning Network	Lochside is an example of good practice in co-production approaches and would be keen to share information and network further.
Contact	Valerie Stewart, Community Planning Co-ordinator South Ayrshire Council valerie.stewart@south-ayrshire.gov.uk

Stirling Council

Geographic area/s	Stirling is progressing some specific test site projects in four local areas. Two of which are very localised - Mercat Cross (Stirling) and Cowie - and two working across small clusters of villages in the more rural areas - the first being Strathfillan, Killin and Tyndrum, and the second, being Balfron, Strathblane and Killearn.
Timescales	All the test sites are currently live, but in their early stages as work began in 2015/16. The pilots in Mercat Cross and Cowie started in spring 2015 and the rural pilots started at the end of summer 2015
Evidence	These four places were chosen for a range of reasons, which all related to whether there are different and more innovative ways of doing things, and how Councils and local Community Planning partners can plan and support communities to feel empowered and act to achieve what they need for the future. Reasons include: 1. Stirling Council's vision is to be community-led in the future. There is a need to test out how this can be achieved. 2. Stirling Community Planning Partnership wishes to ensure that its SOA is achieved (significant data analysis and consultation underpins this), is aware of the need to respond to community empowerment, and is committed to supporting innovation to progress both of these critical agendas. 3. The community, the Council and Community Planning partners are already making significant investment in the test site areas; alignment of aspirations, initiatives and efforts with available resources will be critical for maximising the leverage gained through this investment, particularly with respect to developing and supporting new ways of working at a micro/local level. 4. Awareness of community concerns about current and future access to services, combined with an understanding that demographic trends are likely to require a co-ordinated

	response to address them: for example, ageing populations in some rural areas report that it is increasingly difficult for them to access services like hospitals and shops due to a combination of factors, which include access to transport, their health etc. 5. The Council's Community Planning and Regeneration Committee and Stirling's Community Planning Leadership Group have influenced the rational for and framework of the test sites as part of an ongoing commitment to developing the ability of organisations to respond to community 'asks' where it's possible.
Areas of Focus	This differs for each test site based on local aspirations and available opportunities. **Cowie** is a former mining town that in more recent times, has also become a place for more people to live and commute, with further new housing developments in progress. Multiple community organisations are actively working towards improving quality of life locally in Cowie through initiatives that range from improvement of the main street to combating anti-social behaviour. **Mercat Cross** is within the city centre of Stirling and is facing challenges which include quality of housing, the impact of multiple licensed premises and anti-social behaviour, combined with a resident population, which combines students, migrant workers, and generations of other families who are known as 'sons of the rock'. The villages of **Balfron**, **Killearn** and **Strathblane** are rural communities. Many people commute in and out to Glasgow to work, and some express a preference for choosing services based in the Glasgow area, particularly in relation to hospitals. Again, there are many active groups contributing locally who have achieved significant improvements for their communities over the last period of time and have a desire to achieve even more. The Council often get approaches from areas like these about whether assets could be transferred from the council; there's the potential to further explore the opportunity for them to run some services directly in the future. The fourth area is **Killin**, **Strathfillin** and **Tyndrum**; these are some of Stirling's most remote areas, seen as the gateway to the Highlands and Islands and is very tourist dependent. Issues in this area include: isolation and remoteness which makes access to services difficult, a transient seasonal workforce, lack of affordable homes for local people – due to the number of second homes - and public transport. These communities again are facing different sets of challenges; but, once again, they also have very active local groups and individuals who are committed to achieving the best outcomes for local people.

Partners and Governance Arrangements	There are a range of partners involved in the test sites: the key players being local people, local organisations such as Development Trusts, local businesses, local representatives, Council officers and community planning partners. There has also been supporting work undertaken by the University of Glasgow, Forth Valley College and Stirling University, with the aim of broadening involvement beyond those who are actively engaged within their localities. There are two key governance routes. First, reporting to the Council takes place through its Community Planning and Regeneration Committee. Second, in terms of the CPP, there is a dedicated section of each agenda at its Leadership Group, which focuses on test site innovation. Again, this is in its initial stages, but the aim is to focus on how they are going, how can they achieve even more, how can the partners empower them to do more, and the impact this has in relation to etc.
Resources	Within Stirling Council there is a new department - Communities & Partnerships – which is supporting the rest of the organisation to move towards the Council's goal of being community-led. Within Communities and Partnerships, there is dedicated staffing support through a new manager who is taking a specific lead in relation to these test areas. The Council is investing a dedicated resource of £100,000 in 2015/16 as well as £60,000 in staffing costs. The service also supports Community Planning, ensuring alignment and progression of the test site work. Other partners have made in kind contributions
Approach/ Features	The pilots have a variety of different methodologies including a focus on the assets in some areas. Overall, they are looking at pooling resources between partners to ensure the best possible impact and, where possible, to enable communities to deliver services.
Community Engagement Strategies	Engagement is taking place in various ways. Initial workshops were run by the University of Glasgow (This Place Matters) and follow up meetings have taken place. Two of the pilot areas have formed local leadership forums to start work on key priorities. Further workshops have taken place to raise awareness of exciting new developments such as the City Development programme, which aims to create jobs and tackle social inequalities across Stirling. Business partners, Community representatives, local groups and local people are involved.

Outcomes	The key outcome for Stirling Council's place-based approach is to, where possible, empower communities to identify their area priorities and become more involved in designing and delivering services. This will involve the council working with its partners to establish different forms of collaborative decision making, strengthening local democracy, creating sustainable and healthy communities and developing a shared understanding of needs across organisations and the communities.
Challenges	The pilots being developed by Stirling Council have experienced challenges around the communication of the work. They have found it quite challenging to explain the place-based approach to stakeholders and to bring them on board with the work.
Next steps	At time of the interview, Stirling Council was implementing the plans from the workshops. Work is ongoing to encourage wider community involvement and test out collaborative projects.
Learning Network	Are interested in the Learning Network
Contact	Stacey Burlet, Director of Communities and Partnerships Stirling Council burlets@stirling.gov.uk

West Lothian Council

Geographic area/s	Whitburn
Timescales	A charrette was undertaken in Whitburn in April 2015. At present, West Lothian Council is finalising the masterplan for this approach.
Evidence	The recommendation to carry out a place-based approach in Whitburn came from SIMD data which showed high levels of deprivation. There was also a perception within the senior management team of the Council and amongst the local elected members in Whitburn that it was an area where the pace of development was slower than it has been elsewhere.
Areas of Focus	The charrette highlighted a number of themes which has led to a focus on planning and physical regeneration and also on the economic and social regeneration of the area. Following the charrette West Lothian Council has been consulting with partners, community groups and other council services on plans that the consultants carrying out the work have put together.
Partners and Governance Arrangements	The CPP is implementing this approach and West Lothian Council is the lead partner. In order to share ownership and the responsibility for implementation, West Lothian Council is keen to involve other partners and link into the community planning structure. A Steering Group, made up of officers from the council, and representatives from community groups was established to develop and deliver on the findings from the Charrette. The masterplan will be implemented via the existing Town Centre Management Group as well as another group to progress non-town centre actions. Reports will be provided to both the Local Area Committee and the Community Planning Partnership.
Resources	Delivering the place-based work in Whitburn is part of the existing roles of the Community Planning Manager and the Community Regeneration Officer within West Lothian Council. The consultants carrying out the charrette have been commissioned by West Lothian Council at a cost of £40,000. Once the Masterplan is complete they will no longer be involved.

Approach/ Features	Assets and needs based approach.
Community Engagement Strategies	Community engagement strategies involved intensive activities and interactive workshops for the community, use of social media to advertise and encourage the community to attend events, workshops, street interviews and consultation exercises. The implementation structures involve community representatives. Part of the rationale for the new additional group is to oversee the development of the Regeneration Plan for Whitburn (as part of a rollout to 7 areas in West Lothian) which itself will look to identify assets within the community as part of an assets and needs based approach. This group will also involve CPP partners as a way to progress and coordinate their services actions in the masterplan with this.
Outcomes	Intended outcomes include: having better coordination between the upcoming projects and investments for the town; better utilisation of existing resources; better integration of the old and new town and better linking with the Polkemmet Country Park; and providing a basis for future community engagement.
Challenges	This is mainly managing the expectations of the community and partners involved. By its nature, the charrette is very visionary and intentionally aspirational so it requires a fair bit of realism to balance this up. I.e. we have a development framework for the town that would be fantastic if it was all achieved but that is not the realistic expectation- the expectation and hope is that we can address the high priorities within this and anything else would be a bonus.
Next steps	The masterplan has been finalised and structures are being put in place to develop and coordinate actions from the charrette, as well as the other governance arrangements outlined above.
Learning Network	Interested in the Learning Network.
Contact	Scott McKillop, Community Regeneration Officer West Lothian Council scott.mckillop@westlothian.gov.uk

Appendix B – Glossary of Technical Terms and Further Information

A

Anchor organisations are organisations which have a key stake in a place and whose presence can help attract others to locate to an area. They often have significant levels of spend and jobs, and are extremely unlikely to leave due to market forces. Their presence can help to increase 'footfall' and economic impact by attracting service users and staff into an area. Anchor organisations typically include: local authorities, universities, further education colleges, hospital trusts, and housing organisations (CLES, Creating a Good Local Economy - the role of anchor institutions, 2015).

Arnstein's Ladder of Participation lists 8 levels of citizen involvement in planning and conducting programmes which are then classified into three categories: non-participation, tokenism and citizen power.

Asset-based approaches are 'an integral part of community development in the sense that they are concerned with facilitating people and communities to come together to achieve positive change using their own knowledge, skills and lived experience of the issues they encounter in their own lives' (Scottish Community Development Centre).

Asset mapping is 'a process where inventory of the resources, skills and talents of individuals, associations and organisations are mapped in order to discover and identify the links between the community and the organisation in the area' (LGA, 2012).

C

Charrette is 'an interactive design process, in which the public and stakeholders work directly with a specialised design team to generate a specific community vision, masterplan and action plan' (The Scottish Government).

Christie Commission on the Future Delivery of Public Services was established by the Scottish Government in 2010. Its focus was on identifying the best ways to address the challenges of delivering public services. A report was published in 2011 listing evidence and recommendations related to the need to transform Scotland's public services (The Scottish Government).

Cluster based approach can be defined as 'a natural manifestation of the specialised knowledge, skills, infrastructure and supporting industries in enhancing productivity

as the key determinant of sustaining high levels of prosperity in a location' (Ketels, From clusters to cluster-based economic, 2008, p. 378). For example, this might include seeking to develop area organisations that operate within a particular sector or supply chain.

Community budgets are 'a new way for local public service providers to work together to meet local needs. Community Budgets allow providers of public services to share budgets, improving outcomes for local people and reducing duplication and waste' (Department for Communities and Local Government).

Community Planning is a process whereby public services in the area of the local authority are planned and provided. (Local Government in Scotland Act, 2003). Community Planning Partnerships (CPPs) have been established across each of the 32 local authority areas in Scotland. Membership of a CPP typically includes the Council, Health Board, Enterprise Agency, Police Scotland, Scottish Fire & Rescue, voluntary sector representatives, and a range of other partner organisations. As a result of the Community Empowerment (Scotland) Act 2015, CPPs have a statutory responsibility to improve local priority outcomes and tackle inequalities within their area.

Co- production 'essentially describes a relationship between service provider and service user that draws on the knowledge, ability and resources of both to develop solutions to issues that are claimed to be successful, sustainable and cost-effective, changing the balance of power from the professional towards the service user' (Scottish Co-production Network).

'Customer insight' methodology entails 'the use of data and information about customers to better understand their needs, wants, expectations, behaviours and experiences; and the active application of this understanding and the engagement of customers in the design and delivery of services that better meet their needs (Improvement and Development Agency).

D

Deficit approach refers to a model in which needs and problems are assessed as a starting point in order to identify the potential solutions.

E

Early Years Collaborative defines itself as 'the world's first multi-agency, bottom up quality improvement programme to support the transformation of early years' (The Scottish Government).

Equalities groups include women, minority ethnic communities, gypsies/ travellers, asylum seekers, refugees, disabled people, people with specific health issues, lesbian,

gay, bisexual and transgender (LGBT) groups, young people and older people, those in specific areas (such as rural areas or peripheral estates), religious/faith groups, those on low incomes (The Scottish Government).

G

GIRFEC (Getting it Right for Every Child) is a 'national approach to improving outcomes through public services that support the wellbeing of children and young people' (The Scottish Government).

H

Holistic approach stems from recognition that many negative outcomes within the localities are interlinked. This type of approach focuses on a wide range of different outcomes as it is based on a premise that they are strongly interrelated and contribute to the overall deprivation of the area. A holistic approach will seek to tackle these multiple challenges 'in the round', rather than seeking to isolate and treat individual elements.

I

Improvement methodology, in the context of NHS, is one of the eight components of the NHS Change Model which was created to support the NHS to adopt a shared approach to leading change and transformation. It is based on improvement science which is about finding out how to improve and make changes in the most effective way. It is about systematically examining the methods and factors that best work to facilitate quality improvement (The Health Foundation). More generally, an 'improvement methodology' describes the approach taken to identify and implement a process for driving improvement.

L

Local Outcomes Improvement Plans (LOIPs) will be prepared and published by CPPs as a requirement of the Community Empowerment (Scotland) Act 2015. The Act requires that they should be developed by CPPs in consultation with community bodies and others, which will involve developing and agreeing a common understanding of local needs and opportunities, setting out the local outcomes which the CPP will prioritise for improvement and developing an effective, shared approach for achieving those outcomes – identifying who will do what, by when, and with what resources (LOIP is the term the Act gives to what are presently Single Outcome Agreements - SOAs) (CPP Notebook 1).

Locality Plans will be prepared and published by CPPs as a requirement of the Community Empowerment (Scotland) Act 2015. They will set out agreed priorities to improve outcomes in the geographical areas the CPP has identified as having communities with the poorest outcomes (CPP Notebook 1).

N

Neighbourhood Management Pathfinder Programme was established in 2001 by the former Office of the Deputy Prime Minister. 'Neighbourhood management is a process which brings the local community and local service providers together, at a neighbourhood level, to tackle local problems and improve local services' (Communities and Local Development, 2008). Neighbourhood management typically involves arrangements for delegation of the delivery of various services, typically located within local communities rather than run from a HQ.

New Deal for Communities was an Area Based Initiative launched by the UK government in 1998 in England to help improve outcomes in disadvantaged neighbourhoods (Bailey, 2012).

O

Outcomes-based commissioning refers to a process of bringing a range of economic, social and environmental benefits into service commissioning (Breeze et al., 2013). Whereas traditional commissioning or procurement of services tends to focus on inputs, output and processes, outcomes-based commissioning places a greater focus on the end result or impact of the service that is commissioned, in terms of what difference it results in for clients of that service.

P

Participatory budgeting is 'a way for local people to have a direct say in how, and where, public funds can be used to address local requirements. (The Scottish Government). To date, it has typically been used for relatively small areas of spend and it can potentially be an effective means of encouraging local community participation.

Place Standard is a tool, consisting of 14 questions which cover both the physical and social elements, to evaluate the quality of a place. When all 14 questions have been completed, the results are shown in a simple diagram. The tool is accessible for communities, public sector, third sector, and the private sector. (Place Standard).

Plan, do, study, act methodology is a quality and service improvement tool. The tool comprises four cycles allowing a new idea to be tested by temporarily trialling the change and assessing its impact. The four cycles are; plan - the change to be tested or

implemented; do - carry out the test or change; study – assess data before and after the change and reflect on what was learned; and act - plan the next change cycle or full implementation (NHS Institute).

Planning for Real is 'a nationally recognised community planning process based on a 3D model. The process allows residents to register their views on a range of issues, to work together to identify priorities and, in partnership with local agencies, go on to develop an action plan for change' (Planning for Real).

S

Scottish Index for Multiple Deprivation identifies small area concentrations of multiple deprivation across all of Scotland. It ranks these small areas (called data zones) from most deprived (ranked 1) to least deprived (ranked 6,505). SIMD data zones are often ranked in certain categories, for example, the 5%, 10%, 15% or 20% most deprived data zones in Scotland (The Scottish Government).

SHANARRI are well-being indicators developed by the Scottish Government and typically used in the context of children's services. The acronym stands for Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

Social capital 'represents social connections and all the benefits they generate. Social capital is also associated with civic participation, civic-minded attitudes and values which are important for people to cooperate, such as tolerance or trust' (Office for National Statistics).

T

Technical participatory mapping is 'a group-based qualitative research method that gives participants freedom to shape discussion on a given topic with minimal intervention from researchers' (National Co-ordinating Centre for Public Engagement).

Thematic approach/model refers to identifying policy relevant themes or issues prevalent in an area or in a community (e.g. young people, unemployment, substance misuse) which contribute to the deprivation of the area.

Total Place - The Total Place approach was a UK government initiative developed in 2009 involving local authorities, Primary Care Trusts, fire authorities, police authorities, and third sector organisations and service delivery bodies across England (HM Treasury, 2010). It aimed to '… start with the citizen viewpoint and break down break down the organisational and service silos which cause confusion to citizens, create wasteful burdens … and which contribute to poor alignment of services; and provide strong local, collective and focused leadership which supports joined-up working and shared solutions to problems with citizens at the heart of service design'.

Appendix C – Abbreviations

ABI	Area Based Initiative
CPP	Community Planning Partnership
CLD	Community Learning & Development
DWP	Department for Work and Pensions
GEAR	Glasgow East Area Renewal
GP	General Practitioner
H&SCI	Health and Social Care Integration
HIE	Highlands and Islands Enterprise
H&SCP	Health and Social Care Partnership
ICS	Integrated Children's Services
IS	Improvement Service
LGA	Local Government Association
LOIP	Local Outcomes Improvement Plan
NDC	New Deal for Communities
NHS	National Health Service
PAR	Participatory Action Research
PB	Participatory Budgeting
PfR	Planning For Real
PPI	Prevention Planning and Inequalities
ScotPHO	Scottish Public Health Observatory
SIMD	Scottish Index of Multiple Deprivation
SIP	Social Inclusion Partnership
SOA	Single Outcome Agreement
SPG	Strategic Planning Group

Appendix D – Summary Checklist of Key Questions and Issues to Consider

Improvement Service Place-Based Working
Summary Checklist of Key Questions and Issues to Consider

1. How do we ensure there is clarity of purpose, shared rationale / objectives and desired outcomes agreed amongst all key partners for this place-based initiative
   (e.g. This may include tackling disadvantage; better integrating service delivery; better engaging residents / service users; developing co-production approaches; developing preventative working; testing a new approach for potential wider roll-out, etc).

2. What criteria are we considering when we are selecting the **geographic area of focus**?
   (Criteria for selection may consider issues such as data mapping / profiling; optimal size; relative deprivation ranking; existence of known opportunities; demand from community, etc).

3. Within the geographic area of focus, what are the particular **outcome areas / services / themes / client groups** that ought to be a particular priority?
   (e.g. lone parents, children's services, youth unemployment)

4. How will we ensure appropriate **Community Participation** in the key stages of the work?
   e.g. Participation could potentially be in relation to initial selection of area, agreeing objectives, prioritising focus of activities, representation on governance structure, ongoing information exchange, assessment of impact, etc.
   A wide range of forms of participation could be considered, such as public meetings, surveys, Participatory Budgeting, annual community conferences, etc.
   The optimal mechanisms and stages of participation will be contingent on a range of factors, including purpose, resources available, etc.

5. What are the appropriate **governance and reporting** arrangements which ought to be in place?
   e.g. This may include consideration of:
   a. Key individuals / organisations / services that ought be involved;
   b. Direct community representation and wider engagement;
   c. Role of private sector and third sector; and
   d. Reporting linkages to CPP / Area-based Committees / wider community / key partner organisations.
   e. It will usually be helpful to set out clear terms of reference, including the roles and responsibilities of various partners, at an early stage. Consideration should also be given to any developmental / training, etc requirements for partners.

6. How do we ensure we have secured / allocated the appropriate **resources** for implementing the initiative and achieving its objectives? What action do we need to take to put in place a clear process for developing an implementation plan that sets out the respective roles, responsibilities and contributions of key partners?
   This may include:-
   a. A review of existing assets / gaps / opportunities as a useful starting point;
   b. Considering the balance between additional resources and embedding place-based work as core to mainstream staff responsibilities / budgets;
   c. Mechanisms for encouraging greater joint resourcing between partners – e.g. shared staff, data-sharing, co-location, client engagement, etc.
   d. An assessment of existing community resources that could be aligned to complement public services, such as volunteering; and
   e. An assessment of public sector assets that could be better utilised by community ownership and/or management.

7. What do we need to consider and what action do we need to take in relation to devolving **decision-making** / increasing delegation / empowering local practitioners to use initiative and encourage innovation? What barriers and support may require to be overcome to achieve this?

8. What is the nature of the initiative, for example, should it be an **ongoing or time-limited**? Where relevant, how will we plan our exit strategy?

9. Whilst the focus is on a specific geographic area, how can wider linkages best be built in to the design of the initiative?
   (e.g. Ensuring appropriate linkages to economic opportunities, access to services / amenities, etc that do not lie within the immediate geographic area)

10. How will we **Research, Monitor, capture learning and evaluate the intervention**? For example, is there a proportionate M&E Framework in place for assessing progress?
    a. What can be learned from research and evaluation evidence to help inform the overall design of the initiative?
    b. is there clarity on the key outcomes / improvements sought?
    c. Is there agreed baseline data / realistic targets / key indicators of progress for tracking the desired outcomes?
    d. Who has responsibility for tracking and reporting progress?
    e. How will progress be reported? How regularly? / To whom?
    f. How will the monitoring information be used to inform the management and focus of the initiative, including decisions relating to resource allocation, what is / is not working, etc.?

Place-Based Working - Summary Checklist of Key Questions and Issues to Consider		
Questions	**Summary of Partnership Discussion**	**Action to be taken**
1		
2		
3		
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10		

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