AGENDA

Community Planning Improvement Board
Advisory Board Meeting, 30th November, 2pm-4pm
VIA Teams

Agenda	
1. Welcome and Introductions	**2.00 - 2.05**
2. Previous Minute & Matters Arising	**2.05 - 2.10**
3. CPIB correspondence with Deputy First Minister and COSLA President (inc. CPIB response to LGHP Committee recommendations on community planning)	**2.10 – 2.25**
4. CPIB communication to stakeholders on Action Plan & Progress	**2.25 – 2.40**
5. Collective Prioritisation and Decision Making re Funding (CPIB Action 8)	**2.40 – 3.10**
6. Solace/IS Transformation Programme	**3.10 – 3.25**
7. Principles of Fair Funding for the Voluntary Sector (CPIB Action1)	**3.25 – 3.40**
8. CPIB Action Plan – Progress update	**3.40 - 3.55**
9. AOB	**3.55 - 4.00**
10. Close	**4.00**

CPIB Meeting Minute

28th August 2023, Via TEAMS

Attendance	Greg Colgan, Chair (SOLACE); Mark McAteer (SFRS); James Fowlie (for Jane O'Donnell, COSLA); Lesley Kelly (TSI); Liz Manson (CP Managers Network); Neville Prentice (SDS); Anna Fowlie (SCVO); Susan Webb (Directors of PH); Blyth Deans (for Antony Clark, Audit Scotland); Mark McMullen (Scottish Enterprise); Valerie Arbuckle (for ACC Faroque Hussain); Simon Mair (SG); Rachel McAdams (for Paul Johnston, PHS); Sarah Gadsden (IS)
Apologies	Louise MacDonald (SG); Pam Dudek (NHS); Paul Johnston (PHS); Faroque Hussain (Police Scotland); Jane O'Donnell (COSLA); Adrian Gillespie (Scottish Enterprise); Anthea Coulter (TSI);
In support	Emily Lynch (IS); Nicky Maccrimmon (Dundee City Council)
Presenters	Agenda Item 7 – Niamh O'Connor & Chris Stothart (SG) – Care and Wellbeing Portfolio

	AGENDA ITEM	Action	Date
1.	**Welcome and introductions.** The Chair welcomed members to the meeting, extending a particular welcome to those members who have newly joined the CPIB: - Louise McDonald, DG Communities, SG - Jane O'Donnell, Chief Executive, COSLA - Faroque Hussain, ACC, Police Scotland The Chair updated members on some of the key discussions since the last Board meeting. This included a presentation at the last Covid Recovery Board, chaired by Shona Robson, DFM. The CPIB presentation highlighted the evidence base gathered by the CPIB and our priorities for local and national action and sought support from Scottish Government in helping to take these forward. Separately to this, the Chair met with Joe Fitzpatrick, Minister for Local Government, Empowerment and Planning, to discuss the work of the CPIB, the links with VHA, and what role the CPIB could play going forward, particularly on the back of the current review of Community Planning. The Chair noted that the engagement in previous highlights the opportunity for us to use the CPIB to drive forward some of the reform going on both at a local and national level.		
2.	**Previous Minute and Matters Arising** [PDF] Item 2 - CPIB Minute 23rd May 20 The minute was endorsed as an accurate record of the previous meeting. Progress on the matters arising were noted as follows: | Action	Progress Update | |---|---| | **1. Welcome & Introduction** Chair to engage with Louise McDonald (DG Communities at SG) to invite participation on the Board. | **Complete** | | **3. Review and delivery of CPIB Priorities** i) Incorporate new priority themes into CPIB programme of work ii) Share Programme of work with DFM & CP stakeholders | **Covered under Agenda Item 4** | | **5. CPIB Action Planning** i) Board members to complete Action plan for approval at next CPIB meeting, before sharing more widely with CP stakeholders | **Covered under Agenda Item 4** |		

3.	**Scottish Government Update on national progress re CPIB Recommendations**		
	Simon Mair (SG) noted that the work of the CPIB was well received by the Covid Recovery Board. While the Covid Recovery Board has come to an end, it is expected that the CPIB recommendations will continue to inform the programme of work for its successor.		
	Simon reflected on the opportunities provided by both the Public Service Reform agenda and the Verity House Agreement to take forward those areas the CPIB has identified for national action. He noted that the CPIB recommendations have been helpful for the Public Service Reform team in terms of where they should focus their efforts. Some areas for practical action have been highlighted which may offer quick wins and where it might be possible to move forward with relatively soon, making use of the PSR and VHA where appropriate. These included: - Reduction in Child Poverty Reporting - Adoption of common data principles - Collation of funding around net zero		
	CPIB members welcomed the focus on these areas, and highlighted links to existing work and support which may be relevant in helping to progress these areas e.g. - Child Poverty - IS National Co-ordinator for Local Action on Child Poverty and Child Poverty Peer Support Network. - Data Sharing - CPIB Action 6 re developing Data Sharing Principles; PHS Data Sharing initiatives; DPH looking at connecting local/national to get a systems perspective.		
	It was agreed that to support progress, CPIB members would welcome continued engagement with Simon and SG colleagues and would be grateful if Simon could provide an update at the next CPIB meeting on further progress against the three actions highlighted above.		
	It was also agreed that to help CPIB members understand more about the priorities and programme of work of the Public Service Reform agenda, it would be helpful if Simon could share a paper on this. It would be helpful if this paper also sets out which actions from the CPIB recommendations are being progressed.		
	Agreed Actions I. Provide an update on SG progress against the CPIB recommendations. II. Share a paper on the PSR programme of work.	**SMair** **SMair**	**Nov** **Nov**
4	**CPIB Action Plan** Item 4 - CPIB Action Plan, August 2023.d In parallel to our asks of national government, the CPIB are committed to demonstrating our own shared commitment to take action locally to drive improvement and address the barriers that exist. The Board endorsed the CPIB Action Plan which has been developed to support this, approving the actions, timescales and partner involvement. Members agreed the plan reflected those priority areas identified by the work of the Short Life Working Groups and would allow CPIB members to work together to identify practical ways to put these actions into effect, in order to drive forward change at a local level. The Board also welcomed the alignment with the Verity House Agreement and Public Service Reform agenda, recognising the CPIB has a key role to play in how these develop going forward. It was agreed it would be		

helpful for the Chair to engage with Jane O'Donnell & Louise MacDonald on how the CPIB can be used and strengthened on the back of the VHA and PSR.

The board considered whether to incorporate within their Action Plan those wider themes which had also been discussed at the Strategic Review Session in May. These included:
- Principles for CPPs in terms of tackling inequalities/preventative approach
- Evaluation & ensuring what we're doing collectively is succeeding.
- Addressing systemic issues in policy making, funding flow, & partnership working
- Consistent resourcing for CP

Given these areas will likely be picked up under the PSR agenda and are also areas of focus in ongoing work being led by other partners, including PHS and the Care and Wellbeing Board, it was agreed to note these themes at present and revisit them at a future date. This will both avoid unnecessary duplication and will also allow the CPIB to focus on those 8 areas it has already prioritised for local action.

The following updates were provided on progress against three of the CPIB Actions:

City Deal Climate Funding – Neville shared work which has been undertaken on behalf of the CPIB to map all funded projects which exist currently across city/growth deal regions in relation to Climate. The aim is to use this mapping to encourage partners to get behind and focus on those areas where we are prioritising efforts at a City/Growth deal level to build traction and make this a success in delivering improved outcomes. It also provides an opportunity to take best practice and learning from one region to another, e.g. decarbonisation. It was agreed the list of funded projects will be shared with CPIB members to check for completeness. Once assured of completeness, the list will be shared with CPP stakeholders to encourage them to prioritise these funded opportunities before other smaller, unfunded ideas that may distract from these shared priorities.

Sustainable Funding for the Third Sector – Anna updated that a SLWG had been convened to look at how the CPIB can progress in this area and had agreed to develop a set of principles in relation to fair funding of the third sector. These will be shared with CPIB members at the next meeting, for the Board to consider how they can use these principles to support change.

Data Sharing Principles – Emily updated that the IS have been working with NHS Highland colleagues on this and have worked up the key steps/methodology involved in data sharing, and now need a specific cross-sector use-case that can be used to allow us to test and confirm the process and resolve the issues that are currently standing in the way. We are currently engaging with partners to identify a suitable use case that can be used to progress work. Other work is underway on resources for CPPs to create an index of data sharing agreements and existing toolkits which focus on information sharing (e.g., Information Sharing Toolkit – Digital Healthcare Scotland). It was also noted that Police Scotland have also offered to support this work.

Agreed Actions

I.	To keep CPIB Action Plan under review	**Chair**	On-going
II.	To engage with COSLA/SG re role of CPIB in VHA & PSR	**Chair**	Nov

5.	**Parliamentary Committee Inquiry into Community Planning - Recommendations**		
	Item 5 - Parliamentary Comm		
	Board Members were thanked for sharing their views on the recommendations set out in the Inquiry Report in advance of today's meeting. In discussion, the Board considered both those recommendations where there is broad agreement, and those where there is a more mixed view, and reflected on the feedback shared by Board members. The Board also considered implications for its own programme of work.		
	The Board agreed it should provide a collective response to the Committee recommendations, and that the following themes should be prioritised within this response:		
	I. Resourcing for Community Planning II. Streamlining Accountability III. Empowerment & participation IV. Involvement of the Third Sector		
	Specific points shared during the discussion included:		
	o The need for greater involvement of third sector in CP. Greater thought is needed as to how to do this.		
	o Audit Scotland's routine audit should include the effectiveness of statutory partner participation in community planning.		
	o Streamlining complex issues of accountability (quantum of money is not going to increase, so can we assure ourselves all partners are focussed on the right priorities?). We require flexible funding model to enable accountability within systems to resolve funding tension as budgets tighten (place based, local first, national by exception).		
	o Culture change - how do we use practice where it works well, to create an expectation for moving forward, rather than legislative change. How do we encourage partners to take up practice learning – critical to tie in whole reform agenda and link with IS/Solace Transformation work.		
	o Shift towards place-based planning – reform happens in a place, essential to facilitate person-centred approach.		
	o Empowerment/participation – Engagement with our communities needs to be done on a partnership level within place-based planning.		
	o SG should review ambitions of CP – not realistic without direct investment. Amount of money available for CP has been reduced. Don't have the money in those supporting CP to bring that culture change needed for greater co-ordination - need resource/ greater flexibility in existing resource.		
	o We have done a lot so far, but there are still challenges with partners working together consistently. What SG are asking partners to do, are they doing themselves among SG? Both SG, and then partners to be more joined up.		
	o We need to make better use of the resources we have already, at a time when resources are less than limited and there is no additional money in system.		
	o Resourcing/pump priming might allow us to take the really good examples that exist, and then look at how to work through these more widely – takes some time.		
	o Culture change & developing a systems approach of what we are trying to deliver, and having support to develop this system is key to developing how we go forward.		
	Agreed Actions		
	i. Prepare a draft CPIB response to the LGHP Committee Recommendations.	**IS**	**Nov**
	ii. Seek CPIB Board endorsement of CPIB response in advance of submitting.	**Chair**	**Nov**

7.	**Verity House Agreement & Community Planning**		
	Item 6 - Verity House Agreement S		
	James Fowlie (COSLA) provided an introduction to the Verity House Agreement and set out the opportunities for community planning to play into this at a local level and inform its development and implementation. James updated on the discussions which took place during 3 workshops over the summer, and that the direction highlighted during these discussions aligned well with the CPIB action plan. The commitment from the First Minister in relation to empowering Local Government and CPPs was also highlighted as an opportunity.		
	CPPs are recognised as a vehicle for delivery within VHA, and James highlighted a number of VHA principles which link directly to the role of CPPS and the community planning way of working. These include: o Local by default, national by agreement o Importance of place-based approaches – different things in different areas o A focus on better sharing of resources/data to maximise available funding o More person-centred approaches with communities genuinely influencing services. o Links with Local Governance reform, and in particular fiscal flexibility		
	James noted that input from CPIB, CP partners and partnerships will be instrumental in developing this approach at a local level. Over the next couple of months, there will be broader stakeholder engagement to develop the 3 priorities and to focus in on the key things that we need to do (and those we need to stop).		
	CPIB members agreed that the VHA provides us all with an opportunity to improve how we work together, how we prioritise across systems and agree what we can stop doing, and how we ensure the right organisations are doing the right work. Members also noted they would be keen to explore further how this agreement will flow through to the third and voluntary sectors, and that it would be helpful to get their views on this.		
	It was agreed that the CPIB has a key role to play in this, and it would be helpful to organise a more focussed session around this to look at the 3 priorities in more detail and consider how community planning can help to deliver on these.		
	Agreed Actions I. Engage with COSLA and SG to discuss the potential for a focussed session on VHA, Community Planning, and the role of the CPIB.	**Chair**	**Nov**
7.	**Introduction to the Care and Wellbeing Portfolio**		
	Item 7 - Care Wellbeing Portfolio		
	Niamh O'Connor (SG) introduced the work of the Care and Wellbeing portfolio, and the links with Community Planning. Board Members welcomed the opportunity to hear more about the work of the Care and Wellbeing portfolio and to feed into this. It was agreed that there was a great deal of innovative practice taking place across Scotland in terms of tackling health inequalities, and that the CPIB can play a role in supporting greater visibility of this and in supporting the shift to place-based, empowerment led approaches. The CPIB committed to remain engaged with the work of the Care and Wellbeing Portfolio and welcomed the offer to be kept informed.		

8.	**DONM** 30th November, 2pm-4pm		
	Close		

Dear Deputy First Minister and COSLA President

Following our engagement earlier in 2023 on how we can collaborate to help improve community planning further, I am writing to keep you informed of the activities the Community Planning Improvement Board (CPIB) has undertaken in recent months, and to share with you our response to the Local Government, Housing and Planning committee's report into community planning.

Given the deep-rooted and persistent inequalities within our communities, combined with the unprecedented financial changes facing public services, the role of community planning is more important than ever in providing a space in which public services, communities and the third sector can work together to enhance local decision making and improve outcomes. The Verity House Agreement (VHA) provides a further welcome opportunity to think creatively about how to maximise the impact of community planning in working across boundaries, supporting local alignment and using collective resources more effectively to deliver shared priorities and improve outcomes for people and communities.

The CPIB continues to provide leadership and improvement support for community planning in Scotland, and to generate valuable evidence-based solutions to the significant challenges facing communities and local partnerships. As we reported in March, a central element of the CPIB's recent work as set out in the CPIB Strategic Plan has been to demonstrate the commitment of community planning partnerships to incorporate Covid Recovery ambitions into their work, as well as positive examples of practice. The CPIB has focussed on three main areas in 2022 and 2023, which are: Climate Change; Financial Security for Low Income Households; and Wellbeing of Children and Young People. The CPIB reviewed their strategic focus in 2023, and agreed these themes remain pertinent given their importance to local Partnerships, and their broad alignment with the outcome priorities within the VHA and wider Public Service reform agenda. It was agreed however, that there may be value in revisiting our focus as greater clarity emerges in both national agendas.

Through engagement with community planning partners and Partnerships, deep dive workshops, and CPIB short-life working groups, we have continued to build a wide and varied evidence-based understanding of the important work community planning partnerships are carrying out to improve outcomes through good practice, and of the barriers limiting progress. From this, the CPIB identified a series of local and national actions which are needed to unblock these barriers and help community planning fulfil its potential.

The CPIB Action Plan is set out in Annex 1, and outlines how we will deliver our priorities for the period ahead. This plan represents the commitment of CPIB members to work together to deliver practical action to drive forward real change at a local level. A summary of our 8 priorities is set out below:

1. *To support implementation of new and existing local models relating to Third Sector funding*
2. *To work with Scotland Excel to bring greater co-ordination in procurement in relation to Climate Action*
3. *To support co-ordination and streamlining of Climate funding at a local level*
4. *To encourage greater focus of City Deal money on Climate Change*
5. *To promote good practice & learning on local progress in data sharing in relation to poverty, including Child Poverty*
6. *To develop national principles on data sharing and risk levels.*
7. *To encourage partners to recognise, resource and sustain the places (inc. 3rd Sector) where nurturing relationships happen to improve wellbeing outcomes for children and young people.*
8. *To encourage CPPs to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding in relation to wellbeing for children and young people.*

In addition to the local actions to be taken forward by the CPIB, there are a number of national actions which are essential to the progress of this work. The CPIB is keen to seek your support to discuss these in more detail and to come up with a plan for how we can continue to work together to take this forward. The priority areas for national action are set out below (see Annex 2 for further detail):

1. To address the fragmentation of the climate funding landscape by consolidating and aligning national budgets and funding streams

2. To secure sustainable funding for the third sector, recognising their instrumental role in the development and delivery of early intervention offers and relationship-based alternatives to statutory service delivery, including in key areas such as whole family wellbeing approaches.
3. To give greater emphasis to the provision of flexible and multi-year funding to enable available resources to be better used in ways that reflect priorities for communities.
4. To reduce reporting requirements, including in relation to Child Poverty Action Reports.

CPIB members welcomed the opportunity earlier this year to share some of the learning we have accumulated from the above work by feeding into the Local Government, Housing and Planning Committee inquiry into community planning. Following the publication of the Committee Report, the CPIB expressed broad support for the majority of recommendations identified, highlighting the strong parallels with themes emerging within our own evidence base and improvement priorities (see Annex 3 for full details of the CPIB response). While generally welcoming the recommendations, the CPIB pointed to four themes where further emphasis would be helpful to drive forward collective improvement. These are:

I. **Resourcing for Community Planning**: A review of funding should take place to consider the appropriateness to deliver services and to better support the use of our collective resource in tackling inequalities and undertaking preventative activity. To enable local partners to pool resources effectively and respond to local pressures and priorities, fiscal empowerment is essential to the financial sustainability of Community Planning.

II. **Streamlining Accountability**: A flexible funding model is required to enable accountability structures within existing systems to resolve funding tension as budgets tighten and to provide the necessary assurance that all partners are focussed on delivery of shared local outcomes. Greater alignment of accountability and performance frameworks of partners is needed so partners are held accountable not just for the delivery of sector-specific targets (e.g., waiting times) but shared partnership outcomes. Progress in these areas is essential to support our collective commitment to placed based approaches grounded in 'local first, national by exception' principles.

III. **Empowerment & participation**: Community engagement requires a professional skillset and needs to be appropriately resourced. As a joint responsibility, any additional resources or networks of community engagement officers should be available to all statutory partners and TSI's to strengthen the capacity, experience, and expertise currently available within these organisations.

IV. **Involvement of the Third Sector**: It is essential that TSI's and the third sector are adequately and sustainably resourced to facilitate greater involvement in community planning. Given their closer relationships with communities, the third sector could play a critical role in helping to build the capacity of local people to become involved in co-designing and delivering services. The third sector is also instrumental in the development and delivery of early intervention offers and relationship-based alternatives to statutory service delivery. Parity of esteem for the third sector in relation to funding is required in order to deliver a more joined up approach to prevention and sustainability, and greater collective ownership of, and accountability for, priorities, plans and decisions.

Next Steps
We continue to welcome the opportunity to engage in ongoing communication to inform our collective efforts and to explore how we can work together to deliver on our shared ambitions in relation to improving outcomes. We hope you will draw upon the CPIB as a source of support and recognise the substantial capacity and commitment that community planning can bring in working across boundaries and in delivering collective action to improve outcomes for communities. We would welcome the opportunity to participate in a joint meeting with you both, to collectively explore how our work can support national priorities including the Public Services Reform agenda and Verity House Agreement, and to discuss those areas of national action the CPIB has identified to allow us to plan for how we can work together to take these forward.

Yours sincerely
Greg Colgan

Annex 1 –CPIB Action Plan, August 2023

Source	BARRIER	Action	How we will deliver	Who	Timescales & RAG status	
Systemic Issue across all 3 SLWG	**Sustainable Funding for the Third Sector**	1. **CPIB to support implementation of new and existing local models relating to Third Sector funding**	• We will establish a new SLWG to collectively identify the role for CPP and what action the CPIB would wish to take to support this issue, including for example: o Signing up to Fair Funding Principles o Use the VHA partnership agreement to look at the role of the third sector & need for sustainable funding o CPP partners consider how they provide sustainable/flexible funding o Lobby for more preventative funding	Anna Fowlie & CPIB members	Dec 2023	
SLWG Climate Change	**Strategic co-ordination of Procurement**	2. **CPIB to work with Scotland Excel to bring greater co-ordination in procurement**	• We will hold a CPIB workshop with Scotland Excel & other procurement providers to explore the potential to widen access to existing procurement frameworks and consider how procurement providers might work closer together to reduce fragmentation in procurement in relation to climate change.	CPIB Chair	Dec 2023	
Good, green jobs and fair work	**Co-ordination of funding landscape**	3. **CPIB to support co-ordination and streamlining of funding at a local level**	• Share good practice of where different funding streams have been merged and applicants have been encouraged to submit solutions to broad issues (see Annex 2). • Share good practice with CP partners nationally to encourage good practice. • Share with Scottish Government to demonstrate value of this approach	DCC CPIB Chair CPIB Chair	Aug 2023 Oct 2023 Oct 2023	
		4. **CPIB/CPPs to encourage greater focus of City Deal money on Climate Change**	• Identify those Climate change initiatives currently prioritised within City or Growth Deal programs (See Annex 3). • Ask CP partners to review and update the list to address any gaps (identifying funded projects that have the potential to make a strategic difference) • Encourage CP Partners at a City or Growth Deal level to prioritise these funded opportunities before other smaller, unfunded ideas that may distract	SDS SDS/CPIB Chair SDS/CPIB Chair	Aug 2023 Oct 2023 Oct 2023	

SLWG Financial Security Financial security for low income households	Data Sharing	**5. CPIB to promote good practice & learning on local progress in data sharing.**	• CPIB to widely promote the good practice examples collected through SLWG in relation to data sharing. • Edinburgh Third sector interface to share their approach to data sharing.	CPIB Members Edinburgh TSI	Dec 2023 Dec 2023	
		6. CPIB to develop national principles on data sharing and risk levels.	• CPIB members to identify a specific cross-sector example/use case that could be used to help progress work on data sharing principles, minimum standards and common understanding of risk. • Develop a template approach to help prime stakeholders to participate and allow testing and confirmation of the process. • Carry out an environmental scan to identify and engage with those bodies/groups who can provide support/guidance to resolve issues across a broad spectrum of areas including data quality, information security and technology (involve ICO for regulatory view). • Build an index or catalogue of data sharing agreements (consider role for LG Data Standards Board). • Share existing toolkits with CPPs/CP partners that allow the testing of potential data sharing requirements to provide support. • Work with the SG to look at what they are doing across all areas of government and what they already have in place re principles and risk.	IS/NHS/PS – with support from CPIB members	Mar 2024	
SLWG Wellbeing CYP Wellbeing of Children and Young People	**Building & facilitating relationships**	**7. CPIB to encourage partners to recognise, resource and sustain the places (inc. 3rd Sector) where nurturing relationships happen**	• Write to CPPs/CP Partners to emphasise the importance of 3rd sector having equal place within Childrens Service Partnerships as part of delivery of whole family wellbeing approaches. • Write to CPP's/CP Partners to promote the support and resources available from the National Trauma Training Programme.	CPIB Chair & CPIB Members	Dec 2023	
	Collective prioritisation and decision making in relation to funding	**8. CPIB to encourage CPPs to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding.**	• Identify and promote examples of collective funding approaches that work well and that could be easily and quickly replicated • Explore level of collaboration taking place at CSP/CPP level in relation to WFWF and share best practice examples where collaboration is working well across sectors. • Analyse the use of WFWB throughout Scotland, drawing on TSI audit currently underway on use of this funding.	CPIB Members CPIB Members TSI	Mar 2024	

Annex 2 - CPIB RECOMMENDATIONS FOR NATIONAL ACTION

	CLIMATE CHANGE	
Good, green jobs and fair work	**Barriers**	**National Action**
	Fragmentation of Funding Landscape	❖ Consolidate and align national budgets and funding streams relating to Climate Action
	Greater strategic co-ordination of procurement approaches	❖ Adopt a greater focus on sustainability within procurement regulation
	Sustainable Funding for the Third Sector	❖ Explore funding opportunities to support local areas and Third Sector to drive transition towards net zero.
	FINANCIAL SECURITY FOR LOW INCOME HOUSEHOLDS	
Financial security for low income households	**Barrier**	**National Action**
	Data Sharing	❖ Sponsor national data sharing principles to bring weight to collective efforts. ❖ Explore governance arrangements to prioritise progress in common platforms and common technology components (e.g., HSC Data Strategy & Scotland's Digital Strategy)
	Funding Barriers	❖ Give greater emphasis to provision of flexible and multi-year funding to enable funding to be used in ways that reflect priorities for communities. ❖ Include a requirement in funding flexibilities for CPPs to be involved in wider commissioning of work
	Reporting & Governance	❖ Reduce reporting requirements in relation to Child Poverty Action Reports
	WELLBEING OF CHILDREN AND YOUNG PEOPLE	
Wellbeing of Children and Young People	**Barrier**	**National Action**
	Building and facilitating relationships	❖ Resourcing the 3rd Sector to provide relationship-based early-intervention alternatives. ❖ Sustainable resourcing to support genuine partnership working with communities and families
	Receiving the right support at the right time	❖ Increased investment in Whole Family Wellbeing Funding ❖ Give greater focus to ethical commissioning. ❖ Sustainable funding is required for implementation of the Neurodevelopmental Pathway specification. ❖ Greater prioritisation of funding which supports partnership approaches
	Funding complexity and fragmentation	❖ A longer-term outcomes focussed funding model is required to facilitate greater interaction and alignment and to maximise the resources we have available to drive the generational change we desire. ❖ Funding for other forms of external community-based provision to allow young people and families to find alternative ways to address mental health issues

ANNEX 3 – **CPIB Response to the recommendations published by the Local Government, Housing and Planning Committee following their inquiry into community planning.**

The Community Planning Improvement Board (CPIB) provides leadership and improvement support for Community Planning in Scotland. CPIB membership includes senior level representation from the key statutory Community Planning partners and provides direct links with all 32 Community Planning Partnerships thus enabling connections that will be pivotal to supporting our collective improvement ambitions. The views expressed in this response reflect ongoing work by the CPIB to generate valuable evidence-based solutions to the significant challenges facing communities and local partnerships.

CPIB members welcomed the opportunity earlier this year to feed into and to provide evidence to the Local Government, Housing and Planning Committee inquiry into community planning. This provided an opportunity to share the wealth of learning and insight accumulated by the CPIB in recent years, including through our wide-ranging engagement with partnerships and partner organisations.

The CPIB expressed broad support for the majority of recommendations identified by the Committee, highlighting the close alignment with themes emerging within our own evidence base and improvement priorities. The CPIB suggests that there are four broad themes from across the Committee's recommendations that require further emphasis to drive forward collective improvement.   These four areas are:

1. Resourcing

The CPIB strongly supports the recommendation that Scottish Government should explore whether it's ambitions for community planning are realistic without being backed up by direct investment and should also explore how community planning partners should best direct their own resources to underpin CPPs work (Recommendation 23).

While the breadth of community planning responsibility has increased over the years, Community Planning Partnerships do not receive direct investment to take on additional responsibilities. Consequently, the resourcing available to community planning is under increasing and unsustainable pressure. Current resourcing levels are insufficient to support the change in behaviour, culture and practice which is required to enable Partnerships to fulfil their potential in terms of strengthened partnership working and community empowerment, or to facilitate the scaling-up of good practice examples.

The CPIB requests that a review of funding should take place to consider the appropriateness to deliver services and to better support the use of our collective resource in tackling inequalities and undertaking preventative activity. This review should consider the impact of living wage commitments which play an essential role in valuing and retaining staff within partner organisations. To enable local partners to pool resources effectively and respond to local pressures and priorities, fiscal empowerment is essential to the financial sustainability of Community Planning. Therefore, it is essential that any additional investment should involve the wider engagement of all core partners and be provided on the basis that it is for the Partnership to determine its use for local pressures and priorities.

Streamlining Accountability
The CPIB strongly supports the recommendation that Scottish Government should explore how the complex lines of accountability for community planning partners could best be streamlined. (Recommendation 25).

Complex funding models and current systems of governance and accountability do not incentivise a focus on long-term outcomes, prevention and place, and frequently inhibit partners efforts to

prioritise, resource and deliver collectively. With the pressure on partner resource likely only to intensify, the CPIB requests a flexible funding model which will enable the accountability structures within existing systems to resolve funding tension as budgets tighten. Greater alignment of accountability and performance frameworks of partners is needed so partners are held accountable not just for the delivery of sector-specific targets (e.g., waiting times) but shared partnership outcomes. This is essential to provide the necessary assurance that all partners are focussed on the agreed outcomes at a local level as articulated through LOIPs and that this is not contradictory to national commitments and performance frameworks. Progress in these areas is essential to support our collective commitment to placed based approaches grounded in 'local first, national by exception' principles.

Empowerment & Participation
The CPIB strongly supports the recommendation that Scottish Government should consider additional resourcing to help renew CPP's focus on the importance of empowerment and participation, and to help develop the professional skill set required for effective community engagement (Recommendations 26, 27 & 28).

To truly facilitate a person-centred approach, it is essential communities are fully included in the planning process, and that voices of all communities are reflected within LOIPs and Locality Plans. It is important that engagement with our communities, including communities of interest or identity is done on a partnership level, within a place-based planning approach. In addition to facilitating more meaningful engagement, this also facilitates a more effective use of partner resource and helps to avoid community fatigue from multiple separate approaches.

The CPIB agrees that community engagement requires a professional skillset and needs to be appropriately resourced. While additional resourcing to support community engagement would be welcomed, it is important to recognise that all community planning partners have a joint responsibility to ensure partnerships are sufficiently resourced to engage effectively with communities. The CPIB requests that any additional resources or networks of community engagement officers therefore should be available to all statutory partners and TSI's to strengthen the capacity, experience, and expertise currently available within these organisations.

The CPIB also welcomes the recommendation to increase funding to support sharing of best practice in this area. The Improvement Service, along with other organisations and networks such as SCDC are well placed to provide support in relation to sharing of best practice and identifying opportunities to drive improvement in relation to community empowerment and participation.

Third Sector
The CPIB strongly supports the importance of greater involvement of TSIs and Third Sector organisations in community planning (Recommendation 21).

TSIs have a key role in ensuring the interests of local community groups and third sector organisations are represented in community planning structures. Given the role the third sector played in the pandemic response, and their closer relationships with communities, the third sector could play a critical role in helping to build the capacity of local people to become involved in co-designing and delivering services. The third sector is also instrumental in the development and delivery of early intervention offers and relationship-based alternatives to statutory service delivery, including in key areas such as whole family wellbeing approaches.

The CPIB believes that it is essential that TSI's and the third sector are adequately and sustainably resourced to play this critical role if their involvement in community planning is to be meaningful. The increasing levels of demand being pushed towards the third sector, and their capacity to contribute to community planning meeting structures while managing their important local delivery of service must be considered. The CPIB therefore requests parity of esteem for the third sector in relation to funding in order to deliver a more joined up approach to prevention and sustainability, and greater collective ownership of, and accountability for, priorities, plans and decisions.

CPIB Communication to CPP Stakeholders
CPIB Board, November 30th, 2023

1. **Purpose**
    1.1. This paper presents a draft communication to be shared with CPP stakeholders which provides an overview of the CPIB Action Plan and shares good practice learning which has emerged from work so far.

2. **Recommendations**
    2.1. Board members are asked to:
        2.1.1. Approve the draft communication.
        2.1.2. Share any further examples of good practice for inclusion in the communication by 8th December.
        2.1.3. Agree to circulate the communication within their own organisation/sector, promoting good practice and advocating for change.
        2.1.4. Endorse the circulation of a regular CPIB communication following each CPIB meeting.

3. **Background**
    3.1. Following endorsement of the CPIB Action Plan in August, this paper sets out a draft communication to key stakeholders, including CPP Chairs and partner organisation Chief Executives. The aim of this communication is to share an update on those actions prioritised by the CPIB Board, to share progress and learning thus far, and to provide an opportunity to engage with CPP stakeholders in the implementation of these improvement actions and to inform future areas of focus.

4. **Draft Communication**
    4.1. The draft communication is included in Annex 1 and sets out the priorities agreed in the CPIB Action Plan, and also those areas of national action that have been identified by the Board.

    4.2. This communication also provides an opportunity to share progress and good practice in line with key CPIB Actions. These include:

    Action 3 – Climate Change
    o Share good practice with CP partners of where different funding streams have been merged and applicants have been encouraged to submit solutions to broad issues.

    Action 5 – Financial Security
    o Promote the good practice examples collected through SLWG in relation to data sharing.

    Action 7 – Wellbeing of Children and Young People
    o Promote the support and resources available from the National Trauma Transformation Programme.

    4.3. If there are further examples of good practice that Board Members think would be helpful to include in these areas, we would be grateful if these could be shared by December 8th, 2023.

5. **Next Steps and future communications**
    5.1. Following agreement on content and to promote effective engagement with the work of the CPIB, the communication will be designed by colleagues in Dundee City Council to provide a more visually attractive and compelling update. This will allow material currently presented within appendices to be incorporated within the update.

5.2. The CPIB Chair will circulate the finalised correspondence to CPP Chairs and partner organisation chief executives. CPIB members will be asked for their assistance in sharing the communication within their own organisation/sector/local partnership, and in inviting feedback and further engagement. The support of CPIB members will be particularly important in promoting good practice emerging from the work of the CPIB and in advocating for change within their own organisation and/or sector. Members will play a critical role in connecting with relevant people within their own organisation and/or sector to help work through and resolve those challenges identified by the CPIB, and in implementing the learning from good practice. The communication will also be shared on the CPIB Website for wider consumption.

5.3. In terms of the future communication schedule, a regular update following each CPIB meeting will be circulated to stakeholders to ensure the ongoing flow of communications between the CPIB and local CPPs and community planning partners. This will provide an opportunity to share regular progress updates against the CPIB Action Plan and will create opportunities for stakeholders to engage with and inform the ongoing work of the CPIB.

Annex 1 – DRAFT CPIB Communication

Given the deep-rooted and persistent inequalities within our communities, combined with the unprecedented financial challenges facing public services, the role of community planning is more important than ever in providing a space in which public services, communities and the third sector can work together to enhance local decision making and improve outcomes.

The Verity House Agreement (VHA) provides a further welcome opportunity to think creatively about how to maximise the impact of community planning in working across boundaries, supporting local alignment and using collective resources more effectively to deliver shared priorities and improve outcomes for people and communities.

The CPIB continues to provide leadership and improvement support for community planning in Scotland, and to generate valuable evidence-based solutions to the significant challenges facing communities and local partnerships. CPIB membership includes the key statutory community planning partners and provides direct links with all 32 Community Planning Partnerships.

CPIB Action Plan

A central element of the CPIB's recent work as set out in the CPIB Strategic Plan has been to demonstrate the commitment of community planning partnerships to incorporate Covid Recovery ambitions into their work, as well as positive examples of practice. The CPIB has focussed on three main areas in 2022 and 2023, which are: Climate Change; Financial Security for Low Income Households; and Wellbeing of Children and Young People.

The CPIB reviewed their strategic focus in 2023, and agreed these themes remain pertinent given their importance to local Partnerships, and their broad alignment with the outcome priorities within the VHA and wider Public Service reform agenda. It was agreed however, that there may be value in revisiting our focus as greater clarity emerges in both national agendas.

Through engagement with community planning partners and Partnerships, deep dive workshops, and CPIB short-life working groups, we have continued to build a wide and varied evidence-based understanding of the important work community planning partnerships are carrying out to improve outcomes through good practice, and of the barriers limiting progress. From this, the CPIB identified a series of local and national actions which are needed to unblock these barriers and help community planning fulfil its potential.

The CPIB Action Plan outlines how we will deliver our priorities for the period ahead and represents the commitment of CPIB members to work together to deliver practical action to drive forward real change at a local level. Annex 1.

Sharing Good Practice

To help inform local practice, we are pleased to share some of the good practice examples, resources and support which have been identified so far from the work of the CPIB.

Improving local co-ordination in Climate Change funding	Overcoming data sharing obstacles	Support and resources available from The National Trauma Transformation Programme
This good practice example showcases a successful approach where different funding streams have been merged locally and applicants have been encouraged to submit solutions which have the potential to create a significant impact for local communities.

Annex 2 | To help community planning partners address barriers in organisational sharing of population and personal data, the CPIB has collated some good practice examples of local progress which offer learning in relation to overcoming the obstacles which exist.

Annex 3 | These resources will help support our collective approaches to building and facilitating nurturing relationships essential in promoting the wellbeing of children and young people. The National Trauma Transformation Programme provides a wide range of learning resources, guidance, and implementation support for all sectors of the workforce, including leaders, to up-skill staff and to embed and sustain a trauma informed model of working.

Annex 4 |

Areas for National Action

In addition to the local actions to be taken forward by the CPIB, there are a number of national actions which are essential to the progress of this work. The CPIB is seeking support from the Deputy First Minister, the COSLA President and the Minister for Public Finance, Planning and Community Wealth to come up with a plan for how we can continue to work together to take this forward. The priority areas for national action identified by the CPIB are set out below:

1. To address the fragmentation of the climate funding landscape by consolidating and aligning national budgets and funding streams
2. To secure sustainable funding for the third sector, recognising their instrumental role in the development and delivery of early intervention offers and relationship-based alternatives to statutory service delivery, including in key areas such as whole family wellbeing approaches.
3. To give greater emphasis to the provision of flexible and multi-year funding to enable available resources to be better used in ways that reflect priorities for communities.
4. To reduce reporting requirements, including in relation to Child Poverty Action Reports.

LGHP Committee Inquiry Report into community planning - Recommendations

CPIB members welcomed the opportunity earlier this year to share some of the learning we have accumulated in our work by feeding into the Local Government, Housing and Planning Committee inquiry into community planning. Following the publication of the Committee Report, the CPIB expressed broad support for the majority of recommendations identified, highlighting the strong parallels with themes emerging within our own evidence base and improvement priorities. While generally welcoming the recommendations, in their response, the CPIB pointed to four themes where further emphasis would be helpful to drive forward collective improvement.   Annex 5.

ANNEX 1 - CPIB Action Plan, August 2023

Source	BARRIER	Action	How we will deliver	Who	Timescales

Systemic Issue across all 3 SLWG	**Sustainable Funding for the Third Sector**	**1. CPIB to support implementation of new and existing local models relating to Third Sector funding**	• We will establish a new SLWG to collectively identify the role for CPP and what action the CPIB would wish to take to support this issue, including for example:
			   ○ Signing up to Fair Funding Principles
			   ○ Use the VHA partnership agreement to look at the role of the third sector & need for sustainable funding
			   ○ CPP partners consider how they provide sustainable/flexible funding
			   ○ Lobby for more preventative funding
				Anna Fowlie & CPIB members	Dec 2023

SLWG Climate Change	**Strategic co-ordination of Procurement**	**2. CPIB to work with Scotland Excel to bring greater co-ordination in procurement**	• We will hold a CPIB workshop with Scotland Excel & other procurement providers to explore the potential to widen access to existing procurement frameworks and consider how procurement providers might work closer together to reduce fragmentation in procurement in relation to climate change.	CPIB Chair	Dec 2023
	Co-ordination of funding landscape	**3. CPIB to support co-ordination and streamlining of funding at a local level**	• Share good practice of where different funding streams have been merged and applicants have been encouraged to submit solutions to broad issues (see Annex 2). • Share good practice with CP partners nationally to encourage good practice. • Share with Scottish Government to demonstrate value of this approach	DCC CPIB Chair CPIB Chair	Aug 2023 Oct 2023 Oct 2023
		4. CPIB/CPPs to encourage greater focus of City Deal money on Climate Change	• Identify those Climate change initiatives currently prioritised within City or Growth Deal programs (See Annex 3). • Ask CP partners to review and update the list to address any gaps (identifying funded projects that have the potential to make a strategic difference) • Encourage CP Partners at a City or Growth Deal level to prioritise these funded opportunities before other smaller, unfunded ideas that may distract	SDS SDS/CPIB Chair SDS/CPIB Chair	Aug 2023 Oct 2023 Oct 2023

Good, green jobs and fair work

SLWG Financial Security	**Data Sharing**	**5. CPIB to promote good practice & learning on local progress in data sharing.**	• CPIB to widely promote the good practice examples collected through SLWG in relation to data sharing. • Edinburgh Third sector interface to share their approach to data sharing.	CPIB Members Edinburgh TSI	Dec 2023 Dec 2023
		6. CPIB to develop national principles on data sharing and risk levels.	• CPIB members to identify a specific cross-sector example/use case that could be used to help progress work on data sharing principles, minimum standards and common understanding of risk. • Develop a template approach to help prime stakeholders to participate and allow testing and confirmation of the process. • Carry out an environmental scan to identify and engage with those bodies/groups who can provide support/guidance to resolve issues across a broad spectrum of areas including data quality, information security and technology (involve ICO for regulatory view). • Build an index or catalogue of data sharing agreements (consider role for LG Data Standards Board). • Share existing toolkits with CPPs/CP partners that allow the testing of potential data sharing requirements to provide support. • Work with the SG to look at what they are doing across all areas of government and what they already have in place re principles and risk.	IS/NHS/PS – with support from CPIB members	Mar 2024
SLWG Wellbeing CYP	**Building & facilitating relationships**	**7. CPIB to encourage partners to recognise, resource and sustain the places (inc. 3rd Sector) where nurturing relationships happen**	• Write to CPPs/CP Partners to emphasise the importance of 3rd sector having equal place within Childrens Service Partnerships as part of delivery of whole family wellbeing approaches. • Write to CPP's/CP Partners to promote the support and resources available from the National Trauma Training Programme.	CPIB Chair & CPIB Members	Dec 2023
	Collective prioritisation and decision making in relation to funding	**8. CPIB to encourage CPPs to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding.**	• Identify and promote examples of collective funding approaches that work well that could be put in place quickly • Explore level of collaboration taking place at CSP/CPP level in relation to WFWF and share best practice examples where collaboration is working well across sectors. • Analyse the use of WFWB throughout Scotland, drawing on TSI audit currently underway on use of this funding.	CPIB Members CPIB Members TSI	Mar 2024

Annex 2

Dundee Climate Fund Round 1 Report + Evaluation

Overview:

The Dundee Climate Fund has been established with the aim of supporting community-led projects addressing climate change. It operates on the principles of the Community Choices model, wherein citizens play a pivotal role in determining the allocation of funds towards the city's Climate Action Plan. The fund has a total budget of £750,000, comprising £250,000 in revenue and £500,000 in capital funding.

The Dundee Climate Fund aims for projects to fall within the following thematic areas:

- **Energy**: Focused on reducing consumption, promoting energy efficiency, and encouraging the use of renewable energy sources.
- **Transport**: Aimed at promoting active travel and decarbonising transportation systems.
- **Waste**: Focused on waste reduction, recycling, and resource reuse.
- Resilience: Geared towards enhancing greenspaces, biodiversity, and local food growing initiatives.
- **Community Engagement**: Targeting the increase of public awareness and engagement of communities and young people in climate change efforts.

The fund invites applications for both small projects (with budgets ranging from £6,000 to £25,000) and large projects (with budgets up to £100,000). Proposals exceeding £25,000 will require organizations with free reserves exceeding three months' operating expenses to provide 25% match funding in cash or in-kind contributions.

Distinctive Features of the Dundee Climate Fund:

The unique aspect of the Dundee Climate Fund lies in its citizen-centric approach. Community members play an integral role in determining the funding recipients. Each application undergoes an internal review process to ensure compliance with feasibility and eligibility criteria. Projects that meet these criteria are then made available for public voting.

Submission Process:

The application process involves three steps:

1. Initial submission via Consul (Dundee's Voice), a public-facing platform where the information is displayed for voters to see.
2. Detailed application through MS Form.
3. Supporting documentation submission via ClimateChoices@dundeecity.gov.uk.

Applications for the first funding round were open from September 26, 2022, until November 20, 2022, at midnight. A Review Panel evaluated all submissions, and projects meeting the funding requirements proceeded to the public voting phase.

Review Panel:

The core review panel comprised members from the Dundee City Council Dundee Climate Fund working group, including representatives from various departments relevant to the funds themes. For each topic covered by the Dundee Climate Fund, a specific review panel was constituted, supported by additional internal and external experts.

Applications

Figure 1 provides a summary of all the applications received during Round 1 of the Dundee Climate Fund. Notably, the fund received a diverse range of innovative proposals that had the potential to create a significant impact on local communities. Surprisingly, the fund attracted interest from organizations that had not previously been involved in climate action. Smaller community groups received support from Community Empowerment Officers, who assisted them in navigating the application process, garnering positive feedback.

The Dundee Climate Fund intentionally kept its thematic areas open to stimulate creativity and imagination among applicants. A total of 29 applications were submitted during the 8-week application period, exceeding the fund's available budget.

For detailed information on each application, refer to the provided link.
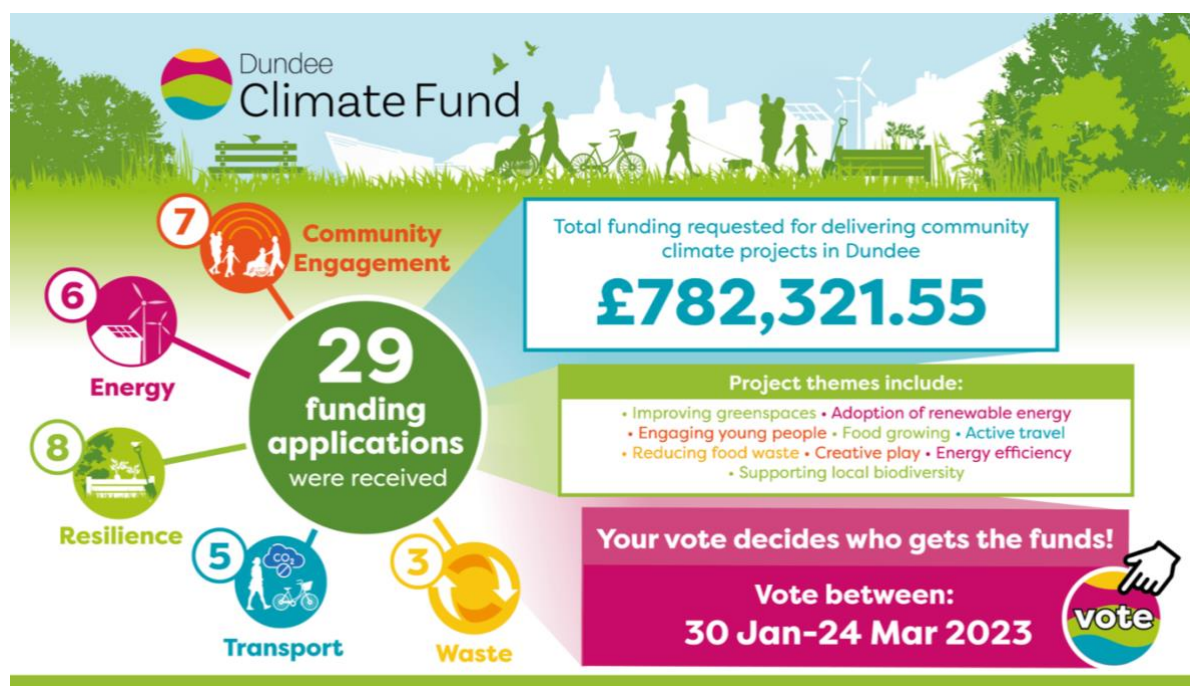
Figure 1. Summary of all received applications to the Dundee Climate Fund Round 1.

Voting Process:

Funding allocation was determined through a public vote on CONSUL. All applications were simultaneously subjected to voting. Each Dundee citizen had one vote per funding round, with the ability to allocate the entire available budget across all proposals. Two videos were created to help citizens vote, one to show them how create a MyGov account, another explaining the voting process.

Funding was awarded based on the successful votes calculated by the CONSUL software, taking into account the available capital and revenue funds.

A multimedia targeted marketing campaign for Dundee was developed to get people to vote. This included the following media:

- 16pg **Evening Telegraph brochure**, extras: Community Centres, libraries & local shops (reach 70,000)
- 242,000 impacts **Pure Radio Tayside**, 8-week Campaign, (David Attenborough impressionist)
- 300,000 **Digital Audio** impressions (podcasts, radio, streaming)
- 107,700 **Ads360** impressions, 789h12m exposure
- 60,400 **Facebook Ad** impressions; 28,700 reaches
- 40,000 **Google Ads** impressions
- 610 **Native Content Article** views
- Street Advertising
- Organic social media
- Press release
- 200 Bus interior posters
- Bus shelter advertising
- DCC hosted email signatures

A total of 4376 public votes were received.

Learning and Improvements:

Applications:

Following the success of the first round, the Dundee Climate Fund 2.0 is building on its achievements with a bottom-up, responsive, and collaborative approach for its second phase. To generate new ideas and foster community involvement, an innovative Speed-Dating Ideas Generation Workshop was conducted, where local community groups brainstormed ideas together with experts from the internal review panel. Subsequently, several public engagement events were held at Dundee's community centres, allowing for further input from the local community.

Through a comprehensive consultation process involving several hundred local residents, the generated ideas were filtered based on their feasibility and deliverability. The selected ideas are now being presented to community groups and projects, urging them to come forward and utilise a share of the remaining funding to bring these ideas to fruition.

Voting:

In an effort to enhance the voting process and encourage broader participation, social media log-ins have been enabled for Consul. This move aims to facilitate a more accessible and convenient voting experience for the public. Additionally, discussions are underway with libraries and community centres to develop in-person, ballot-style voting options. This step is intended to cater to individuals who may prefer traditional voting methods or face barriers in accessing online platforms.

To accommodate the extended voting options and allow ample time for processing and voting, the voting timeframe has been increased to 12 weeks. This extension will ensure that a diverse range of participants can have their say in selecting the projects to be funded, contributing to a more inclusive decision-making process.

The Dundee Climate Fund 2.0 strives to learn from the first round's experiences and make improvements based on feedback and observations. These enhancements aim to foster even greater community engagement, creativity, and collaboration in the pursuit of meaningful climate change projects for the city of Dundee.

Annex 3 – Data Sharing Good Practice Examples

1.   Using HMRC/DWP data to support targeting of services
Glasgow City Council has received permission from the UK Government to use DWP/HMRC information relating to household income for research purposes. In response, Glasgow City Council, in partnership with the Centre for Civic Innovation have done an exceptional piece of work, combining DWP/HMRC data with SEeMis data to map the level, location and depth of child poverty across Glasgow. This includes information on how rates of poverty vary across the priority groups. The incredibly rich and granular nature of this household level data has allowed Glasgow to make more informed, evidence-based decisions and target its services (Such as FISO) more effectively. However, they cannot use the data to explicitly target individual households and engage directly with them.

In terms of using DWP/HMRC information to proactively contact low-income household, some progress has recently been made on this as a result of legislation making its way through the UK Parliament which will allow local authorities to use HMRC/DWP data to identify and contact households which are entitled to but not currently accessing a free childcare place for their two-year-old. It is intended "to enable data sharing between HMRC, DWP, the Scottish Government and Scottish local authorities in order to help identify and contact households that are eligible for funded early learning and childcare (ELC) for 2-year-olds in Scotland."

This raises a question of why such an approach could not be taken (with or without further legislation) to maximise uptake of wider local and Scottish benefits.

2.   Data Sharing Agreements between voluntary and public sectors
In 2015 Edinburgh Voluntary Organisations' Council's (EVOC – a partner of Edinburgh TSI) Network of Children, Young People & Families Organisations were informed that the NHSL Health Visiting service was moving entirely to electronic email-based referral and information sharing. Many voluntary organisations in the Network worked closely with the service and this development was to become a barrier to all communication threatening services for this vulnerable client group.

EVOC worked with the SE Scotland Data Sharing Partnership and NHS Lothian Information Governance and Security to develop a Data Sharing Agreement (DSA) satisfying the requirements of NHS Lothian to allow for electronic data sharing. 17 organisations became signatories, and the secure flow of referrals and data was established.

In 2022/23 it became apparent that the DSA needed to be thoroughly reviewed to comply with legislative changes and encompass broader public sector data sharing aspirations – namely the ability to include the City of Edinburgh Council as well as NHS Lothian. Furthermore, a number of new organisations wished to sign up to ease, professionalise and ensure best practice compliance with data sharing arrangements. Through the erstwhile SE Scotland Data Sharing Partnership, which hasn't met for some time the mechanism of an existing Pan Lothian Agreement to allow data sharing between public authorities was suggested to enable multi public sector agency data sharing with one agreement with voluntary sector organisations. A number of existing signatories from the original cohort and a couple of potential new entrants kindly volunteered their time on a working group led by Kirstine Fergusson a data governance specialist, to start the process of writing a new document from first principles and using the national NHS toolkit for developing DSAs.

In September 2023, we are on the cusp of public sector sign off, and have voluntary organisations signed up and waiting in the wings. Incorporating learning and a request from public sector partners

for a mechanism to ensure a degree of assurance on the systems and processes of signatories, we have required voluntary organisations wishing to become signatories to attend compulsory full day training around data governance. We have also developed a [checklist for voluntary organisations](#) to complete, submitting required documentation for EVOC to hold as evidence should a query from public sector partners arise. EVOC does not judge such evidence or check its validity or standards – we believe that information governance is solely the responsibility of voluntary organisations signing up to the DSA but by asking for documents to be submitted it ensures systems, processes and a deep understanding of the issues within that organisation exist enabling a degree of confidence for public sector partners.

3. Local areas lead the way on data sharing to prevent child poverty

The Improvement Service is working with three local areas (Angus, Argyll & Bute and Inverclyde) and [SAVVI](#) (Scalable approach to vulnerability Via Interoperability) to identity legitimate and ethical ways of re-using personal data to identify and reach families at highest risk of child poverty, with the aim of offering those families advice and wider support to avoid financial crisis. The [Project Initiation Document](#) provides further detail.

The project is considering how locally held data (such as information on Crisis Grant applications and Council Tax arrears) could be combined with data held by the DWP/HMRC (UC data on household type) and that held by Social Security Scotland (on receipt of Scottish Child Payment) to identify and proactively reach out to those at highest risk of poverty and associated negative outcomes.

SAVVi are involved in proactive dialogue with the DWP around this work and are seeking to establish similar links with the Scottish Government.

If the project is successful in identifying legal pathways, all relevant documentation will be made widely available to support other councils and their local partners to replicate or build upon the approach.

The initiative – which should conclude in early 2024 – stemmed from a work led by the Improvement Service and funded by the Scottish Government's Scottish Rural Network, which took a Design Approach to identifying and overcoming barriers to tackling child poverty in remote, rural and island settings. Recommendations emerging from the process (including the need for improved data sharing protocols) are contained in this [report](#) and are being taken forward by the recently established Remote, Rural and Island Child Poverty Network which is facilitated by the National Coordinator for Local Action on Child Poverty.

4. [Prioritise Child Poverty: A Data and Systems Approach](#)

Public Health Scotland has developed a [toolkit](#) to support local areas to identify relevant data sources and also develop pathways for sharing relevant data between different departments and organisations. This toolkit offers a number of resources designed to support data-informed decisions being made about how best to support families and prevent child poverty. It was piloted in Inverclyde and is currently being used to support data sharing in Dumfries and Galloway.

Inverclyde Pilot: PHS worked together with Inverclyde Council to build up a better picture of what the local child poverty system looked like in Inverclyde, what data was being captured and how it could be used to best support local families. The work helped local partners think about how they might better collaborate and apply a child poverty lens to local service provision, to prevent and

reduce child poverty. The approach, which is brought to life in a [short animation](#), brought together participants from a wide range of local services in Inverclyde with a role to play in the lives of low income families. A range of local authority (and NHS staff) have had a short introduction, via a webinar, to the work that took place in Inverclyde. Using the tools, in collaboration with partners, local areas can increase their understanding about child poverty locally and use this insight to make data-informed decisions about how best to support families and prevent them from being locked into poverty.

Annex 4 – The National Trauma Transformation Programme

Scotland has paved the way in creating a vision of a trauma informed and responsive workforce and services that can recognise where people are affected by trauma and adversity, and that respond in ways that prevent further harm, support recovery, address inequalities and improve life chances. The National Trauma Transformation Programme (formerly known as the National Trauma Training Programme) is a major and long-term change programme, which aims to support this vision. The NTTP provides a wide range of learning resources, guidance and implementation support for all sectors of the workforce, including leaders, to up-skill staff to the appropriate level of trauma-informed and responsive practice and, critically, to embed and sustain this model of working.

The NTTP is delivered in partnership between the Scottish Government, COSLA, NHS Education for Scotland, Resilience Learning Partnership and the Improvement Service. The IS provides support to local authorities and their partners to raise awareness of the benefits of a trauma-informed approach and to strengthen the capacity and capability of councils and partners to implement trauma-informed practice and policy, and coordinates the network of local Trauma Champions and local trauma leads.

For more information about your local trauma champions and leads, please contact: trauma@improvementservice.org.uk

How has the NTTP evolved since 2017?

Scotland was the first country in the world to develop a knowledge and skills framework for psychological trauma for the workforce, developed by NHS Education for Scotland (NES) in 2017.

Subsequently, the National Trauma Training Programme (NTTP) was established in 2018 with an initial investment of £1.35m over three years and a goal to deliver trauma training, based on the Knowledge and Skills Framework, to 5,000 frontline workers over three years – this target was quickly met.

Since then, the Programme has steadily grown and evolved in response to feedback. It now includes a wide range of learning resources and guidance, alongside a network of implementation co-ordinators, Leaders, Trauma Champions and Trauma Lead Officers who are driving forward progress locally and nationally.

In 2023, the NTTP was rebranded to the National Trauma Transformation Programme to reflect the need for a whole system approach towards trauma-informed culture, attitudes, policies and practice across the workforce, which requires long-term, transformational change. The NTTP has recently published the Roadmap for trauma-informed and responsive change.

ANNEX 5 – **CPIB Response to the recommendations published by the Local Government, Housing and Planning Committee following their inquiry into community planning.**

The Community Planning Improvement Board (CPIB) provides leadership and improvement support for Community Planning in Scotland. CPIB membership includes senior level representation from the key statutory Community Planning partners and provides direct links with all 32 Community Planning Partnerships thus enabling connections that will be pivotal to supporting our collective improvement ambitions. The views expressed in this response reflect ongoing work by the CPIB to generate valuable evidence-based solutions to the significant challenges facing communities and local partnerships.

CPIB members welcomed the opportunity earlier this year to feed into and to provide evidence to the Local Government, Housing and Planning Committee inquiry into community planning. This provided an opportunity to share the wealth of learning and insight accumulated by the CPIB in recent years, including through our wide-ranging engagement with partnerships and partner organisations.

The CPIB expressed broad support for the majority of recommendations identified by the Committee, highlighting the close alignment with themes emerging within our own evidence base and improvement priorities. The CPIB suggests that there are four broad themes from across the Committee's recommendations that require further emphasis to drive forward collective improvement.   These four areas are:

1. **Resourcing**
The CPIB strongly supports the recommendation that Scottish Government should explore whether it's ambitions for community planning are realistic without being backed up by direct investment and should also explore how community planning partners should best direct their own resources to underpin CPPs work (Recommendation 23).

While the breadth of community planning responsibility has increased over the years, Community Planning Partnerships do not receive direct investment to take on additional responsibilities. Consequently, the resourcing available to community planning is under increasing and unsustainable pressure. Current resourcing levels are insufficient to support the change in behaviour, culture and practice which is required to enable Partnerships to fulfil their potential in terms of strengthened partnership working and community empowerment, or to facilitate the scaling-up of good practice examples.

The CPIB requests that a review of funding should take place to consider the appropriateness to deliver services and to better support the use of our collective resource in tackling inequalities and undertaking preventative activity. This review should consider the impact of living wage commitments which play an essential role in valuing and retaining staff within partner organisations. To enable local partners to pool resources effectively and respond to local pressures and priorities, fiscal empowerment is essential to the financial sustainability of Community Planning. Therefore, it is essential that any additional investment should involve the wider engagement of all core partners and be provided on the basis that it is for the Partnership to determine its use for local pressures and priorities.

Streamlining Accountability
The CPIB strongly supports the recommendation that Scottish Government should explore how the complex lines of accountability for community planning partners could best be streamlined. (Recommendation 25).

Complex funding models and current systems of governance and accountability do not incentivise a focus on long-term outcomes, prevention and place, and frequently inhibit partners efforts to prioritise, resource and deliver collectively. With the pressure on partner resource likely only to intensify, the CPIB requests a flexible funding model which will enable the accountability structures within existing systems to resolve funding tension as budgets tighten. Greater alignment of accountability and performance frameworks of partners is needed so partners are held accountable not just for the delivery of sector-specific targets (e.g., waiting times) but shared partnership outcomes. This is essential to provide the necessary assurance that all partners are focussed on the agreed outcomes at a local level as articulated through LOIPs and that this is not contradictory to national commitments and performance frameworks. Progress in these areas is essential to support our collective commitment to placed based approaches grounded in 'local first, national by exception' principles.

Empowerment & Participation
The CPIB strongly supports the recommendation that Scottish Government should consider additional resourcing to help renew CPP's focus on the importance of empowerment and participation, and to help develop the professional skill set required for effective community engagement (Recommendations 26, 27 & 28).

To truly facilitate a person-centred approach, it is essential communities are fully included in the planning process, and that voices of all communities are reflected within LOIPs and Locality Plans. It is important that engagement with our communities, including communities of interest or identity is done on a partnership level, within a place-based planning approach. In addition to facilitating more meaningful engagement, this also facilitates a more effective use of partner resource and helps to avoid community fatigue from multiple separate approaches.

The CPIB agrees that community engagement requires a professional skillset and needs to be appropriately resourced. While additional resourcing to support community engagement would be welcomed, it is important to recognise that all community planning partners have a joint responsibility to ensure partnerships are sufficiently resourced to engage effectively with communities. The CPIB requests that any additional resources or networks of community engagement officers therefore should be available to all statutory partners and TSI's to strengthen the capacity, experience, and expertise currently available within these organisations.

The CPIB also welcomes the recommendation to increase funding to support sharing of best practice in this area. The Improvement Service, along with other organisations and networks such as SCDC are well placed to provide support in relation to sharing of best practice and identifying opportunities to drive improvement in relation to community empowerment and participation.

Third Sector
The CPIB strongly supports the importance of greater involvement of TSIs and Third Sector organisations in community planning (Recommendation 21).

TSIs have a key role in ensuring the interests of local community groups and third sector organisations are represented in community planning structures. Given the role the third sector played in the pandemic response, and their closer relationships with communities, the third sector could play a critical role in helping to build the capacity of local people to become involved in co-designing and delivering services. The third sector is also instrumental in the development and delivery of early intervention offers and relationship-based alternatives to statutory service delivery, including in key areas such as whole family wellbeing approaches.

The CPIB believes that it is essential that TSI's and the third sector are adequately and sustainably resourced to play this critical role if their involvement in community planning is to be meaningful. The increasing levels of demand being pushed towards the third sector, and their capacity to contribute to community planning meeting structures while managing their important local delivery of service must be considered. The CPIB therefore requests parity of esteem for the third sector in relation to funding in order to deliver a more joined up approach to prevention and sustainability, and greater collective ownership of, and accountability for, priorities, plans and decisions.

Collective prioritisation and decision making in relation to funding.
CPIB Board, November 30th, 2023

1. **Purpose**
   1.1. This paper provides background information to support the Board's discussion on progressing CPIB Action 8: *CPIB to encourage CPPs to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding*.

2. **Recommendations**
   2.1. Board members are asked to share and discuss:
   - examples of collective funding approaches that work well and could be replicated in other CPPs relatively easily and quickly.
   - reflections on the level of collaboration taking place at CSP/CPP level in relation to Whole Family Wellbeing Funding, along with examples of best practice.

3. **Background**
   3.1. The CPIB has continued to build a wide and varied evidence-based understanding of the important work community planning partnerships are carrying out to improve outcomes through good practice, and of the barriers limiting progress. The CPIB Action Plan sets out the commitment of CPIB members to work together to deliver practical action to unblock these barriers and drive forward real change at a local level.

   3.2. Action 8 of the CPIB Action Plan focusses on how the CPIB can encourage CPP's to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding. Progressing this action effectively will be a conduit to the CPIB also being able to progress Action 7 of their Action Plan, a key element of which is to write to CPPs/CP partners to emphasise the importance of the 3rd sector having equal place within CSPs as part of the delivery of whole family wellbeing approaches. As part of this communication, it will be helpful to share good practice examples of the level of collaboration taking place at CSP/CPP level, particularly with the 3rd sector, in relation to the Whole Family Wellbeing Fund.

   3.3. Evidence gathered by CPIB SLWG's identified that the need to strengthen the collective role of the CPP to deliver more strategic funding decisions (particularly in relation to statutory partners) was more important than ever given the unprecedented financial challenges facing public services. The evidence pointed to a lack of interaction or alignment between existing funding streams which often pulls partners in different directions, creates duplication, and does not maximise opportunities to reach those most in need or support a holistic person-centred focus. The level of ring-fencing and delineation of budgets also creates insufficient local flexibilities to support partnerships to focus on local priorities. The evidence also highlighted a need to ensure that the funding which is available, e.g., WFWF is used to support partnership approaches and decisions. A key point here was that funding such as WFWF should reach into community settings and towards solutions that are 'real-lived' and extend beyond only statutory interventions.

4. **Sharing Practice**

   4.1. To provide an opportunity for the CPIB to explore how we can support progress in this area, the CPIB Chair has requested that a focussed item on this is included in the Board meeting on 30th November.

   4.2. In advance of this meeting, Board Members were asked to give some consideration to the following requests, so that they are able to feed into this discussion:

- o Please share any examples of collective funding approaches you are aware of that work well that could be replicated in other CPPs relatively easily and quickly. (CYP and more widely)
- o Please share your reflections on the level of collaboration taking place at CSP/CPP level in relation to WFWF and share best practice examples where collaboration is working well across sectors.

4.3. Some background material which may be helpful for the discussion is included in the Appendix. This includes:
- o Research on TSI's experiences of the WFWF (Appendix 1)
- o Good practice examples of collaboration in relation to WFWF (Appendix 2)
- o WFWF Learning into Action Network (Appendix 3)
- o Dundee ADP decentralised funding approach (Appendix 4)
- o TSI research on Third sector involvement in UK's Shared Prosperity Fund (Appendix 5)

5. Next Steps

5.1. The examples of good practice identified by CPIB members as part of the above discussion will be shared widely with community planning stakeholders in a future CPIB communication.

5.2. Sharing good practice will help inform local approaches and will provide an opportunity to ask CPPs and partner organisations how the CPIB might support them further in their efforts to strengthen collective prioritisation and decision making in relation to funding, and in promoting the role of the third sector as an equal partner in delivery of whole family wellbeing approaches within Children's Service Partnerships.

TSI Engagement in Whole Family Wellbeing Funding

1.0   Summary of this Document

This document outlines the level of engagement of Third Sector Interfaces (TSIs) in discussions regarding the Whole Family Wellbeing Fund. It notes that there was a lack of engagement with TSIs regarding the Fund, and suggests that improved communication with the third sector by the Scottish Government and a requirement for TSIs to endorse that the third sector has been meaningfully involved in developing local investment plans would improve the third sector's involvement in future.

2.0   Background

The Whole Family Wellbeing Funding (WFWF) is a £500 million investment over the life of this Parliament (2022 to 2026) to:

- support the whole system transformational change required to reduce the need for crisis intervention
- shift investment towards prevention and early intervention

£32 million has been provided to the Children Service Planning Partnerships to build local capacity for transformational whole system change and to scale up and drive the delivery of holistic whole family support services, with each local authority area being given an allocation.

There was an expectation that the allocation of the funding would be discussed locally. The Scottish Government guidance noted 'A toolkit has been developed for Children's Services Planning Partnerships to use to support consistent and structured planning discussions about the local design and delivery of holistic whole family support as part of each area's Children's Services Plan.'

3.0   Methodology

The TSI Scotland Network is a body of charities that support the third sector across Scotland, and is the recognised representation infrastructure for sector at local level. There are 32 TSIs – or Third Sector Interfaces - in Scotland, one for each local authority area. Some are partnerships working across large urban and geographical areas, some combine all the

functions of the TSIs' work under one roof. The TSI Scotland Network is supported to carry out its main functions by the Third Sector Unit of Scottish Government.

The Network was keen to establish how involved the third sector had been in the allocation of the resources of the Fund. Use was made of online technology to gather the data collectively, with an additional opportunity to respond by email. In total twenty TSI organisations responded. All the quotes have been anonymised, with identifying details removed.

On the basis on the findings, there was then a discussion by TSI Chief Officers about what could improve engagement in future. This formed the basis of the recommendations.

4.0   Findings

The Chief Officers were asked two questions, which are noted below:

Was your TSI involved in discussions about how the Whole Family Wellbeing Funding was to be spent in your local authority area?

■ Yes   ■ No
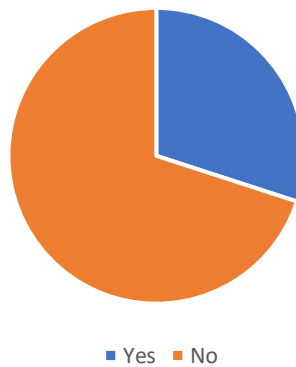
Were other people from the third sector involved in discussions about how the Whole Family Wellbeing Funding was to be spent in your local authority area?

■ Yes   ■ No   ■ Don't Know

Six of the respondents identified a positive experience of the consultation on the Fund.

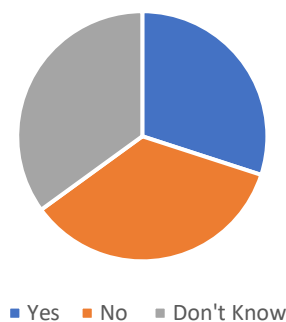*'The TSI were involved in discussions about how the Whole Family Wellbeing Funding was to be spent in our local authority area. The TSI CEO is on the Strategic Children's Service Plan Executive Group. Other people from the third sector were involved in discussions about how the Whole Family Wellbeing fund should be spent in the local authority area.'*

'Very involved and will include a Development Officer working with third sector and around £200K two thirds of money going to third sector.'

'[Our TSI] was actively involved in development of a Whole Family Wellbeing Phase 2 bid for [local authority area] on behalf of wider Community and Voluntary Sector and [our TSI] also consulted with latter through our [area] CVS Children, Young People and Families Network. [Local authority] was not successful in the bid.'

'We currently have a systems change project called [name] in [our area] looking at supporting families with early action and prevention support. This is a multi-agency project with staff from Third Sector, NHS and Local Authority involved. I was involved in a key leads discussion on how this funding would be allocated and [name] was the most suitable choice. The project lead also had discussions with Third Sector groups who linked with [name] about the funding allocation.'

In contrast to these positive experiences, most TSIs had a more challenging experience. Fourteen respondents identified a lack of involvement of TSIs in decision-making. This was reflected further in the comments received. These included:

'There were no opportunities that I am aware of for the third sector to generate project proposals or initiatives, or that could support collaboration in generating these with partners, that would have ensured the third sector could work equally as a partner in the allocation of this fund at a local level. This would have been one way to ensure the engagement of the third sector, and help amplify voices of lived experience.'

'I said no to both … but have been pushing on doors and now have a little involvement'

'We had to ask repeatedly about what was happening and to the best of my knowledge no money has been spent and only a small proportion of the funding for the current year is committed.'

'Involved at last minute, we need these letters that go to Chief Officers of LAs to come to TSI Chief Officers. Last minute change from Fri - Mon, 8 posts went to LA, changed to 7 posts LA, 1 in … community sector.'

'We had no involvement in the funding and have not yet seen the submission.'

'The fund was mentioned at a couple of meetings, we were told no money would be devolved to TSI and no idea of what was in their eventual submission.'

5.0   Recommendations

This funding was devolved to Children Service Planning Partnerships, not to local authorities. A toolkit was provided to aid the engagement of partners. Therefore, it is reasonable to assume that the Scottish Government wanted engagement of a wide range of partners, including the third sector. The third sector is very active in supporting families, and has a long history of innovative, preventative work.

There is a TSI in each local authority, funded by the Scottish Government. There were some very positive examples of involvement with WFWF identified by the research. However, a significant majority of the TSIs in the research have had no meaningful engagement with this Fund. Engagement needs to improve greatly.

We recommend, therefore, the following:

- When Chief Officers of local authorities and health boards, or the Chairs of Partnerships are written to about the local allocation of Scottish Government funding, Chief Officers of TSIs receive a copy of the letter, so that the third sector can be made aware of it;
- Any allocation of local partnership funding is required to be signed off by the TSI on behalf of the third sector, to ensure that the local authority does consult the sector on how the resources should be used.

Annex 2 – Good Practice examples of collaboration in relation to WFWF

Dundee Volunteer & Voluntary Action	PDF 3rd sector engagement - DVVA
Positive Planning: Dundee	PDF STTS WFWF Case study 3 Dundee (2).
Positive Planning: Glasgow	PDF STTS WFWF Case study 2 Glasgow (2).
Positive Planning: North Lanarkshire	PDF STTSWF_ Case study 1 North Lanar
Spotlight on East Lothian (page 4)	PDF Whole Family Wellbeing Funding

Annex 3 – WFWF Learning Into Action Network

The [Learning into Action Network](#) (LiA Network) has been developed as part of the Element 2 Whole Family Wellbeing Funding (WFWF) offer and is being co-designed and co-delivered with stakeholders and to enable collaboration, facilitate peer support, share learning and approaches from across the country, and support solution-focused discussions around the barriers to whole system change. The key aim of the network is to provide a space to share experience and learning about reshaping whole family support and to promote effective joined up working across Children Services Planning Partnerships (CSPPs) in the shift to an early intervention and preventative approach.

At the beginning of May, Ariane started in post as the LiA Network Project Manager to provide tailored support for CSPPs in line with specific local needs. Since then, Ariane has been responsible for the design, development and facilitation of a range of national and regional events for stakeholders to attend and share good practice, explore areas of challenge and discuss innovative ways of implementing a holistic approach to whole family support. These events have been coordinated in line with identified areas of focus as highlighted by CSPPs to ensure that shared learning is effective and meaningful. Furthermore, to ensure meaningful coproduction, a LiA Network Development Group has been established whereby self nominated Network members work with Ariane to provide consultation, input and feedback on upcoming activity to ensure that the programme delivered by the Network is responsive to emerging local and national needs.

In addition, this package of support has included the establishment of a LiA Network group on Knowledge Hub, whereby members can access a streamlined bank of resources, learning materials, policy updates, briefings and other useful information to support ongoing development as Element 2 progresses.

There has been great uptake of and participation in the Network events so far, with representation from 21 of the 30 CSPPs consistently attending the Network 'Link & Learn' sessions. During these sessions, connections have developed across local areas whereby CSPPs have shared knowledge, experiences and practice which has been highlighted in survey feedback as being very beneficial.

In addition, as a result of feedback received from events, a 'Monthly Mingle' programme has been established to provide a comfortable, informal 'drop in' space specifically for CSPPs to come together each month and discuss emerging themes and continue to share knowledge and strengthen connections.

Ariane's role has been providing a bridge between both local and national government to support cohesive and collaborative working, and to facilitate effective communication. Furthermore, being placed within the Improvement Service has enabled Ariane to utilise existing internal networks such as The Promise, Child Poverty, UNCRC etc. to ensure that all programmes of activity are aligned to promote joined up working.

For more information about the LiA Network and upcoming event activity, you can contact Ariane here: ariane.beaver@improvementservice.org.uk.

Annex 4 - ADP decentralised funding to improve health and wellbeing for people affected by substance use: Evaluation of process to date (February 2023)

Introduction

In March 2021, as a result of a proposal submitted by the HSCP/CLD Community Health Team, Dundee Alcohol and Drug Partnership (ADP) awarded £10,000 to each of the city's eight electoral wards to deliver priorities in the ADP Action Plan at a local level. The funding aimed to empower communities, including people with lived experience of substance use, to be part of the prevention and recovery agenda.

To take this forward sub-groups consisting of local people and service providers were established, feeding into Health and Wellbeing Networks and Local Community Planning Partnerships (LCPPs). Funding could be used for one large project or a number of smaller ones and was managed by Dundee City Council Communities Officers in their role as lead officers for LCPPs. The funding was intended to support the following outcomes:

- Increased opportunities for people affected by substance use to participate in activities and access support locally
- Reduced barriers to accessing local support for people affected by substance use
- Increased visibility of recovery and positive local responses to substance use
- Improved partnership working in communities to develop local support for people affected by substance use

A wide range of projects have been developed across the city which have helped build relationships between local workers and people/ communities affected by substance use. It is estimated that over 80 people have benefitted directly from the funding so far. Examples of projects are as follows:

Drop-ins have been established by Community Learning and Development staff and a range of Third Sector partners at the St Mary's Community Centre, the Maxwell Centre and Douglas Community Centre as well as further development of the volunteer-led Resolve and Evolve drop-in which has now relaunched at new premises at the Finmill Centre in Fintry. These drop-ins have provided an informal and safe space for people affected by substance use to meet, have lunch and take part in a range of fun activities.

Three recovery cooking courses delivered by the Community Health Team and Crossreach have taken place at Menzieshill Community Centre with a fourth scheduled to take place soon. The courses have increased participants' cooking skills and knowledge of how to cook on a budget. Several participants successfully completed an accredited food hygiene course and some have gone on to assist in delivery of the courses.

Stepping Stones and Mind Matters courses have been delivered by nurses from the Keep Well Community Team at Hilltown Community Centre, providing therapeutic activities to help participants affected by substance use to improve their mental wellbeing and cope with anxiety. Participants indicated that their mood and anxiety had improved over the course of the programme.

Other projects which have taken place or are starting soon include cycling sessions, community newsletters, sport and exercise, wellbeing packs, family cinema club, school lunchtime inputs on drugs/alcohol/sexual health/relationships and other youth diversionary activities. These are being

supported by a wide range of partners including Community Learning and Development, various Third Sector organisations, schools and local volunteers.

Across the projects, many participants have been signposted to other local services including food larders, employability support, benefits advice and volunteering opportunities. A significant component of the funded projects has been their inclusiveness and non-judgemental approach. For example, although effort has been invested in engaging with people affected by substance use, projects have not been branded or promoted in this way. In most cases, they have been open to the wider community and those affected by substances in the broadest terms, thereby facilitating social integration and minimising the impact of stigma.

This report presents the findings from an evaluation of the process of developing these projects to date and aims to highlight benefits and challenges from the perspectives of those involved in project development. It should be noted that many projects are still in the early stages so this report is not intended to comprehensively evaluate impact and further evaluation will be required to determine this over a longer period. Findings will be shared with the ADP to agree how best to support community responses to its strategic priorities going forward.

Methods

A Microsoft Forms survey was distributed to those involved in developing, delivering and monitoring local projects. The survey consisted mainly of closed questions with predetermined options identified from feedback from partners. No statistical analysis was conducted.

Results

A total of 31 responses were received across the eight wards. Figure 1 below shows the response breakdown by respondent category. The majority of respondents (n=12) were from public sector service providers from non-substance use services. No responses were received from public sector substance use services.
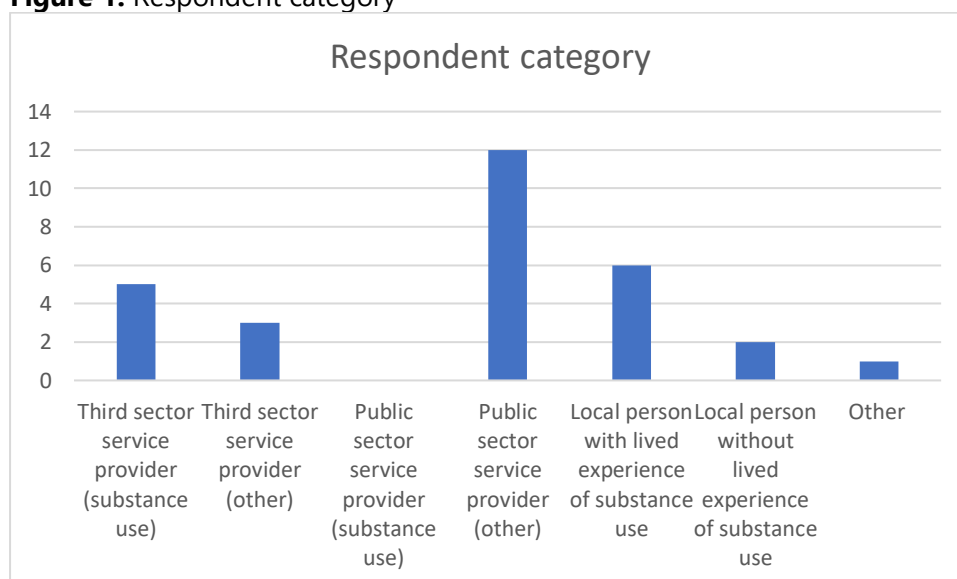
Figure 1: Respondent category

Figure 2 below shows the breakdown of responses by role. Respondents may have been involved in more than one way. The majority (n=20) were members of their local ADP sub-group. Only two were beneficiaries of funded projects.

Figure 2: Role(s) of respondents in funding process

Role(s) of respondents in funding process

- ■ I am a member of the local ADP sub group
- ■ I help deliver a local project supported by ADP funding
- ■ I benefit from a local project supported by ADP funding
- ■ I hear about local ADP projects at LCPP or other meetings
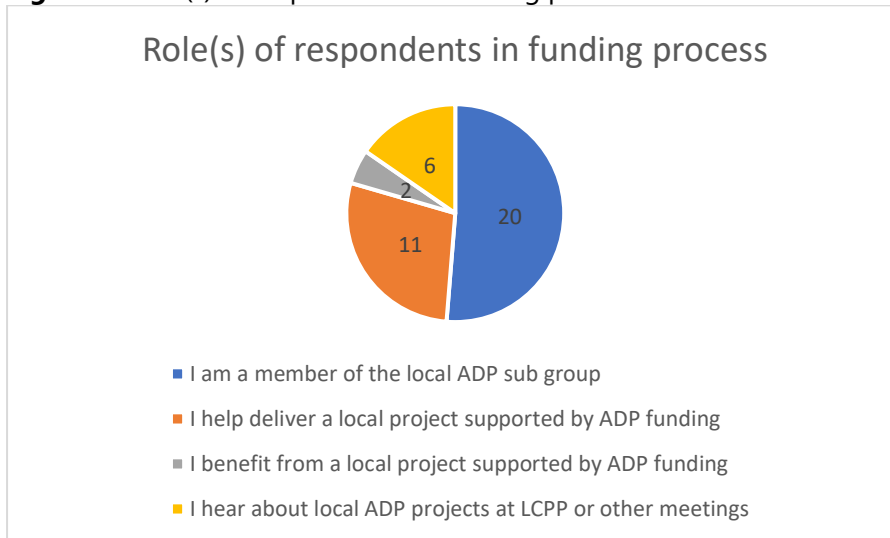
Figure 3 below provides a breakdown of respondents by the ward areas in which they have been involved in project development. Again, respondents may have been involved in more than one area. Most respondents were involved in the Coldside and North East areas. Only one respondent was from the West End and no respondents were from The Ferry.

Figure 3: Area(s) involved in project development

Area(s) involved in project development
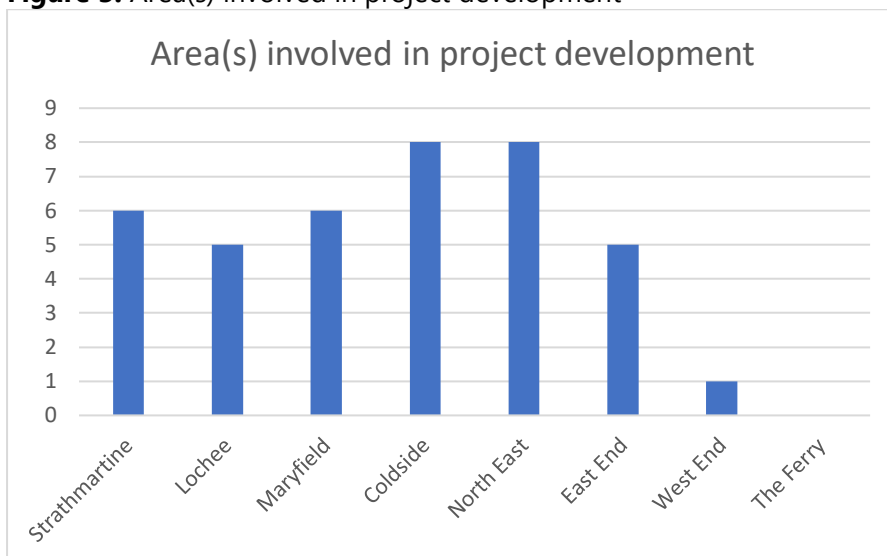
Figure 4 below shows the extent to which respondents felt three of the four key outcomes have been achieved to date. For all outcomes, a minority of respondents felt that these had been achieved mostly or completely. The outcomes that were equally perceived to have been mostly or completely achieved by the highest number of respondents (n=13) were outcome 1: increased opportunities to participate in activities and access support in the community for people affected by substance use, and outcome 3: increased visibility of recovery and positive local responses to substance use. It should be noted that outcome 3 also received the highest number of responses for 'not at all' and 'not very much'.

A number of questions to assess changes to partnership working were asked later in the survey to reflect the fourth intended outcome.

Figure 4: Perceived extent to which outcomes have been achieved
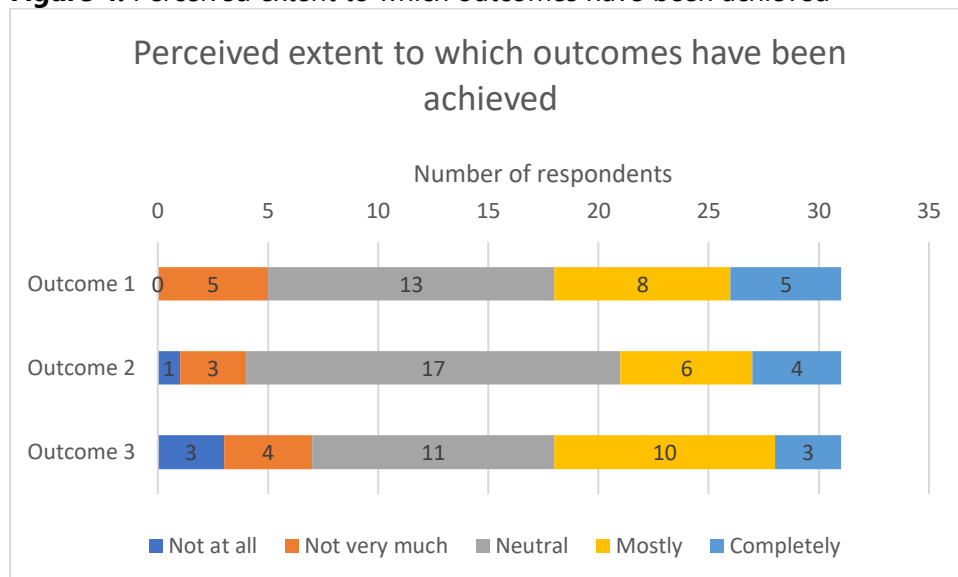
Outcome 1: Increased opportunities to participate in activities and access support in the community for people affected by substance use.

Outcome 2: Reduced barriers to accessing local support for people affected by substance use.

Outcome 3: Increased visibility of recovery and positive local responses to substance use.

Figures 5 to 8 present the results from four questions aimed at evaluating the perceived impact of the decentralised funding on partnership working.

Figure 5 below shows that almost all respondents (n=27) thought that the devolved funding has improved partnership working between local people and services. Only one respondent disagreed that it has improved partnership working with the remaining responses being neutral.

Figure 5
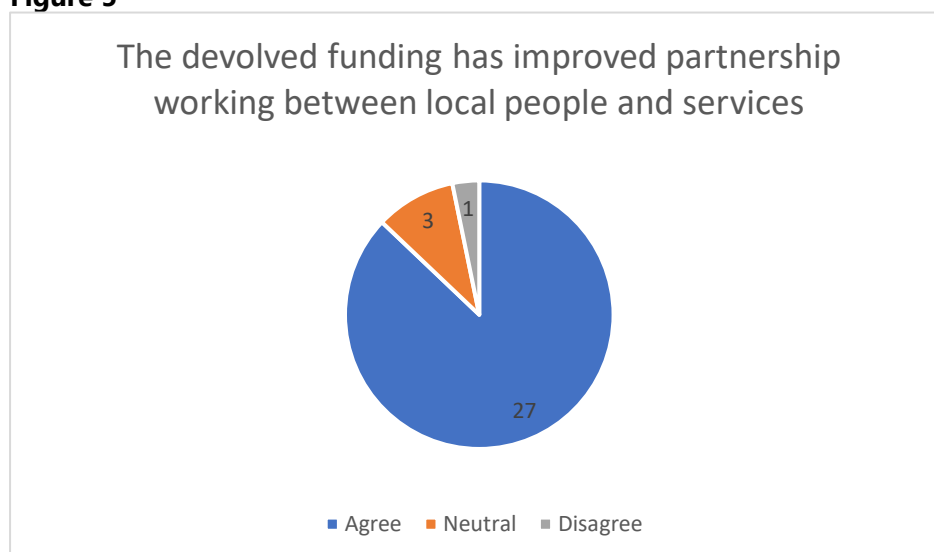
Figure 6 below shows a more mixed response to the statement *there is a good balance of local people and service providers involved in the ADP sub group*. Only a minority agreed with this

statement (n=10). Most respondents selected 'neutral' (n=14) with the remaining disagreeing with this statement (n=7).

Figure 6

There is a good balance of local people and service providers involved in the ADP sub group

■ Agree   ■ Neutral   ■ Disagree
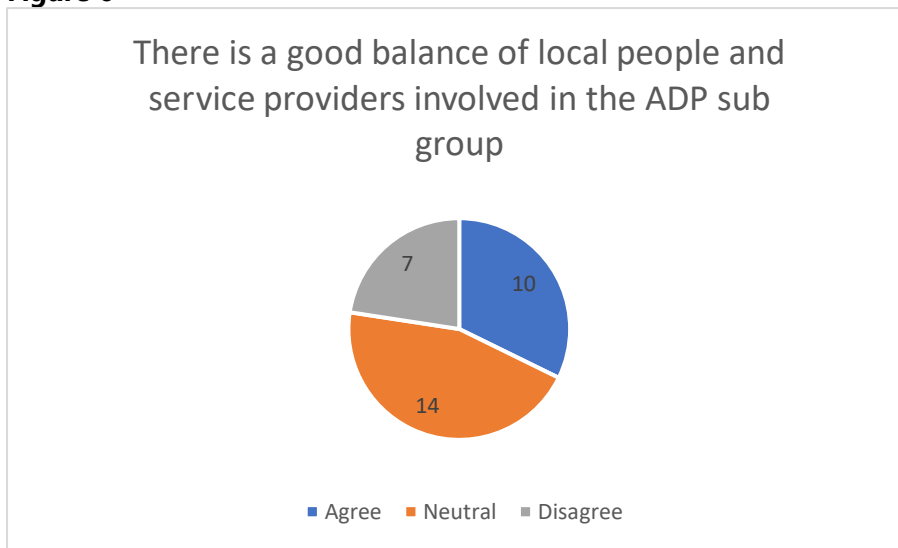
Figure 7 below presents the results from a broader statement *the ADP sub group has representation from all relevant partners*. The proportion of respondents selecting each option was similar to the previous statement but this time slightly fewer respondents agreed (n=8). The majority were neutral (n=14) with the remaining nine disagreeing.

Figure 7

The ADP sub group has representation from all relevant partners

■ Agree   ■ Neutral   ■ Disagree
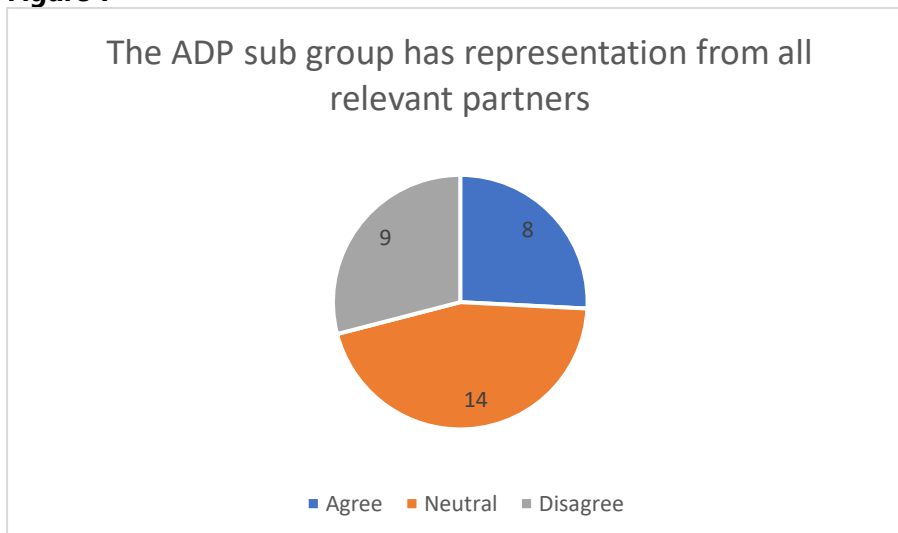
The final statement in this section specifically related to whether the process has strengthened engagement with people affected by substance use (see Figure 8 below). The majority of respondents agreed that it had (n=17). Only three respondents disagreed with this statement with the remaining 11 neutral.

Figure 8

The process has strengthened engagement with people affected by substance use

Agree 17 · Neutral 11 · Disagree 3
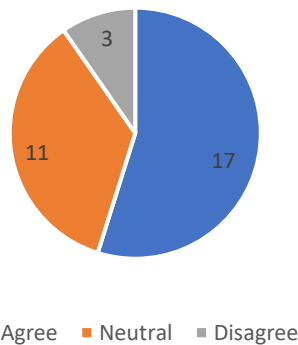
The final three figures present the results from questions about the perceived benefits and challenges of the funding process and steps required to sustain this work locally. Respondents were asked to select their responses from a list of predetermined options and could select more than one option.

Figure 9 shows the responses to the statement *in your view, what have been the benefits from the devolved funding process so far?* The greatest perceived benefit was 'partners working together to identify solutions' with almost all respondents selecting this option (n=28). This was closely followed by 'new projects to support people affected by substance use'. Although fewer selected these options, there was still a majority who felt that 'increased connections between substance use services and the community' (n=18), 'less stigma for people affected by substance use' (n=18) and 'involvement in local developments from local people' (n=18) were benefits from the process. Only a minority believed 'easier local access to substance use support' (n=12) and 'people affected by substance use are integrated into the community' (n=11) were benefits of the process.

Figure 9

In your view, what have been the benefits from the devolved funding process so far? Select all that apply.
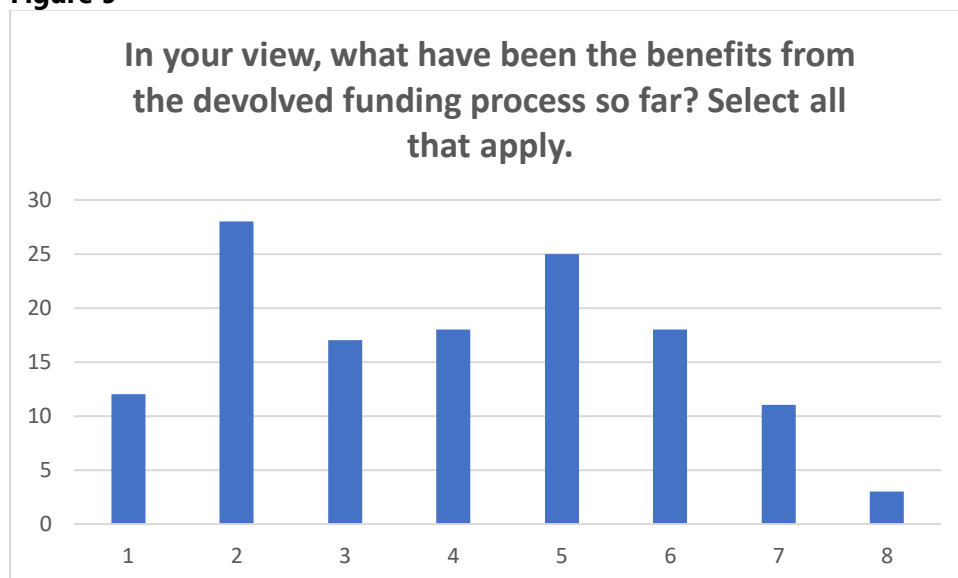
1. Easier local access to substance use support
2. Partners working together to identify local solutions
3. Involvement in local developments from local people
4. Increased connections between substance use services and the community
5. New projects to support people affected by substance use
6. Less stigma for people affected by substance use
7. People affected by substance use are integrated into the community
8. Other

Responses provided where 'other' was selected:

- Without any feedback being fully provided to the LCPP no evaluation can be made.
- Some attendees have moved on to work and further peer learning opportunities.
- Opportunities for multi-agency working to collaborate on helpful projects. This has enabled planning alongside seed money for new initiatives.

Figure 10 below shows the responses to the statement *in your view, what have been the challenges of the devolved funding process so far?* The biggest challenge (identified by the most respondents) was 'partners not having the time or capacity to be involved' (n=16). The second biggest challenge, although selected by a minority, was 'local people have not been involved in planning projects' (n=12). The remaining options were selected by only a small number of respondents.

Figure 10

In your view, what have been the challenges of the devolved funding process so far? Select all that apply.
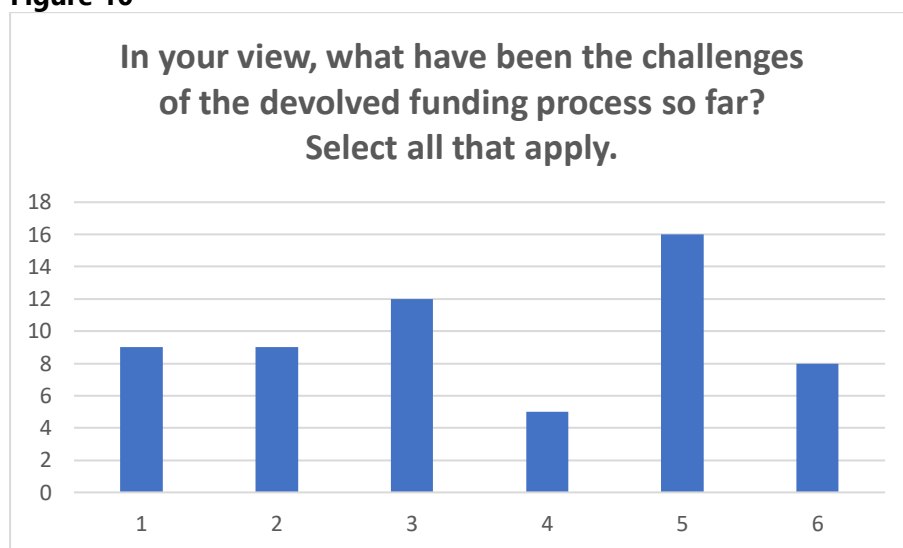
1. Lack of data to inform local developments
2. Relevant partners have not been involved
3. Local people have not been involved in planning projects
4. Local people have not participated in the new projects
5. Partners not having the time or capacity to be involved
6. Other

Responses provided where 'other' was selected:
- Lack of information generally.

- COVID restrictions have not helped, short time and not a great amount of money to tackle such a complex issue.
- *I have been slightly disappointed with the lack of support from recovery agencies to assist with reaching members of the recovery community. The project in [this area] is new, we required more support to engage with the recovery community. This would just require a few people from recovery services to be part of the working group and then help shape the project. I feel that although we have representation from [named organisations] I had hoped that they would have been able to support us to reach out to the recovery community. [Sentence omitted].

Some details from this response have been omitted to protect the anonymity of the respondent
- Still early days of developments & these take time.
- Need more publicity and promotion to get more local people involved.
- Not enough Money. ADP need to focus more on funding third sector services rather than this sort of thing.
- Once an organisation has reviewed funding for a project they are ruled out for securing funding for further projects. There was no clear process for releasing the money once it became available.

Figure 11

In your view, what is needed to build on or sustain this work locally? Select all that apply
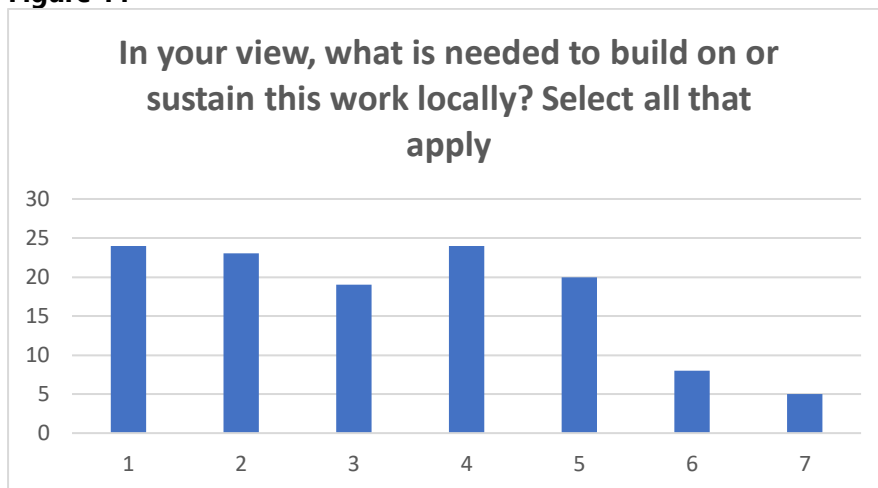
1. Further funding
2. Continuation of the local ADP sub group
3. Continued worker support
4. More participation from people affected by substance use
5. Promotion and publicity
6. Evaluation support
7. Other

Responses provided where 'other' was selected:

- Question: Can it be proven that this funding model works?
- Outreach is required to create conversations with and relationship building with local people in recovery
- ADP being more involved in third sector work and funding the services

- Easier access to the funds. It seems a complicated process to access the money. Some staff who are involved in new projects cannot afford to pay for goods etc themselves then put the receipts in and claim the money back. This is a barrier to some.
- Increased budget. Services attending to be encouraged to bring along a participant or service user. A place on each sub group to be allocated to an independent person in the community. Could reach out to Alcoholics Anonymous, Just Bee Productions, TCA, We Are With You, or Hillcrest futures to recommend people who have "recovered" and would have useful realistic insights to provide. Also perhaps reach out to Action for Children for young person's voice.

Discussion

This evaluation aimed to determine the perceived benefits and challenges of a decentralised funding process to support people affected by substance use through the development of local community projects. It should first be noted that the West End and Ferry wards had the lowest number of responses to the survey. Although no conclusions can be drawn, these wards have the lowest levels of multiple deprivation and are generally considered by local staff as receiving fewer resources with regards to local services. Convening a range of partners to progress local projects may, therefore, have been more challenging than in wards in which there is a higher concentration of services. There are also no Health and Wellbeing Networks hosted by the Community Health Team in the West End or Ferry. Should any further funding be allocated for the purpose of developing local community support for people affected by substance use, consideration could be given to proportionate allocation based on local demographics/data. Advice given by NHS Tayside Public Health at the beginning of this process highlighted that substance use-related harm is more prevalent in areas with higher levels of multiple deprivation. Beyond this, the evaluation and feedback from partners has highlighted a perceived lack of local data to help inform decisions about project development. Further discussion between LCPPs, the ADP and NHS Tayside Public Health would likely assist with determining which data are required for this purpose.

It is clear from the results that a significant outcome from the decentralised funding process has been improved partnership working with a majority of respondents indicating this as a perceived benefit. This corroborates the verbal updates given by local partners at Health and Wellbeing Network meetings through which several partners explained that the funding has brought people together who would not have usually worked in partnership. For some, funding like this stimulates generation of innovative ideas. However, the extent to which it has improved partnerships between local services and local people, one of the expected outcomes of the process, is less clear as only a minority agreed that there was a good balance between local people and service providers on the funding sub-group and that all relevant partners were involved. Furthermore, no responses to the evaluation survey were received from public sector substance use services. It is well known that these services are under immense pressure which may have prevented their involvement. However, feedback from this survey and verbal feedback provided at Health and Wellbeing Network meetings suggests that there is a perceived added benefit of substance use service involvement for improving pathways between services and local community-based support. Community support is well regarded as an important mechanism for improving recovery outcomes for people affected by substance use through increased social integration. There are also potential benefits of strengthening links with community support as part of emerging developments, such as the Residential Rehabilitation Pathway. While this does not necessarily require substance use service involvement in local planning meetings, it would be

beneficial for the ADP to consider how substance use services and community support links can be strengthened.

It is clear from the survey results that more work is required to fully embed projects funded from this process in local communities. Currently, only a minority thought that the process has made it easier to access local substance use support and that people affected by substance use have been integrated into the community. This is perhaps to be expected given that the process and projects funded are still in the early stages of development. As one respondent pointed out, substance use is complex and is likely to require equally complex and longer-term interventions to fully support people within local communities. Stigma is an entrenched issue which may deter people from accessing support in their community and while many respondents indicated that they thought the decentralised funding process has resulted in less stigma, there is still much to be done to tackle this. Respondents indicated they would like to see more funding allocated to local communities, continuation of project development sub-groups, and more participation from people affected by substance use in sub-groups to build on and sustain this work locally.

Overall, the learning from this evaluation seems to indicate that decentralised funding processes can stimulate innovation and partnership working to ensure people affected by substance use are better supported in their local community. Although there have been challenges, the funding model was intended as a test to determine how such a model could work. The results from this evaluation strongly indicate a perceived benefit from and need to continue this process. A decision is now required by strategic planners on whether to continue such support for local communities and how best to do this.

Limitations
This evaluation was intended to provide a snapshot of people's experiences of having been involved in a new local funding process. It is not a comprehensive evaluation of project effectiveness and there was no assessment of value for money or cost effectiveness. Should further funding be allocated, it would be beneficial for indicators of success to be clearly identified for the funding model as well as the projects created from the funding.

Most responses to the survey were from service providers who may have different perspectives from local people and people with lived experience on the perceived benefits and challenges of the process. The results highlighted the need for more involvement of local people, including people with lived experience, in project development and it is important that future evaluation takes these perspectives into consideration given that these stakeholders are most likely to be impacted by local projects.

Responses are mostly from those who have been involved in project development who may be more inclined to provide responses which highlight the positive impact of the projects they have invested effort in developing.

Recommendations for strategic decision-makers
Based on the results of this evaluation, it is recommended that:

- The ADP acknowledges the positive impact this funding has had on facilitating innovative local partnership responses which support its strategic priorities
- The ADP considers ringfencing a proportion of its budget annually to support local projects

- In line with the above recommendation, the ADP and Local Community Planning Partnerships agree the most appropriate model for hosting, distributing and evaluating the impact of local funding
- The ADP, Local Community Planning Partnerships and NHS Tayside Public Health agree data requirements to appropriately target local resources
- Local Community Planning Partnerships commit to sustaining the sub-groups that were formed as part of this work or similar local decision-making platforms which aim to improve outcomes for people affected by substance use
- The ADP and Local Community Planning Partnerships, with support from other relevant service providers, agree an approach to improve engagement of local people and those with lived experience of substance use in local decision making and project development
- The ADP and substance use service providers agree a pathway model to improve links between substance use services and community support

Robin Falconer
Community Health Team
February 2023

Annex 5 – TSI Research on involvement of third sector in UK Shared Prosperity Fund

In September 2023, the TSI Scotland Network undertook research with Chief Officers of TSIs to establish how involved the local third sector had been in the development of UKSPF, and to identify learning for both the third sector and the UK Government.   Alongside a full research report, the Network has produced a summary document and two case studies from Clackmannanshire and Midlothian.

[Full Report](#)

[Summary](#)

[Clacks Case Study](#)

[Midlothian Case Study](#)

Community Planning Improvement Board – 30th November 2023
Solace/IS Transformation Programme

1. Purpose

1.1 To provide an update to the Community Planning Improvement Board (CPIB) on work that Solace Scotland and the IS are progressing on transformation, which was launched at the Solace Scotland conference on 14th September 2023.

2. Recommendations

2.1 It is recommended that the CPIB:

  I. Notes the work being progressed by Solace/IS on transformation and, in particular, the round-table discussion that will take place in late January/early February on 'Developing a Roadmap for Public Service reform'.
  II. Provides thoughts as to what it would be helpful to cover at the round-table discussion.
  III. Considers whether they would wish to participate in workstream 1 or any of the projects being progressed as part of workstream 2, as part of our call to action and if so, to contact clare.sherry@improvementservice.org.uk

3. Background

3.1 At the Solace Scotland conference in September 2022, the IS launched a think piece on 'Delivering a future for Scottish local authorities: the challenges they face, the questions that need asking and a model for the future'. This was co-authored with seven local authority Chief Executives, and it set out the radical change required within local government and the wider system to tackle the challenges we face, and how we might transition to a model of service delivery that is fit for purpose in the 21st century. The Chief Executives emphasised their personal commitment to its proposals and noted that as a group, they are committed to progressing with the programme of transformation and invited colleagues to join them on that journey.

3.2 The model that we propose in the think piece has six core anchors that underpin the role of the local government sector of the future. These are sponsored by a Chief Executive and we have paired the anchors as follows:

  • Unlock Community Action (sponsored by Monica Patterson, Chief Executive, East Lothian Council) and Enable a functioning, trusted local and central government relationship (sponsored by Angela Scott, Chief Executive, Aberdeen City Council).
  • Lead council and cross-sector partnerships with a focus on outcomes (sponsored by Des Murray, Chief Executive, North Lanarkshire Council) and Tackle inequality and meet the needs of all citizens (sponsored by Greg Colgan, Chief Executive, Dundee City Council).
  • Design for People's Needs (sponsored by Nikki Bridle, Chief Executive, Clackmannanshire Council) and Create digital, design and technology enabled transformation (sponsored by Maggie Sandison, Chief Executive, Shetland Islands Council).

3.3 Pippa Milne, Chief Executive, Argyll and Bute Council is leading our work on leadership development, which includes the creation of a Leadership Practitioner Forum.

3.4 Over the last year, the IS has been working with the Chief Executives to develop a work programme to help translate the think piece into tangible action. This was endorsed by Solace Scotland in August, and a call to action was launched at the Solace Scotland conference on 14th September 2023.

4. Solace/IS Transformation Programme

4.1 The Solace/IS transformation programme comprises three workstreams, which will be progressed simultaneously:

- Workstream 1 – Call to Action for officer-led whole system dialogue on public service reform
- Workstream 2 – Call to Action within local government for participation in transformation projects over the next 12 – 18 months.
- Workstream 3 – Call to Action within local government for capacity to lead and deliver the transformation work.

Workstream 1 – Call to Action for officer-led whole system dialogue on public service reform

4.2   The need for public service reform has long been accepted in Scotland. The 2011 Christie Commission report was seen at the time as a clarion call for system-wide transformational change. The aim of that change being to enable public services to address the unprecedented financial and service demand pressures they were facing whilst at the same time improving the quality of public services to better meet the needs of the communities they serve. The 'Christie' principles of the 4 P's (Prevention, Partnership, Place and Performance) alongside a stronger focus on community empowerment quickly became widely reflected in Scottish Government policy-making and ways of working at both national and local government level.

4.3   However, despite many commendable progressive and transformative attempts to enact change that will benefit all of Scotland's people equally, the evidence shows that our action to date has collectively failed to address this. In the words of the Auditor General for Scotland (in 2021), *"Scotland remains driven by inequalities: in wealth, in education, in health and in opportunity. We face huge challenges in renewing our society and our economy in the aftermath of the pandemic. While climate change looms larger and more frightening than ever. Audit work consistently shows a major implementation gap between policy ambitions and delivery on the ground".*

4.4   It is clear that whilst the call for radical reform isn't new, the approach to reform needs to change. Solace and the IS want to work collaboratively with key partners to help shape a roadmap for public service reform that both reflects the specific challenges facing us in 2023 and learns from the lessons of our failure to deliver the system-wide transformational change that Christie called for.

4.5   Given the deep-rooted and persistent inequalities in Scotland, combined with the unprecedented financial changes facing public services, Solace Scotland and the IS have launched an urgent call to action for a whole-system dialogue on public service reform at an officer-level. Given local government's democratic role as leaders of place and champions for the communities they serve, a good starting point for this dialogue is between Local Government, Scottish Government and those community planning partners who have a statutory duty to facilitate community planning.

4.6   The change that is needed goes beyond how public services are planned and delivered. Some argue that current approaches to scrutiny in Scotland, complex funding models and systems of governance and accountability which don't incentivise a focus on long-term outcomes, prevention and place are all key factors which inhibit public bodies' efforts to deliver change and improvement. These are also areas where reform may be needed.

4.7   With that in mind, the Improvement Service and Audit Scotland will co-host a round-table discussion aimed at developing a roadmap for public service reform in Scotland. This will be aimed at Chief Executives (or their equivalent, e.g. Chief Constable, Chief Fire Officer) of community planning partner organisations who have a statutory duty to facilitate community planning, and senior officials in the Scottish Government and COSLA.

4.8   It will be assumed that leaders recognise the issues / challenges that they face, so we do not intend to revisit these. Instead, the focus of the discussion will be on our aspirations for public service reform, addressing what we can actually do to start to resolve the known challenges and issues facing us, bringing clarity to what is possible and agreeing concrete next steps.

4.9   The round-table discussion is being organised for late January/early February 2024, and we are in the process of inviting Chief Executives/equivalent of the statutory community planning partner organisations. We would welcome the thoughts of CPIB members on what it would be helpful to cover at the initial round-table discussion.

4.10   As part of workstream 1, we have also identified two inter-related short-term projects that will assist with our longer-term ambition of delivering radical public service reform:

- Undertake a review of social policy research and literature on how services and agencies, individually and collectively support individuals and households most in need. Of particular interest is studies which considers inter-generational approaches; and
- An exploration of how public sector bodies can move away from communicating and co-ordinating with each other to full integrated systems as envisaged by the Christie Commission. This includes exploring models of integration al locality/neighbourhood level. This will build on the research being undertaken by Professor Daniels on behalf of the Scottish Government on integrated children services models.

4.11   Following the 'call to action' at the Solace conference, we have 38 volunteers who have come forward thus far to get involved in delivering workstream 1, some of whom are from outwith local government. If any CPIB members would wish to support the delivery of workstream 1, please contact clare.sherry@improvementservice.org.uk

Workstream 2 – Call to Action within local government for participation

4.12   Running in parallel to workstream 1, the aim of this workstream is to deliver a limited number of focused projects, aimed primarily at helping participating local authorities to achieve savings/ efficiencies over the next 12 to 18 months and developing a bank of research and evidence that will be helpful in identifying longer-term solutions. Whilst these projects are focused on seeking shorter/medium term solutions to challenges facing local government, they will start to deliver some building blocks which will help with the whole-system dialogue on public service reform, outlined in workstream 1.

4.13   Essentially, workstream 2 will set a foundation for collaboration and joint working across local authorities. Furthermore, the ways of working, culture and behaviours generated through this work will also support the development of the longer-term deliverables.

4.14   The Improvement Service has established a Programme Management Office to manage and coordinate the collaborative projects in line with the strategic direction of the think piece. The Programme Management Office will ensure that a consistent approach is taken from project inception through to delivery, including identifying, analysing and realising benefits.

4.15   We are focusing our efforts initially on progressing the six short-term projects outlined below, each of which are interlinked and interdependent and will contribute to the delivery of workstream 1. Each project is being sponsored by a local authority Chief Executive, who will be supported by a local authority Director and subject matter experts. Project kick-off meetings will take place in January, bringing together the Chief Executive, Director, subject matter experts and those who have volunteered thus far to get involved in supporting the delivery of a project.

Collaboration within the local government sector on procurement

4.16   Working with Scotland Excel, we will complete an analysis of Category C procurement across local government, with a view to identifying opportunities for collaboration at a regional and/or national level, recognising the local challenges (particularly from an islands perspective), of participating in national collaborative procurements. At the same time, we will identify some potential quick wins to focus collaborative procurement activity on, with occupational health being the first area that we are exploring.

Analysis of Local Government's statutory and non-statutory/discretionary services

4.17 Building on discovery work undertaken by the Chief Executive to date, we will complete an analysis of local government's statutory duties and non-statutory/ discretionary services. Following on from this, we will seek to develop a framework for discussion by Solace with suggestions as to which of these duties/services (or parts of these duties/services) are best delivered locally (either by an individual council, community-led or locally through an area-based authority), regionally or nationally (delivered at a national level by the sector for the sector), elsewhere in the public sector, or not at all due to there no longer being a need for them.

The full implementation of Crerar for Local Government

4.18 Using the analysis generated by the review of Local Government's statutory and non-statutory/ discretionary services, we will identify the associated regulation and inspection frameworks in place against all responsibilities to quantify the level of 'supervision' of the management of local government which is in place. This will provide a robust evidence base for Solace to engage in discussions with Scottish Government civil servants about the burden of audit and inspection and the need to fully implement Crerar for local government. Working with the Local Government Benchmarking Framework Board (LGBF) and IS, we will also develop a sector-led improvement model with key components including the LGBF, self-evaluation and an approach under development on collaborative improvement.

Repository of examples of active communities / participatory design

4.19 Building on discovery work undertaken to date, we will develop a repository of case studies from the UK and internationally. We will seek, wherever possible, to source evidence-based examples that are able to evidence impact. We will also explore opportunities to collaborate with academia as research partners. This may result in us identifying opportunities to work with partners and communities to test new approaches to service design and delivery.

Development of Digital To-Be State for Scottish Local Government

4.20 Building on the discovery work undertaken to develop a draft digital to-be state for Scottish Local Government, he Digital Office for Scottish Local Government will take the lead on further developing the Digital To-Be State, working with the Local Government Digital Partnership Board. This will enable Solace to prioritise digital transformation projects that it would be helpful to collaborate on nationally or regionally, which will in turn steer the work of the Digital Office, IS, SEEMiS and Scotland Excel.

Identification of new digital shared services that could be delivered nationally or regionally

4.21 The starting point for this project will be to work with local authorities to identify services which could be wholly or partly delivered through the existing national digital assets delivered by the IS, building on the work to date on myaccount, parentsportal.scot, (delivered with SEEMiS), bisaccount, getyournec.scot, National Entitlement Card, Data Hub etc. Following on from our initial analysis, we will work with local authorities to prioritise which services would generate the most efficiencies/savings, and then proceed to protype and test new services, using a service design approach.

Workstream 3 - Call to Action within local government for capacity to lead and deliver the transformation work

4.22 Transforming public services will require confident and competent leaders who are able to collaborate, deliver radical change and have the personal resilience necessary to tackle current and future challenges. To help develop our leaders of the future, Solace and the IS have established a Leadership Practitioner Forum, which is a network for aspiring Chief Executives, Directors and Heads of Service, and which met for the first time on 31st October.

4.23 The network will meet approximately every 6 weeks, and we are developing a programme of events that focus on the anchors and projects within them, bringing colleagues together to explore topics, challenges and interdependencies. It provides an opportunity for network members to contribute to all workstreams and projects within them, and to contribute and share learning and practice from work they are involved in

from their own local systems. Colleagues are encouraged to participate with an open mind and an intention of learning, exploring and sharing collectively.

4.24   We anticipate that the Leadership Practitioner Forum will help transform public services by:

- Supporting leaders to collaborate on their professional agency and lead courageously.
- Generating ideas and energy for the workstreams, expanding our thinking.
- Inspiring and motivating colleagues to progress their ideas.
- Networking and building relationships with colleagues across councils.

Communications Strategy

4.25   Given the complex stakeholder environment, there will be a need for a range of continued communications activity on the Solace/IS transformation programme. This will take a number of forms, from the development and launch of a dedicated website that contains information on the work in its entirety as well as the detail of individual projects, to progress updates being provided to stakeholders and a safe space being developed for communication on projects as they progress. We are currently working on the website and once launched, we will share a link with CPIB members.

Community Planning Improvement Board
Guidance for Fair Funding of the Voluntary Sector

Introduction

The Community Planning Improvement Board identified sustainable funding for the voluntary (third) sector as a recurrent theme across its work streams. It agreed that the principles contained within the Verity House Agreement defining how Scottish Government and local government interact could, indeed should, apply equally in community planning partners' relationships with the voluntary sector. The voluntary sector is vital to the achievement of Local Outcome Improvement Plans, so maintaining positive, ongoing relationships is important.

SCVO has developed Fair Funding Principles in consultation with the voluntary sector and the TSI Network has developed a funding charter for use in local areas based on the same principles. You can see how this has been developed in one local authority area here.

Therefore, this paper draws on the Verity House Agreement and the work of SCVO and the TSI Network to set out guidance that will make for a more strategic and equal relationship between public sector community planning partners and the voluntary sector in their local areas. The principles apply equally where the CPP or any of its members are working with an organisation representing the sector, such as a third sector interface (TSI) or when working with an individual charity, community organisation or social enterprise.

Principles

1. A positive working relationship, based on **mutual trust and respect.**

Community Planning Partnerships recognise the significant contribution the voluntary sector makes to public services, including in prevention and early intervention. They recognise that a strategic investment approach is better for everyone than short-term, transactional relationships.

2. A **focus on the achievement of better outcomes** for individuals and communities, with jointly developed, simple structures for assurance and accountability that recognise context and reduce burdensome reporting.

CPPs recognise that an outcomes-based approach, where the individuals and communities who engage with the activities of the voluntary organisations are at the heart of the process and there is a trusting relationship works best for everyone. Funding arrangements should be proportionate and streamlined, not a "one size fits all" contract.

3. Councils and their community planning partners will work together with local representatives of the voluntary sector to **consult and collaborate as early as**

possible in all matters where the voluntary sector has a key interest and/or is the key delivery mechanism.

CPP partners recognise that they are working with voluntary organisations because they have the right expertise and connections, not because they are a cheap option. They should be involved in planning at as early as stage as possible. This may be with individual organisations engaged with particular people or issues, or with representative organisations such as the third sector interfaces where there is a more strategic/broader interest.

4. **Activities and funding** of voluntary organisations will be reviewed regularly to ensure adequacy and alignment with effective delivery of outcomes.

It is important that investment in, and collaboration with, the voluntary sector is an active relationship that is focused on effective delivery for the people and communities in local areas. Following the [Principles of Positive Partnership](#) will help.

5. In relation to funding, the default position will be **minimal restriction or direction of funding,** unless there is a clear joint understanding that it is necessary.

The funded organisations are best placed to make best use of the allocated funding. They should be trusted to use the money effectively to achieve the agreed outcomes. It is not appropriate for the funder to micro-manage or direct the activities. The funder recognises that core costs are legitimate expenditure as, just like councils or health boards, organisations can't deliver frontline activities without the infrastructure to underpin it.

6. **Community Planning Partnerships**, as the key partnership delivering shared local priorities, will recognise the voluntary sector as an equal partner. This should normally be through the third sector interface.

A key role of the TSI is to engage in community planning. They receive some funding from Scottish Government to enable this work, but it doesn't cover the increasingly wide range of activities they are called on to participate in. For example, Regional Economic Partnerships, IJBs or climate hubs. They can only do this effectively if CPPs respect their role and include them as equal partners. It is to the benefit of the CPP as a whole as it makes for a more strategic approach, and minimises the chances of problems arising that could easily have been avoided.

7. When funding voluntary organisations, community planning partners **will seek to ensure better strategic alignment on workforce issues, including fair work.**

When commissioning voluntary organisations, the CPP partners should take account of Fair Work Principles and ensure that their arrangements accommodate the payment of the Living Wage, as well as the other principles such as job security. Decision-making, communication and timescales for grants must enable organisations to meet their obligations as an employer. For example, where redundancies are necessary because funding comes to an end and recognising the need to access to training.

What this looks like in practice

- Longer-term funding of three years or more.

- Flexible, unrestricted core funding, which enables organisations to provide security, plan effectively, and fulfil good governance requirements.

- Sustainable funding that includes inflation-based uplifts and core operating costs.

- Funding that accommodates paying staff at least the Real Living Wage and other Fair Work principles, and supporting volunteers.

- Accessible, streamlined, proportionate, and consistent approaches to applications and reporting, timely process and payments, and partnership between the funder and funded organisation.

Multi-year funding

While of course there may be times when a one-off grant is appropriate, eg for a specific community event or improvement to a building, generally funding should be allocated for a minimum of three years. This takes away uncertainty, enables longer term planning and reduces the time both the organisation receiving the funding and the funder spend on bureaucracy. It represents an investment approach.

Flexible funding

To achieve the best results for people and communities, the voluntary organisation should be able to develop what it does to meet emerging need and adapt to changing circumstances.

Sustainable funding

In order to invest in staff and volunteers, property and longer-term priorities such as climate change, voluntary organisations need investment that supports development and infrastructure and enables scarce resources to be used to deliver frontline activities rather than perpetuating the never-ending cycle of chasing income. That includes being able to fulfil the Fair Work Principles.

Accessible funding

Ideally, there should be a collaborative approach to commissioning, and CPP partners should recognise that not all commissioning needs to result in procurement. The approach taken should be proportionate to the nature of the activities and the size of the budget.

Application/bidding processes should be streamlined and designed to produce the best decisions, allowing sufficient time to prepare bids. Criteria should be clear from the outset and timescales clear for decision-making and communications. Similarly, monitoring and evaluation should be clear and proportionate.

Good endings

When funding is coming to an end, it is important that the process is managed properly, respecting the staff and volunteers and especially the people and communities who have been receiving the services. There should be plenty notice and clear explanations of what will happen next.

About the voluntary sector

There are around 46,000 voluntary organisations in Scotland, around half of which are registered charities. The others are community groups, social enterprises or community interest companies. The sector has a combined annual turnover of over £8.5 billion and employs over 135,000 staff, while 1.2 million people volunteer. It is important to remember that while volunteers give their time for free, they are not a free resource. For volunteering to be of a high quality and meet essential safeguarding requirements, there needs to be investment in recruitment, training and support as well as payment of expenses.

For most people in Scotland, voluntary organisations are part of everyday life. They are critical to Scotland's wellbeing, prosperity, and success. Voluntary organisations:

- Provide good quality jobs and support into employment

- Tackle digital exclusion, provide childcare, social care and housing, and support the most disadvantaged people and communities

- Undertake vital medical and environmental research

- Run most of Scotland's theatres, museums, galleries, and sports clubs

- Campaign for change, ensuring the voices of people and communities are head.

They are part of every industry from tourism and the arts to retail, health and social care, transport, education and justice. They protect our environment and heritage as well as people and communities.

They have to comply with high standards of governance, have their annual accounts audited or independently examined and meet various regulatory requirements.

Charity trustees are volunteers but (the Board) have legal obligations and are, rightly, subject to public scrutiny.

Polls consistently show that the public trusts charities more than they trust the private or public sectors.

You can find more information [here](#). Each TSI will have information about the sector in its local authority area.

CPIB Action Plan – Progress Report

Source	BARRIER	Action	How we will deliver	Who	Timescales	Progress Update & RAG status	
Systemic Issue across all 3 SLWG	**Sustainable Funding for the Third Sector**	1. **CPIB to support implementation of new/existing local models relating to 3rd Sector funding**	• We will establish a new SLWG to collectively identify the role for CPP and what action the CPIB would wish to take to support this issue	Anna Fowlie & CPIB members	Dec 2023	A SLWG has been convened, and draft principles for fair funding for the voluntary sector have been produced and will be considered by the CPIB on 30th November.	
SLWG Climate Change	**Strategic co-ordination of Procurement**	2. **CPIB to work with Scotland Excel to bring greater co-ordination in procurement**	• We will hold a CPIB workshop with Scotland Excel & other procurement providers to explore the potential to widen access to existing procurement frameworks and consider how procurement providers might work closer together to reduce fragmentation in procurement in relation to climate change.	CPIB Chair	Dec 2023	The Chair has engaged with Scotland Excel, who have agreed to provide a workshop for CPIB members in early 2024 to support greater co-ordination in procurement landscape. Scotland Excel are currently preparing an outline for the workshop, which will be circulated shortly.	
Good, green jobs and fair work	**Co-ordination of funding landscape**	3. **CPIB to support co-ordination & streamlining of funding at a local level**	• Share good practice of where different funding streams have been merged and applicants have been encouraged to submit solutions to broad issues • Share good practice with CP partners nationally to encourage good practice. • Share with Scottish Government to demonstrate value of this approach	DCC CPIB Chair CPIB Chair	Aug 2023 Oct 2023 Oct 2023	DCC have shared good practice example with the CPIB. This has been included in the CPIB communication for stakeholders for issue in Dec 23.	
		4. **CPIB/CPPs to encourage greater focus of City Deal money on Climate Change**	• Identify those Climate change initiatives currently prioritised within City or Growth Deal programs • Ask CP partners to review and update the list to address any gaps (identifying funded projects that have the potential to make a strategic difference) • Encourage CP Partners at a City or Growth Deal level to prioritise these funded opportunities before other smaller, unfunded ideas that may distract	SDS SDS/CPIB Chair SDS/CPIB Chair	Aug 2023 Oct 2023 Oct 2023	SDS have mapped the funded Climate initiatives within City or Growth Deal programmes and this list has been circulated to CPIB members to check for completeness. Once we have confidence the list is complete, we shall share and encourage CP partners to prioritise the funded opportunities.	

Source	BARRIER	Action	How we will deliver	Who	Timescales	Progress Update & RAG status	
SLWG Financial Security Financial security for low income households	**Data Sharing**	5. **CPIB to promote good practice & learning on local progress in data sharing.**	• CPIB to widely promote the good practice examples collected through SLWG in relation to data sharing. • Edinburgh Third sector interface to share their approach to data sharing.	CPIB Members Edinburgh TSI	Dec 2023 Dec 2023	Good practice examples have been identified and included within the CPIB communication for stakeholders for issue in Dec.	
		6. **CPIB to develop national principles on data sharing and risk levels.**	• CPIB members to identify a specific cross-sector example/use case that could be used to help progress work on data sharing principles, minimum standards and common understanding of risk. • Develop a template approach to help prime stakeholders to participate and allow testing and confirmation of the process. • Carry out an environmental scan to identify and engage with those bodies/groups who can provide support/guidance to resolve issues across a broad spectrum of areas including data quality, information security and technology (involve ICO for regulatory view). • Build an index or catalogue of data sharing agreements (consider role for LG Data Standards Board). • Share existing toolkits with CPPs/CP partners that allow the testing of potential data sharing requirements to provide support. • Work with the SG to look at what they are doing across all areas of government and what they already have in place re principles and risk.	IS/NHS/PS – with support from CPIB members	Mar 2024	As a specific cross-sector use case to progress work on data sharing principles, minimum standards and common understanding of risk, we are engaged with the Pan-Lothian Chronologies programme. This will work on taking the specific approach, processes and learning that they are using to standardise the documentation and sharing of key events (chronologies) related to young people and use these as the basis to draft a generic set of data sharing guidelines and principles for the public sector. These standardised chronologies can then help support the better planning and delivery of support to young people. The ultimate ambition is to roll-out as a national approach and engagement with the Local Government Digital Assurance Board and Data Standards Board has begun. Importantly key stakeholders include the four Lothian based councils, Lothian Health Board, NHS NSS and Police Scotland. The potential sensitivity of the data and the spread of stakeholders would lend a robustness to the guidelines and principles drafted. We are currently working on potential delivery timelines for a draft of the data sharing guidelines and principles.	
Source	BARRIER	Action	How we will deliver	Who	Timescales	Progress Update & RAG status	

SLWG Wellbeing CYP	Building & facilitating relationships	7. CPIB to encourage partners to recognise, resource and sustain the places (inc. 3rd Sector) where nurturing relationships happen	• Write to CPPs/CP Partners to emphasise the importance of 3rd sector having equal place within Childrens Service Partnerships as part of delivery of whole family wellbeing approaches. • Write to CPP's/CP Partners to promote the support and resources available from the National Trauma Training Programme.	CPIB Chair & CPIB Members	Dec 2023	We will use the discussion planned under Action 8 as a conduit to progressing this action. This will enable us to share good practice examples of the level of collaboration taking place at CSP/CPP level, particularly with the 3rd sector, in relation to the Whole Family Wellbeing Fund, as part of our correspondence with CPPs/CP partners. Information on resources available from National Trauma Training Programme are included in the CPIB communication for stakeholders for issue in Dec.
	Collective prioritisation and decision making in relation to funding	8. CPIB to encourage CPPs to put in place mechanisms for collective prioritisation and decision-making in relation to allocating funding.	• Identify and promote examples of collective funding approaches that work well that could be put in place quickly • Explore level of collaboration taking place at CSP/CPP level in relation to WFWF and share best practice examples where collaboration is working well across sectors. • Analyse the use of WFWB throughout Scotland, drawing on TSI audit currently underway on use of this funding.	CPIB Members CPIB Members TSI	Mar 2024	CPIB members have been asked to share and discuss good practice examples at the CPIB meeting on the 30th of November. We will promote these examples in future correspondence with CPPs/CP partners to encourage progress.

Enabling Local Change Workplan 2023/2024

<u>Background</u>

Care & Wellbeing Portfolio

- The Care & Wellbeing Portfolio is the principle strategic reform vehicle in Health and Social Care in the Scottish Government. Established in 2022, the Portfolio brings oversight and coherence to the major health and care reform programmes **designed to improve population health, reduce inequalities and create a more sustainable health and care system**.
- The Portfolio has been designed to promote innovation and new ways of working; redesign the system around the person; and ultimately **prioritise prevention by addressing the wider determinants of health**, which includes the contributions health can make to wider, cross-government priorities.
- Care & Wellbeing Portfolio Board and minutes: [Care and Wellbeing Portfolio Board - gov.scot (www.gov.scot)](www.gov.scot)

Place & Wellbeing Programme

- The Place and Wellbeing Programme is part of the Portfolio and works with partners to understand what is needed at a national level to support local action to reduce health inequalities by harnessing the collective power of communities, and the voluntary, public and private sectors.
- The Programme focuses on the role of communities and the NHS in influencing decisions that impact on the wider determinants of health and wellbeing such as employment, planning and social networks, raising the profile of preventative, partnership action. As such, the focus is intentionally on the role of the NHS outwith direct patient care services.
- Place & Wellbeing Programme Board and minutes: [Place and Wellbeing Programme - gov.scot (www.gov.scot)](www.gov.scot)

Enabling Local Change workstream

- Enabling Local Change is a workstream of the Place and Wellbeing Programme focused on ensuring local partners have the support and resources to effect change and achieve fairer health and wellbeing outcomes through the coordinated efforts of Community Planning Partnerships (CPPs).
- A series of key stakeholder workshops were run over the summer with representatives from the Community Planning Network, COSLA, Directors of Public Health, Health Promotion Managers Network, Improvement Service, Public Health Scotland, and Scottish Government CPP policy team. Discussions informed the development of the following workplan, specifically the actions and activities for Objective 1.

<u>Progress Update</u>

- Workplan (below) agreed at Place & Wellbeing Programme Board 12 October.
- Delivery Group to meet for first time on 28 November to oversee the development and delivery of the actions/activities described under *Objective 1: Strengthen Health's Contributions to CPPs*. Objectives 2 & 3 are currently being led separately, but are key workstream dependencies.
- Stronger ties are being built with the Community Planning Network who have identified three representatives (including the Stuart Graham, Chair) to join the Delivery Group. Reps to bring a diversity of community planning perspectives from urban, rural and island settings. Workstream lead to attend Community Planning Network meeting on 8 December to present the workplan and discuss further engagement throughout 2024.

Agreed Workplan:

Objectives	Lead	Actions / Activities	Timescales (TBC)	Intended Impact
1. Strengthen Health's Contribution to CPPs Ensure health is engaging proactively and consistently in CPPs across Scotland and collaborating with local partners to plan and deliver shared improvements based on the needs of local communities.	Enabling Local Change Delivery Group	A. **Identify 'good' practice examples from Scotland and elsewhere** i. Review the Scottish Health Promotion Managers Network's report looking at examples of how Health Improvement Teams are contributing to CPPs across Scotland. ii. Capture examples of 'good' partnership working involving health partners and CPPs from the Localised Working Programme's pathfinder sites and the Shaping Places for Wellbeing Programme's project towns. iii. Commission a grey literature review to identify examples of local partnership working focused on addressing inequalities and wider determinants of health from comparable contexts (e.g., Marmot cities) with a focus on the role and contributions made by all health partners. iv. Consider findings from **Actions A i, ii, iii** to outline potential opportunities and barriers to current working, identify areas for improvement, and describe the enabling conditions (e.g., resources, shared funding arrangements, infrastructure, leadership, etc.).	Oct - Dec 2023	A, i – iv: To improve understanding of where and how public health partners are currently working with CPPs across Scotland. To identify emerging and 'good' practice examples of health engaging in community planning from Scotland and elsewhere To inform subsequent workstream actions focused on addressing opportunities, barriers, areas for improvement and creating the right enabling conditions.
		B. **Engage wider CPP Partners to develop a shared vision for health's involvement in CPPs** i. Convene wider CPP partners (local and national) in a dialogue event to consider the outputs of *Action A* iv - proposed 'good' practice examples of health partners engaging in community planning, opportunities and barriers, areas for improvement and enabling conditions. a. Frame the event to emphasise the co-benefits of health partners working with CPPs to improve local outcomes and address inequalities, which in turn contribute to health and wellbeing outcomes. b. Plan and facilitate the event in a way that encourages open discussion, captures different perspectives, and identifies actions to better define what 'good' involvement of health partners in CPPs looks like using examples from Scotland and elsewhere. c. Highlight the unique contributions (knowledge, skills, resources) health partners can make to CPPs (e.g., data analysis, preventative approach, community engagement, leading HIA/IIA, and place based approaches such as the Place Standard Tool, etc.).	Dec 2023 - Mar 2024	B, i: To jointly agree with CPP partners what 'good' involvement of health partners looks like. To confirm opportunities, barriers and enabling conditions to support health's involvement in CPPs. To identify shared areas for improvement focused on health's involvement in and contributions to CPPs going forward. To improve awareness and understanding of the unique contributions health partners are well-positioned to make to support CPPs. To agree a common language to describe co-benefits and shared priorities across partners. To reach a shared understanding that CPPs are viewed as local partnerships which seek to address inequalities and improve outcomes (wider determinants of health) for the local population
		ii. Agree ways to share emerging 'good' practice examples with local partners. Explore the existence of / need for a continuous learning system to capture and promote successful approaches and conditions that enable health partners' proactive and consistent contributions to CPPs.	From April 2024	B, ii: To improve awareness of emerging 'good' practice examples of health partners' contribution to CPPs across Scotland.

Objectives	Lead	Actions / Activities	Timescales (TBC)	Intended Impact
1. Strengthen Health's Contribution to CPPs Ensure health is engaging proactively and consistently in CPPs across Scotland and collaborating with local partners to plan and deliver shared improvements based on the needs of local communities.	Enabling Local Change Delivery Group	**C. Enhance health leadership, commitment & involvement in CPPs** i. Develop clear communications to use with health system stakeholders to describe CPP purpose, legislation and structure, as outlined in the Community Empowerment (Scotland) Act 2015, in partnership with lead CPP policy team. Look to identify opportunities to embed in orientation and on-going learning materials.	Oct - Dec 2023	C, i: To improve the health system's awareness and understanding of CPP role, function and responsibilities, and ensure realistic expectations of CPPs.
		ii. Prepare an action to include in the upcoming Health Board Annual Delivery Plan Guidance 2024/25 requesting health boards to describe their approach to supporting CPPs in the development and delivery of Local Outcome Improvement Plans and Locality Plans. Responses to potentially include specific activities that demonstrate both existing and planned contributions to CPPs (e.g., descriptions on how health partners are supporting CPPs and individual partner organisations to undertake Integrated Impact Assessments which consider wider determinants of health, etc.). Conduct a review of ADP 2024/25 returns to inform ELC workstream activities for FY 2024 – 2025.	Oct 2023 - Mar 2024	C, ii: To signal importance of health partners' continued engagement in CPPs as a means to managing health system demand in the longer term by addressing inequalities and primary prevention. To gather evidence demonstrating current levels of engagement and examples of health partners' contributions to CPPs to inform future workstream activities.
		iii. Encourage health partners to take account of the agreed outcomes in Local Outcome Improvement Plans when carrying out their own functions – service planning & delivery, strategic planning (ADPs, MTPs), etc. – and to contribute appropriate funds, staff and other resources. Encourage health partners to work in partnership with CPPs and individual partner organisations to inform the shaping, development and delivery of local policies, plans and wider strategies (e.g., through leading Integrated Impact Assessments that consider wider determinants of health, etc.).	Oct 2023 - Mar 2024	C, iii: To ensure alignment of health partner planning and resources to Local Outcome Improvement Plans. To increase awareness of the health and wellbeing impact (+/-) of all plans. To increase confidence, knowledge and skills of health and local partners to routinely undertake IIA as part of strategic planning and service planning & delivery.
		D. Ensure alignment with wider Scottish Government and Local Government policy landscape i. Identify and collaborate with the appropriate persons and bodies (such as Community Planning Improvement Board, SG policy teams, etc.) to stay connected to and inform ongoing developments (*examples listed below)* using insights, learning and identified mechanisms from **Actions A, B, C**. - recommendations from the Parliamentary Committee's report on Community Planning, - shared ambitions described within the Verity House Agreement, - role of Place Directors, - updated community planning guidance document, etc.	Oct 2023 - Mar 2024	D, i: To ensure coherence with the wider national & local policy landscape. To positively influence relevant developments in line with Enabling Local Change Delivery Group learning/insights. To reach a shared understanding that CPPs are viewed as local partnerships which seek to address inequalities and improve outcomes (wider determinants of health) for the local population.
		ii. Collaborate with relevant SG policy teams to embed Integrated Impact Assessments (which consider wider determinants of health) into the policy making process. Explore opportunities to conduct IIAs at a national level on policies, plans, strategies, etc. prior to dissemination to local partners. Work with SG policy teams to recommend that IIAs be undertaken routinely as part of planning and implementation processes in future guidance issued to local partners.	Oct 2023 – Mar 2024	D, ii: To increase awareness of the health and wellbeing impact of all plans. To increase confidence, knowledge and skills of national and local partners to routinely undertake IIAs as part of policy making, planning and service delivery.

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Please Note: The following have been included in the workplan, as they are key dependencies and pivotal to realising our aim to strengthen health partners' contribution to CPPs. These actions and activities are currently being led independently by the groups listed. To improve system coherence, the ELC Delivery Group will receive regular progress updates on Objectives 2 & 3 and work will continue to better understand the interfaces between each, and where possible influence and strengthen these links.				
2. Care & Wellbeing Dashboard Support development of a dashboard to monitor population health, health inequalities and key socioeconomic outcomes and metrics within a local geography.	Analysis Oversight Group	A. **Support Analysis Oversight Group and ScotPHO with raising awareness and trialling of the dashboard among workstream partners.** B. **Maintain strategic connections to discussions related to the monitoring and accountability framework as described in the Verity House Agreement.**	As agreed by Analysis Oversight Group and ScotPHO team (as dashboard will be hosted on ScotPHO platform)	To inform ongoing dashboard design and development to ensure it is a tool which local health and community planning partners see as supporting their improvement work. Local community planning partners use the dashboard to inform local planning and decision making, which could include the development of Local Outcome Improvement Plans, Locality Plans, or needs assessments; assisting with local prioritisation activities; and informing the design, delivery, monitoring and evaluation of services / interventions.
3. The Public Health System's Offer of Support to CPPs* Public Health leaders and providers of specialist public health advice (such as Public Health Scotland, Scottish Directors of Public Health, Scottish Health Promotion Managers, etc.) working together with local partners to develop and coordinate an integrated and	Public Health System Leadership Group (Reps from SDsPH, PHS & SG)	A. **Maintain strategic links with the work led by the Public Health System Leadership Group to ensure shared awareness of key developments and alignment of activities.** The Public Health System Leadership Group is progressing the following: i. Agreed collaborative working principles: • PHS will ensure, whenever it starts work locally, it liaises with DPHs to ensure effective interfaces with existing work. • PHS will map local work we are involved in and share with local delivery partners. This can then be used to further develop a system-wide map. • PHS will make available up to date organograms for each Directorate that clearly identifies who the PHS lead is for relevant programmes of work • PHS will work with SG, local PH teams and other stakeholders to develop a combined Public Health offer to the local system • As part of the above PHS will identify what support it offers to local partners and develop clear and accessible communications around this. ii. Collectively develop what the offer from the Public Health System is to CPPs – this would be the collective offer from SDPH local teams, Health Improvement Teams and Public Health Scotland. iii. Outline clear expectations around what enhanced national and local specialist public health support can achieve. iv. Create a series of Public Health Action Teams (PHAcTs) to take forward action around key public health challenges in Scotland.	TBD by Public Health System Leadership Group	Improve health outcomes and address inequalities in our communities. To reach a shared understanding that CPPs are viewed as local partnerships which seek to address inequalities and improve outcomes (wider determinants of health) for the local population. Bring together and utilise local and national knowledge, skills and relationships to enable CPPs to improve population health through best use of data, evidence and best practice. This is intended to support CPPs to: • Generate, access, interpret and apply public health data (e.g. quantitative and qualitative data relating to deaths, disease, health behaviours and wider social, economic and environmental determinants) • Generate, access, interpret and apply public health evidence of effectiveness (e.g. identifying and applying effective

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tailored offer of support, based on local need.		- PHAcTs will review all the relevant data and evidence and identify actions (at national, regional and local level) to deliver change. They will support a whole system approach around a Public Health Priority. - PHAcT membership will include all national partners focussed on a priority area, including PHS, Scottish Government, COSLA, and topic specific agencies/organisations as well as representatives from local NHS Board area PH systems (LA/HSCP/NHS/third sector). - This model should therefore have the desired effect of increasing local PH system working towards shared aims, through joint planning, and monitoring. - PHAcTs will also facilitate enhanced/new ways of local-national working. They will bring together the necessary system leaders/partners to create the environment to impact population health and inequalities.		action to improve health and reduce health inequality) - Understand and identify gaps in knowledge and evidence and where possible commission research to plug these gaps - Generate, access, interpret and apply public health guidance/tools and good practice (e.g. capacity building on place-based approaches, guidance on how to do a HIIA or support to embed health outcomes in local policies/plans) - Better understand the impact (intended and actual) of actions in relation to health and health inequality - Collect and share learning and good practice across the whole system (local, regional, national and international) and use that to better inform local/national action

* Previously described as the Localised Working Programme

Enabling Local Change Workplan 2023/2024

<u>Background</u>

Care & Wellbeing Portfolio

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Place & Wellbeing Programme

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- The Programme focuses on the role of communities and the NHS in influencing decisions that impact on the wider determinants of health and wellbeing such as employment, planning and social networks, raising the profile of preventative, partnership action. As such, the focus is intentionally on the role of the NHS outwith direct patient care services.

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Enabling Local Change workstream

- Enabling Local Change is a workstream of the Place and Wellbeing Programme focused on ensuring local partners have the support and resources to effect change and achieve fairer health and wellbeing outcomes through the coordinated efforts of Community Planning Partnerships (CPPs).

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		D. Ensure alignment with wider Scottish Government and Local Government policy landscape i. Identify and collaborate with the appropriate persons and bodies (such as Community Planning Improvement Board, SG policy teams, etc.) to stay connected to and inform ongoing developments (*examples listed below)* using insights, learning and identified mechanisms from **Actions A, B, C**. - recommendations from the Parliamentary Committee's report on Community Planning, - shared ambitions described within the Verity House Agreement, - role of Place Directors, - updated community planning guidance document, etc. ii. Collaborate with relevant SG policy teams to embed Integrated Impact Assessments (which consider wider determinants of health) into the policy making process. Explore opportunities to conduct IIAs at a national level on policies, plans, strategies, etc. prior to dissemination to local partners. Work with SG policy teams to recommend that IIAs be undertaken routinely as part of planning and implementation processes in future guidance issued to local partners.	Oct 2023 - Mar 2024 Oct 2023 – Mar 2024	D, i: To ensure coherence with the wider national & local policy landscape. To positively influence relevant developments in line with Enabling Local Change Delivery Group learning/insights. To reach a shared understanding that CPPs are viewed as local partnerships which seek to address inequalities and improve outcomes (wider determinants of health) for the local population. D, ii: To increase awareness of the health and wellbeing impact of all plans. To increase confidence, knowledge and skills of national and local partners to routinely undertake IIAs as part of policy making, planning and service delivery.

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2. Care & Wellbeing Dashboard Support development of a dashboard to monitor population health, health inequalities and key socioeconomic outcomes and metrics within a local geography.	Analysis Oversight Group	A. **Support Analysis Oversight Group and ScotPHO with raising awareness and trialling of the dashboard among workstream partners.** B. **Maintain strategic connections to discussions related to the monitoring and accountability framework as described in the Verity House Agreement.**	As agreed by Analysis Oversight Group and ScotPHO team (as dashboard will be hosted on ScotPHO platform)	To inform ongoing dashboard design and development to ensure it is a tool which local health and community planning partners see as supporting their improvement work. Local community planning partners use the dashboard to inform local planning and decision making, which could include the development of Local Outcome Improvement Plans, Locality Plans, or needs assessments; assisting with local prioritisation activities; and informing the design, delivery, monitoring and evaluation of services / interventions.

3. The Public Health System's Offer of Support to CPPs*
 	
Public Health leaders and providers of specialist public health advice (such as Public Health Scotland, Scottish Directors of Public Health, Scottish Health Promotion Managers, etc.) working together with local partners to develop and coordinate an integrated and
	Public Health System Leadership Group
	
	(Reps from SDsPH, PHS & SG)
		A. **Maintain strategic links with the work led by the Public Health System Leadership Group to ensure shared awareness of key developments and alignment of activities.**
		
		The Public Health System Leadership Group is progressing the following:
		
		  i. Agreed collaborative working principles:
		
		    • PHS will ensure, whenever it starts work locally, it liaises with DPHs to ensure effective interfaces with existing work.
		    • PHS will map local work we are involved in and share with local delivery partners. This can then be used to further develop a system-wide map.
		    • PHS will make available up to date organograms for each Directorate that clearly identifies who the PHS lead is for relevant programmes of work
		    • PHS will work with SG, local PH teams and other stakeholders to develop a combined Public Health offer to the local system
		    • As part of the above PHS will identify what support it offers to local partners and develop clear and accessible communications around this.
		
		  ii. Collectively develop what the offer from the Public Health System is to CPPs – this would be the collective offer from SDPH local teams, Health Improvement Teams and Public Health Scotland.
		
		  iii. Outline clear expectations around what enhanced national and local specialist public health support can achieve.
		
		  iv. Create a series of Public Health Action Teams (PHAcTs) to take forward action around key public health challenges in Scotland.
			TBD by Public Health System Leadership Group	Improve health outcomes and address inequalities in our communities.
				
				To reach a shared understanding that CPPs are viewed as local partnerships which seek to address inequalities and improve outcomes (wider determinants of health) for the local population.
				
				Bring together and utilise local and national knowledge, skills and relationships to enable CPPs to improve population health through best use of data, evidence and best practice. This is intended to support CPPs to:
				
				• Generate, access, interpret and apply public health data (e.g. quantitative and qualitative data relating to deaths, disease, health behaviours and wider social, economic and environmental determinants)
				
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