

AGENDA


**Community Planning Improvement Board
Advisory Board Meeting, 15th May, 2pm-4pm
VIA Teams**

Agenda	
1. Welcome and Introductions	2.00 – 2.05
2. Previous Minute & Matters Arising	2.05 – 2.10
3. Key Findings from National CPP Self-Assessment (Thomas Boyle, IS)	2.10 – 2.20
4. CPIB Guidance for Fair Funding of the Voluntary Sector (Greg Colgan, Chair)	2.20 – 2.30
5. Whole Family Support Community Planning Workstream (Mary McAllan, SG)	2.30 – 2.45
6. Review of the Community Empowerment Act (Simon Mair, SG)	2.45 – 2.55
7. Local Government Transformation Programme: Public Service Reform strand (Greg Colgan, Chair and Sarah Gadsden, IS)	2.55 – 3.05
8. Police Scotland, public service reform & community planning (ACC Catriona Paton)	3.05 – 3.35
9. CPIB Prevention Short Life Working Group update (Paul Johnstone and Mark McAllister, PHS)	3.35 – 3.50
10.AOB and DONM	3.50 – 3.55
11.Close	4.00

CPIB Meeting Minute

28th November 2024, Via TEAMS

Attendance	Greg Colgan, Chair (SOLACE); Julie White (NHS D&G); Anthea Coulter (TSI); Anna Fowlie (SCVO); Sarah Gadsden (IS); Paul Johnston (PHS); Lesley Kelly (TSI); Simon Mair (SG); Liz Manson (CP Managers Network); Neville Prentice (SDS); Derek Shaw (Scottish Enterprise); Mark McAteer (SFRS); Emily Lynch (IS); Thomas Boyle (IS, for Item 5)
Apologies	ACC Catriona Paton (Police Scotland); Jane O'Donnell (COSLA); Susan Webb (Directors of PH); Louise MacDonald (SG); Blyth Deans, (Audit Scotland).

	AGENDA ITEM	Action	Date										
1.	<p>Welcome and introductions.</p> <p>The Chair welcomed members to the meeting, extending a particular welcome to members who have recently joined the CPIB representing the NHS and Police Scotland - Julie White, NHS Dumfries and Galloway and ACC Catriona Paton, Police Scotland.</p> <p>As scene setting for today's CPIB meeting, the Chair shared an update on recent meetings which have relevance for the work of the CPIB, including the CPIB deep dive in early November with Scottish Government and COSLA on their shared priority and the Public Service Reform Board which the Chair sits on as the Solace representative. Both have involved constructive discussions on the priorities for community planning, it's role in transformation, and how we work together to tackle the challenges we are seeing. The CPIB Chair has been keen to ensure links are made with the work the CPIB has done around identifying both the barriers and the collective local and national action which is needed to unlock these barriers. Links to Whole Family Support and wider population health were also highlighted.</p> <p>The Chair welcomed the opportunity at today's meeting to bring colleagues together to consider how we make links between these connected strands, to minimise duplication and replication and to galvanise our collective resource and energy towards and on tackling some of the big priorities in relation to community planning.</p>												
2.	<p>Previous Minute and Matters Arising</p> <div style="text-align: center;">  <p>Item 2 - CPIB Minute 26th August</p> </div> <p>The minute was endorsed as an accurate record of the previous meeting. Progress on the matters arising were noted as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;">Action</th> <th style="width: 30%;">Progress Update</th> </tr> </thead> <tbody> <tr> <td>3. PSR & CPIB – remaining CPIB members to share own sector perspectives at future CPIB meetings.</td> <td>Covered under Agenda Item 4</td> </tr> <tr> <td>4. SG/COSLA programme to improve CP - schedule CPIB sub meeting to consider in more detail.</td> <td>Complete</td> </tr> <tr> <td>5. CPIB Action on Data sharing – Include on agenda at next CPIB meeting.</td> <td>Covered under Agenda Item 5</td> </tr> <tr> <td>6. AOCB – Chair to write to Audit Scotland to seek new representation.</td> <td>Complete</td> </tr> </tbody> </table>	Action	Progress Update	3. PSR & CPIB – remaining CPIB members to share own sector perspectives at future CPIB meetings.	Covered under Agenda Item 4	4. SG/COSLA programme to improve CP - schedule CPIB sub meeting to consider in more detail.	Complete	5. CPIB Action on Data sharing – Include on agenda at next CPIB meeting.	Covered under Agenda Item 5	6. AOCB – Chair to write to Audit Scotland to seek new representation.	Complete		
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3.

Community Planning levers for change

The Chair affirmed the CPIB's commitment to driving positive change, not simply facilitating discussion. He emphasised the board's role in actively removing systemic barriers to effective community planning and focusing collective action on outcomes that benefit communities across Scotland. The key message was that barriers to progress exist not only within government structures but also within the practices of individual partner organisations. The emphasis was on collaborative responsibility, how each organisation contributes to or can help dismantle these barriers.

Through its previous work, the CPIB has identified the following barriers and potential levers for change: the need for greater funding flexibility, sustained third sector funding, reduced reporting requirements, greater data sharing and the local governance review. These levers align with discussions at the PSR Board, and at the recent 'deep dive' meeting with Scottish Government and COSLA. They reflect growing concerns about the erosion of preventative approaches under the current financial strain and demand pressures, and the risks this poses for long term sustainability of public services.

Today's focus is to look at what further actions could be taken as a Board to remove those barriers and what more as members of the Board can we do to be the driver of change we wish to see.

a. CPIB Guidance on Fair Funding of the Voluntary Sector (Paper 3a)



Item 3a. CPIB
Guidance for fair fu

Anna Fowlie led a detailed discussion on CPIB-endorsed Fair Funding Principles. She praised the CPIB for supporting the document, which had received national attention, and noted that the principles signal serious intent by public agencies to value the third sector. To ensure we don't lose momentum with this important work, CPIB members were invited to share feedback on what they have done thus far with the guidance, how it has been received, and what could be done to keep this guidance live, current and at the forefront of people's minds.

Key themes in the discussion included:

- The crisis nature of current decision-making and the short-termism threatening long-term service sustainability.
- Recognition of increasing financial stress due to National Insurance hikes, wage increases, and inflation.
- The need to move beyond rhetorical support for the third sector to concrete policy shifts—and embed the principles in commissioning, procurement and exit strategies.
- Examples from TSI networks and specific CPPs, including Dundee and Dumfries & Galloway, showed uptake and interest in embedding these principles.
- The potential for WFWF to offer a vehicle to embed Fair Funding Principles
- The need for a CPIB focused paper on prevention and ROI to raise awareness.

Lesley Kelly and Anthea Coulter highlighted the risks facing social care and childcare, suggesting that third sector collapse could jeopardise CPP delivery. They suggested there may be value in a national risk mapping exercise to anticipate the fallout of such pressures.

Julie White, representing NHS Dumfries and Galloway, spoke about integrating the principles into NHS board strategy and commissioning. She emphasised the need for

consistent understanding and a shift from passive endorsement to active application. Her team had started embedding these principles into procurement conversations and was working with TSIs to better align health commissioning strategies with community support needs.

Paul Johnston proposed a CPIB-led position paper on prevention and return on investment (ROI), noting increased disinvestment in primary prevention. This proposal was well received, with several members acknowledging the need to better evidence the cost-effectiveness of preventative approaches and the risk of short-term cuts leading to higher long-term costs. It was agreed that Paul/PHS would lead a SLWG to develop a CPIB position paper in relation to prevention for members to consider and endorse.

Anthea Coulter further described an innovative use of the Whole Family Wellbeing Fund (WFWF) in Clackmannanshire, supporting a 30+ member collaborative focused on reducing children in care. The model demonstrated the potential of pooled funding and co-design with lived experience. The initiative created shared governance, allowed for integrated planning, and was showing signs of meaningful impact. Discussion emerged around how such initiatives could be evaluated and scaled. The WFWF was considered a strong candidate for a national pilot, potentially informing future guidance on how to apply the Fair Funding Principles more systematically across different sectors and CPPs.

The Chair thanked members for their support in embedding these important fairer funding principles, and asked partners to continue to highlight and promote these within their sectors/organisation, and to specifically consider how they are interacting with and valuing the Third Sector.

b. CPIB update on Data Sharing – Paper 3b.



Item 3b - CPIB
Action Plan & updat

In response to the persistent and multi-layered challenges of data sharing across community planning partners, Sarah Gadsen introduced an update on CPIB work to help unblock this critical area, noting both the progress that has been delivered thus far, and those areas where it has been difficult to make headway.

The Board welcomed the progress to date and endorsed the [ICO Data Sharing Code of Practice](#) as a standard reference guide for Scotland's public services. CPIB members agreed to raise awareness of this Code within their sector/organisation, and encourage usage of it, to help facilitate a consistent approach to data sharing across public services.

The Board also welcomed the recommendation set out in the paper to link in with work Scottish Government is leading as they develop their strategy for public sector data sharing, to support a co-ordinated approach and to reduce duplication.

The discussion on how to support further progress covered the following points:

- While data standards boards have been established in local government and health and social care settings, data sharing often falls outside their remit.
- While there is growing interest in sharing data, practical and cultural barriers remain entrenched. Organisations still show hesitation due to fears around data protection compliance, reputational risks, and a lack of shared protocols. Members

emphasised the importance of distinguishing between lawful and unlawful data sharing, and the role that clear use cases can play in easing concerns.

- There are over 70 data-related programmes and 30+ discrete actions within Scottish Government—many uncoordinated. There is a need for a “Once for Scotland” approach, aiming to consolidate effort and clarify leadership, scope, and responsibilities.
- A central challenge is not the technical feasibility of sharing data, but the fragmented risk appetite and inconsistent authorisation cultures across public bodies. A strategic leadership model was proposed to streamline accountability and reduce delays.
- The risks of *not* sharing data—such as inefficiencies, unmet need, or poor outcomes—may outweigh the risks of doing so.
- Microsoft Fabric may offer a potential cross-sector data platform, tied to a national Microsoft licensing arrangement. This could offer a possible strategic direction to simplify and secure cross-sector data integration, particularly in health and social care.
- There would be clear benefits of stronger ties between CPIB and the Scottish Prevention Hub at Edinburgh Futures Institute. There is ongoing work to develop a common data platform that would support real-time, collaborative decision-making. This hub, already drawing lessons from models in England, could become a key infrastructure partner in Scotland’s data strategy. PJ suggested a future CPIB session to explore this initiative in more detail, including a potential site visit.
- Members warned against reinventing the wheel and urging the board to tap into existing platforms like Data Safe Haven and leverage initiatives through Research Data Scotland.
- Ongoing partnerships were highlighted involving Police Scotland and Scottish Ambulance Service, using shared risk profiles to drive more effective planning. These demonstrate the need for shared terminology and clearer pathways to access and use data safely and lawfully.
- Inefficiencies are currently created by having to negotiate data agreements separately with 32 councils. There is a need for high-level, standardised agreements and clearer definitions of data-sharing purposes to reduce delay.
- SDS’s interactive Participation Portal was highlighted as a live example of secure, two-way data exchange supporting early intervention. The portal enables more targeted outreach and longitudinal tracking of young people, demonstrating the benefits of proactive sharing.

The discussion concluded with consensus on the value of establishing a CPIB short-life working group to support a *Once for Scotland* strategy in relation to data sharing. The group recognised that cultural and regulatory issues—not technology—are the greatest barriers, and that CPIB has a clear role in coordinating, endorsing, and scaling good practice. Consideration is needed to ensure any CPIB approach aligns with work underway by Scottish government to develop a data sharing strategy for the public sector (or other existing developments) and that it supports a ‘once for Scotland approach’ rather than reinventing wheels or creating duplication.

c. Scottish Government update on national progress (Simon Mair)

Simon Mair shared an update from Scottish Government on national progress in relation to the key levers for change.

Prevention as the anchor of reform: Scottish Government considers prevention to be the only viable long-term strategy to address increasing demand pressures. Despite austerity and growing cost burdens, a significant proportion of public service demand remains

preventable. In this context, community planning is seen not as an optional activity but as central to reform efforts. Simon highlighted examples in early years, mental health, and social care where upstream investment reduces long-term costs and demand. Underinvestment in prevention is not only inefficient but increasingly unaffordable. Simon emphasised the need to embed preventative thinking across budget lines, performance frameworks, and leadership incentives. Local CPPs were seen as the ideal setting for this shift, provided they receive the right backing.

Third Sector resilience and funding: Acknowledging sector fragility, Simon reported efforts to increase grant-making transparency, pursue multi-year funding where feasible, and reduce bureaucratic burden. It was stressed that while full three-year settlements may be unrealistic due to fiscal constraints, timelier and clearer funding processes are a top priority. Scottish Government is also working on defining consistent baselines for third-sector funding to enable more stable planning and delivery. Simon echoed CPIB's earlier discussion on Fair Funding Principles and described how some Scottish Government departments are piloting their own adaptations of the model. The goal is to move away from short-term, one-off grants and toward a more relational funding culture that emphasises trust, shared outcomes, and capacity building.

Democracy Matters and Local Governance Reform: The Democracy Matters consultation has concluded, with Scottish Government and COSLA jointly leading next steps. Two significant areas of reform include:

- Exploring radical models of community empowerment, such as single-authority pilots in the Western Isles, Orkney, and Argyll & Bute.
- Strengthening sub-local governance to bring decision-making closer to communities.


These pilots are intended to test new models of accountability, participation, and integration, especially in remote and rural settings. Simon flagged that further proposals will be brought to Parliament in 2025, potentially redefining the future structure of local government. He invited CPIB to consider how these governance models could better align with local partnership approaches.

Reforming Funding and Reporting Structures: Scottish Government recognises that barriers to local flexibility are often embedded in policy conditions rather than explicit ring-fencing. Whole Family Wellbeing funding was cited as a live test case for reducing prescription and co-designing flexible, outcome-based frameworks. This work has ministerial backing, particularly from John Swinney and Ivan McKee, and will be critical in demonstrating how to scale effective prevention models.

The emergence of 'place-based budgeting' pilots that aim to align multiple funding streams into coherent, locally managed budgets were also noted. These are being trialled in a few areas and may form the basis of future reform.

Conclusion: Scottish Government alone cannot drive systemic change. Rather, meaningful reform will require shared ownership, practical experimentation, and political courage across all levels of governance. The CPIB is uniquely placed to bridge these dimensions and demonstrate what collaborative, prevention-oriented reform looks like in practice. CPIB were encouraged to remain actively engaged, particularly in:

- Supporting reform pilots and sharing feedback.
- Shaping prevention messaging and measurement.
- Partnering on work around flexible funding and improved data infrastructure

	<p>The Chair welcomed this helpful update, and invited Simon Mair and SG colleagues to remain engaged and to support alignment of national reform actions with CPIB priorities.</p> <p>Agreed Actions</p> <ul style="list-style-type: none"> i. Partners to continue to promote the Third Sector Funding principles within their sectors/organisation, and to consider how they are interacting with and valuing the Third Sector. ii. Establish a SLWG to develop a CPIB position paper in relation to prevention for members to consider/endorse. iii. Arrange a CPIB visit to the Scottish Prevention Hub to help raise awareness of the work of the hub and how the CPIB might support this. iv. CPIB members to raise awareness of the ICO Data Sharing Code of Practice within their sector/organisation, and encourage usage of it. v. Set up a CPIB SLWG to support progress in removing data sharing barriers. 	<p>ALL CPIB Members</p> <p>PJ (+MM/SM)</p> <p>Chair/ PJ</p> <p>ALL CPIB Members</p> <p>SG (+SM; JW; PJ; NP; MM)</p>	<p>Mar 25</p> <p>Mar 25</p> <p>Mar 25</p> <p>Mar 25</p> <p>Mar 25</p>
<p>4.</p>	<p>Public service reform & community planning</p> <p>The Chair reflected that the CPIB’s focus in this area is on understanding what the public service reform agenda means to individual partner organisations, what opportunities there are as community planning partners and Community Planning as a way of working, and crucially where the CPIB can add value. To help us think this through, individual CPIB members are being invited to share their perspectives on public service reform agendas, how these will involve community planning and whether CPPs are engaged sufficiently to harness further support.</p> <p>Inputs at today’s meeting provided the perspective from the Enterprise Sector (Derek Shaw (Scottish Enterprise) and Neville Prentice (Skills Development Scotland), and from the Community Planning Managers Network (Liz Manson, D&G CPP).</p> <p><i>1. Scottish Enterprise (Derek Shaw)</i></p>  <p>Item 4a ii - SE presentation to CPIE</p> <ul style="list-style-type: none"> • Economic Transformation Focus: Scottish Enterprise’s new corporate plan is driven by economic transformation, with a focus on enabling businesses to innovate, scale, and tackle major national challenges. • Budget Pressures: The agency has experienced a 30% cut in its budget over five years, prompting a strategic review of priorities and delivery. sharper prioritisation involved as it cannot support the same breadth of services; needs to focus on high-impact opportunities. • Mission-Based Approach: Three core missions now guide its work: <ul style="list-style-type: none"> ○ Capital Investment for Productivity – Supporting automation and competitiveness in Scottish businesses.to raise business productivity and create high-value jobs. ○ Energy Transition – aiming to double the number of green energy companies, create 30,000 jobs, anchoring supply chains in Scotland. and increase exports. 		

- **Scaling Innovation** – Growing high-value, fast-scaling businesses with international reach. turning Scotland’s innovation into commercial success with the goal of creating 670 scale-ups and 75,000 jobs in 10 years.
- **Partnership and Regional Focus:** A new Regional Opportunities Team will work with community planning partnerships (CPPs) to co-develop strategic regional economic initiatives.
 - Working with regional partners to **pro-actively identify and co-create strategic, transformational economic opportunities** in the regions.
 - Leading **SE’s engagement with Regional Economic Partnerships** (or equivalents) and our input to Regional Economic Strategies.
 - Collaborate with CPPs on **job creation, inclusive growth, and regional transformation** - areas where SE can add-value.
 - Working with **CPPs to agree best forms of engagement** to ensure we can add **impact and value** relative to our economic development remit.
- **Limitations Due to Budget Rules:** Lack of flexibility in Scottish Enterprise’s annualised budget means that even when additional revenue is generated, it often cannot be reinvested due to rules requiring it to be returned to the Scottish Government.

2. Skills Development Scotland (Neville Prentice)



Item 4aiii - CPIB SDS
Nov 24.pptx

- **Budget and Workforce Reductions:** SDS, like Scottish Enterprise, has faced consistent budget cuts and staff reductions for four consecutive years.
- **Co-location Success:** SDS has improved customer experience through physical co-location of services (e.g. in libraries, local authorities, and colleges), which has improved accessibility.
- **Labour Market Intelligence:** SDS has shared customer and employer insights more widely through local employability partnerships, helping to improve intervention design.
- **Inconsistency in Local Delivery:** There is wide variation in the performance and structure of local employability subgroups under CPPs. Some areas demonstrate excellent collaborative work, while others lag significantly. Sarah Gadsden noted that the IS employ a Employability Partnership Manager who works across all 32 authorities, and offered to follow up with them on this and link in with Neville to discuss how they might progress.
- **Strategic Curiosity:** Neville encouraged CPPs to be more inquisitive and strategic in using data and employer intelligence to shape interventions.
- **Workforce Challenges:** With increasing investment in renewables and green infrastructure, there is a growing need for a replacement and future workforce. The current system struggles to produce skilled workers fast enough.
- **Education and Skills Alignment:** While school-leaver participation rates are high, Neville questioned whether public investment in training and apprenticeships is sufficiently aligned with local job market needs.
- **Missed Opportunities:** There is unmet demand for 7,000–8,000 additional apprenticeship places annually, which represents lost opportunities for both employers and the Scottish economy.

3. *Scottish Community Planning Network (Liz Manson)*



Item 4b - SCPN and PSR - November 202

- **Role of the Network:** The network provides a support platform for CPPs, mainly engaging 32 community planning managers but aiming to broaden its partner reach.
- **New Capacity and Tools:** With recent support from the Improvement Service and SG, the network now has dedicated staffing and a growing Knowledge Hub to share learning and resources.
- **Partnership and Innovation:** Liz highlighted that most partnership-driven innovation still comes from local authorities and PH bodies, rather than a full spectrum of CPP members. Early intervention and prevention projects are often missing from national partners.
- **Community Involvement Gap:** CPPs still struggle to effectively include community voices in planning and reform processes.
- **Showcasing Local Projects:** Liz shared examples of successful local CPP projects aimed at addressing place-specific priorities through funding and innovation, but noted variation across regions.
- **Governance Perceptions:** Real or perceived governance barriers often deter collaboration. Liz suggested focusing on solutions rather than roadblocks.
- **Opportunities:** The network is planning leadership development, stronger national-local information flow, and input into the upcoming review of community empowerment legislation. CPPs are encouraged to connect national organisations with their local work to drive reform.

Following the three presentations, the following points were highlighted in the discussion:



- All presenters underscored the need for:
 - Cross-sectoral collaboration to unlock complex challenges.
 - Local empowerment with sufficient resource and national backing.
 - Flexibility in funding and regulation to enable tailored local solutions.
- Consensus that CPIB should be a hub for promoting best practice, helping avoid duplication and amplify local innovations.
- Improve alignment between national missions (e.g., green growth, productivity) and community outcomes.
- Establish standardised national data sharing frameworks to save time and increase effectiveness.
- Promote successful local models more widely through CPIB networks or knowledge exchanges.
- Encourage co-investment models where national agencies and CPPs jointly fund and deliver reforms.
- Develop CPP capacity to engage effectively with large agencies on mission delivery.

Agreed Actions

- i. Remaining CPIB partners to share their own perspectives on public service reform at future CPIB Meetings (NHS and Police Scotland in early 2025)
- ii. IS to link in with SDS re LEP partnership manager.

PS/NHS
SDS/IS

Mar
25
Mar
25

<p>4</p>	<p>SG and COSLA Programme to Improve Community Planning</p> <p>Simon Mair (SG) shared an update on the joint Scottish Government (SG) and COSLA programme to strengthen community planning across Scotland. His remarks reflected both recent dialogue with the Community Planning Improvement Board (CPIB) and broader reform objectives under the banner of prevention and collaboration. Key points covered in his input include:</p> <ul style="list-style-type: none"> • SG Reaffirms Commitment: Community planning is seen by Scottish Government as a central “engine room” for prevention and reform. • Whole Family Wellbeing Fund: Highlighted as a practical opportunity to embed preventative, cross-sector approaches within community planning partnerships (CPPs). • Variation Across Scotland: Significant differences in community planning quality and impact across regions. Factors include varying levels of engagement from partners and structural constraints. • Findings Echoed in Reports: Scottish Parliament committee and Audit Scotland have previously noted challenges in CPP practice and capacity. Common barriers include inconsistent national-local alignment and internal government fragmentation. • Structural Barriers Recognised: Engagement from national agencies is variable. Some barriers to effective CPPs stem from Scottish Government policy and delivery structures. • Joint Working Group Proposed: Time-limited, co-designed initiative involving SG, COSLA, CPIB, and national partners. Aims to simplify efforts, set shared objectives, and deliver small but meaningful outcomes within 3–4 months. • Emphasis on Co-Production: The group should not duplicate or add complexity, but instead align existing workstreams and reduce duplication. CPIB’s participation is seen as essential to the group’s success. <p>The Chair welcomed the helpful update on this work in progress, and the commitment from Scottish Government to engage with CPIB in looking at barrier reduction and recognition of the need for better co-ordination across national and local systems.</p>	
<p>5.</p>	<p>CPP Self Assessment</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Item 6 - National Community Planning</p> </div> <div style="text-align: center;">  <p>Item 6b - National Community Planning</p> </div> </div> <p>Thomas Boyle (IS) presented an update on the National Community Planning Partnership Self-Assessment programme, a new initiative led by the Improvement Service to gather consistent, structured insights into how CPPs are performing across Scotland. CPIB members were invited to consider how they would wish to engage with the outputs and learning that emerge from this work.</p> <p>The self-assessment is based on the PSIF approach which has been used in various CPPs since 2016. However, this marks the first time the approach is being coordinated nationally and applied systematically across multiple partnerships to provide both local insights and a national overview. Twenty-one CPPs signed up for this first cycle.</p>	

	<p>Key Features of the Assessment Process:</p> <ul style="list-style-type: none"> • Frequency: The assessment will be repeated every two years to create a baseline and track progress over time. • Participation: 21 CPPs participated in the first round, with over 200 responses received, involving around 206 individual board members. • Method: Participants completed a checklist covering six core areas: Shared leadership; Governance and accountability; Community needs and empowerment; Effective use of resources; Reporting and performance management; Impact and outcomes • Outcomes: Each CPP receives an anonymised local report to support the development of improvement plans. The IS will produce a national overview report summarising common strengths, challenges, and examples of good practice. CPPs can request facilitated sessions from IS to co-develop local improvement plans. <p>Benefits:</p> <ul style="list-style-type: none"> • National Overview: Identify common challenges/opportunities. • Identifying Good Practice: Case studies will be created from the results, spotlighting effective strategies across different areas of community planning. • Peer Learning: CPPs with similar improvement needs will be connected through the Community Planning Managers Network to share learning and approaches. • Tailored Support: The IS can refine its improvement support offerings based on clearly identified development needs from the self-assessment. <p>Next Steps:</p> <ul style="list-style-type: none"> • January 2025: National overview report to be published. • January–May 2025: Facilitated improvement planning sessions will be delivered to 18 CPPs that opted in for intensive support. • Spring 2025: The IS will identify common themes from across the participating CPPs and use this to inform broader improvement offers and policy advice. <p>The Chair welcomed this positive development, and agreed that once the National Report is available, it would be helpful to bring it back to the CPIB to have a discussion on the key findings and to consider these alongside the future CPIB work programme in terms of where we might add value.</p> <p>Agreed Actions:</p> <p>i) Include National CPP Self-Assessment Report on Agenda at next CPIB meeting.</p>	Chair/IS	Mar 25
6.	<p>AOCB & DONM</p> <p>Dates for 2025 to be scheduled and circulated,</p>	IS	Dec
	Close		



*The 'go to' organisation for
Local Government
improvement in Scotland*



NATIONAL
COMMUNITY PLANNING
SELF-ASSESSMENT

Update

Thomas Boyle

National CPP Self-Assessment



- Aim of self-assessment is to support improvement across community planning partnerships.
- Self-assessment checklist went out in November 2025. Closed with over 200 responses.
- 17 of the 20 participating CPPs have taken up the offer of a facilitated session with their Boards.
- [National Overview Report](#) has now been published.
- Next steps are to use the findings from the self-assessment to identify and develop good practice case studies and share learning across partnerships.

National Self-Assessment - Findings

	Agree/Strongly Agree	Disagree/Strongly Disagree	Don't Know
Shared Leadership	76%	17%	7%
Governance and Accountability	64%	22%	14%
Community – Needs and Empowerment	72%	14%	14%
Effective Use of Joint Resources	49%	25%	26%
Reporting of Performance Management and Outcomes	65%	18%	17%
How the CPP is Making an Impact	59%	18%	23%

Strengths Identified across Partnerships

- Partnerships have strong and effective leadership in place.
 - Examples of shared leadership from participants included rotating chairs, different partners leading on sub-groups, a range of stakeholders involved in strategic leadership groups, etc.
- Partners demonstrate a commitment to the vision and strategic direction of the partnership.
 - Many participants stated that their CPP has a clear vision and plan, supported by strategic priorities which are outlined in the LOIP.
- Partnerships have a good understanding of the profile of their areas.
 - The use of both qualitative and quantitative data to understand community needs.
- Partnerships operate in a spirit of transparency, openness and trust.
- Priorities and outcomes in the LOIP reflect the key challenges of the area identified through data analysis and community engagement.

Areas for Improvement

- Board member inductions and ongoing member development identified as challenges across the country.
- Partners contributing funds to improve LOIP outcomes.
- Sharing and using data effectively.
- All partners providing leadership and making significant contributions to the work of the partnership.
- Over-reporting limits time for discussion at meetings.
- Partnerships having a coordinated and shared approach to community engagement in place.
- Making progress in closing the gap around identified inequalities within its area.

Facilitated Sessions

- We have facilitated 13 CPP Improvement Planning Sessions so far.
- Sessions allow Board members to review local findings and prioritise improvements moving forward.
- Most prioritised areas so far
 - How partnerships can better demonstrate progress in closing the gap around inequalities.
 - How partnerships further develop approaches to community engagement.
 - How partnerships best utilise resources to achieve LOIP outcomes.
 - Improve Board members induction processes and ongoing development.
 - The way performance information is presented to the Board.



Next Steps - Good Practice

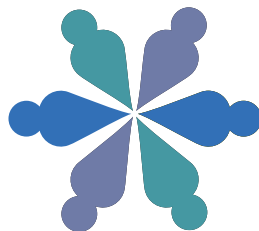
- Board members highlighted many examples of good practice within the qualitative feedback from the self-assessment.
- The IS will use this as well as the Likert scales to identify good practice case studies.
- We will work with CPPs to develop good practice case studies which will be shared nationally.



Any Questions

- “The Dumfries and Galloway Community Planning Partnership (CPP) were delighted to participate in the national Community Planning self-assessment process. The question set made us think deeply on areas where we felt we were doing well and our key areas for improvement. The facilitated workshop with the Improvement Service explored these areas in greater detail, and it was helpful to better understand the national picture prior to developing our own draft improvement plan. We look forward to driving this forward through our CPP and would support a repeat of this process in a few years’ time to assess what progress has been made.”
- Co-Chairs of the Dumfries and Galloway CPP
 - Gail MacGregor, Leader of Dumfries and Galloway Council
 - Marsali Caig, Interim Chair, NHS Dumfries and Galloway





Community Planning
Improvement Board

Guidance for Fair Funding of the Voluntary Sector

Introduction

The Community Planning Improvement Board identified the need for 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 in the [North Lanarkshire Community and Voluntary Sector Fair Funding Charter](#).

Therefore, the CPIB has drawn 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:

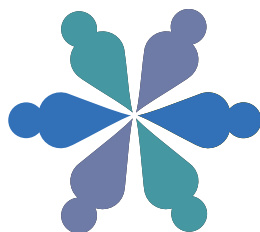
- Provide good quality jobs and support into employment
- Tackle digital exclusion, provide childcare, social care and housing, and support the most disadvantaged people and communities
- Undertake vital medical and environmental research
- Run most of Scotland's theatres, museums, galleries, and sports clubs
- Campaign for change, ensuring the voices of people and communities are heard.

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 by visiting scvo.scot/about/the-sector
Each TSI will have information about the sector in its local authority area.



**Community Planning
Improvement Board**

OUR SHARED VISION IS FOR COMMUNITY PLANNING TO HELP DELIVER THE WHOLE FAMILY SUPPORT PROGRAMME AND SIGNIFICANTLY IMPROVE OUTCOMES FOR COMMUNITIES AND FAMILIES IN, OR AT RISK OF, POVERTY ACROSS SCOTLAND BY:



empowering and enabling people to access the support they need in line with the National Principles for Holistic Whole Family Support



creating the conditions for collaboration between all partners at a national and local level, including third sector and community organisations



using data and evidence to prioritise and improve place-based prevention and early intervention



embracing transformative public service reform, including in budgetary decisions, to strengthen the capability and resilience of families and communities

OUR ROLES AS PARTNERS AND PARTNERSHIPS



Partners and partnerships have a strong belief in our vision and demonstrate commitment to collaborative leadership, including outwith CPP meetings, by showing up ready to engage, challenge and share resources flexibly and creatively



Partners and partnerships build strong relationships with partners, including the third sector and community organisations through local Third Sector Interfaces* as well as Children's Services Planning Partnerships (CSPPs)** and other local CPP sub-structures



Partners and partnerships make decisions based on local and national evidence to highlight the impact of our work, increase community planning's credibility and support continuous improvement



Where relevant, partners make links between national and local plans and strategies that underpin our own work, identifying opportunities for connection and addressing divergence proactively

* This requires a shared understanding that meaningful engagement with the third sector requires resourcing and recognition of the role that the sector plays in helping improve outcomes.

** CSPPs or equivalent are the primary delivery mechanism for whole family support in many local areas with collective oversight of, and accountability for, coordinating the delivery of multi-agency, place-based and holistic support focused on improving outcomes for children, young people and families.

OUR PRACTICAL EXPECTATIONS OF PHASE ONE PARTNERS



Local authorities should ensure that CPPs and wider partners are involved in developing, endorsing and implementing any proposal for funding flexibility and associated local actions



Community planning partners, including the third sector and community organisations, should promote appropriate alignment between the Whole Family Support programme and existing local activity such as Local Outcomes Improvement Plans and Children's Services Plans*



Community planning partners will all play a role in promoting and enabling a flexible approach to how all resources available locally are used to deliver those outcomes



CPPs are encouraged to be bold, inspiring and challenging in delivering practical focus on empowering communities and creating the conditions for resilient families and communities

* Every local authority and its relevant health board are required to jointly prepare a Children's Services Plan for the area of the local authority, in respect of each three-year period. 1 April 2026 is the date that the next three-year Children's Services Plan is required to be in place.

OUR OFFER TO SUPPORT PHASE ONE IMPLEMENTATION



The WFS team* will meet with CPPs to consider how local plans and partners, including the third sector and community organisations, will deliver our vision to support families and communities in, or at risk of, poverty in line with the National Principles for Holistic Whole Family Support



SG Place Directors will be supported to be an integral interface between partners, providing visible leadership and connection between local communities, CPPs and national policy



The Scottish Community Planning Network, supported by the Improvement Service, and the Community Planning Improvement Board will continue to facilitate shared learning, leadership and collaboration to help deliver the full potential and ambition of community planning



SG will offer community planning partners support to benefit from facilitated collaborative systems leadership development that will increase capacity and capability at all levels and will explore opportunities to strengthen support for third sector engagement in community planning

* Within the Scottish Government, the WFS team sits across the Public Service Reform Directorate and the Strategy and Delivery Directorate.

EXAMPLES OF WORK UNDERWAY

SOUTH AYRSHIRE

Challenge



In 2019, the first CPP was short with little discussion, debate, or challenge. There was a lack of visibility, structure, and meaningful engagement from partners as well as no clear connection to LOIPs. This resulted in fragmented efforts and missed opportunities for collaboration to improve place-based and wellbeing-focused outcomes.

Change and impact



In response, the CPP introduced a new locality-based structure with a strong LOIP, ensuring strategic alignment across the South Ayrshire Plan, Caring for Ayrshire, HSCP, Police & Fire plans and the Wellbeing Economy. A shared vision now focuses on people, planet, and communities. As a result, leadership has strengthened, commitment has grown and there has been a clear shift towards early intervention.

GLASGOW

Families in Glasgow often reach crisis point before receiving the support they need which perpetuates cycles of poverty and the associated cost of crisis intervention. Fragmented service delivery results in families not being connected with the full range of support available, inefficient use of resources and missed opportunities for cross-sector collaboration. Barriers across government and the wider public sector prevent strategic solutions and holistic support for vulnerable families.

In response, the Glasgow Poverty Pathfinder model was developed to deliver a co-produced, integrated model connecting people to holistic, person-centred support through a 'no wrong door' approach. This strengthened partnerships and broken-down silos between public and third partners. The model evolves through real-time feedback from service users, continuously improving its approach. The also model ensures the system supports the needs of vulnerable families and improves their outcomes through early intervention and holistic support.

Community Planning Improvement Board
May 15th, 2025
Solace/IS Transformation Programme – Update on Public Service Reform workstream

1. Purpose

- 1.1 This report provides an update on the Solace/IS Transformation Programme workstream on public service reform, which is sponsored by Greg Colgan, Chief Executive, Dundee City Council.

2. Background

- 2.1 Previous reports have been submitted to the CPIB on the Solace/IS Transformation Programme. Workstream 1 is focused on public service reform, and a Project Group has now been established to progress this workstream, comprised of Greg Colgan, Susanne Millar (Chief Executive, Glasgow City Council), Paul Lawrence (Chief Executive, City of Edinburgh Council) and Ken Gourlay (Chief Executive, Fife Council).
- 2.2 Solace Scotland held a Chief Executive’s Away Day in March 2025, during which there was considerable discussion about public service reform and local government’s role within it. The workstream 1 project group considered the discussions that took place, and came up with several suggestions to help convert the ideas raised into tangible action. These were endorsed by the Solace Scotland branch in April 2025, and include the following:
- Development of an overview of the public service reform landscape as it impacts on local government and individual local authorities, signposting to more detailed mapping, essentially a layered approach to reform from strategic to operational.
 - Development of an overarching narrative for Solace on public service reform, aligned to relevant policy frameworks, including the determinants of population health and the levers local government has at its disposal to influence the determinants.
 - Ensuring the overarching narrative connects to work being progressed on a reformed health and social care system and reformed education / children’s system in particular. There is a risk that looking at these in isolation could reinforce silos and disconnect and given the interconnectivity between policy agendas, it will be important to look at them holistically rather than in isolation from each other.
 - Capturing the essence of the discussion at the Chief Executive’s away day on the need to recalibrate our relationship with people and communities and transition to an approach of proportionate universalism – encouraging less dependence on the state and empowering individuals and families to take greater responsibility for their own wellbeing. Taking an asset-based approach and working alongside people and communities, will help reshape their expectations regarding the role of the local authority and the services they can anticipate receiving.
 - Ensuring alignment with Scottish Government’s Public Service Reform Strategy.
 - Updating the Solace/IS research report published in March 2023 on ‘Tackling Cause not Symptoms’, to incorporate the most recent data on the state of the nation.
 - Undertaking ‘deep dives’ on the three pathfinders in Glasgow City, Dundee City and Clackmannanshire Councils, to help the project group model what an ideal system would look like when working effectively with children and families, at the same time as setting out the system-level change required to achieve this and the asks of other partners in that system.
 - Supporting local government to better coordinate and maximise the collective impact of existing public service reform opportunities, e.g. Marmot places, Fairer Futures Partnerships, Whole Family Support

pilots and the Health Determinants Research Collaborations in Aberdeen City and Glasgow City. This will include connecting in with Scottish Government to seek opportunities to align and pool different funding streams.

- 2.3 Work is now underway by the project group to develop a detailed plan, setting out its approach and timeline for the delivery of the work outlined above.



Policing for our Communities Programme

Working Together to build Safer Communities

2030 vision

Our 2030 Vision is safer communities, less crime, supported victims and a thriving workforce.



To achieve this, we will:

- Support reductions in overall crime in Scotland.
- Respond effectively to threats to public safety.
- Deliver the best possible service for the public and communities of Scotland through effective community policing.
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day

Our values

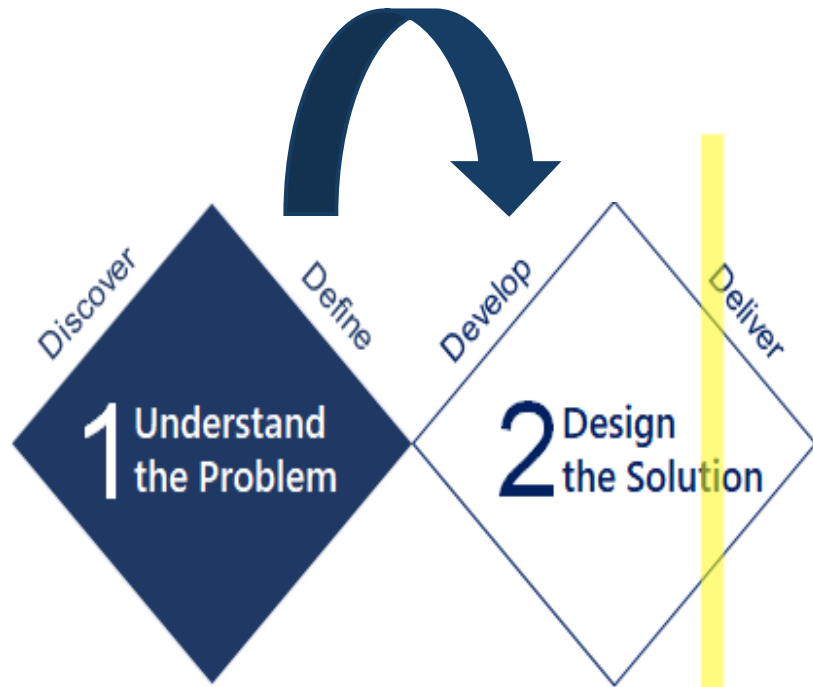
- Integrity.
- Fairness.
- Respect.
- Commitment to upholding human rights.

We will do this by:

- Being clear on our responsibilities in safety and justice and how we contribute to system reform and improvement.
- Investing in focused prevention: engaging with our communities on their priorities and ensuring that our approach to community policing draws on the best evidence-based practice that reduces crime.
- Reshaping our training and development to ensure everyone is ready and equipped to deliver on our vision and objectives including better investigative outcomes.
- Striving to become one of the most digitally enabled police services with the aim of improving effectiveness and efficiency.
- Becoming a more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep our communities safe.
- Being more efficient in what we do, removing barriers in daily work that undermine productivity, so we can invest more in frontline policing and deliver best value.
- Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services.

Informed by the Local Policing Service Delivery Review

Service Design

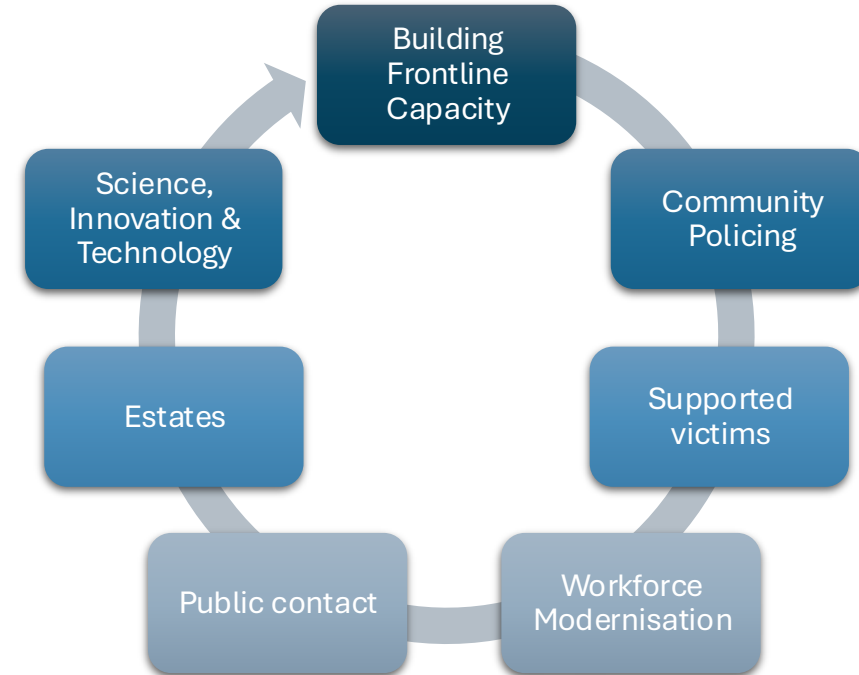


Ensure the safety and wellbeing of people, places and communities

Discovery Divisions



3 Year plan links



Our Outcomes

Communities are and feel safer through visible local policing

We prevent crime by working with others

We deliver the right service that meets the needs of victims

Our people are equipped, empowered and supported to do the job

Safer Communities

Communities are and feel safer through visible local policing

Workstreams

- Delivery of a national consistent community policing model
- Consistent approach to community engagement
- Both aspects tailored to local need

Outcomes

- Increase in the number of community officers
- Reduction in abstractions
- The public can easily find/identify and contact their local community policing team
- More time spent in communities
- Women and girls feel safer in their communities

Less Crime

We prevent crime by working with others

Workstreams

- Enhanced partnerships approaches, driven by Community Planning
- A Prevention & Problem-Solving approach which addresses the root causes

Outcomes

- Reduction in crime and ASB
- Reduction in re-offending rates
- Enhanced community engagement
- Deliver, measure and promote preventative activity
- Increase in community trust & confidence

Supported Victims

We deliver the right service that meets the needs of victims

Workstreams

- Implementation Active Investigation & Resolution Hubs
- Revised Investigation & Vulnerability Model
- More effective response policing model

Outcomes

- Victim-centred and efficient service to the public and a reduced numbers of touchpoints/steps
- Increase in user satisfaction
- Reduction in repeat victimisation
- Better quality, more timely, reports to COPFS

Thriving Workforce

Our people are equipped, empowered and supported to do the job

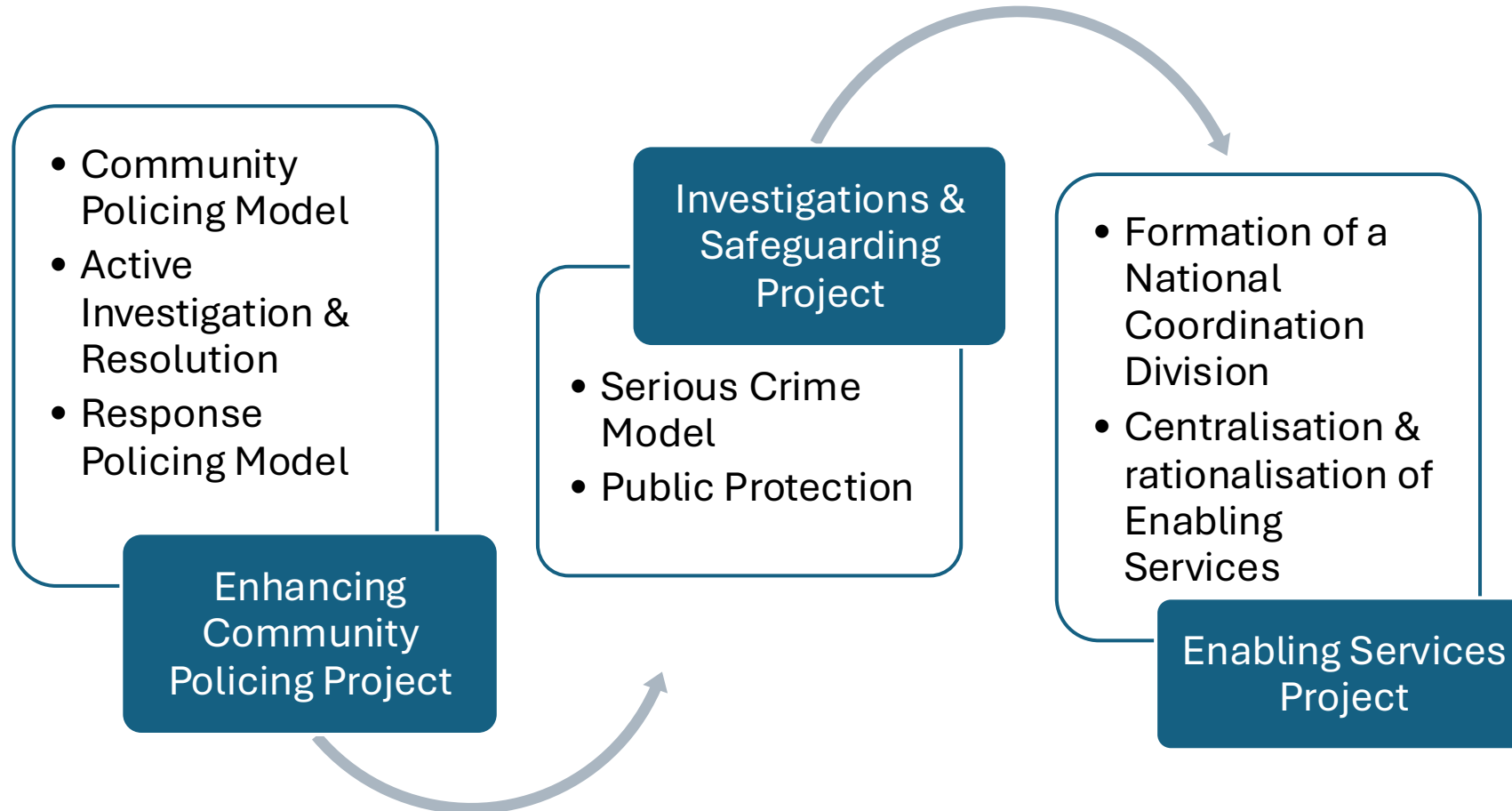
Workstreams

- Skills development for all roles
- Revised shift pattern with training days built in
- Enhanced Probationer Pathway
- Effective, efficient enabling services
- Getting the right workforce mix to do the job

Outcomes

- The right skills to deliver the best possible service
- Positive trends in the staff survey
- Our people have the time and space to do their job and develop
- Our people recuperate in meaningful roles to support operational frontline activity
- Our people are healthier and more engaged

Policing for our Communities Programme



Key Milestones 2025/26

April 2025

Final proposals
submitted for
approval.

Post-approval
Forth Valley
prepares to Go
Live.

September 2025

Full rollout of
model
commences – 2
Divisions every
3 months

Community Planning Improvement Board

Prevention



Introduction

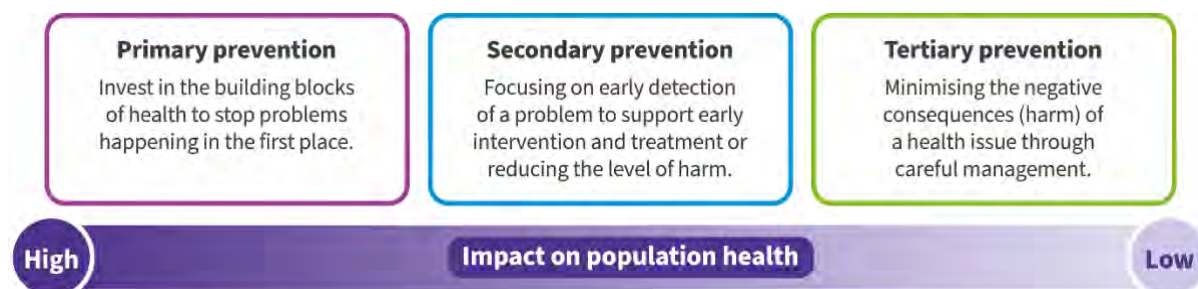
Scotland's communities and public services face enormous challenges. Our life expectancy is the lowest in Western Europe, and inequalities in health are among the highest. The focus for many of our public services continues to be on responding to demand failure and preventable harm.

We also know that change is difficult. For more than a decade, much of our focus in public service has been on securing a decisive shift towards prevention but we have yet to see this translate into the sustained delivery of better outcomes. Despite these challenges, there is a renewed focus in the 'prevention agenda' and how we support public services shift to preventing problems before they arise.

Achieving this to prevention could reduce inequalities by focusing on their underlying causes (the wider determinants or building blocks of health), contribute to solving the problem of unsustainable public spending, and encourage collaboration between, community planning partners, national and local government and communities.

What is Prevention

Prevention in public health is about keeping people healthy and avoiding the risk of poor health, illness, injury, and early death. However, when people and organisations talk about prevention, they often use the same language to talk about different things. It can be helpful to think about primary, secondary and tertiary prevention.



Prevention is one of the most cost-effective interventions the public sector can make in relation to improving population health and reducing inequalities. A collective focus on prevention, particularly primary prevention, is important to reduce demand on our public services, putting them on a more sustainable long term footing.

Primary prevention has the biggest impact on population health and can be 3-4 times more cost-effective than investing in treatment.

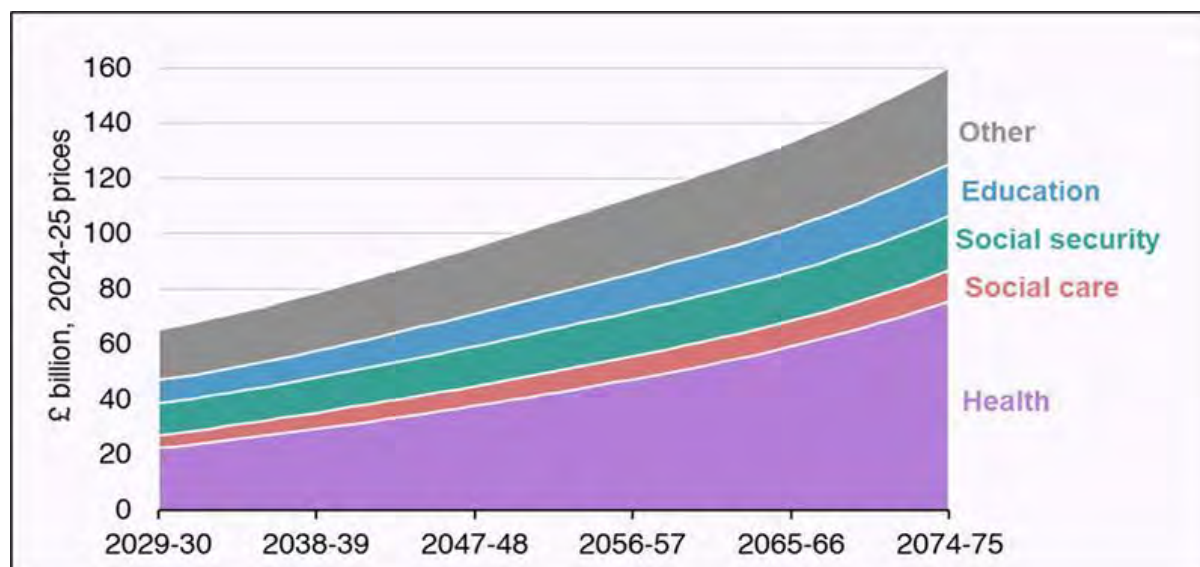
Prevention and Reform

There is a growing body of economic evidence that supports the case for investing in prevention. Reforming public services – including how national and local government, the NHS, businesses, communities, and individuals work together – is dependent on thinking differently to achieve a shift to prevention.

Audit Scotland have been consistent in outlining the need to accelerate the pace and scale of reform across the public sector. While local systems must continue to react to immediate

events and financial pressures, this must not distract from the need for broader reform of public services.

The [Scottish Fiscal Commission](#) estimates that Scottish Government spending will exceed available funding. Health is the largest area of spending in the Scottish Budget, and it is projected to grow faster than any other area. This will lead to budget pressures in the future, as total spending will grow faster than funding.



Improving the underlying health of Scotland's population would lead to benefits to the public finances through lower spending and higher tax revenues contributing to the long-term sustainability of public services in the future.

Prevention Works

The Scottish Burden of Disease study has estimated that 35% of years lost to ill-health and premature mortality are preventable. Shifting investment to primary prevention is necessary if we are to reverse poor health trends, improve population health outcomes and deliver sustainable public services.

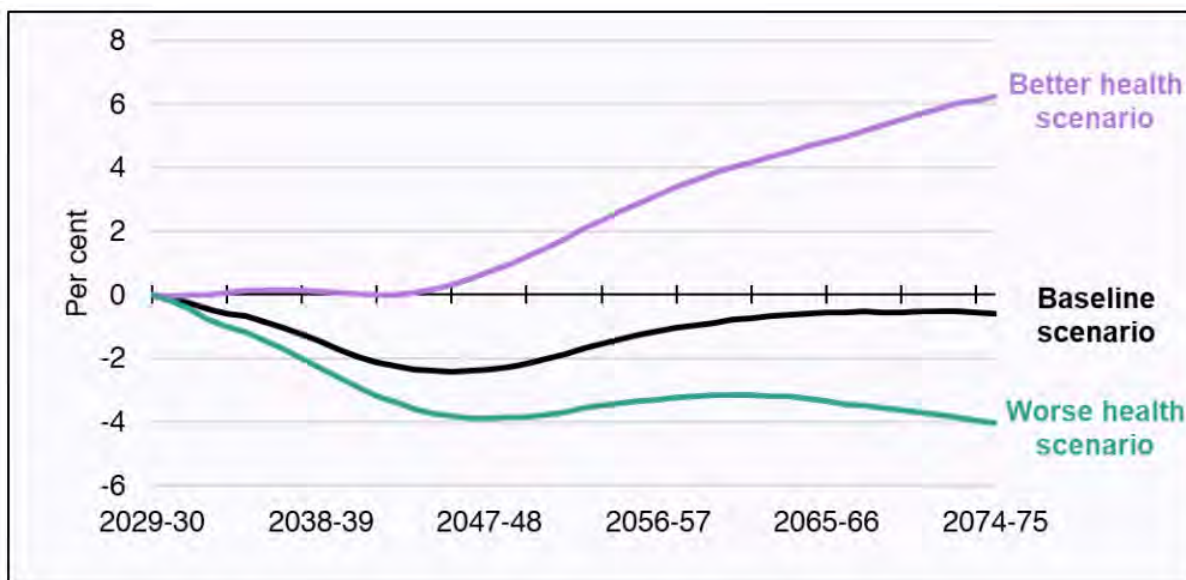
We know prevention works. There is good evidence that investment in benefits, primary care, public health, youth work and children and families, among other services and programmes, all delivers meaningful benefits.

Even though we know prevention can be the most cost-effective way to maintain the health of the population, concerns about upfront costs all too frequently lead more reactive, short-term responses, with [resources being targeted](#) towards immediate problems. This can result in the exclusion of longer-term initiatives and a failure to focus on beneficial, preventative investment. [For example:](#)

- Investing in prevention can be significantly more cost-effective than in treatment, with an extra year of good health costing an estimated £3,800 via means of prevention, compared to £13,500 via treatment
- Reductions in preventable ill health could increase tax receipts, reduce welfare payments, and generate efficiencies. For example, a reduction of 10% in obesity prevalence could reduce annual spending on unemployment benefits by £400 million.

- The cost of lost productivity to the UK economy due to preventable ill health has been estimated to be nearly £70 billion per year.

The Scottish Fiscal Commission have modelled the impact of improving population health to positively influence current trends in public spending.



This shows that change is possible, but we need to work differently to deliver improvement at pace to support the long-term sustainability of public services into the future.

Creating the conditions for prevention

It can be hard to adopt a more preventative approach. When budgets are tight, the focus on immediate pressures crowd out preventative spending. A twin track approach is necessary to ensure services can deal with immediate pressures, as well as making the long-term investments that can ensure services are financially sustainable.

We know this isn't easy and that Community Planning Partnerships need to work together to create the conditions for local systems to focus on prevention. There are a number of examples of how public bodies are working differently to address these challenges, this includes different approaches to:

- **Embed prevention into local spending plans**
Public bodies committed to taking a preventative approach will want, over time, to substantially increase preventative spending. This will require longer-term funding settlements; and designing financial flows that incentivise prevention.
- **Integrate prevention into performance**
Governance and accountability should support public bodies translate outcomes into a clear performance framework focused on prevention, using interim metrics of success when outcomes may take years to materialise.
- **Create a more effective learning system for local areas**

Strengthen local accountability for prevention and approach to improvement and learning, including improved information sharing mechanisms to spread lessons from effective innovation.

- **Collaborative and systems leadership**
Invest in collaborative leadership supported by governance and accountability models that positively reward and reinforce behaviours and outcomes centred around prevention, place, partnership and performance.
- **Commissioning Models**
Adopt [funding and commissioning models](#) that prioritise prevention and support partners in making the shift to prevention including the Voluntary and Community sector
- **Integrating data to support decision making**
Better integrate data to prioritise and improve place-based prevention and early intervention, including how we measure impact and monitoring performance and progress.

Appendix A provides examples of how public bodies in Scotland and the UK are working differently to strengthen the approach to prevention.

Collaboration for Prevention

Collaboration and system change are challenging and complex. Working with others and creating the right conditions for prevention is difficult. The [Edinburgh Futures Initiative](#) has described seven collaboration challenges that are important if we are create the systems change to deliver on prevention.



COMMUNITY PLANNING IMPROVEMENT BOARD PREVENTION DRAFT

As part of this approach, work being led through [the Scottish Prevention Hub](#) looks to address these challenges by applying a framework for collaboration based on a [four-principle approach](#). Only by looking to alternative and more effective way of working together can we strengthen collaboration and create the conditions for prevention in Scotland.

Further Information

Scottish Prevention Hub

The Scottish Prevention Hub is a national partnership between Public Health Scotland, Police Scotland, and the Edinburgh Futures Institute at Edinburgh University. The Hub takes a whole-system public health approach focused on primary prevention, with a focus on the use of data and capacity building. For further information: [the Scottish Prevention Hub](#)

Public Health Scotland

Public Health Scotland is Scotland's lead national body for improving and protecting the health and wellbeing of all of Scotland's people. Focusing on prevention and early intervention, we aim to work with the wider public health system to increase healthy life expectancy and reduce premature mortality by responding to the wider determinants that impact on people's health and wellbeing. For further information: [Public health Scotland](#)

Appendix A:

Delivering Prevention

Scotland and the UK has firm foundations to build from, with work underway to strengthen collaboration and support local systems deliver a prevention focus. This includes innovative programmes to address the collaborative challenges to prevention and applying the framework for collaboration. Examples of preventative programmes from across Scotland and the UK are summarised below:

Whole Family Approach

The whole family approach aims to work with Community Planning partners to develop a community-based approach to integrating services around the whole family to significantly improve outcomes for communities and families in or at risk of poverty across Scotland. The programme will work with local partnerships to embrace transformative public service reform, including in budgetary decisions, to strengthen the capability and resilience of families and communities.

A toolkit has been developed to support consistent and structured planning discussions about the local design and delivery of holistic whole family support including as part of each Local Outcome Improvement Plans and [Children's Services Plan](#).

For further information on the whole family approach: [Keeping The Promise to our children, young people and families](#).

Gateshead Council - The Liberated Method

The Liberated Method is a combination of principles and rules that facilitate bespoke support in Gateshead. Citizens are paired with a caseworker who works to understand their individual needs, rather than focusing on what services are on offer.

The focus is on empowering the individual to make positive choices and moves in their own life, offering support where needed. Ultimately, the emphasis is on helping the individual to help themselves towards achieving their long-term goals.

For further information on the Liberated Method: [Liberated Public Services](#)

Collaboration For Health Equity in Scotland

The Collaboration for Health Equity in Scotland brings together Public Health Scotland (PHS) Institute of Health Equity (IHE). The partnership will work with local partners in Aberdeen City, North Ayrshire and South Lanarkshire to strengthen their local plans to reduce health inequalities and improve wellbeing in their communities.

It will build understanding of the actions which will have the greatest impact on health inequalities locally and help to overcome the barriers to implementing these.

The insights and learning from the collaboration will be shared across Scotland through a dedicated learning system, ensuring that communities nationwide can benefit from the knowledge gained.

For further information on the Collaboration for Health Equity: [Collaboration for Health Equity](#)

Changing Futures Programme

COMMUNITY PLANNING IMPROVEMENT BOARD PREVENTION DRAFT

The Changing Futures programme aims to improve outcomes for adults experiencing multiple disadvantages – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system.

The programme's is based on the principles of partnership between local organisations; a whole person approach - treating people as individuals and sharing accountability and ownership of support across the system; usage of data to inform future policy and programmes; and collaborating with people who have lived experience.

Working with 15 local partnerships, the programme aims to test a different approach to funding, accountability and engagement between local commissioners and services, and between central government and local areas.

For further information on the Changing Futures Programme: [Changing Futures](#)

Fairer Futures Partnerships

Fairer Futures Partnerships are collaborative initiatives between local authorities and the Scottish Government aimed at supporting families living in poverty. The partnerships focus on reducing child poverty through local initiatives, service reform, and testing new approaches to ensure integrated support for families.

They build on learnings from pathfinder projects and aim for long-term sustainability in addressing child poverty. Fairer Futures Partnerships in Inverclyde, Clackmannanshire, Dundee and Glasgow are working to ensure families get the help they need, where and when they need it. Building on these successful partnerships the programme is expanding into Aberdeen City, East Ayrshire, Inverclyde, North Ayrshire and Perth & Kinross Councils.

For further information on Fairer Future Partnerships: [Fairer Futures](#)

Clackmannanshire Voice Led Transformation Space

The Transformation Space is based on the premise that the status quo is unsustainable, and that a lack of focus on preventative solutions has resulted in unprecedented levels of failure demand in the system.

The ambition is to place an emphasis on prevention, do more with a reducing resource and build on the assets which exist in communities. It aims to leverage public sector funds and strategically aligning existing local funding towards a set of locally agreed transformation goals.

It aims to establish new ways of working and inform progress towards greater system reforms which begin to blur the lines between public, private and third sectors.

For more information on the Transformation Space: [Transformation Space](#)

The Greater Manchester Model

The new model aims to support public services address a shift towards purely reactive public services to a relational approach where public services work with people to develop preventative approaches and intervene as early as possible.

Place is a crucial aspect of the model with acute and specialist services connected to place-based teams to respond locally to specific issues driving repeat or inappropriate demand.

The model focus on an integrated approach across Greater Manchester focused on - Geographic alignment, Leadership and accountability, One Workforce, Shared financial

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resources, Programmes, policy and delivery and Tackling barriers and delivering on devolution through which a shift to prevention can be delivered.

For further information on the Greater Manchester Model: [Manchester Model](#)