

AGENDA

Community Planning Improvement Board

27th Nov, 2pm-4pm


VIA Teams


Agenda	
1. Welcome and Introductions	2.00 – 2.05
2. Previous Minute & Matters Arising	2.05 – 2.10
3. Prevention and Community Planning Briefing – (Mark McAllister, PHS)	2.10 – 2.25
4. Shaping Future CPIB Priorities (Greg Colgan, CPIB Chair)	2.25 – 3.40
5. CP Shared Priorities Workplan – SG/COSLA (Una Bartley, SG)	3.40 – 3.55
6. AOB and DONM	3.55 – 4.00
7. Close	4.00



CPIB Meeting Minute



15th May, Via TEAMS


Attendance	Greg Colgan, Chair (SOLACE); ACC Tim Mairs (Police Scotland); ACC Catriona Paton (Police Scotland); Sarah Gadsden (IS); Paul Johnston (PHS); Jane O’Donnell (COSLA); John Wood (COSLA); Simon Cameron (COSLA); Susan Webb (Directors of PH); Lesley Kelly (TSI); Blyth Deans, (Audit Scotland).Liz Manson (CP Managers Network); Neville Prentice (SDS); Mary McAllan (SG); Simon Mair (SG); Claire Mccrum (SG); Matt Lockley (Scottish Enterprise); Mark McAteer (SFRS); Emily Lynch (IS); Thomas Boyle (IS, for Item 3); Mark McAllister (PHS, for Item 9);
Apologies	Julie White (NHS D&G); Shona Riach (SG); Anna Fowlie (SCVO); Anthea Coulter (TSI);

	AGENDA ITEM	Action	Date												
1.	<p>Welcome and introductions.</p> <p>The Chair opened the meeting by welcoming all members, with a special acknowledgement to those who have recently joined the CPIB. The Chair then outlined the agenda, highlighting the Board’s role in driving public service reform, strengthening understanding of the national context—such as the Community Planning self-assessment and the review of the Community Empowerment Act—and supporting change through fair funding, prevention, and whole-family support initiatives.</p> <p>The Chair emphasised that the purpose of the meeting was to deepen understanding of these key issues and begin shaping priorities for the CPIB in the coming period.</p>														
2.	<p>Previous Minute and Matters Arising</p> <div style="text-align: center;">  <p>Item 2 - CPIB Minute 28th Noveml</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: 60%;">Action</th> <th style="width: 40%;">Progress Update</th> </tr> </thead> <tbody> <tr> <td colspan="2">3. CP Levers</td> </tr> <tr> <td>I. Partners to continue to promote 3rd Sector Funding principles</td> <td>Covered under Agenda Item 4</td> </tr> <tr> <td>II. Establish a SLWG to develop a CPIB position paper in relation to prevention</td> <td>Covered under Agenda Item 9</td> </tr> <tr> <td>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.</td> <td>Complete – to take place June 13th</td> </tr> <tr> <td>IV. Set up a CPIB SLWG to support progress in removing data sharing barriers.</td> <td>Paused to understand work SG is doing in this space. SG will share an overview of SG data sharing workstreams including those relating to WFS.</td> </tr> </tbody> </table>	Action	Progress Update	3. CP Levers		I. Partners to continue to promote 3rd Sector Funding principles	Covered under Agenda Item 4	II. Establish a SLWG to develop a CPIB position paper in relation to prevention	Covered under Agenda Item 9	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.	Complete – to take place June 13th	IV. Set up a CPIB SLWG to support progress in removing data sharing barriers.	Paused to understand work SG is doing in this space. SG will share an overview of SG data sharing workstreams including those relating to WFS.	SG	Aug 2025
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<p>3.</p>	<p>National CPP Self-Assessment</p>  <p>Item 3 - CP National Self-Assessment - CF</p> <p>Thomas Boyle presented Key Findings from National CPP Self-Assessment conducted with Community Planning Board members. Key strengths included shared leadership (76% agreement) and partnerships having a good understanding of community needs (92% agreement). Areas for improvement included:</p> <ul style="list-style-type: none"> • Board member induction and development. • Joint resource use and funding contributions. • Data sharing awareness. • Balanced leadership responsibilities. • Time for constructive board discussion. • Coordinated community engagement. • Progress in closing inequalities. <p>Thomas outlined the next steps flowing from this work.</p> <ul style="list-style-type: none"> • Development of a Standard Induction Pack: The Community Planning Managers Network is creating a standard induction pack for all 32 CPPs, drawing on best practice from partnerships with strong induction processes. • Sharing Good Practice Case Studies: The Improvement Service will identify and share good practice case studies nationally, targeting areas where CPPs face challenges. • Continue Facilitated Sessions: Ongoing facilitated sessions will help individual CPPs review their local findings and develop improvement plans. <p>The following themes were covered by Board Members in the discussion:</p> <ul style="list-style-type: none"> • Standardisation and Induction: Calls for a nationally consistent induction process for CPP board members, with sharing of best practice. • Third Sector Involvement: Emphasis on including the third sector’s perspective and ensuring their role is reflected in CPP development. • Joint Resource Use: Recognition of ongoing challenges in pooling resources and funding, and a desire for further national-level discussion and support. • Evaluation and Skills: Need to strengthen evaluation capacity and skills for joint work across CPPs. • Community Engagement: Importance of developing a common language and coordinated approach to community engagement. 												

	<ul style="list-style-type: none"> • Beyond Funding: Highlighting the value of staff time and skills as resources, not just financial contributions. • Data Sharing: Noted low awareness and confidence around data sharing, with a call for more support and clarity. • Participation and Representation: Concern about non-participation of some CPPs in the self-assessment and the need for full engagement. • Audit and Scrutiny: Renewed focus on audit and scrutiny of community planning, with offers to share learning and best practice. • Data and Representation: Requests for more detailed breakdowns of self-assessment data by sector and geography to ensure representativeness. <p>Agreed Actions</p> <ol style="list-style-type: none"> i. COSLA and other Board members will support efforts to encourage all 32 CPPs to participate in future self-assessments, aiming for a comprehensive national picture. ii. Audit Scotland offered to link in with Thomas to share learning and best practice across the sector and to facilitate conversations as needed. 	<p>COSLA/ ALL</p> <p>AS</p>	<p>2026</p> <p>Nov 2025</p>
<p>4.</p>	<p>Fair Funding for the Voluntary Sector</p>  <p>Item 4 - CPIB Guidance for fair fu</p> <p>The Chair encouraged attendees to continue promoting and endorsing the CPIB fair funding principles for the voluntary sector. Lesley Kelly highlighted challenges, such as multi-annual funding discrepancies, with examples from a Scottish Government pilot. Suggestions were made to include case studies to address variations in interpretation of fair funding principles.</p> <p>Agreed Actions</p> <ol style="list-style-type: none"> i. Members to continue to highlight and endorse fair funding guidance. 	<p>ALL</p>	<p>Aug 25</p>
<p>5</p>	<p>Whole Family Support – CP Workstream</p>  <p>Item 5 - WFS Community Planning</p> <p>Mary McAllan (SG) introduced the Whole Family Support programme, aimed at creating integrated, preventative, and responsive local family support services. Early adopter local authorities are working on aligning funding and reducing service barriers. There was a strong emphasis on learning from existing work and expanding participation.</p> <p>Community Planning Partnerships were emphasised as critical collaborators and essential for local service reform. Feedback from and further discussions with stakeholders will be key to shape support programmes, ensure effective implementation and broaden the scope.</p> <p>Mary highlighted the following next steps:</p> <ul style="list-style-type: none"> - Engage with CPPs to strengthen reforms and share feedback - Support collaborative systems leadership development - Practitioners event planned in October. 		

	<p>CPIB members were invited to provide feedback and engage in further discussions to ensure effective implementation of WFS programme and collaborative leadership development.</p> <p>Agreed Actions</p> <p>i. SG to invite CPIB members to participate in further discussions re WFS and collaborative leadership support.</p>	<p>SG</p>	<p>End May 25</p>
<p>6.</p>	<p>Review of the Community Empowerment Act</p> <p> Item 6 - Findings-update-rej</p> <p>Simon Mair (SG) summarised the review, highlighting the Act’s role in enabling community influence, asset transfer, and collaborative public service reform. The following points were emphasised:</p> <ul style="list-style-type: none"> • Recognition of CP partnerships as engines for reform. • Variation in effectiveness linked to inconsistent contributions from national agencies re engagement, leadership, and resource sharing. • Barriers include complex reporting, funding inflexibility, and policy landscape. <p>Next steps were outlined in relation to further discussion on the role of place directors and targeted engagement with CP partners to clarify expectations for place directors to enhance local governance, ensuring better alignment with the Act’s goals.</p> <p>SG would welcome CPIB engagement in targeted discussions to clarify expectations and help to define the role of Place Directors in supporting place-based working and public service reform.</p> <p>Agreed Actions:</p> <p>i. SG to invite CPIB members to engage in further discussions to help shape the role of place directors.</p>	<p>SG</p>	<p>End May 25</p>
<p>7</p>	<p>Local Government Transformation Programme</p> <p> Item 7 - LG Transformation Prog</p> <p>Sarah Gadsden (IS) provided an update on the Local Government Transformation Programme, as a key strand of Scotland’s wider public service reform agenda. The programme aims to strengthen collaboration across local government and partner agencies to deliver better outcomes for communities.</p> <p>A key element of this programme focusses on multi-agency public service reform. This emphasises that transformation cannot be achieved by local government alone; it requires multi-agency working across local government, health, police, and third sector partners. This work highlights the need for shared priorities, pooled resources, and collective leadership to tackle complex challenges such as poverty, health inequalities, and</p>		

	<p>community resilience. It also stresses the importance of place-based approaches, ensuring reforms are tailored to local needs while maintaining coherence nationally.</p> <p>In terms of programme structure and progress, Sarah reported that the project group has been expanded to include the Chief Executives of City of Edinburgh, Fife and Glasgow City Councils, ensuring diverse perspectives. The scope of work has been defined to focus on:</p> <ul style="list-style-type: none"> ○ Developing a narrative for the Solace Scotland branch on reform from a local government perspective, drawing on a comprehensive evidence base. ○ Promoting asset-based approaches and recalibrating relationships with communities. <p>Next Steps will include:</p> <ul style="list-style-type: none"> • Work will continue to align the programme with other national initiatives (e.g., Marmot places, Pathfinders, Fairer Future Partnerships, and Whole Family Support pilots). • Plans for regular engagement with partners to maintain momentum. • CPIB members will be encouraged to contribute to the Local Government Transformation programme, as work progresses to develop a cohesive narrative on Public Service Reform. This collaborative effort will aim to better coordinate existing reform projects and maximize their collective impact. <p>The discussion that followed covered these key themes:</p> <ul style="list-style-type: none"> • Avoiding Duplication: There is a need to coordinate reform efforts, learn from existing initiatives, and ensure the transformation programme is not fragmented. • Co-ordination: the importance of regular policy dialogue was highlighted to keep the Scottish Government’s PSR and local government transformation work aligned. SG confirmed that regular meetings between key organisations are underway to maintain alignment and shared priorities. • Public Health Scotland’s Role: PHS offered support and resources, particularly around population health and proportionate universalism - Proportionate Universalism’: what is it, and how do we apply it? • Officer and Elected Member Engagement: COSLA noted strong officer-level engagement and plans for an elected member seminar to keep political leaders informed. • Distinct but Connected Programmes: While the PSR and transformation programmes are increasingly connected, they serve different audiences and objectives, making ongoing dialogue important. <p>Agreed Actions</p> <ol style="list-style-type: none"> i. CPIB members are encouraged to contribute to the Local Government Transformation programme, as work progresses to develop a cohesive narrative on Public Service Reform. ii. The IS/Solace Transformation programme ‘state of the nation’ publication to inform public service reform will be updated and shared. 	<p>ALL</p> <p>IS</p>	<p>Oct 25</p> <p>Oct 25</p>
<p>8</p>	<p>Police Scotland and Public Service Reform</p>  <p>Policing Our Communities Progra</p> <p>As part of a CPIB programme to understand what the public service reform agenda means to individual partner organisations, and the opportunities for Community Planning as a way of working, the Chair welcomed today’s input from Police Scotland.</p>		

Overview and Vision

ACC Tim Mairs outlined Police Scotland's ongoing public service reform programme, which has been in development for two years and is grounded in the Scottish approach to service design. The aim is to ensure that policing reform is closely aligned with wider public sector transformation.

Discovery and Model Development

- Police Scotland conducted detailed discovery work in Forth Valley and Highlands & Islands, leading to an approved blueprint and a delivery-ready model.
- The reform is built around a bottom-up approach, with a focus on local needs and consistent service standards.

Key Outcomes and Programme Structure

The reform programme is structured around three main projects:

1. **Enhancing Community Policing:**
 - a. Move towards a more consistent community policing model across Scotland, tailored to local needs.
 - b. Increase the number of community officers and ensure they are less frequently diverted to other duties, making them more visible and accessible.
 - c. Special focus on improving safety for women and girls, recognising disparities in perceptions of safety.
2. **Managing Volume Crime and Incident Response:**
 - a. Develop a more focused response policing model, with specialisation to improve service to victims and efficiency in handling incidents.
 - b. Aim to reduce the burden on community officers by ensuring response officers are dedicated to their roles.
3. **Investigations and Enabling Services:**
 - a. Modernise CID and public protection detective work.
 - b. Rationalise support services (e.g., firearms licensing, crime management) to release capacity for frontline policing.

Prevention and Early Intervention

- The new model prioritises prevention and early intervention, with investment in officer skills and capabilities for problem-solving and partnership working.
- Police Scotland recognises the need for a consistent approach to partnership working and problem-solving, especially with community planning partners.

Workforce Development


- Commitment to a thriving workforce: well-resourced, well-trained, and effectively deployed staff are seen as central to delivering high-quality service and engagement.

Implementation and Rollout

- The new community policing model will go live in Forth Valley (targeting late July), with national rollout planned from September.
- The approach will be adapted for rural and remote areas, recognising their unique challenges.

National and Local Integration

- The reform is intended to support and integrate with other public sector initiatives, such as whole family support and multi-agency working.
- Police Scotland aims to use its national platform to champion best practice and support local innovation.

	<p>Key Messages</p> <ul style="list-style-type: none"> • The reform is not just about consistency but also about flexibility to meet local needs. • Prevention, early intervention, and partnership are at the heart of the new model. • Police Scotland is committed to ongoing learning and adaptation as the programme is implemented. <p>Key themes from the discussion following the presentation:</p> <ul style="list-style-type: none"> • CPP Engagement: Board members queried how Police Scotland will collaborate with CPPs on the new model. Police Scotland stressed strong local engagement during the phased rollout and highlighted CPPs’ role in setting priorities and coordinating resources. • Balancing Consistency and Local Flexibility: There was discussion about ensuring a consistent standard of policing while allowing for local adaptation, especially in rural areas. • Prevention and Partnership: Strong support for the focus on prevention and early intervention, with calls for better integration with third sector and youth services. • Resource Targeting: The importance of directing resources to areas of greatest need (proportionate universalism) was highlighted. • Learning and Sharing Practice: The Board agreed on the value of capturing and sharing learning from community engagement across localities and agencies. • Measurement and Impact: There was discussion about how to measure the impact of the new policing model, especially given the variation in ward sizes and local contexts. • Ongoing Dialogue: Commitment to continued engagement and joint working as the model is rolled out. <p>It was agreed that the CPIB would continue to engage with, and support, Police Scotland in the reform they are looking to deliver as they move into the implementation phase.</p> <p>Agreed Actions:</p> <ol style="list-style-type: none"> Invite SFRS to share an update at a future CPIB meeting on their approach to consulting with communities, as a potential community engagement model the CPIB could learn from/promote. 	<p>Chair/ SFRS</p>	<p>2026</p>
<p>9</p>	<p>CPIB Short-Life Working Group on Prevention and Community Planning</p>  <p>Item 9 - SLWG Prevention and Corr</p> <p>Mark McAllister presented a draft paper produced by the CPIB SLWG on prevention, emphasising evidence-based interventions and collaborative models to address inequalities.</p> <p>Suggestions from members included the need to promote prevention as a shared value among stakeholders, to frame prevention strategies in a positive light, to integrate consistent data practices across sectors, and ensure strategic alignment with broader initiatives. More detail on these suggestions include:</p> <ul style="list-style-type: none"> • Prevention-Focused Strategies: Emphasis on the importance of prevention in public services to improve outcomes and achieve cost-effectiveness. • Collaboration and Collective Accountability: Highlighted the need for integrated efforts among stakeholders, including public services, third-sector organizations, and community partnerships. • Return on Investment in Prevention: Discussion on demonstrating the impact and cost avoidance of preventive measures, rather than immediate cash savings. 		

Community Planning Improvement Board

Prevention Brief



COMMUNITY PLANNING IMPROVEMENT BOARD PREVENTION DRAFT

Introduction

Scotland's communities and public services are facing substantial challenges. Our life expectancy is the lowest in Western Europe, and health inequalities are among the highest in the region. Many of our public services remain focused on dealing with the consequences of demand failure and avoidable harm, which leads to considerable human and financial costs.

We recognise that making lasting change is difficult. For over a decade, efforts have been centred on shifting public services decisively towards prevention, yet this has not consistently resulted in better outcomes. Nevertheless, there is renewed momentum for the 'prevention agenda', focusing on helping public services to address issues before they arise.

To achieve this, we need to rethink how we plan, fund, and hold our public services accountable for improving outcomes, with a stronger emphasis on prevention. By tackling the root causes of inequality, we can help reduce disparities and promote the long-term sustainability of public services.

Local partnerships—particularly Community Planning Partnerships (CPPs)—are central to Scotland's ambition to shift resources upstream and tackle the root causes. Prevention is not an add-on; it must be hardwired into governance, budgets, and delivery systems across the range of community planning partners including health, local government, and the third sector.

A collective commitment to prevention can drive closer collaboration among community planning partners, national and local government, and communities, helping to build flourishing, thriving communities.

This briefing supports Community Planning Partnerships in prioritising prevention by:

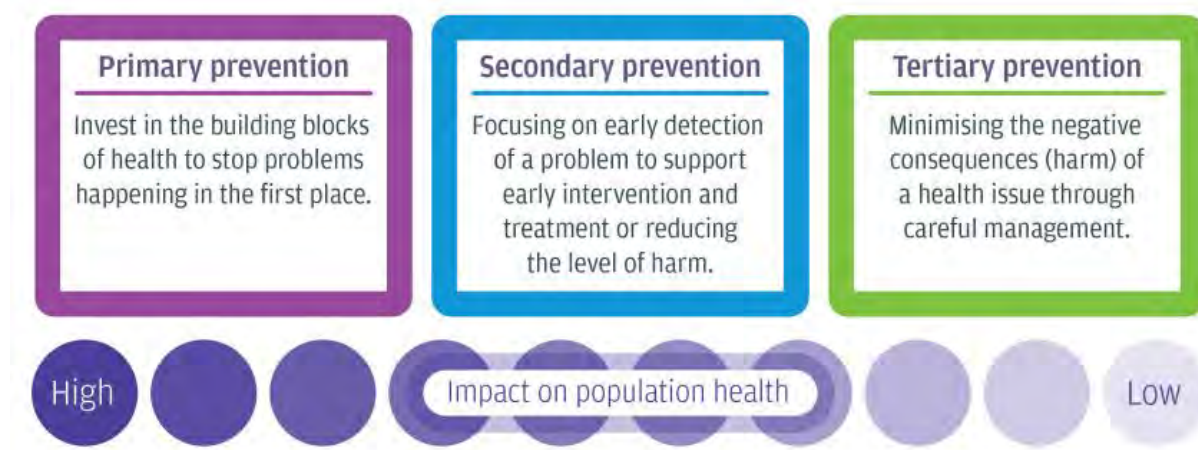
- Providing a clear definition of prevention to help partnerships reshape their approach to planning and redesigning services for better outcomes.
- Reinforcing the vital role of community planning partnerships in reforming public services.
- Identifying opportunities to enhance the approach to prevention within local partnerships.
- Offering examples from Scotland and beyond where partners are rethinking how they work together and focus on prevention.

What is Prevention

Prevention is about intervening early to make long-term, population level change to improve lives. It means stopping (preventing) the establishment, or escalation, of problems that lead to negative outcomes for people.

We know there is commitment to a preventative approach, and many examples of success, but we have not made sufficient change across our services and systems to ensure we prioritise prevention.

When people and organisations talk about prevention, they often use the same language to talk about different things. The Population Health Framework sets out a definition of prevention across different levels - primary, secondary and tertiary. This definition is supported by [partners](#) and can be adapted to reflect the contribution of the wider system to improve outcomes and addressing inequalities.



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 - stopping problems happening in the first place - is the most effective intervention. From a population health perspective it can be 3-4 times more cost-effective than investing in treatment, delivering savings across health, social care, housing, and welfare systems.

Prevention and Reform

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.

Prevention is central to the reform and sustainability of public services, improving population health and creating thriving communities. The Public Service Reform Strategy recognises that reactive spending will become unsustainable as pressures grow. It commits to preventative budgeting, redesigning accountability around shared outcomes and embedding prevention into how resources are allocated.

The Population Health Framework sets out the need to establish a prevention focused system and redesign our approach to the funding, planning, governance and accountability, of services and how we work with communities to improve outcomes.

This is consistent with the Verity House Agreement where Community Planning Partnerships are recognised as a critical mechanism for the alignment of resource locally, focussed on prevention and early intervention, and delivering shared priorities.

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.

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Together they provide a clear policy focus for prioritising prevention and set out the importance of collective leadership and shared accountability with a refreshed focus on the role of Community Planning Partnerships who are best placed to:

- **Deliver upstream, place-based action** focused on early years, housing, income security, and healthy environments to reduce inequalities and improve long-term outcomes.
- **Reduce demand through prevention and early intervention** across health, social care and justice by shifting investment from reactive services to community-led supports.
- **Design and implement whole system approaches to improving outcomes** that join public health, NHS, local authority services and the third sector around shared population outcomes.
- **Implement Data-driven, evidence-based planning** and evaluation to target interventions where they will most reduce inequality and future cost pressures.

Prevention is a strategic priority for improved outcomes. It is not about preventing harm but as a key element in establishing, thriving, flourishing communities. The Community Planning Improvement Board has an important role in supporting that shift and working with partners to address the drivers of demand on public services and support closer integration of services to improve local outcomes and address inequalities.

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.

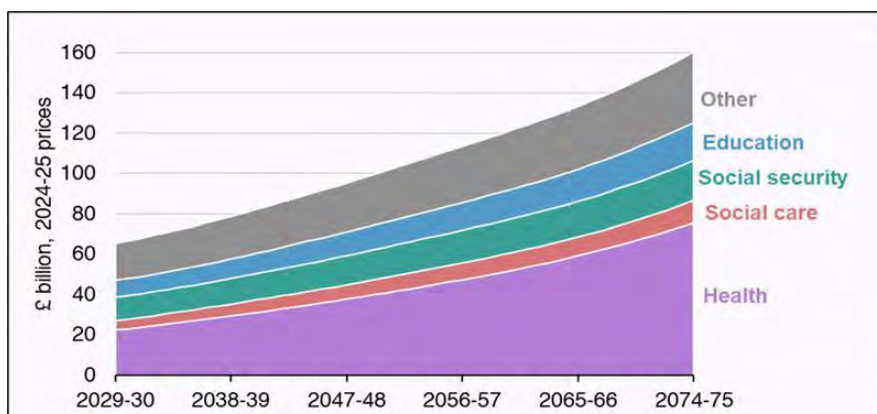
Even though we know prevention can be the most cost-effective way to maintain the health of the population and tackle inequalities, concerns about upfront costs all too frequently lead more reactive, short-term responses, with [resources being targeted](#) towards immediate problems. This can result 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.

Return on Investment

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The Scottish Fiscal Commission has described how challenges in [funding healthcare](#) will become more acute over the next twenty-five years.



If current trends in population health aren't reversed, then demand for services will increase and healthcare funding will continue to increase as a proportion of the total Scottish budget. This will lead to significant pressures on Scotland's public sector and long-term fiscal sustainability. Prevention is a strategic priority to ensure the sustainability of public services in the long term.

We know prevention works in reducing demand and return on investment. There is good evidence that investment in primary prevention delivers substantial economic and social returns with case studies showing returns from £6.60 to £46 per £1 invested across housing, education, and community interventions. For example:

Intervention	Description	ROI (£ per £1 spent)	Key Benefits
Adapting Homes to Prevent Falls	Modifying homes to prevent serious falls	£34.80	Prevents injuries, reduces hospital admissions, saves social care costs
Cold Home Adaptations	Improving insulation and heating	£17.10	Reduces respiratory illness and winter mortality, lowers NHS and social care expenditure
Training Professionals to Give Physical Activity Advice	Brief interventions by trained staff	£23.70	Increases activity, lowers chronic disease risk and future healthcare costs
Free Leisure Services	Community-based physical activity schemes	£20.70	Improves health outcomes, reduces long-term demand on health and social care services
Early Years and Education Interventions	Programmes for child development and school readiness	£6.60 (median)	Reduces future costs in health, justice, and welfare systems

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Co-location of Advice Workers in Medical Practices	Co-location of advice workers in medical practices	£39.00 (social and economic impacts)	improved health and wellbeing, less stigmatisation better and earlier access to services
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Change is possible, but we need to work differently to deliver improvement at pace and scale to support the long-term sustainability of public services into the future, Community Planning Partnerships are central to that ambition. Examples of prevention focused collaborations from Scotland and across the UK are summarised in **Appendix A**.

Creating the conditions for prevention

It can be hard to adopt a more preventative approach. Community Planning Partnerships need to work together to create the conditions for local systems to focus on prevention. Community Planning Partnerships (CPPs) play a pivotal role in translating national priorities into locally tailored prevention actions.

By adopting a prevention-focused approach, CPPs can drive improvements in outcomes, reduce inequalities and support resilient communities, while ensuring resources are used efficiently and sustainably. Key enablers for Community Planning Partnerships to prioritise are summarised below:



The Community Planning Improvement Board will work with partnerships to strengthen its leadership and improvement support across these enablers, working with Scottish Government and national partners to provide support. Further information on these enablers is summarised in **Appendix B**.

Collaboration for Prevention

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Fundamental to prevention is collaboration but we know that collaboration and system change are challenging and complex. Working with others and creating the right conditions for prevention is difficult but Community Planning Partnerships are key to delivering the necessary shift. The [Edinburgh Futures Initiative](#) has described seven collaboration challenges that are important if we are create the systems change to deliver on prevention.



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.

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 visit: [the Scottish Prevention Hub](#)

Find Out More

Public Health Scotland is the 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 – nationally and locally - to increase healthy life expectancy and reduce inequalities by responding to the wider determinants that impact on people's health and wellbeing and an increased focus on prevention.

For further information visit [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 challenges to prevention, focus on innovation or focus on collaboration. Examples of preventative programmes from across Scotland and the UK are summarised below:

Initiative	Purpose	Key Features / Focus	Participating Councils / Areas	Further Information
Planet Youth – Scottish Prevention Model	Reduce youth substance use and improve wellbeing through environmental change	Data-led collaboration, Community coalitions, Upstream thinking, Protective factors	Highland, Angus, Clackmannanshire, Argyll & Bute, Dundee, West Dunbartonshire	https://www.winningscotland.org/planet-youth
Whole Family Approach	Integrate services around families to improve outcomes and reduce poverty	Community-based approach, Service integration, Toolkit for planning	Implemented across Scotland via Community Planning Partnerships	https://thepromise.scot/
Gateshead Council – The Liberated Method	Bespoke support for individuals through relational casework	Individual empowerment, Caseworker-led, Focus on long-term goals	Gateshead Council	https://www.gateshead.gov.uk/article/14166/Liberated

COMMUNITY PLANNING IMPROVEMENT BOARD PREVENTION DRAFT

Collaboration for Health Equity in Scotland	Reduce health inequalities through local partnerships and shared learning	Local plans, Overcoming barriers, Dedicated learning system	Aberdeen City, North Ayrshire, South Lanarkshire	https://www.instituteofhealthequity.org/
Changing Futures Programme	Improve outcomes for adults facing multiple disadvantages	Whole person approach, Partnership working, Data-driven policy	15 local partnerships across England (not Scotland-specific)	https://www.gov.uk/government/publications/changing-futures
Fairer Futures Partnerships	Support families in poverty through collaborative local initiatives	Child poverty reduction, Service reform, Expansion to multiple councils	Inverclyde, Clackmannanshire, Dundee, Glasgow; expanding to Aberdeen City, East Ayrshire, North Ayrshire, Perth & Kinross	https://www.gov.scot/policies/poverty-and-social-justice/
Clackmannanshire Voice Led Transformation Space	Drive system reform and prevention to reduce failure demand	Prevention focus, leveraging funds, Aligning local resources	Clackmannanshire	https://www.clacks.gov.uk/
Greater Manchester Model	Shift from reactive to relational public services with	Geographic alignment, Leadership, Shared	Greater Manchester	https://www.greatermanchester-ca.gov.uk/

COMMUNITY PLANNING IMPROVEMENT BOARD PREVENTION DRAFT

	integrated place-based teams	resources, Tackling barriers		
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Appendix B: Prevention and Community Planning Enablers

Integrating Prevention into Local Outcome Improvement Plans

- Position prevention as a central pillar in Local Outcome Improvement Plans (LOIPs), with explicit prevention indicators and measurable targets related to population health and inequality reduction.
- Ensure LOIPs clearly demonstrate investment in early intervention and upstream supports, enabling systematic tracking and monitoring of prevention efforts and their impact over time.

Strengthening Accountability and Reporting Frameworks

- Develop streamlined assurance and reporting frameworks that prioritise outcomes and improvements, rather than excessive input or process reporting.
- Introduce shared accountability mechanisms, including joint reporting and independent evaluation, to monitor prevention progress and drive continuous improvement across partners.

Embedding Prevention in Funding and Spending Plans

- Reprofile and consolidate funding arrangements to enable local flexibility, allowing partners to deploy resources for prevention rather than managing fragmented, ring-fenced budgets.
- Establish pooled, multi-year prevention budgets across health, social care and community services, offering the certainty needed to fund programmes that reduce demand and address inequalities over the longer term.
- Protect and prioritise prevention spending, with robust evidence of long-term savings and positive outcomes from the shift to prevention-focused investment.

Enhancing Governance and Performance Monitoring

- Embed prevention priorities within performance frameworks, using interim metrics to track progress and inform decision-making.
- Simplify governance structures to focus on delivery and results, supporting agile response to local needs and enabling effective partnership working.

Fostering Learning and Innovation

- Promote a culture of learning by facilitating information sharing and collaborative piloting of innovative prevention models.
- Encourage the evaluation and scaling of successful interventions, supporting the adoption of best practice across all CPP partners.

Developing Collaborative Leadership and Culture

- Strengthen joint leadership across councils, NHS, police, third sector and communities, fostering a shared commitment to prevention and systems thinking.
- Support workforce development and place-based capacity building to sustain prevention activity and respond effectively to local challenges.

Adopting Prevention-Focused Funding Models

- Implement commissioning approaches that incentivise preventative outcomes, with a clear role for voluntary and community organisations in delivering early help and resilience-building activities.
- Ensure funding models empower grassroots organisations and embed lived experience into the design and delivery of interventions.

Investing in Shared Data Platforms for Improved Decision-Making

- Develop shared data infrastructure and analytics platforms across CPP partners, enabling the identification of high-impact interventions and tracking of population trends.
- Establish common evaluation frameworks to strengthen the fiscal case for prevention and redirect spending to interventions with proven effectiveness in reducing inequalities.

CPIB – Shaping future priorities

Discussion Paper - October 2025

Introduction

Scotland's public services are operating in a profoundly challenging environment, shaped by persistent inequalities, demographic shifts, climate pressures, and intensifying financial constraints. Despite the Christie Commission's 2011 call for transformational change through prevention, partnership, people, and performance, many of its ambitions remain unrealised. The COVID-19 pandemic exposed both the resilience and fragility of public services, highlighting the importance of community collaboration while revealing systemic vulnerabilities. In the post-pandemic landscape, services face growing backlogs, capacity constraints, and uneven recovery trajectories, with the Auditor General and Accounts Commission highlighting operational and financial stress across sectors.

Health inequalities remain stark, with life expectancy and healthy life expectancy significantly lower in deprived areas, and the burden of disease projected to rise sharply. Climate change compounds these challenges, posing long-term risks to public health, infrastructure, and service delivery. Financial sustainability is now a pressing concern. The Scottish Fiscal Commission projects a widening gap between funding and spending, exacerbated by an ageing population and declining health outcomes. Public sector organisations report significant budget shortfalls, and confidence in the viability of finances is critically low. Many are increasingly reliant on short-term measures such as raising taxes, cutting services, and spending reserves—yet service quality continues to decline, particularly in areas crucial to preventative care.

The Scottish Government's Public Service Reform Strategy acknowledges these issues and aims to streamline structures and shift resources towards prevention. However, the scale of transformation required is substantial. Without accelerated reform and deeper collaboration across sectors, the sustainability of vital public services remains at risk.

In this context, community planning partnerships (CPPs) are more important than ever. They are uniquely positioned to drive systemic change for citizens and communities through collaborative approaches that integrate local knowledge, voluntary sector contributions, and public service delivery. Yet the current environment poses significant risks and challenges for community planning.

Systemic issues such as duplication, declining public satisfaction, and a lack of progress on prevention—acknowledged in the Public Service Reform Strategy—can erode trust and shared purpose among partners, making joint working more difficult. Different accountability, governance and reporting arrangements are not conducive to collaboration, particularly within a local CPP context where partners prioritise national targets over shared outcomes. Financial rigidity, particularly in budgeting processes, acts as a barrier to shifting resources towards preventative spend. This disincentivises collaborative efforts that require pooled resources or long-term investment, especially when organisations are focused on short-term survival and balancing their own budgets.

Moreover, reform efforts are often siloed within individual policy areas such as health or education, limiting the potential for integrated solutions. The lack of a unified public service reform roadmap means that decisions in one area can have unintended consequences in another. This lack of clarity also makes it harder for national partners to understand how their statutory responsibilities fit within the wider reform landscape. Legislative and operational constraints further hinder innovation, while resource and capacity limitations challenge the public sector's ability to sustain transformation efforts.

The Role of the Community Planning Improvement Board

The **Community Planning Improvement Board (CPIB)** has a critical role to play in enabling and accelerating public service reform, by strengthening the effectiveness, coherence and impact of community planning. Involving partners across sectors, the CPIB provides a national platform for aligning reform ambitions, sharing learning, and coordinating action. It is uniquely positioned to support the development of a coherent public service reform roadmap—one that recognises interdependencies across sectors and promotes collaborative solutions to shared challenges.

The CPIB recognises the tension between national reform agendas and local delivery, working to align them, especially where initiatives like national shared services might hinder local collaboration. The CPIB also champions preventative approaches by advocating for flexible budgeting mechanisms and redesigning services around community needs, thereby strengthening Scotland’s public services to better respond to current pressures and shape a sustainable future.

CPIB Purpose

The CPIB provides strategic leadership and national coordination to strengthen community planning across Scotland. It serves as the authoritative voice on community planning ensuring that national commitments to community planning, as set out in the Public Service Reform Strategy, Population Health Framework, and Verity House Agreement, are translated into meaningful local action. By fostering a two-way flow of insight and influence with all 32 CPPs, the CPIB supports system-wide improvement, resolves tensions between national and local priorities, and helps create the conditions for effective, collaborative, and preventative public services at local place level.

Objectives

To fulfil its purpose, it is proposed the CPIB will focus on the following objectives:

1. National Leadership and Strategic Influence

I. National Voice, Influence and Coordination

- Serve as the recognised national voice on community planning—trusted by CPPs and the Scottish Government to influence and coordinate activity, share learning, and provide insight.

II. Strategic Alignment

- Lead the alignment of community planning with national reform agendas, ensuring CPPs are equipped to embed these agendas within local plans and places and give practical expression to national commitments.

III. Political Engagement

- Develop a structured approach to political oversight, to ensure visibility, alignment, and support for the CPIB’s work.

IV. Accountability and Influence

- Hold Scottish Government officials to account for its commitments to community planning.

2. Engagement and Co-ordination

I. **Two-Way Engagement**

- Strengthen direct links with all 32 CPPs to ensure a two-way flow of insight and influence, including consulting CPPs on priorities and work programmes to reflect diverse local needs.

II. **Operational Coordination**

- Coordinate national activity across CPPs, with CPIB members ensuring they have the right people and resources in place within local CPPs to support effective community planning and represent the collective voice of the sector.

III. **National-Local Brokerage**

- Act as a broker between national and local priorities, helping to resolve tensions and create an authorising environment where Scottish Government sponsorship supports effective engagement by appropriate public bodies in community planning.

3. Support, Learning and Improvement

I. **Support and Enablement**

- Support effective and more consistent community planning across Scotland, helping CPPs to identify and address areas for improvement.
- Act as a support mechanism by helping partners within a CPP share resources, blend capabilities, prioritise prevention, and improve community participation.
- Identify nationally significant issues and coordinate targeted interventions to promote improvement and consistency.

II. **Learning and Improvement**

- Capture, share, and scale learning from across Scotland to drive improvement in community planning practice.

4. Collaborative Reform and Advocacy

I. **Collaborative Leadership**

- Foster, model and enable collaborative systems leadership across CPPs and local places, supporting a culture of shared responsibility and joint delivery.

II. **Multi-Agency Reform Champion**

- Identify and progress multi-agency reform opportunities, particularly where statutory duties are shared across sectors and where support is needed to unblock progress or redesign service delivery models.

III. **Barrier Removal and Advocacy**

- Help partners identify and address barriers to collaboration, including legislative or organisational constraints, and advocate for necessary changes with the Scottish Government and other partners.

Discussion Points for CPIB: Shaping Future Priorities and Operation

To help reach agreement on CPIB's strategic priorities and future direction, the following areas require further discussion and consensus among Board members.

1. Membership and Representation

- Is the current CPIB membership fit for purpose in delivering a refreshed and more ambitious role? Are members actively contributing with intent and purpose—both within the CPIB and across their organisations, sectors, and CPPs?
- Do members bring the necessary skills and capacity in strategic leadership, systemic influence, challenge, collaboration, and practical engagement?
- How can partners not represented by national agencies—such as the third sector—most effectively play into CPIB's future role and wider public service reform?
- Should a **strategic group** be established, meeting twice per year, comprising accountable officers from statutory community planning partner organisations to provide direction and oversight of the work of the CPIB?

2. Focus of CPIB Work

- Should the CPIB's focus continue to be on sharing practice and learning and supporting improvement, or should it broaden its focus to include multi-agency reform?
- Should the CPIB hold or own the multi-agency transformation/reform space at local place level, or would this dilute the strategic focus of the CPIB?
- What appetite is there to identify and act on shared statutory duties that require multi-agency collaboration, including exploring opportunities for joint service redesign, shared resourcing and collective accountability?
- How will the CPIB connect with and learn from the Single Authority Model approach?
- Do the proposed objectives focus on the right areas and strike the right balance between ambition and realism? Is there a need to further prioritise or refine these objectives to ensure they are achievable and impactful?

3. CPIB Operation and Delivery Model

- What does the ambition outlined in this document and the greater focus on delivery mean for how CPIB operates, organises, and resources itself—particularly given it currently meets for only 8 hours per year?
- If there is no appetite for significant change, what should CPIB prioritise that is manageable and can be delivered with meaningful impact?
- Are the structures supporting the work of CPPs adequate? As a comparison, local resilience partnerships are supported by regional as well as a national Resilience Partnership.
- What mechanisms should CPIB put in place to enable the two-way flow of insight and influence with all 32 CPPs?

4. Resourcing and Capacity

- How will CPIB be resourced to deliver its work?
 - Is Scottish Government funding available to provide dedicated delivery support?

- Should statutory CP partners contribute funding? Do you think this would be supported by your organisation/sector?
- Should CPIB be jointly funded by Scottish Government and Local Government, given its alignment with the Verity House Agreement?
- How can we establish a sustainable and consolidated funding model for the CPIB that avoids reliance on partners seconding staff to deliver elements of CPIB work?
- If Scottish Government provides funding, how can CPIB ensure decisions on its use remain Board-led and not subject to external control?
- Would partners support CPIB resources being hosted and managed by IS, under CPIB's direction?

5. Political and Board Oversight

- Is there a need for structured political oversight of CPIB's work, rather than ad-hoc engagement?
- Should political engagement extend beyond the First Minister/Deputy First Minister and COSLA President to include relevant Cabinet Secretaries with responsibility for health, justice etc, similar to the previous National Community Planning Group?
- Should Chairs of the Boards of statutory CP partners be invited to participate in any political oversight arrangements?

6. Measures of Success

- How will CPIB assess its impact and effectiveness in supporting community planning?
- What indicators or frameworks (e.g. National Performance Framework, Outcomes-Based Accountability) should be used to measure delivery and improvement?

Appendix 1 – Mapping to national strategies and local government transformation programme

1. Background

The recently published Public Service Reform Strategy and Population Health Framework include numerous references to community planning and the CPIB, which are summarised below.

(a) References to Community Planning in Public Service Reform Strategy

- CPPs are key to providing collaborative leadership to deliver better outcomes for people and places. CPPs are unique to Scotland and provide the structures needed for collaboration and to create joined-up services.
- SG will optimise the potential of CPPs to drive change in the near term.
- SG will strengthen expectations for joint working to meet the needs of communities - this means all partners are expected to share resources, blend capability and capacity, prioritise prevention and improve community and wider participation.
- SG will simplify the policy landscape to have fewer but more meaningful asks on CPPs and make it easier for CPP partners to share data to improve collaborative working.
- SG will work with regulatory and audit organisations to shift accountability mechanisms to both incentivise and require collaborative working.
- SG will trust and listen to local organisations, building on their tacit knowledge, to understand the priorities and concerns of local people and communities.
- SG will develop work with TSIs to strengthen third sector engagement with service re-design, collaborative commissioning and system leadership.
- SG will continue to improve the operating conditions for the third sector through Fairer Funding arrangements.

(b) References to Community Planning in Population Health Framework

- Central to collaborative working locally are CPPs. The VHA recognises CPPs as a critical mechanism for the alignment of local resource, focused on prevention and early intervention, and delivering our shared priorities. Realising the full potential of CPPs requires all partners that can contribute to community planning to play their part. This includes the meaningful involvement of the community and voluntary sector as an equal partner.
- Community Planning is identified as a key mechanism to strengthen collective leadership and shared accountability to improve local outcomes and address inequalities.
- The Framework calls for a refreshed focus on the role of CPPs to embed the Population Health Framework priorities in LOIPs and Locality Plans.
- CPPs are highlighted as essential planning mechanisms that, alongside Local Development Plans, help improve health outcomes by considering the physical environment and population needs

(c) References to CPIB in Public Service Reform Strategy

- SG will work with CPPs, the Scottish Community Planning Managers Network and the Community Planning Improvement Board to build the collaborative systems leadership, culture, infrastructure and capabilities to deliver the PSR Strategy aspirations under the Community Planning workstream.

(d) References to CPIB in Population Health Framework

- The CPIB is explicitly mentioned as a partner in strengthening collaborative leadership and sharing learning to drive improvement in community planning.
- The Framework commits to working with both the Community Planning Improvement Board and the Scottish Community Planning Network to support this effort

(e) Expectations re role of CPIB from PSR Strategy & Population Health Framework

- Build / strengthen collaborative systems leadership – *how does this sit vis a vis the role of the Scottish Leaders Forum, the Scottish Prevention’s Hub work on collaborative leadership and work SG are progressing under WFS shared via Mary McAllan’s presentation to CPIB – “SG will offer CP 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”?*
- Build culture, infrastructure, capabilities to support CPPs to drive change and CP partners to share resources, blend capability and capacity, prioritise prevention and improve community and wider participation – *Would be good to understand what support CPPs would find most helpful from CPIB in this regard*
- Capture and share learning to drive improvement in Community Planning.
- Given the Framework calls for a refreshed focus on the role of CPPs to embed the Population Health Framework priorities in LOIPs and Locality Plans, is there a role for CPIB to support this? How might PHS (a CPIB Board member) support CPPs to do this?
- The Framework highlights CPPs as essential planning mechanisms to help improve health outcomes by considering the physical environment and population needs – is there a role for CPIB to support this?
- CPIB could act as a national exemplar of collaborative community planning, demonstrating how CPPs can deliver on Public Service Reform and Population Health priorities through integrated, multi-agency approaches. This includes showcasing best practice across Scotland's CPPs.
- Role to hold SG to account on behalf of CPPs for actions it has undertaken to progress as part of the PSR strategy, which relate to CP. For example:
 - SG will simplify the policy landscape to have fewer but more meaningful asks on CPPs
 - SG will make it easier for CPP partners to share data to improve collaborative working.
 - SG will work with regulatory and audit organisations to shift accountability mechanisms to both incentivise and require collaborative working.
 - SG will continue to improve the operating conditions for the third sector through Fairer Funding arrangements.

2. Opportunities for CPIB based on Solace/IS Transformation Blueprint and partners’ public service reform programmes

There is a gap in the Public Service Reform strategy regarding multi-agency collaboration, particularly involving statutory Community Planning partners. There is an opportunity for the CPIB to work with statutory partners to identify and act on shared statutory duties that require multi-agency collaboration. This could include exploring opportunities for joint service redesign, shared resourcing, and collective accountability

There is an opportunity for the CPIB to ‘hold’/own the multi-agency transformation/reform space at local place level. This could involve the following activities:

- Analysis of each sector’s / organisation’s transformation/reform programmes and plans, to assess whether there is reference to multi-agency collaboration with other Community Planning Partners and if so, what each sector/partner is committing to.
- Focused work by Board members to identify touchpoints / alignment between respective sectoral transformation/reform programmes and where this may present opportunities for collaboration at a local level and identify some tangible actions to progress.
- Aligned to the LG statutory duties & powers project, identify shared statutory duties that require a contribution from more than one CP partner and relevant Board members galvanise their organisation/sector to work with other relevant partners to identify pain points in the legislation that require to be addressed, undertake service redesign, including a focus on digital etc. CPIB could oversee/champion such work and help partners unblock any barriers. CPIB members could potentially identify a couple of multi-agency service areas ripe for re-design and get agreement from their organisation/sector to undertake redesign work.
- Continue to identify and address the barriers getting in the way of multi-agency transformation – this may involve making asks of SG and may involve Board members needing to have challenging conversations in their organisation/sector to get the commitment to address any barriers that they contribute to.
- Extract and share learning from existing multi-agency transformation work (e.g. Single Authority Model), with Board members galvanising their organisation/sector to scale/spread such work across Scotland. CPIB can exemplify how collaborative reform can be delivered at local levels, particularly where the Public Service Reform Strategy lacks explicit multi-agency direction.
- Continue to help shape the evolving narrative on public service reform, informed by practice.

3. Alignment of current priorities of CPIB to Public Service Reform Strategy & Population Health Framework

CPIB Priority Area	Public Service Reform Strategy	Population Health Framework
Financial Security for Low-Income Households	✔ Prevention, data use	✔ Tackles inequality
Wellbeing of Children and Young People	✔ Person-centred, collaboration	✔ Social determinants
Climate Change, Procurement and Funding Coordination	✔ System reform, collaboration	✔ Environmental determinants
Data Sharing and Digital Infrastructure	✔ Data-driven services	✔ Equity and Access
Sustainable Third Sector Funding	✔ Empowerment, prevention. Fairer Funding for third sector	✔ Community resilience
Flexible, multi-year funding	✔ Resource alignment	✔ Upstream investment
Streamlined accountability	✔ Shared outcomes	✔ Integrated systems
Reduced reporting burdens	✔ Efficiency	✔ Focus on outcomes

Appendix 2 – Key points from shaping discussions with local Statutory CPP partners

◆ Strategic and Structural Issues

- **PSR Strategy:** Concerns were raised about the lack of clarity and coherence in the Public Service Reform (PSR) strategy, particularly the tension between local collaboration and national shared services.
- **PSR Board:** Questions emerged about the role and membership of the PSR Board, with limited clarity on who has been invited.
- **Structural Tensions:** National agencies face challenges aligning with local priorities due to governance constraints, described as a “wicked issue” that must be central to CPIB planning.
- **Need for Contextual Narrative:** A narrative is needed to articulate the structural and contextual tensions—especially national vs local dynamics—to ground CPIB’s strategy in reality.

◆ Governance, Oversight and Accountability

- **Political Oversight:** CPIB should hold civil servants accountable, but a political group is needed to hold Ministers to account. A dual structure was proposed.
- **Chief Officers Group:** Support for forming a strategic group of statutory partner leaders, even if symbolic, based on past positive feedback.
- **Outcomes-Based Accountability (OBA):** CPIB should adopt an OBA approach aligned with the Programme for Government (PFG) to ensure consistent, measurable impact.
- **Accountability Gaps:** Unlike resilience partnerships, CPPs lack clear accountability structures. CPIB meetings should be challenging but constructive.
- **Performance Frameworks vs Collaboration:** National frameworks often override local collaborative efforts, which should be flagged as a barrier.

◆ Partnership and Engagement Models

- **Relationship Management:** A key account-style engagement model with CPPs was proposed to strengthen relationships, though concerns about increased demands and resourcing were noted.
- **Leadership Coordination:** Suggested removing duplication in leadership initiatives and creating a collective leadership institute.
- **Health Sector Engagement:** The Scottish Ambulance Service was highlighted as a strong ally for engaging the wider health system.

◆ Reform and Delivery Structures

- **Shared Services and ERP Platforms:** The shift to shared platforms like Oracle may divert national bodies from local partnership work.
- **Transformation Structure:** A layered structure was proposed:

- Programme for Government (PFG)
- CP Strategic Group
- CPIB as tactical delivery group
- Links to LRPs, RRP, and local partnerships
- **Strategic Commissioning:** Strategic leaders should be commissioned via PFG to direct CPIB delivery.

◆ Sector-Specific Contributions

- **Scottish Enterprise (SE) Role:** SE struggles to engage with CPPs due to its economic remit. A broader conversation is needed to clarify its role.
- **Citizen-Focused Reform:** PSR's focus on prevention and citizen services doesn't align well with SE's objectives.
- **Economic Angle in Pilots:** Incorporating economic perspectives into CPIB pilots could make SE's involvement more relevant.
- **Collaborative Systems Leadership:** SE's ecosystem involves different partners than traditional community planning, requiring a tailored narrative.

◆ Resource and Capacity Considerations

- **Authority and Resources:** CPIB must be adequately resourced and empowered to be effective.
- **Resource Allocation:** Current CP resources are considerable but under-leveraged; strategic redeployment could yield greater impact.
- **Openness to Shared Resources:** Willingness to explore shared resources and blended capabilities if objectives align.

◆ Thematic and Place-Based Focus

- **Community Wealth Building and Prevention:** These should be integrated into CPIB's remit and response to PSR.
- **Place-Based Focus:** Emphasis on making a tangible difference at the local level rather than remaining at the strategic or policy level.
- **Proportionate Universalism:** Maintain universal services while focusing resources on the most vulnerable communities.

◆ Final Reflections and Next Steps

- Progress depends on stakeholders' willingness to share risk.
- Focus efforts on the most deprived communities for maximum impact.
- If CPIB clarifies its strategic ask, senior leadership support will be pursued.

Community Planning Improvement Board Shared Priorities Plan & Charter

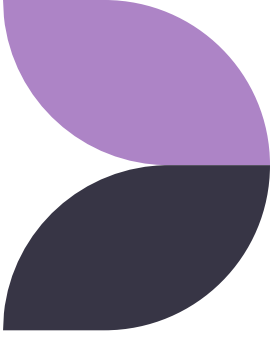
Úna Bartley
27th November 2025



Scottish Government
Riaghaltas na h-Alba



Context



SG Commitments on community planning

- Verity House Agreement
- Review of Community Empowerment Act
- Public Service Reform Strategy
- Population Health Framework
- HSC Service Renewal Framework

Key networks

- Community Planning Improvement Board
- Scottish Community Planning Network

Shared Priorities Plan - workstreams

1. Accountability

Enhance expectations that all statutory partners contribute to CPPs, engage with communities & 3rd sector in community planning

2. Legislation and Guidance

Appropriate legislation & guidance in place to support CPPs meet their statutory obligations

3. Collaborative Leadership

CPP partners have the appropriate skills, behaviours and understanding to work collectively to deliver agreed local outcomes

4. Place Directors

Maximise PD model to support CPPs deliver local priorities



Scottish Government
Riaghaltas na h-Alba



1 - Accountability

PHASE 1

Deep dives agreed with 3 CPPs to gauge extent to which CP partners are meeting their statutory duties

Options paper: levers to encourage Health Boards meet their CP statutory duties

PHASE 2

Report with recommendations on levers to support CPPs meet their statutory duties



2 – Legislation and guidance

PHASE 1

Paper mapping SG reporting requirements around CPPs' local priorities

PHASE 2

Streamlined reporting model for CPPs

Options paper on improving CP statutory guidance

Updated statutory guidance on community planning



3 – Collaborative Leadership

Agreed aim, approach, criteria & target participants

Scoping existing 'off the peg' courses

Collaborative leadership course procured; or

Grant established for CPPs to procure training; or

CPP conference with a focus on collaborative leadership.



Collaborative Leadership Offer

Scottish Prevention Hub/Edinburgh Futures Institute

1. **Systems Convening**

Practical, experiential approach to working across boundaries.

2. **Data Management Fundamentals**

Delivered with Data Lab; focus on breaking down data silos.
Support prevention-first approaches.

3. **Place-Based Support**

Skilled facilitation in CPP areas.

Next Steps

- Confirm content, delivery model and timeline.
- Agree selection criteria for CPPs.



4 – Place Directors

PHASE 1

- Updated JDs for PD and support staff
- Refreshed support arrangements for PDs
- PD Charter with clear expectations of PDs and CPPs
- Charter launch event
- PD Annual report



Place Director & CPP Charter

As Place Directors and Community Planning Partnerships, we will work together to build trusted relationships that ensure a two-way flow of information between Scottish Government and local leaders in order to reduce inequalities in communities across Scotland.

Place Directors will:

- Build & maintain effective relationships with local leaders through regular meetings
- Attend and take an active role in CPP meetings
- Keep partners informed of key national policy developments
- Bring community insights back to Scottish Government
- Address barriers to local priorities that require action at a national level

Community Planning Partners will:

- Provide an induction for Place Directors including meetings with local communities or stakeholders
- Facilitate regular access to their local leaders
- Articulate the actions required by Scottish Government to improve local outcomes
- Provide information and data to keep PDs informed of local issues

Our Shared Commitments:

- **Maintain clear, regular communication to ensure information flows both ways.**

PD and CPP Charter Engagement

Stakeholders Engaged

- Police Scotland
- Scottish Fire & Rescue Service
- Scottish Community Planning Network

Forthcoming Engagement

- NHS Boards
- Enterprise Agencies
- CPPs
- SOLACE
- TSI Network

Launch event: **25 March 2026 (tbc)**



Next Steps



Accountability

Agree 3 CPPs
Start Deep Dives - April
2026



Place Directors

Ongoing external
engagement
Finalise Place Director
CPP Charter
Planning for Charter
Launch March 2026



Legislation & Guidance

NHS Boards - agree
options paper with
Population Health
colleagues



Collaborative Leadership

Confirm approach with
EFI & key stakeholders
Secure funding for
leadership offer
Agree
criteria/participants for
CPPs



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- **Maintain clear, regular communication to ensure information flows both ways.**

Update on the work Scottish Government is leading in relation to data sharing.

Action Agreed at May CPIB Meeting

Scottish Government is developing a Data Exchange as part of Scotland's Digital Public Infrastructure. This will provide a suite of common components designed to make public sector data more **Findable, Accessible, Interoperable and Reusable (FAIR)**. The aim is to maximise the information available to support decision-making and improve citizens' experiences of public services, while reducing duplicate technology investment.

The Data Exchange will include three main elements:

- **Finding data** – using smart cataloguing to map what data exists and where it is held, creating single sources of truth for key shared information.
- **Accessing data** – providing secure “plumbing” tools that enable organisations to reuse and update each other's data in a way that balances security with simplicity.
- **Interoperating data** – enabling federated linkage across datasets, allowing insights to be drawn and records to be joined up across organisations.

The work is currently being prototyped with the [Tackling Child Poverty & Social Justice team](#), but the intention is to expand to the wider public sector.

Digital colleagues expect to have a roadmap ready for wider input by November, at which point they would welcome input from stakeholders such as the CPIB. The objective is to progress this work to a stage where clear actions can be included in the forthcoming Action Plan.