AGENDA

Community Planning Improvement Board
Advisory Board Meeting, 28th February, 2pm – 4pm
Scottish Enterprise, Apex House, 99 Haymarket Terrace, EH12 5HD

Agenda
1. **Welcome and Introduction**
2. **Minute & Matters Arising**
3. **CPIB Work Programme – revised to reflect updated purpose**
4. **CPIB Engagement Strategy**
5. **Community Participation Action Learning – Key Recommendations**
6. **AOB**
7. **Future Items & Date of Next Meeting**
8. **Close**

IS.
improvement service

Community Planning Improvement Board

Advisory Board Meeting, 28th Nov, 2pm – 4pm

Minute

Attendees	Steve Grimmond (chair), SOLACE; Fraser McKinlay, Audit Scotland; Sarah Gadsden, Improvement Service; Nicholas Watson, What Works Scotland; ACC Malcolm Graham, Police Scotland; Roger Halliday, Scottish Government; Phil Couser, NHS NSS; Gerry McLaughlin, Health Scotland; David Milne, Scottish Government; Mark McAteer, Scottish Fire and Rescue Service; Kenny Richmond, Scottish Enterprise; Emily Lynch, Improvement Service; Eibhlin McHugh, Public Health.
Apologies	David Martin, SOLACE; Audrey MacDougall, Scottish Government; James Russell, SDS; Ella Simpson, EVOC

Item	Description	Action	Date
1.	**Welcome and Introduction** The chair welcomed members to the 15th meeting of the Board.		
2.	**Minute & Matters Arising** 📄 Agenda Item 2 - OEPB Minute 29th A The Board approved the minute of the last meeting as a true and accurate record. All matters picked up under Agenda except:	**Chair/GM**	**Feb 2019**

	Item	Progress
Actions		
2.2iii OEPB Membership	Gerry has lodged a request for a Director of Planning from one of the territorial boards to join the OEPB.	Gerry has still not received a response to his request for a Director of Planning from one of the territorial boards to join the OEPB. Chair & Gerry to discuss further re how to progress.
2.5. Performance Management	Recommendations on performance management in Community Planning	Covered under Agenda item 5
1. OEPB Outcomes Narrative	Consider further analysis to add to granularity and local focus, and provide evidence re what's working	Ongoing
2. What works Policy Briefing	Audrey will circulate the full list of policy briefings What Works Scotland will publish	Ongoing
3. OEPB Review	IS to develop and circulate Improvement plan	Complete and covered under Agenda Item 4

Item	Description	Action	Date
3.	**OEPB Work Programme Update Report** 📄 Agenda Item 3 - OEPB Work Program The board welcomed the update report and noted the progress being made across the workstreams.		

4.	**OEPB Review**		
	i) OEPB Review Improvement Plan		
	W Agenda Item 4i - OEPB Draft Improvement		
	The Board approved the Improvement Plan flowing from the self-assessment session in August and agreed to embed this within the CPIB Work programme to enable progress to be monitored and reported. It was agreed to include an addition in relation to identifying outcomes for the CPIB and measuring performance against these. This should be around what good support for Community Planning should look like and should be measured from the perspective of CPPs and provide evidence that what we're doing meets their needs.		
	Agreed Actions: 1. Amend wording in statement 1.1: *Clarify the role of the OEPB in terms of co-ordinating support for Community Planning and influencing policy* 2. Include addition: *Identify outcomes for CPIB and measure performance against these* 3. Embed improvement plan within work programme to enable monitoring/reporting	**IS**	**Feb**
	ii) Revised Name and Purpose		
	W Agenda Item 4ii - OEPB Revised Name		
	The chair recorded thanks to Sarah and Fraser for their work in developing the revised name and purpose, and to board members for providing feedback. The Board endorsed the change in name for the Board and welcomed the revised purpose. In particular, the emphasis on leadership and clearer focus on Community Planning was welcomed as areas where the board can add most value. The board agreed to make additions in relation to strengthening the engagement loop and measuring success. The board agreed to review its current work programme in light of its revised purpose and name. To assist this process, work stream leads were asked to provide short summary re what they have achieved over the last year and what difference this has made.		
	Agreed Actions: 1. Update and share endorsed name change and revised purpose, including amendments to reflect measuring success and engagement 2. Review Work programme to ensure all elements of purpose are appropriately covered 3. Work stream leads to provide short summary re what they have achieved over the last year and what difference this has made.	**IS** **IS** **Workstream Leads**	**Feb** **Feb** **Dec**
	iii) Engagement Activity: Baseline		
	W Agenda Item 4iii - OEPB Engagement A		
	The Board considered the overview of baseline engagement activity and agreed the next steps to develop an engagement strategy, in particular: - Clarifying the purpose of the engagement strategy - Focussing on how the board will engage with CP stakeholders at all levels, including senior level stakeholders - Promoting better co-ordination of engagement activity across work streams to identify overlaps and avoid duplication - Providing an opportunity to take a forward look re the issues we want to engage with key stakeholders on, e.g. CP review. - Linking to the CPIB communications strategy - Giving further thought to resourcing It was agreed the engagement strategy should be incorporated within the work programme (Workstream 6 'Raising the Profile and Influence of the CPIB) to allow for monitoring and reporting.		
	Agreed Action: 1. Develop engagement strategy and incorporate within work programme	**IS**	**Feb**

5.	**Performance Management arrangements for Community Planning**		
	Agenda Item 5 - Performance Manag		
	Mark McAteer introduced a paper summarising the issues around current performance management arrangements in Community Planning and highlighted the issues for discussion for the board to consider. These findings built on evidence previously produced by the CPIB, including the 2017 survey of public sector leaders; 2018 stocktake of LOIPS; engagement with key stakeholders and also the series of Audit Scotland reports into Community Planning		
	Board members were asked to discuss and agree the proposals for change at CPP level, for CP partners and for national policy makers. They also considered what further support is needed by CPPs and CP partners to help improve current arrangements. In terms of the issues for national policy makers, the board also considered whether there is an appetite for the board/board members to progress the issues raised, and if so how this should be done.		
	The CPIB agreed the issue was of significant importance and endorsed both the recommendations and the work summarised from AS among others. The CPIB recognised this agenda as a strategic issue about governance and not simply a tactical issue in relation to performance measurement and reporting. They agreed CPIB has a leadership role to promote wider system change relating to the governing structures of public service delivery and it was agreed to reflect this in the work programme going forward.		
	As a starting point, the board prioritised practical steps in relation to including these recommendations as good practice principles on the Community Planning Support Portal and within the CPP Self-Assessment checklist. This will help to clarify, simplify, and provide greater focus on the expectations of the CE Act.		
	It was agreed further consideration should be given to how to engage in the more fundamental conversation about wider system change. For example, consideration should be given as to whether there is an opportunity to provide an input at the SG Performance board or galvanise chief officers to do so.		
	Agreed Actions 1. Include the performance management good practice principles on the Community Planning Support portal and CPP Self-Assessment check lists 2. Board Members to provide 4 or 5 exemplars of the issues highlighted to build understanding and narrative for inclusion on the CP Support Portal **3.** Use the revised Work Programme and Engagement strategy to highlight the CPIB leadership role in relation to wider system change	**IS** **CPIB members** **IS**	**Feb** **May** **Feb**
6.	**Local Governance Review**		
	Agenda Item 6 - Local Governance Re		
	Sarah Gadsden provided a brief update in relation to the LG review and highlighted the request for submissions by all public services by 14th December asking board members to consider how they might wish to respond in their own organisations.		
	Agreed Action: 1. Individual agencies encouraged to submit responses	**CPIB members**	**Dec**
7.	**What Works Scotland – Key Messages Metanarrative**		
	Agenda Item 7 - WWS draftmetanarr		

	Nick Watson shared an overview of the key messages from the soon to be published What Works Scotland Metanarrative. The board welcomed the overview, and considered how the CPIB might disseminate the findings and seek to use them in improving CP. It was agreed that the work programme should aim to highlight the things we know work well and those that don't, and consider the CPIBs leadership role in identifying some of the things that need to happen. It was also agreed to cross check the WWS findings with the support available on the CPP support portal to identify gaps which could be addressed in the work programme. The board also encouraged WWS to provide stronger guidance in relation to the kinds of things we need to change about public sector leadership in Scotland, and identify why it is not currently happening, highlighting the opportunity they have to use their platform and experience to make cogent points in relation to what we need to do. **Actions:** 1. Use the work programme to reflect the role the CPIB could play in using this evidence base to support improvements in CP and in particular in identifying some of the things that need to happen 2. Cross check WWS findings with support available on CPP support portal, and inform work programme	**IS** **IS**	**Feb** **Feb**
8.	**Whole system Commission for Public Health** 📄 Agenda Item 8 - Public Health Priorit Eibhlin McHugh shared an overview of the Public Health whole system approach and outlined how this will sit within their wider reform programme and the Community Planning agenda. Information on the current consultation on how we use the opportunity of Public Health Reform to enable the Whole System to work together effectively was also shared with Board Members. The board welcomed the positive direction of travel and the commitment to greater joining up between CP and health. The discussion covered the following points: - The reshaping of the role of the local specialist public health workforce and how this might support community planning - How wider public health assets can be used to better support work in CP, e.g. the use of data and building the case for investment in prevention - The audit implications for the new public health body in relation to joint accountability and what governance will look like. Audit Scotland offered to work with PH to progress this. - The alignment with the mission and purpose of Police/Fire and opportunities to work together **Agreed Actions:** 1. CPIB partners to respond to consultation. 2. CPIB members invited to attend PH event on 24th Jan re whole system approach	**CPIB partners**	**Jan**
9.	**Future Items & Date of Next Meeting** 2019 dates will be set and circulated shortly (Feb, May, August, November)	**IS**	**Jan**

Community Planning Improvement Board

Revised Work Programme to deliver against new purpose

February 28th, 2019

1. **Purpose**
   1.1. To help deliver against the revised CPIB purpose, this paper provides an updated outline work programme, and highlights key areas where board members are asked to agree the specific leadership role they wish to play.

2. **Recommendations**
   2.1. It is recommended that the CPIB:
       2.1.1. Agrees the broad themes identified in the outline work programme and prioritises the proposed areas of work
       2.1.2. Considers the leadership role they wish to play in highlighted areas
       2.1.3. Agrees workstream leads for each strand of work
       2.1.4. Agrees to test the work programme with key people within their own organisations engaged in Community Planning to assess if these are the areas where the CPIB could add most value

3. **Background**
   3.1. Following a review of progress in August 2018 by the Community Planning Improvement Board, a revised purpose was developed and approved in November (Appendix 1).   It was agreed to update the work programme to deliver against this new purpose. The progress/achievements of the existing work programme are included in Appendix 2 and have been used to inform the development of the new programme.

   3.2. The new work programme has been organised around the key challenges identified by the board.
       3.2.1. Strengthened leadership and influence at CP level
       3.2.2. Community participation, particularly hard to reach groups, vulnerable and communities of interest
       3.2.3. Effective decision making and good governance
       3.2.4. Innovative approaches to joint planning, service design and resourcing
       3.2.5. Availability and use of high-quality local data and insights to support decision making
       3.2.6. Supporting innovation, improvement and sharing best practice
       3.2.7. Strengthened leadership and influence of CPIB
       3.2.8. Measuring success of CPIB

   3.3. A number of the CPIB board members are senior level Community Planning partners, and as such have an important role as active commissioners of what is needed to support Community Planning. Therefore, following discussion at the board meeting, CPIB members are asked to test the areas highlighted in the revised programme with key people within their organisation engaged in Community Planning to assess if these are areas where the CPIB could add most value.

   3.4. The outline presented here is based on preliminary discussions with board members and a review of progress against existing workstreams. It includes current workstreams which remain relevant to the new purpose, and identifies the gaps where focus is required in order to deliver against the revised purpose.   At this stage, the outline programme is presented as broad themes which the board is asked to prioritise. For those areas highlighted in green, the Board is asked to discuss and agree the specific role it wishes to play.

3.5. Following agreement on the broad themes, the board is asked to identify work stream leads to provide oversight for each strand. We will then work with these leads to update the work programme with specific activities; leads; resources; and timescales in advance of the next board meeting. We will liaise with members in advance of the next board meeting to collate feedback from their local engagement to complete the work programme.

1. Strengthened leadership and influence at local Community Planning Partnership level

We will support partnerships to address leadership challenges and strengthen their approaches to collective leadership. We will bring together and share evidence of what is working well in CP leadership and the barriers local partners/partnerships face in order to influence policy and practice, and target improvement support.

1. What is the leadership role of the CPIB/CPIB members in relation to influence and challenge around leadership arrangements within local CPPs?, e.g.
   o Using the leadership role of CPIB members to promote buy in across all partners and ensure the necessary priority is given to CP
   o Clarifying expectations in relation to 'good leadership' in community planning
   o Supporting CPP chairs to come together to build leadership capacity and skills (e.g. CPP Chair forum)
   o Influencing how LOIP annual reviews are used to evidence and report on progress locally and nationally
   o Highlighting progress, and providing challenge re barriers (ref 4 and 5 below)

2. What is the strategic brokerage role of the CPIB/CPIB members in shaping/backing/targeting existing leadership programmes or resources, and in evidencing if some are having more influence on supporting CPPs to address leadership challenges E.g. Workforce Scotland Collective Leadership Programme

   Existing Leadership Resources available on the Community Planning in Scotland website (additional details in Appendix 3)
   - CPP Board Member Guidance - http://www.improvementservice.org.uk/cpp-board-member-guidance.html
   - Dialogue Community of Practice - https://workforcescotland.com/workstream/dialogue/
   - Leadership Checklist - http://www.improvementservice.org.uk/documents/community_planning/cpp-leadership-checklist-may2016.pdf
   - Leadership Exchanges - https://workforcescotland.com/workstream/leadership-exchange/
   - Scottish Coaching Collaborative - https://workforcescotland.com/workstream/scc/
   - Pioneering Collaborative Leadership - https://workforcescotland.com/workstream/ecl/
   - Kinharvie Institute - http://www.kinharvie.org.uk

3. Support tests of change to help CPPs address leadership challenges through tailored practical support and capacity building. How should these be identified?

4. Gather and share evidence of good leadership practice within community planning from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels

5. Gather and share evidence from CPPs/CP partners on the barriers which exist in relation to leadership, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels

6. Provide evaluation support, skills and capacity development to Community Planning Partnerships to help them undertake local evaluations (Health Scotland)

2. Community participation, particularly hard to reach groups, vulnerable and communities of interest

We will bring together and share evidence of what is working well in community participation and the barriers local partnerships face in order to influence policy and practice, and target innovation and improvement support where they are most needed.

1. What is the leadership role of the CPIB/CPIB members in relation to influence and challenge around community empowerment? e.g.
   o Promoting joint partner resourcing for community capacity building and engagement;
   o Promoting or supporting implementation of recommendations from Scottish Government/SCDC/IS community participation action learning report;
   o Reviewing how participation/engagement is defined to encourage a more focussed/targeted approach;
   o Promoting good practice principles/expectations in relation to community empowerment;
   o Highlighting progress, and providing challenge re barriers (ref 4 and 5 below)

2. What is the strategic brokerage role of the CPIB/CPIB members in shaping/backing/targeting existing Community Empowerment resources, and in evidencing if some are having more influence?

   Existing Resources on the Community Planning in Scotland website:
   - ACE Guide to Achieving Community Empowerment http://www.scdc.org.uk/what/achieving-community-empowerment/guide/
   - Building Stronger Communities - A practical assessment and planning tool for community capacity building in Scotland http://www.scdc.org.uk/what/building-stronger-communities/
   - Communities Channel Scotland http://www.communityscot.org.uk/
   - Community-Led Action Research http://www.scdc.org.uk/what/community-led-action-research/
   - Community Participation Action Learning Report http://www.improvementservice.org.uk/documents/community_planning/Comm-Participation-Action-Learning-Report.pdf
   - The National Standards for Community Engagement http://www.voicescotland.org.uk/
   - Participation Toolkits www.scottishhealthcouncil.org/toolkit.aspx; www.scottishhealthcouncil.org/patient__public_participation/e-participation/e-participation_toolkit.aspx; www.scottishhealthcouncil.org/evaluation.aspx
   - PB Network Scotland https://pbnetwork.org.uk/category/geographic/scotland/
   - Scottish Co-Production Network http://www.coproductionscotland.org.uk/
   - Scottish Community Councils website http://www.communitycouncils.scot
   - Social Impact Pledge http://www.communityscot.org.uk/social-impact-pledge/
   - Kinharvie Institute http://www.kinharvie.org.uk

3. Support tests of change to help CPPs address challenges in facilitating meaningful Community Empowerment through tailored practical support and capacity building. How should these be identified?

4. Gather and share evidence of good practice in relation to Community Empowerment from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels

5. Gather and share evidence from CPPs/CP partners on the barriers which exist in relation to facilitating meaningful Community Empowerment, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels

3. Effective decision making and good governance

We will bring together and share evidence on the barriers and good practice in governance arrangements to influence policy and practice, and to target improvement support. We will demonstrate leadership in promoting the wider system change relating to the governing structures of public service delivery required to allow CPPs to drive the local design of service to improve outcomes for communities.

1. What is the leadership role of the CPIB/CPIB members in promoting appropriate governance arrangements that will allow the CPP to drive the local design of services to improve outcomes for local communities? E.g.
   o Engage with, and provide challenge to, national policy and decision-makers (e.g. SG Performance Board)
   o Engage with chief officers in own sectors to build consensus around the key issues and reform options, and to provide challenge to national policy makers
   o Promoting good practice expectations in relation to performance management and good governance
   o Highlighting progress, and providing challenge re barriers (ref 4 and 5 below)

2. What is the strategic brokerage role of the CPIB/CPIB members in shaping/backing/targeting existing governance resources, and in evidencing if some are having more influence?

   Existing Resources on the Community Planning in Scotland website:
   • Partnership Checklist - http://www.improvementservice.org.uk/self-assessment-in-community-planning-partnerships.html
   • CPP Board Member Guidance - http://www.improvementservice.org.uk/cpp-board-member-guidance.html
   • Good Practice Principles for Performance Management in Community Planning - http://www.cpsupport.scot/support-for-cpps.html

3. Support tests of change to help CPPs develop strengthened governance arrangements through tailored practical support and capacity building. How should these be identified?

4. Gather and share evidence of good practice in relation to governance arrangements from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels

5. Gather and share evidence from CPPs/CP partners on the barriers which exist in relation to governance, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels

4. Innovative approaches to joint planning, service design and resourcing We will bring together evidence of what is working well in joint planning, service design and resourcing and identify the barriers to further progress in order to influence policy and practice, and target improvement support.

1. What is the leadership role of the CPIB/CPIB members in promoting joint planning, service design and resourcing? E.g.
   o Engage with chief officers in own sectors to build consensus around the key issues and reform options, and to provide challenge to national policy makers
   o Promoting good practice expectations in relation to joint planning, service design and resourcing
   o Highlighting progress, and providing challenge re barriers (ref 3 and 4 below)

2. Support tests of change to help CPPs to facilitate new ways of working and transition models through tailored practical support and capacity building. How should these be identified?
3. Gather and share evidence of good practice in relation to joint resourcing/planning/design from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels – evidence at operational level/strategic level; evidence of progress in shifting resources to prevention
4. Gather and share evidence from CPPs/CP partners on the barriers which exist in relation joint resourcing/planning/design, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels

5. Availability and use of high-quality local data and insights to support decision making

We will improve access to, and understanding of, data by exploring opportunities to increase the local data available in open formats and fill the gaps in the data currently available to measure outcomes and build an evidence base at local level. We will also support CPPs to make better use of data and to develop meaningful insights to support effective and informed decision making. We will support CPPs to improve their approach to the sharing of data, intelligence and insights intelligence at a local level, and work with stakeholders to address challenges to data sharing.

1. What is the Leadership role for CPIB/CPIB members in promoting availability, access to and use of high-quality data and insights in decision making? E.g.
   - Raising awareness of access to data and support already available using the Community Planning in Scotland website to signpost
   - Clarifying expectations about the use of data/insights in decision making and evaluating impact, with reference to the culture, leadership and governance arrangements required
   - Consolidating and promoting learning from current programmes, e.g. LIST
   - Ensuring links made with other relevant policy developments, e.g. Public Health Workstream re data/intelligence and City Deals
   - Highlight progress, barriers and what change is needed to improve access to and use of data/insights in decision making and innovation re public sector reform (ref 3-9 below)

2. What is the strategic brokerage role of the CPIB/CPIB members in shaping/backing/targeting existing resources, and in evidencing if some are having more influence? For example, could the E-data Research and Innovation Service (EDRIS) data linkage service working to bring together datasets be a wider offer to public service organisations?

   Existing Resources on the Community Planning in Scotland website:
   - Community Planning Outcomes Profile - http://www.improvementservice.org.uk/community-planning-outcomes-profile.html
   - Data Intelligence https://nhsnss.org/services/data-intelligence/
   - Local Intelligence Support Team (LIST) http://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Local-Intelligence-Support-Team/
   - Business Analysis Framework - http://www.improvementservice.org.uk/business-analysis.html
   - Informing investment to reduce inequalities http://www.scotpho.org.uk/comparative-health/health-inequalities-tools/intervention-tools/informing-investment-to-reduce-health-inequalities-iii
   - Scottish Public Health Observatory (ScotPHO) http://scotpho.org.uk/
   - Statistics.gov - http://statistics.gov.scot
   - The Scottish Index of Multiple Deprivation http://www.gov.scot/simd
   - Effectiveness evidence http://www.healthscotland.scot/improve-policy-and-practice/identify-effective-actions
   - Data Lab - https://thedatalab.com/
   - Scottish Government Linkage Project - https://www2.gov.scot/Topics/Statistics/datalinkageframework/Funded-Linkage-Projects
   - eDRIS - https://www.isdscotland.org/Products-and-Services/EDRIS/

3.	Supporting tests of change, to facilitate new ways of working and transition models, e.g. facilitate a horizon planning session to identify what is it about the CP approach where data can drive new approaches/innovation? How will these be identified?
4.	Gather and share evidence of good practice from CPPs/CP partners in relation to the use and sharing of data/insights in decision making to influence policy, practice and reform of public services at local and national levels e.g. City Deal
5.	Gather and share evidence from CPPs/CP partners on the barriers which exist in relation to accessing, sharing and using data/insights, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels
6.	Continue to explore opportunities to work together to consolidate and streamline existing data resources across Scotland's public services, e.g. all public-sector data being available from the Scottish Government national data repository; the commitment by Profile Collaboration Group to undertake a joint user engagement/needs exercise to develop a clearer understanding of Scottish profile users' needs.
7.	Identify gaps/limitations in data currently available to measure progress in outcomes at a local level and explore opportunities to broker changes to fill identified gaps
8.	Open up data (a) by significantly increasing the local data available in open formats, and (b) develop a flexible tabulation tool that would enable the public to get aggregate disclosure-controlled tables of person/business level data.
9.	Identify potential barriers to sharing data and intelligence and discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions
10.	Develop approach to analytical capacity building across the public sector and deliver support

6. Supporting innovation, improvement and sharing best practice

We will bring together national insights, innovation and improvement support to ensure capacity and resources are targeted to where they are most needed. We will bring together and share evidence of innovation, improvement and best practice to influence policy, practice and reform of public services at local and national levels.

1. What is the leadership role of the CPIB/CPIB members in supporting innovation, improvement and sharing of good practice? E.g.
   o Clarifying expectations and promoting the conditions necessary for innovation
   o Promoting examples of good practice and innovation
   o Highlighting progress, and providing challenge re barriers (ref 7 and 8)

2. Continue to develop the Community Planning in Scotland website to share details of all resources and support available to CPPs and health and social care partnerships, and to develop an approach to capture support requests from CPP's

3. Develop proportionate approach to monitoring the usage and impact of the Community Planning in Scotland website and the quality and impact of the support provided by improvement agencies and other partners via the portal

4. What is the Strategic brokerage role for the CPIB in shaping/backing/targeting existing resources, and in evidencing if some are having more influence?

   Existing resources

   - Community Planning in Scotland website - http://www.cpsupport.scot/support-for-cpps.html
   - Community Planning in Scotland Knowledge Hub network - https://khub.net/group/communityplanningnetworkinscotland
   - Community Planning Managers Network
   - Facilitation and consultancy - Improvement Service - http://www.improvementservice.org.uk/
   - Facilitation and consultancy - NHS Health Scotland – http://www.healthscotland.scot
   - Strategic engagement and consultancy - NHS National Services Scotland https://nhsnss.org
   - Kinharvie Institute - http://www.kinharvie.org.uk
   - CivTech - https://civtech.atlassian.net/wiki/spaces/CIV/overview?mode=global

5. Identify areas where support is not currently available to CPPs and develop and resource collaborative locally tailored solutions (ref 9 and 10)

6. Use the Community Planning Khub Network to showcase how CPP's are working, approaches they are taking and progress they are making in tackling inequalities, e.g. through case studies and evidence collated under workplan items

7. Gather and share evidence of good practice in relation to innovation/improvement from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels
8. Gather and share evidence from CPPs/CP partners on the barriers which exist in relation to innovation/improvement, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels

9. Develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to address the following areas:
    o Leadership and culture (to promote a greater focus on impact and joint resourcing)
    o Governance and scrutiny (particularly around how this involves communities)
    o Developing approaches to effective empowerment and participation
    o Effective use of data and business intelligence.
 	
As this will cut across a number of other workstreams, it will be important to ensure that anything that emerges from this work will feed in across all workstreams.

7. Strengthened leadership and influence of Community Planning Improvement Board

We will actively engage with CP stakeholders at all levels, bringing together and sharing evidence of what works well in community planning and what needs to change in order to influence policy, practice and reform of public services at local and national levels

1. Use the leadership role of the board and of individual board members to communicate and disseminate the work of the CPIB and to actively engage with senior level CP stakeholders across the sector.

   CPIB board members represent two distinct roles – those who represent senior level CP partners and those who represent the national improvement/policy and regulation landscape. We will strengthen the engagement role of the CPIB board members who represent CP Partners to facilitate the buy-in and support of peers from across public services and to support them to play an active role in demonstrating the impact of Community Planning, identifying needs and commissioning support from improvement bodies

   This engagement activity should:
   - Promote the products, services and support delivered by improvement bodies who are CPIB members
   - Articulate a vision in terms of what Community Planning can do and inform and provide challenge to stakeholders around ambition, expectations and good practice
   - Provide a primary source of evidence from CP stakeholders of the impact of community planning, as well as feedback in relation to their experiences, needs, and the challenges they face.

   This will involve:
   - CPIB members providing regular reporting and discussion within their organisations and sectoral networks
   - CPIB members providing regular updates to CPIB in relation to engagement activity as a standing agenda item at board meetings
   - Production of an annual CPIB collective messaging report to be disseminated by all individual board members within their organisations/sectors

2. Synthesise the emerging evidence base to articulate what it is telling us about improving outcomes and whether CP is making a difference, what needs to change and what support is needed to drive improvement in partnership working. This will include existing learning from WWS, and new evidence as it emerges.

   Use this to influence policy, practice and reform of public services at local and national levels.

3. Review LOIP annual reports to monitor progress in relation to how CPP's are meeting their duties within the Community Empowerment (Scotland) Act 2015 and capture and evidence the impact of community planning, building on the baseline established in the LOIP review

   Use this to influence policy, practice and reform of public services at local and national levels.

4. Support the National Performance Team within Scottish Government to incorporate evidence from LOIP annual reports within NPF reporting to provide greater alignment between local and national arrangements.
5. Support the Scottish Government's review of Community Planning
6. Following revisions to the board name and purpose, refresh the communications to raise awareness of the new name and purpose, and to tie together the deliverables from the CPIB work programme for all key stakeholders, including national and local politicians.
7. As outlined in the CPIB improvement plan, develop and implement an Engagement strategy to strengthen the engagement loop between the CPIB and Community Planning stakeholders.
8. As outlined in the CPIB improvement plan, continue to review the membership of CPIB to promote involvement of all key CP stakeholders, e.g. representation from NHS Territorial Board, Health and Social Care Partnership and CP Managers Network
9. Ensure the work of the CPIB links with work of other national strategic groups, e.g. Strategic Scrutiny Group. All board members should self-identify the links and consider if more formal communication would be helpful.
10. Use CPIB meetings to regularly review, reflect upon, and agree approaches to influence national developments and challenges which impact on public services

8. Measures of Success for the Community Planning Improvement Board Identify key measures to demonstrate the impact of the CPIB work programme over the short, medium and long term
Measure performance by seeking feedback from CPPs on whether the support for Community planning provided by the CPIB meets their needs. - CP Board members to seek feedback on the back of providing updates within their own organisations/networks on an ongoing basis, feeding this in to CPIB meetings to inform ongoing development of work programme - Once a year, board members will facilitate a session at the CP Managers' Network to gather feedback
Undertake self-assessment to evaluate the effectiveness and impact of the CPIB in relation to how board members work together to influence national and local policy, coordinate/target resources to make the most of the capacity and skills available within their organisations, address barriers within the system to transformation etc.

Appendix 1 – new Purpose

Community Planning Improvement Board (CPIB)

The Community Planning Improvement Board (CPIB) provides improvement support for community planning in Scotland.

Our purpose is to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland. We work with community planning partners to understand:
- the leadership, influence, services and approaches that are effective in improving outcomes and reducing inequalities for and with local communities
- the challenges for CPPs including data for evidence-based decision making and capacity;
- what support, innovation and/or change is needed to make community planning work more effectively for and with local communities.

This underpins our three main roles.
1. **Evidence** - We aim to bring together and share evidence of what works well in community planning to influence policy, practice and reform of public services at local and national levels
2. **Collaboration** – We bring together national insights, innovation and improvement support to ensure capacity and resources are targeted to where they are most needed.
3. **Tailored support and capacity building** – We offer practical support to CPPs with their challenges around leadership, governance, scrutiny, analysis and decision-making.

What challenges are we trying to address?
- **Strengthened leadership and influence**
- **Community participation, particularly hard to reach groups, vulnerable and communities of interest**
- **Effective decision making and good governance**
- **Innovative approaches to joint planning, service design and resourcing**
- **Availability and use of high-quality local data and insights to support decision making**
- **Supporting innovation, improvement and sharing best practice**

How are we helping?
Engaging with Community Planning stakeholders
We will actively engage with CP stakeholders at all levels to facilitate the buy-in and support of peers from across public services, and to gather evidence of the impact of community planning
Support and capacity building
We're offering practical support to CPPs by expanding the Community Planning in Scotland website to include more resources, support and showcases of CPPs' work and progress. We are identifying gaps in the support for CPPs – and working to plug them - while building analytical capacity across public services.
Evidence and evaluation
We're developing and sharing evidence of what works, based on research by What Works Scotland, as well as developing an approach to evaluation that can be used by CPPs.
Outcomes, planning and insights
We will consider approaches to developing outcomes, planning and insights for community planning and will propose areas for development and improvement to support partnership working. This will include how we capture and evidence the impact of community planning through a range of measures and actionable insights.
Better access to and use of data, insights and intelligence
We will improve access to, and understanding of, data by exploring opportunities to increase the local data available in open formats and fill the gaps in the data currently available to measure outcomes and build an evidence base at local level. We're also supporting CPPs to make better use of data and to develop meaningful insights to support effective and informed decision making. We will support CPPs to improve their approach to the sharing of data, intelligence and insights intelligence at a local level, and work with stakeholders to address challenges to data sharing.

Measuring Success
We will measure success by seeking regular feedback from CP stakeholders on whether the support for community planning provided by the CPIB is meeting their needs.

Agenda Item 3 - Community Planning Improvement Board – Work Programme

Appendix 2 – Overview of progress and achievements from current work programme

1. **Data/Analysis/Profiles**   *Improve access to and understanding of the data available that can help CPP's understand need and measure progress* LEAD: Roger Halliday, Scottish Government
On data, our ambition remains to Improve access to and understanding of the data available that can help CPP's understand need and measure progress. We have launched the Community Planning Support Portal, and built awareness of this across CPPs to mean in 2018 there were over 2000 visits to the website, with volume growing noticeably in the past 12 months. At the end of 2018 there were 245 datasets on the statistics.gov.scot open data website. We agreed that this definitive source of data about Scotland will power all local area profiles and have built a user statement for profiles with the ambition of simplifying the landscape. And we identified and have started filling key gaps in the data on statistics.gov.scot, including data zone education outcomes information for the first time.   We have consolidated data resources across the sector through the adoption of a shared platform across profiles, indicator harmonisation and sharing of good practice, delivering major savings in time and effort by reducing duplication and opening up opportunities for shared learning and increased functionality.
2. **Sharing Actionable Intelligence**   *Support CPP's to improve their approach to sharing of real time data and intelligence at a local level* LEAD: Phil Couser, NSS NHS
LIST continues to work in a number of CPP areas linking with other public service providers, including Police Scotland and the third sector – see separate update. There is increasing consideration being given to the role of LIST as a focus for Public Health Scotland's engagement with CPPs, particularly given that the forthcoming legislation setting up Public Health Scotland will likely establish it as a statutory partner in community planning.
3. **Performance Management**   *Ensure performance management arrangements for Community Planning in Scotland are fit for purpose and reflect the reform agenda* LEAD: Mark McAteer, SFRS
We produced recommendations for change in relation to performance management arrangements for CPPs, individual CP partners, and national policy makers. This built on evidence previously produced by the CPIB, including the 2017 survey of public sector leaders; 2018 stocktake of LOIPS; engagement with key stakeholders and also the series of Audit Scotland reports into Community Planning.   The CPIB agreed the issue was of significant importance and endorsed both the recommendations and the work summarised from AS among others. It was agreed to include these recommendations as good practice principles on the Community Planning Support Portal and within the CPP Self-Assessment checklist.   The CPIB recognised this agenda as a strategic issue about governance and not simply a tactical issue in relation to performance measurement and reporting. They agreed CPIB has a leadership role to promote wider system change relating to the governing structures of public service delivery and it was agreed to reflect this in the work programme going forward.
4. **Community Planning Support and Capacity Building**   *Support CPP's to deliver their duties under the Community Empowerment (Scotland) Act 2015 by providing access to more targeted and coordinated support* LEAD: Sarah Gadsden, Improvement Service
We launched the Community Planning in Scotland website, newsletter and webinar series providing information on support available to CPPs, HSC Partnerships and other CP partners, and showcasing good practice http://www.cpsupport.scot/. This now has over 100 subscribers.   We delivered the CPP Community Empowerment Action Learning programme with SCDC to enable CPPs to share experiences and develop learning in relation to the meaningful engagement and participation of communities in community planning processes. 27 CPPs participated, and the resulting report highlights recommendations for action

which will be considered by the CPIB.
http://www.improvementservice.org.uk/documents/community_planning/Comm-Participation-Action-Learning-Report.pdf

We undertook a stock-take of all available Local Outcomes Improvement Plans and the published findings have provided a basis from which to develop a joint programme of support for CPPs with Community Planning Managers and other stakeholders http://www.improvementservice.org.uk/documents/community_planning/loip-stocktake-emerging-findings-may2018.pdf.

We have worked with Registrars of Scotland as part of the Scottish Public Sector Analytical Collaborative to deliver shared training and a shared approach to understanding user needs for analytical publications. The programme has also started to explore how the Collaborative could offer wider careers opportunities in analysis across public bodies and have clearer shared access to the data these organisations hold using common analytical tools.

5. **Evidence & Evaluation**   *Undertake more targeted analysis of progress being made to tackle inequalities of outcomes across Scotland, to strengthen the narrative around what works and to influence national and local policy*   LEAD: Gerry McLaughlin, Health Scotland

No update provided

6. **Raising the profile and influence of the OEPB's work programme**   *Increase awareness of the work of OEPB, influence national and local policy and raise the profile of local achievements and successes that tackle inequalities and improve outcomes* LEAD: Steve Grimmond, SOLACE and Chair of OEPB

A website and flyer outlining the purpose and membership of the CPIB has been produced and promoted with CPPs. Board papers are shared via the website to provide regular updates on the work of the board and provide links to key deliverables. Regular progress updates have also been provided at Community Planning Network meetings, e.g. the LOIP Stocktake, Community Planning Recommendations, Evaluation tools

The Board has engaged with policy makers and academics to influence national developments, e.g. HSC review of targets and indicators; Local Governance Review; Public Health Reform; National Performance Framework; Community Empowerment Act – Evaluability Assessment; and What Works Scotland. The board has also linked with other strategic groups, e.g. Strategic Scrutiny Group to explore how the boards work could inform developments within the scrutiny landscape

Following the board review, an engagement strategy has been developed to strengthen the engagement loop between CPIB and CP stakeholders. This promotes the leadership role of the board and on individual board members to communicate and disseminate the work of the CPIB within their own organisations and networks to facilitate the buy-in and support of peers from across public services. The feedback from this activity with CP stakeholders will form an important element of the evidence base informing the work of the CPIB.

7. **Measures of Success**   *Identify key measures to demonstrate the impact of the OEPB's work programme over the short, medium and long term* LEAD: All OEPB members

We established a baseline of how CPP's are meeting their duties within the Community Empowerment (Scotland) Act 2015 through an analysis of Local Outcomes Improvement Plans so that progress through annual reports can be monitored.

We monitored delivery and impact of the CPIB Work programme through regular workstream reports to the OEPB

We undertook a self-assessment to evaluate the effectiveness and impact of the CPIB. This resulted in a refreshed purpose and renaming of the board and a commitment to strengthen the engagement loop with CP partners. An

improvement plan has been produced and is embedded within the new work programme to allow monitoring and review.

Additional Update in relation to Workstream 2: Sharing Actionable Intelligence

CPPs projects update

This paper aims to provide an update as to plans ongoing between LIST and potential CPP partners, as at 8th of February 2019:

Scotland-wide - Child Poverty

- **Background** - Child poverty can undermine the health, wellbeing and educational attainment of the children who experience it. All local areas in Scotland must now publish Local Child Poverty Action Reports, with a National Partners group established to help advise local partners. The group comprises Scottish Government, Child Poverty Action Group, poverty Alliance, COSLA, NSS, NHS Health Scotland, Improvement Service and Scottish Poverty and Inequality Research Unit (SPIRU).

- **Current Status** – LIST have been invited to join a smaller working group, where pilot on potential Needs Assessment and other support is being discussed for a pilot area in Inverclyde. 1st meeting of this group undertaken earlier this week at Glasgow Caledonian University, and will reconvene in early to mid March. LIST/NSS also to attend Tayside Region Child Poverty summit later this month. This summit will begin the conversations that facilitate collaborative working across a range of partnerships and partners.

Argyll & Bute – Housing Need & Demand Assessment

- **Background** –Scottish Government's Centre for Housing Market Analysis team have developed the Housing Need & Demand Assessment (HNDA) guidance and an online Tool for modelling requirements for new build housing at a local level. A key aspect of the HNDA is to estimate need and demand for "specialist provision" in terms of different types of accommodation (eg wheelchair, extra care etc) as well as other forms of support (such as adaptations).

- **Current Status** - Local collaboration between Local Authority and HSCP is a key component in producing the HNDA, LIST can help with this collaborative process, and have been invited to attend a housing need and demand assessment training session in Helensburgh in March.

East Ayrshire – Play & Early Intervention services

- Background – **The Vibrant Communities services within East Ayrshire provides innovative services and support to local people, through a focus on community-based co-production and the provision of sustainable solutions for many of the most vulnerable individuals and families within those communities. LIST aims to provide support to the Play & Early Intervention Service, which includes; Befriending programmes (including support for formerly Looked After Children in their first tenancy); services to support families affected by parental imprisonment (including Book Share and Play and Parenting training); Activity Motivators; and Play @ Home (interventions to support the most vulnerable families). Angela Murray is the main LIST contact within East Ayrshire Council.**

- **Current status** – The service has recently received Big Lottery Funding, and has agreed to LIST support, in terms of improving overall data collection, analysis and evaluation for some of the services outlined above. They are currently operating with a significant amount of manual systems, and this will be one of the key areas LIST will address. E-forms have now been reviewed and agreed with the service. East Ayrshire administrative support team completed these in August, with LIST providing on-site consultative and reporting support throughout the process, which has lead to the service providing evidence and evaluation to Big Lottery against agreed outcomes. Next meeting planned for end of February, with initial scoping for overhaul of departmental recording practices (Joint Chronologies of sorts) that allows better information sharing between teams within the service.

Scotland-wide – Police Scotland

- **Background** – The work undertaken by Police custodial medical teams is critical, both in terms of dealing with victims of crime/sexual abuse and effectively executing their duty of care for those being held in custody. It has been recognized locally that the existing provision, in terms of protocols and procedures, require further standardisation across the Grampian region. LIST aim to provide analytical support to Police Scotland to build a case to transform custodial medical care and medical forensic service provision to a nurse-led service. LIST support required in first instance to improve the recording of custody medical care data on the National Crime System (NCS) and extract of this information from the system for analysis. Subsequent support required to help analyse the data and build a case to transform existing provision to a new model of care. This work is led by Shona Stewart from Police Scotland.

- **Current status -** Initial project/scoping discussions ongoing between all partners, with initial meeting having taken place in late October 2017 in Aberdeen. In order to best meet the requirements of the Outcomes Framework for Custody Healthcare and Forensic Medical Services which Police Scotland and NHS Scotland are signed up to, a SLWG has now been established, with a short series of 4 meetings planned to be held, third scheduled for early August 2018. LIST team also to liaise with ISD Scotland colleagues with a key interest/knowledge of Prisoner/Custody health care systems. A Data Processing Agreement has been signed off, allowing LIST to receive and analyse data from NCS for quarterly Police Partnership forums. Further exploratory analysis being scoped at present, relating to linking of NCS and Adastra (NHS system for custodial health care data).

1. Strengthened leadership and influence at local CP Partnership level

CPP Board Member Guidance - http://www.improvementservice.org.uk/cpp-board-member-guidance.html - This series of notebooks provides information, guidance and support to CPP Board members.

Dialogue Community of Practice - https://workforcescotland.com/workstream/dialogue/ Aims to support the transformation of public services by using dialogue methods to enhance the quality of relationships through conversations.

Leadership Checklist - http://www.improvementservice.org.uk/documents/community_planning/cpp-leadership-checklist-may2016.pdf The Leadership Checklist provides and opportunity for the CPP Board to consider its strengths and areas for improvement in relation to the leadership of the CPP. It also gives individual Community Planning partners the opportunity to consider their own leadership approach and to identify personal improvement actions.

Leadership Exchanges - https://workforcescotland.com/workstream/leadership-exchange/ This programme pairs up leaders across sectors to provide insight into different cultures, constraints and opportunities within the public sector.

Scottish Coaching Collaborative - https://workforcescotland.com/workstream/scc/ The Scottish Coaching Collaborative provides a wide-reaching and cost-effective coaching service that enables in-house trained coaches to work within other organisations through flexible time-banking.

Pioneering Collaborative Leadership - https://workforcescotland.com/workstream/ecl/ The Pioneer offer is to provide leadership development, in real time, to groups of leaders from across public service partners who are seeking to collaborate in order to tackle a real, complex, systemic (wicked) issue.

Kinharvie Institute - http://www.kinharvie.org.uk The Institute can help the organisation's Board grow and develop. It provides coaching for leaders seeking a confidential and thought-provoking space where they can gain a fresh perspective and enhance their ability to respond effectively to any of the challenges met as a leader

2. Community participation, particularly hard to reach groups, vulnerable and communities of interest

ACE Guide to Achieving Community Empowerment http://www.scdc.org.uk/what/achieving-community-empowerment/guide/ This resource is intended to help community groups and organisations become more confident, better organised and more effective in achieving their aims. It guides community groups, and those who work with them, through a critical review of their roles, relationships and ambitions so that they can be as effective as possible in achieving their aims and improving their communities. This guide will be helpful for community workers and others who want to encourage stronger and more active communities.

Building Stronger Communities - A practical assessment and planning tool for community capacity building in Scotland http://www.scdc.org.uk/what/building-stronger-communities/ This resource is targeted at practitioners and planners working within a range of sectors to help make Scotland's communities better places to live. It sets out a common framework to help partners at strategic, practitioner and community levels to adopt a strategic participatory approach to building community capacity.

Communities Channel Scotland http://www.communityscot.org.uk/ This resource aims to provide support to local groups and organisations so that they can contribute to a socially and economically sustainable Scotland. It

highlights resources that will be of interest to community groups, facilitates the exchange of good practice and provides regular news stories on any developments affecting community groups.

Community-Led Action Research http://www.scdc.org.uk/what/community-led-action-research/ SCDC provides support on Community-Led Action Research, which involves a community defining and carrying out research to gather evidence and make recommendations for change. Action research is about using research tools and methods appropriate to engaging with the community concerned, for example, drawings, photography, video diaries, drop-in sessions and story dialogue, which can be used instead of or alongside more traditional methods such as surveys.

Community Participation Action Learning Report http://www.improvementservice.org.uk/documents/community_planning/Comm-Participation-Action-Learning-Report.pdf This paper provides a summary of the emerging themes from the community participation action learning process which took place between February and May 2018.The aim of the action learning process was to enable Community Planning Partnerships (CPPs) across Scotland to share experiences in relation to the meaningful engagement and participation of communities in community planning processes, develop learning, take actions to improve practice and reflect collectively on opportunities and challenges in the current context.

The National Standards for Community Engagement http://www.voicescotland.org.uk/ The National Standards for Community Engagement are good-practice principles designed to support and inform the process of community engagement, and improve what happens as a result. They were originally launched in 2005, and reviewed in 2015/16. They have been widely accepted by a range of practitioners as key principles for effective practice.

Participation Toolkits www.scottishhealthcouncil.org/toolkit.aspx; e-Participation Toolkit: www.scottishhealthcouncil.org/patient__public_participation/e-participation/e-participation_toolkit.aspx; Evaluation Toolkit: www.scottishhealthcouncil.org/evaluation.aspx The main Participation Toolkit supports health and social care staff to involve patients, service users, carers and members of the public more effectively in their own care and in the design and delivery of local services. The e-Participation Toolkit describes how online technology (including social networks, online forums and blogs) can be used for two-way dialogue with patients, carers and communities – complementing rather than replacing more traditional methods of engaging. The Evaluation Toolkit is a guide to assessing public involvement and participation in health and social care. It discusses how practitioners can evaluate how participation project has been undertaken (process) and the results of that activity (outcomes).

PB Network Scotland https://pbnetwork.org.uk/category/geographic/scotland/ The PB Network is the independent body advocating for learning and innovation in Participatory Budgeting. The PB Network puts on learning events, publishes policy related papers and stimulates debate on where Participatory Budgeting (PB) might go next. It is a UK wide Network which has a dedicated section on its website for PB in Scotland.

Scottish Co-Production Network http://www.coproductionscotland.org.uk/ The Scottish Co-production Network is free and open to anyone who is interested in co-production in Scotland. As a member of the network, you will be invited to learning events, network meetings and be able to take part in discussions and information sharing on the website. In order to ensure the network is effective in developing practice around co-production in Scotland, members are encouraged to contribute to the network by sharing their learning and experience through the online discussions, attending meetings and sharing useful information and case studies.

Scottish Community Councils website http://www.communitycouncils.scot This site supports and promotes Scottish community councils through advice and resources, and real success stories of the impact that they can have on their community. This website is for anyone interested in community councils as well as both new and experienced community councillors. The site has up to date information on news, events, guidance, and grants that are related to community councils as well as advice on how to be a community councillor.

Social Impact Pledge http://www.communityscot.org.uk/social-impact-pledge/ This is a Scottish Government Initiative, aimed at increasing the social impact of public service organisations across Scotland. The Social Impact Pledge asks public service organisations to commit to increasing their social impact by making a public commitment to changing three aspects of their current operations or policies.

Kinharvie Institute http://www.kinharvie.org.uk The Institute provides bespoke solutions to support organisations engage and empower communities. This includes facilitated, participative community meetings for 5-500 people to share information, consult communities and/or make group decisions. They also provide process design support to help community workers seeking to facilitate genuinely participative and meaningful meetings which engage communities in the decisions which affect their lives.

3. Effective decision making and good governance

Partnership Checklist - http://www.improvementservice.org.uk/self-assessment-in-community-planning-partnerships.html Two partnership checklists have been developed to support CPPs to critically review their 'fitness for purpose' in achieving shared outcomes.

CPP Board Member Guidance - http://www.improvementservice.org.uk/cpp-board-member-guidance.html - This series of notebooks provides information, guidance and support to CPP Board members.

Good Practice Principles for Performance Management in Community Planning - http://www.cpsupport.scot/index.html These principles include guidelines for partners, partnerships and for national policy makers in relation to performance management arrangements within Community Planning

4. Innovative approaches to joint planning, service design and resourcing

No resources focus on joint planning, joint service design or joint resourcing

5. Availability and use of high-quality local data and insights to support decision making

Community Planning Outcomes Profile http://www.improvementservice.org.uk/community-planning-outcomes-profile.html The Community Planning Outcomes Profile aims to provide better and more consistent data to CPP boards to support them in the assessment, interpretation, understanding and prioritisation within communities. It shows the overall pattern of outcomes in each CPP area against a core set of outcome areas, and highlights which communities are faring well below average for your area and for similar communities across Scotland

Data Intelligence https://nhsnss.org/services/data-intelligence/ NHS National Services Scotland provide support in relation to compiling and using the potential of Scotland's national health and care datasets. This includes supporting decision makers with information, intelligence and tools to assist in planning and managing local health and care services.

Local Intelligence Support Team (LIST) http://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Local-Intelligence-Support-Team/ The Local Intelligence Support team (LIST) are working alongside local partners to offer wider access to analytical and information support than would otherwise be available and to support them to be ambitious and challenging in the approaches they take. The LIST service provides local

decision makers with meaningful and actionable intelligence, leading to improved outcomes for service users and patients by using platforms such as Source, DISCOVERY and (soon to be launched) SPIRE.

Business Analysis Framework - http://www.improvementservice.org.uk/business-analysis.html This is designed to help councils and their partners carry out more effective and formalised business analysis. The Framework offers bite-size learning materials, including templates, guidance notes and tutorials, to assist councils and their partners in the analytical phase of business change projects. Tools and techniques within the framework include: demand analysis, process mapping, gap analysis, risk assessment, impact analysis and requirements documentation.

Informing investment to reduce inequalities http://www.scotpho.org.uk/comparative-health/health-inequalities-tools/intervention-tools/informing-investment-to-reduce-health-inequalities-iii The tool allows local areas to model the health and inequality impacts of a range of 'upstream' and 'downstream' policies and interventions. Different targeting strategies can be modelled as can disinvestments and some interventions.

Scottish Public Health Observatory (ScotPHO) http://scotpho.org.uk/ The ScotPHO website provides data on a wide range of health outcomes and the determinants of health for local areas. There are also a range of tools, methodological and research papers, guides to data sources and other forms of support available. The ScotPHO Online Profiles Tool (OPT) provides access to various public health related indicators grouped in a suite of specialist profiles. The tool allows: interactive functionality, selection of geographical areas (e.g. NHS Board, local authority, intermediate zone)and inter-area comparisons using spine charts. The profiles are intended to increase understanding of local health issues and to prompt further investigation, rather than to be used as a performance management tool. The information needs to be interpreted within a local framework; an indicator may be higher or lower in one area compared to another, but local knowledge is needed to understand and interpret differences.

Statistics.gov - http://statistics.gov.scot A range of official statistics about Scotland for information and re-use. Explore the datasets by theme, organisation, or geography. Search for datasets, places or postcodes.

The Scottish Index of Multiple Deprivation http://www.gov.scot/simd The Scottish Government's official tool to identify areas of multiple deprivation in Scotland.

Effectiveness evidence http://www.healthscotland.scot/improve-policy-and-practice/identify-effective-actions This is planned work. The Evidence for Action Team within NHS Health Scotland produces synthesised evidence of what works to improve health and reduce health inequalities. It is planning to engage with CPPs to assess need in this area.

Data Lab - https://thedatalab.com/ The Data Lab enables industry, public sector and world-class university researchers to innovate and develop new data science capabilities in a collaborative environment. Its core mission is to generate significant economic, social and scientific value from big data. With a Scotland-wide presence and Hubs in Aberdeen, Edinburgh and Glasgow, it is in close proximity to leading industry and university institutions with world-class research in informatics and computer science. Hubs are focused on building relationships locally and delivering a range of activities that span across the three key areas: collaborative innovation; skills and talent; and community building

Scottish Government Linkage Project - https://www2.gov.scot/Topics/Statistics/datalinkageframework/Funded-Linkage-Projects The Scottish Government is committed to improving Scotland's future through the production of high quality data, analysis and evidence to inform policy and support improved service delivery. One approach we are taking to achieving this is through data linkage; Joined Up Data for Better Decisions outlines our strategy for better use of data that already exists in Scotland including the establishment of a Data Linkage Framework, with the Guiding Principles for Data Linkage supporting the creation of a culture where legal, ethical and secure data linkage is accepted and expected. In collaboration with our public sector partners, the Scottish Government has developed a process to enable responsible, efficient and effective data linkage in line with the Data Linkage Framework. This approach is being delivered through the Scottish Informatics and Linkage Collaboration (SILC); a public sector partnership initiative. The Scottish Government has provided funding for 60 linkage projects (Scottish Government and Public Sector) to be supported through SILC, with advice and assistance provided by eDRIS, a SILC partner.

eDRIS - https://www.isdscotland.org/Products-and-Services/EDRIS/ The electronic Data Research and Innovation Service (eDRIS) is a one stop shop for research and linkage of health and administrative data and provides a single entry point and end to end support to help researchers answer key questions about our society. Any publicly held data can be requested for research, planning and evaluation projects. eDRIS is part of Information Services Division (ISD) and supports the Health Data Research UK (HDRUK), Administrative Data Research Centre (ADRC) and Scottish Government Linkage Projects

6. Supporting innovation, improvement and sharing best practice

Community Planning in Scotland Portal - http://www.cpsupport.scot/support-for-cpps.html - This website provides information on support available to Health and Social Care Partnerships (HSCPs), Community Planning Partnerships (CPPs), and other community partners who are working to improve outcomes for individuals and local communities across Scotland. On the website, you will find links to online tools and information provided by national improvement agencies and specialist organisations, as well as the contact details of who to speak to, if you would like to access tailored support. The website also offers a coordinate responses to online requests from across national improvement agencies for those who are unsure of who is best placed to provide the type of support required. This information will be updated by each of the national improvement agencies on a regular basis to reflect developments in the support available.

Community Planning in Scotland Knowledge Hub network - https://khub.net/group/communityplanningnetworkinscotland is a knowledge hub for people working in community planning. Here you can share good practice, ask questions and find advice from colleagues working in community planning from all over Scotland.

Community Planning Managers Network – this is a network of Community Planning Managers to share practice and address common challenges

Facilitation and consultancy - Improvement Service - The Improvement Service offers facilitation support at many different levels, including; supporting round table conversations; assisting collaborative teams working beyond single organisations at a senior level to address complex systemic issues; supporting organisations and partnerships to work toward improvement. This involves developing and sustaining high-quality relationships fostered by authenticity, openness and trust. Facilitators use a variety of methods which can include approaches like co-operative learning, graphic facilitation, open space technology, dialogue work and action inquiry. The IS currently works with local authorities, at different levels within CPPs, TSIs, "Place" Boards and has a sound knowledge of local and national priorities and challenges. Our consultancy support may include bespoke facilitation but seeks to determine the most appropriate intervention, identifying and mobilising those who are best placed to offer what is required, drawing from a wide variety of expertise and skill.

Facilitation and consultancy - NHS Health Scotland   NHS Health Scotland provides a range of consultancy and facilitation to meet the needs of individual CPPs and Health and Social Care Partnerships. This work can entail reviewing and giving feedback on strategic documents to ensure that an area is addressing health inequalities in their plans and decision making, facilitating discussions and prioritisation sessions.

Strategic engagement and consultancy   NHS National Services Scotland provide bespoke services in relation to data intelligence and programme management.

Kinharvie Institute - The Institute offers consultancy services to organisations seeking to initiate change processes or to get thumbtack on track if they are foundering. The Institute's staff will work with organisations to understand the change(s) required and then provide tailored advice, and if necessary a process, to ensure planned changes are successful.

CivTech - https://civtech.atlassian.net/wiki/spaces/CIV/overview?mode=global CivTech® harnesses new technologies to drive daring and innovation in the public sector. It brings together private sector innovation, public sector organisations and citizens to develop more efficient and effective services, which will translate to new, better, faster and easier experiences for everyone.

Community Planning Improvement Board

Engagement Strategy

February 28th, 2019

1. Purpose

1.1. This paper presents a draft Engagement Strategy to strengthen the engagement loop between the CPIB and key Community Planning Stakeholders.

2. Recommendations

2.1. It is recommended that the CPIB:

    2.1.1. Approves the Engagement Strategy

    2.1.2. Agrees to include Learning from Engagement as a standing Agenda Item at CPIB meetings

3. Background

3.1. The purpose of the CPIB is to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland

3.2. As part of the review of the Community Planning Improvement Board undertaken in August, it was agreed that greater focus should be given to strengthening the engagement loop between the CPIB and Community Planning stakeholders.

3.3. To inform the development of an engagement strategy, a baseline picture was established of current engagement with Community Planning partners and partnerships. While there was already significant engagement activity within individual CPIB workstreams, two particular areas of improvement were highlighted to strengthen the engagement loop. This engagement strategy has been developed to address these two areas:

3.4. Firstly, it was agreed that a more systematic approach to engagement with senior level Community Planning stakeholders, in particular Chief Officers across public services, would be beneficial. It was agreed that the views and experiences of this group are central to the work of the CPIB given the well documented challenges in relation to leadership and governance in community planning.

3.5. Secondly, it was agreed that a more strategic and co-ordinated approach to engagement would be helpful to ensure the evidence gathered from different strands of engagement could be used collectively by the board to build a coherent picture of the gaps, successes and barriers in relation to Community Planning and inform the work of the CPIB.

3.6. This strategy supersedes the communications strategy agreed by the board in 2017 given the progress to date and the refocusing of the role of the CPIB following the self-assessment.

4. CPIB Engagement Strategy Aims

4.1. The aims of the CPIB Engagement strategy are as follows:

    4.1.1. To ensure the successes, challenges and needs of CP partners and partnerships are central to informing the CPIB's role in co-ordinating and targeting improvement support, and in influencing local and national policy.

4.1.2. To support better co-ordination of engagement activity to enable the CPIB to collectively agree focus, avoid duplication, and to use the evidence gathered to build a coherent picture of gaps, successes and barriers to inform influence and improvement activity

4.1.3. To improve relationships between the CPIB and Community Planning stakeholders and strengthen the legitimacy of the CPIB as a conduit for the experiences/needs of CP partners and partnerships and as a vehicle through which CPP support needs' can be addressed.

4.1.4. To raise awareness of, and increase engagement with, the work and outputs of the CPIB across all key CP stakeholders

5. Engagement Strategy

5.1. The draft engagement strategy outlines the key stakeholder groups to target and the delivery channels to use. Leads have been proposed for each, highlighting a key role for Board members in championing this activity.

5.2. In addition to the core messaging outlined, the CPIB work programme identifies specific areas where engagement activity should be focussed. Workstream leads will use the strategy to co-ordinate engagement with key stakeholders across each of the following work streams:

- Strengthened leadership and influence at CP level
- Community participation, particularly hard to reach groups, vulnerable communities and communities of interest
- Effective decision making and good governance
- Innovative approaches to joint planning, service design and resourcing
- Availability and use of high-quality local data and insights to support decision making
- Supporting innovation, improvement and sharing best practice
- Strengthened leadership and influence of CPIB
- Measuring success of CPIB

5.3. It is proposed that 'Learning from Engagement' will be included as a standing agenda item on CPIB board meetings, placing an expectation on each board member to share ongoing learning from the engagement activity. This will be minuted and will support the bringing together of evidence to inform the ongoing work programme. Inclusion on the agenda will also allow the board to adopt a forward-looking approach to consider upcoming issues they wish to engage with key stakeholders on, e.g. the Community Planning Review.

5.4. We will use the CPIB Website (http://www.improvementservice.co.uk/cpib.html) to share learning from engagement activity alongside regular updates against the work programme. The website outlines the revised purpose and membership of the board and signposts to the Community Planning Support Portal and Community Planning Network on the Knowledge Hub. It will be helpful for other CPIB members, particularly other improvement bodies, to signpost to the CPIB website from their own website.

6. Monitoring and Review

6.1. The engagement strategy is incorporated within the revised CPIB work programme to allow for regular monitoring of progress and review where appropriate.

Stakeholder Group	Delivery channel	Delivery lead	Core messaging
Chief Officers/senior leaders within each of the statutory and non-statutory Community Planning Partner organisations	Board members will use their role as senior level representatives within their own organisations/networks to provide a direct route to senior level CP stakeholder engagement via regular inputs and updates. This will provide a regular opportunity to gather feedback from key stakeholders and to share CPIB outputs In addition to regular updates provided by individual board members, an annual CPIB report will be developed by board members to share within their organisations/networks	Board members will each have responsibility for engagement within their own organisations/ networks Nominated Board members to engage with partners not represented on the CPIB	1. To understand the experiences, successes, challenges, and needs of those involved in Community Planning 2. To gather concrete examples of barriers and successes from CP stakeholders to contribute to the growing evidence base
National Leadership Groups	Formal regular reporting by individual Board Members within their own leadership groups An annual CPIB report will be developed by board members to share within their own leadership groups	Board members will each have responsibility for engagement within the leadership groups they are members of	3. To promote expectations, clarifications and good practice principles in relation to community planning 4. To promote evidence in relation to what is working well in improving community planning, or what change is needed to improve community planning
CPP Chairs	In-depth discussions with 6 CPP chairs (selected to represent a mix of urban/rural/large/small partnership	Improvement Bodies (IS/HS)	
CP Managers	Regular inputs/sessions at the CP Managers network meeting and use of CP Knowledge Hub for ongoing two-way engagement An annual CPIB report will be produced and shared with CP Managers Network	Board representative for CP Managers Network	5. To explore the wider system change needed to drive the desired improvements in public service reform
Senior policy makers and politicians	Input and submissions to key Scottish Government Committees, Cabinet Groups and Policy Subgroups, as identified within individual work streams. A forward schedule of key dates of committee meetings and planned policy and legislative developments could be created to ensure we are aware of key dates and timeframes. An annual CPIB report will be produced and shared with relevant committees and groups	Board representatives for Scottish Government and Collective CPIB members	6. To promote offers of support for community planning partners/partnerships 7. To promote the focus/progress/work of the CPIB and identify opportunities for stakeholders to feed into and inform this
Community Groups	Ask CP managers to share feedback from engagement with community groups via the CP Managers network and CP Knowledge Hub	Board representative for CP Managers Network	
Regulatory and Inspection bodies	Collective input at Strategic Scrutiny Group An annual CPIB report will be produced and shared with regulatory and inspection bodies	Board representative from Audit Scotland and Collective CPIB members	

Community Planning Improvement Board

February 28th, 2019

Community Participation Action Learning – Key Recommendations

1. **Purpose**

    1.1. This paper presents a summary of the emerging themes from the Community Empowerment action learning process in 2018 and asks the board to consider what role they might play in progressing the recommendations identified.

2. **Recommendation**

    2.1. It is recommended that the CPIB:
    2.1.1. Notes the learning and recommendations at the various levels
    2.1.2. Discusses the national recommendations and consider what role the CPIB might play in progressing these
    2.1.3. Considers the report within the context of community participation workstream in the revised CPIB work programme

3. **Background**

    3.1. The Community Empowerment Action Learning process was delivered by the Improvement Service and Scottish Community Development Centre and took place between the months of February and May 2018. The aim of the action learning process was to enable Community Planning Partnerships (CPPs) across Scotland to share experiences in relation to the meaningful engagement and participation of communities in community planning processes, develop learning, take actions to improve practice and reflect collectively on opportunities and challenges in the current context. 27 CPPs participated in the process.

    3.2. This report is intended to provide learning for CPPs, Scottish Government and other key stakeholders on what helps to improve community planning processes, and what still needs to change in tackling operational, structural and cultural barriers. The paper can also be used by CPPs as a learning resource which showcases good practice, and highlights lessons learned.

    3.3. Sarah Gadsden, Improvement Service, is meeting with SCDC Director on Friday 1st March and will feedback and progress any action agreed by CPIB.

Community Participation Action
Learning Report

Contents

Purpose

The purpose of this paper is to provide a summary of the emerging themes from the community empowerment action learning process which took place between the months of February and May 2018.

The aim of the action learning process was to enable Community Planning Partnerships (CPPs) across Scotland to share experiences in relation to the meaningful engagement and participation of communities in community planning processes, develop learning, take actions to improve practice and reflect collectively on opportunities and challenges in the current context.

In framing the action learning process, consideration was given to Part 2 of the Community Empowerment Act and the National Standards for Community Engagement (Figure 1) which define community engagement as:

"Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences".

Updated in 2015, the National Standards for Community Engagement are good-practice principles designed to support and inform the process of community engagement and improve what happens as a result.

The findings are intended to provide learning for CPPs, Scottish Government and other key stakeholders on what helps to improve community planning processes, and what still needs to change in tackling operational, structural and cultural barriers. The paper can also be used by CPPs as a learning resource which showcases good practice, and highlights lessons learned.

Figure 1 – National Standards for Community Engagement

Inclusion
We will identify and involve the people and organisations that are affected by the focus of the engagement.

Support
We will identify and overcome any barriers to participation.

Communication
We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.

Impact
We will assess the impact of the engagement and use what has been learned to improve our future community engagement.

Planning
There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.

Methods
We will use methods of engagement that are fit for purpose.

Working Together
We will work effectively together to achieve the aims of the engagement.

Background

The community empowerment action learning programme took place over four months. It revolved around two sessions of regional 'clusters' of CPPs with an opportunity for individual CPPs to put their learning into practice in the period between the sessions. The first session provided an opportunity to share stories of practice and identify actions to be taken at local level; and the second provided an opportunity to reflect on the actions taken, identify key areas of learning, and follow up on what had been achieved.

The programme was delivered in five regional clusters across the country and twenty-seven CPPs participated. The CPPs who did not participate for logistical reasons and/or financial constraints were able to contribute their views through specific meetings or online.

The sessions were organised and delivered by the Improvement Service (IS) and Scottish Community Development Centre (SCDC), with local venues provided by the participating CPPs. The programme was funded by the Scottish Government.

Key Themes

The report has been split into five 'headline themes'. The themes reflect the broad range of inputs from participating CPPs across the two sessions. They are:

1. Information and Knowledge
2. Building and Developing Relationships
3. Communication and Participation
4. Participation Methods
5. Changing and Sharing Power

Illustration of themes from the Shared Learning Event in September 2018

The following sections provide a summary of the key issues and learning points generated by CPPs at the events under each theme. This is followed by some observations and reflections by IS and SCDC as facilitators of the programme, and the last section contains recommendations from IS and SCDC on next steps that will build on the strengths of the programme and facilitate improved community participation by CPPs in Scotland.

Theme 1 – Information and Knowledge

This theme was widely discussed over the two sessions, covering all aspects of gathering and analysing data, and the sharing of information and knowledge across the community planning partnership and communities to inform decision making at a strategic and operational level.

- Many CPPs have focused on gathering data to inform the priorities within Local Outcomes Improvement Plans (LOIPs) and Locality Plans. However, a key challenge is to get better at sharing data, knowledge and intelligence, across councils, community planning partners, the third and private sectors to more intelligently inform decision making.

- Limited resources prevent CPPs from developing the skills to properly gather, analyse and interrogate data as much as they would like to, and better collaboration and sharing across CPPs around good and innovative practice would be beneficial to ensure CPPs are "making the best use of the data we have".

- Whilst most CPPs undertake mapping exercises focused on available assets, opportunities for engagement and local resources to inform a more collaborative approach to planning and decision making, some are also mapping all current engagement across community planning partners with the aim of reducing duplication and developing a more coordinated approach to engagement across the CPP area.

- Quantitative data should be "double-checked" with communities to ensure that it reflects their lived experiences as there is potential danger in making judgements (around planning and resources at a strategic level) based solely on quantitative data that does not also consider the value of added qualitative information from people and communities.

- Data used by CPPs should be made available to communities to ensure transparency and would go some way to tackling any issues around trust and how data is used, (for example providing up to date information on building running costs where asset transfers are being discussed.)

- With regard to performance information, CPPs indicated that they are working in a complex system but are still trying to measure performance using linear indicators, therefore a mixed system where they not only measure progress but supplement this with qualitative (anecdotal) evidence, focus groups, feedback from meetings, etc. and building on learning which has been identified by the sharing of good practice is required.

The National Standards for Community Engagement highlight the importance of access to information and how it's used. This is incorporated most significantly in the Planning and

Communication Standards which state that: 'partners are involved at the start of the process in identifying and defining the focus that the engagement will explore'; 'information is made available in appropriate formats'; and 'without breaking confidentiality, participants have access to all information that is relevant to the engagement'.

We would consider this a fundamental threshold for sharing information about community engagement by CPPs, however in relation to community participation there are other points to consider, such as:

- What do communities say of their experience of participation and how are CPPs collating and analysing this information to improve practice?

- How do partners take equal responsibility for community participation including coordinating activity and sharing resources?

- How do communities tell their stories and are how are they heard rather than a reliance on the stories CPPs construct through (largely) SIMD data? How can this have equal status?

- How do communities influence what data should be gathered in the first place?

CPPs may benefit from placing a greater value on information and knowledge generated through community engagement and participation activities. Participation should not be restricted to 'double checking' priorities that have been identified through quantitative datasets and/or how these can be achieved but can also help CPPs with setting priorities based on what's important to the community.

Table 1 – Information and Knowledge: Example

West Lothian CPP: Joining up Regeneration and Community Planning

What was the Problem/Issue?

The Community Empowerment Act stipulated the need to develop locality plans. At this point West Lothian had already developed the concept for regeneration plans, and so the CPP agreed to use the eight regeneration plans as the basis for their locality plans. The focus of the work revolved around ensuring that the process was joined up and a wide range of partners, including community organisations, were actively engaged.

What did we as a CPP do?

There are now 13 individual regeneration areas (two of the eight regeneration areas were quite big and widespread and the communities wanted them split into smaller localities), all with steering groups that are supported by a regeneration officer (there are five regeneration officers covering the 13 areas). Key themes and issues have been identified by each local regeneration group. Local actions have emerged which are relevant to local communities but also relate to wider priorities. Plans are at draft stage and we now want more community involvement at strategic level. The process is not complete yet, but we feel like we have made a good start in involving communities.

What helped us to improve community participation?

Robust community engagement. Evidence from community engagement was sometimes different from what the statistics were saying so the challenge was to marry them up (a balancing act). We have thought about who we are trying to engage, and how. Previously we had tended to talk to the same people all the time, but have worked hard to change this e.g. in Whitburn we undertook a community engagement exercise with the food bank; the anti-poverty strategy was presented, and by making it public it naturally brought new people to the table.

What were the barriers to improving community participation?

Membership includes the full range of CP partners. However, there isn't consistent membership in each area, for example in some areas GP surgeries have engaged whereas in others not so much. Participation also varies between groups depending on which organisations are present in each area. The process around community participation is lengthy and involves evidence gathering; asset mapping with the community to try and identify gaps; highlighting opportunities; raising awareness of the assets available in the areas; and promoting use of them. This doesn't always fit with strategic planning timescales.

What are we learning?

There are key aspects of the community engagement work that we're learning from. Sometimes when you think you've done really well / reached out to the right people you find out that perhaps you could still do better – need to go to places where people are – shop, bus station, job centre, local pub – get people who are not engaged with this at all and develop methods to find out their needs and aspirations. Don't ignore groups you already have engaged with - reach out to them and be proactive.

When thinking of the purpose of engagement, consider how you phrase things – what benefit does it bring to people giving up their time? It needs to be a two-way approach. Always keep in mind the purpose - is it to get peoples' opinions to validate plans we have or is the purpose of the engagement to empower communities?

Theme 2 – Building and Developing Relationships

The importance of building and developing relationships was a key theme raised across all the sessions. CPPs identified that many of the successes for partnerships are down to the working relationships that exist, both at a Board / thematic level, but importantly when working with people and communities.

- Relationships between the CPP (with an emphasis on the councils) and communities can often be viewed as a parent / child type relationship which can have a negative effect on the way that Community Planning Partnerships approach participation with communities, and the way communities participate.

- CPPs should treat people as active citizens rather than customers (recipients of services) and empower officers to be able to act accordingly in developing these valuable relationships.

- Building the capacity of communities to fully participate rather than engage, is exemplified by CPPs who are looking at models of governance, particularly at a local level, that seek to involve community representatives in decision-making structures. This promotes the role of CPPs as facilitators and enablers of participation, and community members as active partners which was identified by one CPP as the biggest enabler in a partnership.

- Whilst the introduction of LOIPs and Locality Planning emphasises the need to reduce inequality, and therefore CPPs will target more disadvantaged communities, many CPPs highlighted that this should not be at the expense of at least maintaining effective relationships, through participation, with all communities within the CPP area.

- Many CPPs highlighted that it is important to have continuing conversations and dialogue which prevents people from making assumptions that nothing is happening and that people are not being listened to, and helps to build these positive working relationships across partnerships.

- CPPs identified that the opportunities (and challenges) that come with social media can help to sustain participation in a time of constrained resources and not being able to always provide face-to-face contact. It was noted that future community engagement will increasingly be undertaken through digital means and that this may facilitate differing levels of participation with communities and individuals.

- There is more work to do to fully comply with the requirements of the Community Empowerment (Scotland) Act 2015 (the CE Act), that places the duty to facilitate Community

Planning on five organisations,[1] rather than just the council, as it was previously. There is still a tendency (in some cases) for councils to be viewed as the 'lead agency'.

• Also, in respect of the CE Act, and as a way of developing relationships with the community, there is a role for CPPs in making people aware of the rights they now have under the Act and how CPPs can be a partner in the process rather than just recipients of asset transfers and participation requests.

To support this the Working Together Standard from the National Standards for Community Engagement emphasises the need for communication between all participants to be 'open, honest and clear', the community engagement process to be 'based on trust and mutual respect'; and that 'participants are supported to develop their skills and confidence during the engagement'.

Table 2 – Building and Developing Relationships Example

East Ayrshire CPP: Transformational Community Representation

What was the Problem/Issue?

Community Councils were represented by two organisations whose remit was undergoing a period of change and the CPP wanted to ensure that it was still appropriate for them to be the sole community representatives. The CPP sent a survey to all Community Councils in early 2016 asking them if they felt they were adequately represented and how they felt representation could be strengthened.

On the strength of these results a consultation event was held for community organisations as well as Community Councils to inform them about the existing Community Planning Partnership, how it works and to hear their ideas about how the community could be represented at a strategic level within the partnership, and how communities can be more effectively involved in community planning.

This conversation took place at a time when the whole relationship between the Council, its community planning partners and local communities was being transformed through the work of Vibrant Communities, within the broader context of the community empowerment legislation. The focus was increasingly on an asset-based approach; working with rather than for our communities ; listening to them; valuing their knowledge, skills and experience; and most importantly, empowering them to shape the future development of their own, sustainable communities through the development of community led action plans. It was

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1   Council, NHS, Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise (or Highlands and Islands Enterprise, where applicable).

therefore essential to ensure that there was strong and effective community representation in the partnership's strategic decision-making structures.

Within this wider context, and informed by the results of the Community Councils' survey and feedback from the consultation event, it was felt that it would be more effective for communities if membership was widened out to include representation, not only from Community Councils, but also from Community Led Action Plan groups.

What did we as a CPP do?

Through Vibrant Communities, all Community Councils were contacted with an outline of the purpose of the Community Planning Partnership and the contribution required from Community Representatives. Two representatives were identified one from the North of the Authority and one from the South.

The Community Action Plan Forum was provided with similar information and identified two representatives. Again, one from the north and one from the south of the authority.

What helped us to improve community participation?

All representatives were given an induction to ensure that they understood who was involved in the Partnership, what areas the CPP had responsibility for and what the expectations of the Community Representatives were.

The representatives worked with Vibrant Communities to develop a framework for communicating with Community Councils and the Forum. They were also allocated a worker who could support them between meetings to ensure that they understood what they had to do, assist them to share information with communities and offer support if necessary.

A member of CPP met with all representatives before meetings to go through the agenda and any supplementary papers. This ensures that everyone is aware of the areas to be discussed and has a stronger understanding of the information and the effect it may have on communities. They also have the opportunity to ask questions about anything they are unclear about in a more relaxed setting.

What were the barriers to improving community participation?

Timing of meetings:

- daytime does not suit those who work daytimes
- information is received very close to the meeting so the representatives may not always have enough time to consult the wider group in advance.

It has been a steep learning curve for the representatives as they are involved in areas they may not have previous experience in. They can sometimes be overwhelmed by the amount of paperwork attached to one meeting.

What are we learning?

The importance of ensuring that our committee reports and community updates contain less jargon and are more accessible – this is an ongoing area for improvement, but the focus is increasingly on reporting to and communicating with our communities, and our reporting materials/methods are being reviewed and adapted accordingly.

That truly empowered community representatives bring a fresh viewpoint to the strategic decision-making forum and can provide a valuable and constructive challenge from a genuine community-based perspective.

That effective community engagement supports and improves two-way communication, both empowering communities to feed into the strategic decision-making process and also, importantly, providing a conduit for the strategic direction to be shared with communities – closing the circle and ensuring a common 'golden thread' between all of our work to achieve improved outcomes across East Ayrshire.

Theme 3 – Communication and Participation

Clear communication, language and open and honest dialogue with communities was viewed as important in bringing people and communities 'on board' and encouraging them to participate. Part of this is recognising that each locality (within a CPP) is different and therefore partnerships have to adapt accordingly – there is no 'one size fits all approach'.

- CPPs should articulate to communities the benefits that come from the participation process – it must demonstrate value otherwise communities may become disenfranchised.

- Many CPPs also highlighted the issue that has been considered for some time around engagement and participation, i.e. how do we reach out to all communities. Several CPPs offered examples around where they are making progress in reaching out to all communities, particularly those who experience disadvantage and who may not have the skills and resources to be able to participate. One of the participating CPPs identified their work with schools as a means of not only engaging with children and young people but also as a way of engaging with parents.

- CPPs identified that it is important to check the perceptions of the people and communities we engage with to find out whether they feel their input was valued as part of the process.

- Participation will be new to a lot of people in communities therefore there should be discussions with communities around how best to build on initial engagement to facilitate their ongoing participation.

- Many CPPs identified 'honesty' as central to effective communication and participation. Clarity on the scope of what can and cannot be delivered within resources is critical to managing expectations and helps prevent community members from becoming frustrated and cynical which are deterrents to future participation.

- From an internal perspective, many CPPs identified that they would benefit from a multi-agency communications strategy to ensure a joint approach that promotes the aims, outputs and general branding of the partnerships. This approach would allow the CPP to clearly communicate current and future engagement events and reduce the potential for overlap and duplication.

- Partners organisations have different definitions and viewpoints around engagement and participation so use of a 'common language' will ensure a shared understanding both within the CPP but externally with people and communities.

The 'Working Together' and 'Communication' standard of the National Standards for Community

Engagement identify a range of key 'how will we know?' statements that exemplify many of the opportunities / challenges identified above. In particular they emphasise the need for: 'information on the community engagement process, and what has happened as a result, (being) clear and easy to access and understand'; systems being in place to 'make sure the views of the wider community continuously help to shape the engagement process'; and that 'feedback is a true representation of the range of views expressed during the engagement process'.

Table 3 – Communications and Engagement Example

Stirling CPP: Improving Participation (including Learning from Participatory Budgeting)

What was the Problem/Issue?

The CPP recognised that the previous 'one-size fits all' approach is no longer a suitable approach for enhancing and improving community participation given the differences across the area (from urban to rural).

What did we as a CPP do?

In developing the Local Outcomes Improvement Plan, the CPP agreed to split the area into 4 localities (Urban North, Urban South, Rural North and Rural South). By adopting this approach, the CPP were keen to learn more and increase their understanding around participation in each of the areas.

What helped us to improve community participation?

The CPP had held two participatory budgeting (PB) events (one urban and one rural) which were used not only to commence a programme around PB but also to develop a better understanding of what is required for effective community empowerment and participation in the process. The CPP has also supported community led plans, with partners providing support to ensure that they are delivered. Furthermore, there is a recognition that the Council has a good record on asset transfer.

What were the barriers to improving community participation?

The CPP recognises that affluent areas are better at engaging in the process and therefore it needs to focus on building skills and capacity in those communities who are so far not engaged. In addition, the CPP cannot assume that what works in one area will automatically work in another. The CPP has to date undertaken a number of engagement exercises and evaluations (e.g. around the effect of PB on community engagement teamwork), however the impact or the effectiveness is not always apparent. Its therefore difficult to make a judgement on what works.

What are we learning?

The CPP is learning that even though they undertake community capacity building, there is a need to approach this in a more joined-up manner across all CPP partners. It is hoped that this would bring an enhanced level of resource and experience from across a range of agencies that could be utilised in enabling community to better participate in the decision-making process. It is also not just about the 'traditional' CPP partner agencies or Council services but that there is an increasing role for schools and Headteachers who have been pivotal to what has been achieved to date. With that in mind the CPP wants to develop new partnerships, e.g. local businesses, equalities groups, young people, older people, ethnic minorities, people with disabilities, migrants and existing community participation bodies. The CPP also acknowledges that not everyone wants to engage or participate. Therefore, it needs to understand what people understand by empowerment.

Theme 4 – Participation Methods

There was broad agreement across the sessions that there is not one single method or process of developing community participation. In fact, the opposite is true. To secure effective participation as partners, we need to ensure that we adapt to the needs and expectations of each particular locality or community of interest.

- CPPs indicated that despite the opportunities brought about by the CE Act, not every person or community wants to engage or be part of an ongoing participation exercise. Some people want none at all, some just want to be informed, some want to engage now and then and some want to be active participants.

- Accessibility is key - CPPs need to ensure that everyone has equal access to participation opportunities and provide a variety of ways that enable them to participate. This will also provide people a choice in how, and at what level they choose to engage and participate.

- Recognising diversity and 'hearing the hidden voices' means CPPs need to think differently about reaching those most marginalised, providing different routes to participation and learning from practice elsewhere. This also means speaking to people about what they want, need or aspire to and not assuming that we think we know the answer. Participants said that we must 'hear' what people are saying, and not just 'listen'.

- There were a range of good examples of engaging with people in different ways to secure their participation, for example, through local schools (which can be a powerful community hub), GP surgeries, supermarkets and day centres. CPPs were keen to point out that we need to go to the communities where they interact and not expect that they will come to us. Engagement methods that cost the most, may not be the most successful, e.g. hiring a space and paying for catering will incur more costs than speaking to people at the local shops or supermarket.

- CPPs should enable officers to test out different approaches to engagement. They need to be willing to take risks, have an open conversation about potential risks, learn from mistakes and as a result not feel that they are under pressure if a particular engagement method fails to achieve its intended results.

- CPP engagement is not just about how the CPP engages with people and communities. CPPs should also recognise the part that local community members and volunteers play in terms of being able to provide additional capacity, expertise, and local leadership to address issues and priorities.

Inclusion and the use of inclusive methods are key principles within the National Standards for Community Engagement. The Inclusion Standard states that: 'we will identify and involve the people and organisations that are affected by the focus of the engagement' while the Methods Standard emphasises: the need to 'use methods of engagement that are fit for purpose'; that 'methods used are acceptable and accessible to participants'; and that 'the methods used are evaluated and adapted, if necessary, in response to feedback from participants and partners'.

Table 4 – Engagement Methods Example

Inverclyde CPP: Our Place, Our Future – A Community Engagement Approach to Strategic Planning

What was the Problem/Issue?

Inverclyde CPP were keen to work with communities across Inverclyde to develop their Local Outcomes Improvement Plan (LOIP) to ensure that the plan prioritised the outcomes and activities that would make the most difference to people's lives and in recognition of the fact that communities themselves hold the answers to the problems experienced by those living in their area.

What did we as a CPP do?

In 2016, Inverclyde CPP undertook an extensive 6-month community engagement with stakeholders across Inverclyde via a survey and a series of community events.

Using the Place Standard tool, Inverclyde CPP's 'Our Place Our Future' survey aimed to capture people's views on a wide range of themes affecting the local community including housing, safety, public transport, facilities and local amenities and play and recreation. An adapted survey was also developed to consult with children and young people, with questions tailored to suit a young audience.

This was the largest consultation ever undertaken by Inverclyde CPP, with almost 2% of residents aged 16 and over completing the survey. This was the highest rate of engagement Inverclyde CPP had ever achieved, with the findings from the consultation directly informing the key priorities that were included in the LOIP.

What helped us to improve community participation?

The CPP used a wide range of mechanisms to reach as many people as possible, including: social media and online advertising; a series of community 'drop-in' days across Inverclyde; stalls in public places with high footfall and engaging with existing community networks and groups.

This work was helped by the CPP receiving a small amount of funding from the Big Lottery Fund, which provided additional resources to coordinate the consultation and produce marketing materials.

What were the barriers to improving community participation?

The CPP initially struggled to engage with certain groups of people and quickly found that different methods of engagement were effective in engaging with different groups. Importantly, the CPP found that inviting members of the community to come to engagement events at venues that the CPP had hired was less effective, and more expensive, than going to places where members of the community regularly visit. For example, the CPP learned that undertaking consultation in shopping centres and supermarkets proved highly effective in reaching groups that would not normally engage with these processes.

What are we learning?

Importantly, Inverclyde CPP were keen that the consultation would not be a one-off exercise and plan to repeat the process in 3 years, to understand the progress that has been made in addressing the issues that members of the community highlighted as being most important to them.

Capitalising on the high levels of community engagement that the 'Our Place, Our Future' consultation achieved, Inverclyde CPP also aims to continue to work closely with the community in delivering the LOIP.

Theme 5 – Changing Culture and Sharing Power

The final key theme is around changing culture and sharing power. Overall, this was the most discussed area across the two sessions. It focused on the following:

- Strategic leadership throughout the CPP - the role this plays in empowering staff to enable them to develop relationships and make decisions with the community and developing trust between agencies and people.

- Planning - focusing on the number of plans and policies that exist, and the impact on the need to engage with people and communities.

- The impact of Participatory Budgeting - what it will mean, what we can learn, and how effective is it in encouraging participation and producing real, tangible impacts for communities?

- The need to develop the skills and knowledge of Elected Members – i.e. around the different methods for engaging with and securing participation from communities.

- The expectations around how long it can take to develop relationships between community planning partners and communities and the subsequent outcomes for that effort.

- The need to look at new ways of working - what can CPPs do (or need to do) differently that will ensure everyone has the opportunity to participate in the CP process should they wish to do so.

In relation to the above, there was a view that there needs to be a political and strategic cultural shift (around sharing of power) that trusts and empowers people and communities to do more for themselves. This would emphasise the role of CPPs in enabling and facilitating, not only communities, but also officers in being able to make decisions that would allow this culture change to develop.

As one CPP stated, the process needs to be community-led through increased participation, where officers are seen as offering guidance in how to progress actions around community priorities. Another highlighted that we need to work towards having more community-led processes as communities know best where support is needed and who needs it most. With that in mind there needs to be a clear understanding around peoples' roles and responsibilities, both from an organisational perspective but also those that can be undertaken by communities. Part of this is also about developing an honest understanding around what leadership looks like (and means) at different levels, i.e. political, organisational/corporate and community.

In terms of planning, many CPPs identified that community planning is subject to a plethora of plans that require a "CP input", all of which seek to involve communities in their development. As a result, we need consider what impact this has on communities and the potential for duplication of effort, i.e. CPPs need to set the conditions for effective participation across the area to inform planning as it happens rather than sporadic engagement each time a new plan is being developed.

There was broad agreement that the introduction of Participatory Budgeting (PB) has introduced a new dynamic to wider participation and engagement. It is viewed as an opportunity for communities to become active citizens and lead on a process from the start rather than be passive recipients of money and services.

However, in implementing PB, one of the regional groups highlighted that there is a potential for it to create competitiveness between community groups (leading to disengagement) and that we need to be aware of this and ensure a more collaborative approach to making connections and support between groups. Furthermore, there is a need to ensure that PB delivers empowerment and is not a mechanism to fund groups who would normally access alternative funding arrangements.

One CPP noted that consideration should be given to ensure that the PB process is made less onerous for officers (in terms of scrutiny and accountability of relatively small sums) to support them in using this approach with communities.

There is a clear need for Community Planning to be more purposeful and to achieve real, positive change for communities. This is highlighted in the Impact Standard of the National Standards for Community Engagement which emphasises the need to ensure that: the 'outcomes the engagement process intended to achieve are met'; 'local outcomes, or services, are improved as a result of the engagement process'; and 'feedback is provided ... on how the engagement process has influenced decisions and what has changed as a result'.

Table 5 – Changing Culture and Sharing Power Example

Midlothian CPP: Community Involvement Through Participatory Budgeting

What was the Problem/Issue?

Making a start on participatory budgeting in our target communities making use of the resources available within the community work team to pilot this approach.

What did we as a CPP do?

The community work team piloted participatory budgeting in deprived communities in Midlothian. We received match funding from NHS Lothian Health Promotion and Scottish Government for 3 pilots then a second phase of 3 further pilots on topics decided locally in each of the 3 communities. The team worked hard on developing and reviewing the process to make it as open and as democratic as possible and had an external review after phase 1. Participants' feedback was gathered and short YouTube clips made to present the work to wider CPP and public (online).

What helped us to improve community participation?

There is a good long-standing relationship between the community work team and the third sector and there are ongoing honest conversations. People in the community who have been actively involved in participatory budgeting have been very positive. It has brought a lot of networks together to have important conversations.

What were the barriers to improving community participation?

Unexpected sources of challenge emerged including disagreements internally about this form of participatory budgeting, which used in grant making posed a threat to funding of the voluntary sector because it was seen that it might take away links to policy priorities and evidence of need in using micro funding. Certain partners argued that panels including professional staff could make a more informed decision.

What are we learning?

The complexity of power shifts between community, elected members and the professional staff in council and third sector. We are learning more about Participatory Budgeting. It is intended to be a deliberative process where voting takes place after all voters have been fully informed and engaged with evidence of need, demand and ability to deliver have been understood. In practice this is a very high standard of participation to expect and requires significant amounts of staff resource to deliver leaving questions of long term sustainability. The use of small grants as a pilot has not yet had any impact on the wider expectation of council allocation 1% of the total budget through participatory budgeting model, but has raised the profile of the key challenge which is around a shift in power and control, investment in public engagement and trust in shared decision making approaches.

Our Observations and Reflections

The key themes that emerged from the action learning process ranged from information gathering/sharing, to working relationships with communities, to achieving real impacts for the most disadvantaged communities.

Discussions on information and knowledge seemed to focus largely on the ability and capacity of CPPs to share (statistical) data and intelligence across their systems to identify priorities and allocate resources, but not necessarily to routinely collate knowledge and improve understanding about the quality and impact of community participation by the CPP. Furthermore, it was highlighted by many participants that community engagement is happening all the time and there is a need for partners:

- to share and consider the learning that already exists rather than starting from scratch each time they want to know something, and:

- to better coordinate the community consultations and engagement that are undertaken so they generate learning on multiple topics (rather than individual partners undertaking consultations in silos)

Although there are attempts to collate information across community planning partners on current community engagement processes to reduce duplication and better co-ordinate engagement, current systems and/or a dedicated mechanism to facilitate analysis and shared learning about community participation within and across CPPs is lacking. The development of the CPP Portal was highlighted as a potential vehicle for starting this culture of sharing information, which could complement the move towards CPPs creating their own mechanisms locally to co-ordinate and share practice for community participation.

There is perhaps a sense amongst some CPPs that 'community participation' is something they still 'do to' communities, and there may be benefits in CPPs exploring how they can help to facilitate empowered communities, so they can participate and engage on their own terms.

There needs to be strong buy-in at a CPP board level for ensuring community engagement and participation is supported in a meaningful way, and a clear connect between the activities being undertaking on the ground (and the learning generated from this) and the priorities being set at a CPP Board level. The level of participation in the action learning events from those at CPP Board and Executive levels was lower than that of CPP officers operationally responsible for community engagement and participation. Whilst this is welcome for the purpose of sharing learning between those officers with a high degree of knowledge and expertise about community participation, we were left unsure as to how Board and Executive level members

see their leadership role with regard to community participation. Non-participation in the programme by Board and Executive CPP members will be due to any number of factors, and we are not suggesting it is an indication that they do not play an active role in supporting community participation nor have an interest in learning about the operational challenges involved, however it would have been advantageous to include their perspective in the discussions.

There appears to be an unbalanced power differential between communities and CPPs and a sense that communities still seem to be passive in the process of community planning. This reinforces the importance of building capacity to participate in decision making, not just engage in the development of CPP plans and strategies which can often exclude from scope the things communities are passionate about. Supporting community participation at a grass roots level and incorporating this into higher levels of strategic decision making is a bridging process that could result in benefits for all involved. Quite often the two are too distant and divorced from each other to make appropriate links and connections that would not only improve process outcomes, but impact positively on CPP outcomes. This came through strongly at times with many participants highlighting the disconnect between community and strategic priorities and the need to demonstrate the positive impact for communities of good community planning. There is a need for CPPs to more clearly identify what is changing as a result of community planning processes and what the outcomes of robust community participation are or can be.

Next Steps

There are key strengths to build on from the programme that would facilitate the improvement of community participation by CPPs. This would not only benefit community planning partners and the communities they work with but would be of interest to Scottish Government and other national and local agencies seeking to improve their skills and practice to better work with and within communities.

From the final recall session with CPP participants and other stakeholders to highlight issues raised in the process, we asked what action could be taken by CPPs, for CPPs and with CPPs. A range of actions were identified with key priorities emerging as described below.

'By Us' – suggested actions that CPPs can take themselves:

The top priorities were:

1. Empower and support all levels of public service staff to make decisions and take control – this clearly reflects feelings of lack of power and control particularly at operational level.

2. Be agents of change around participation (have courageous conversations and identify allies within the CPP) – this reflected a feeling that the key people who can drive participation are the people who are actively involved but they need to try and develop this more widely throughout their CPP.

3. Support communities to take risks – this reflected the need to be less risk averse within our community planning processes.

'With Us' (locally) – suggested actions that CPPs can take with others at a local or regional level:

The top priorities were:

1. Remove fear of failure (just try things) – this ties into the risk-taking point made in the previous section.

2. Build alliances across CPPs and have a couple of CPPs take part in action research on how to change culture – this reflects a strong desire amongst the participating CPPs to continue to learn from one another and to maintain the working links that have been established.

3. Recognising that genuine participation benefits people's lives and public services – this strongly supports the views coming through the action learning process about impact and real change.

'For Us' (national level) – suggested actions that national bodies can take to support the local/regional developments as outlined:

The top priorities were:

1. The development of a community participation/skills framework (and associated quality standards) to be embedded in induction, job roles across the board.

2. Support for CPPs to take risks and learn from this – again this reflects the actions outlined in previous sections.

3. Community and CPP views, experiences and information to influence decisions at national (and international) level – this reflects a broad concern about the potential for community planning to be disconnected from wider decision-making processes.

4. Support to develop outcome measures as part of a framework to implement the Community Empowerment Act – there were clear indications from participants that we need to be able to measure and evidence impact of the benefits of community participation in community planning.

Recommendations on next steps that will build on the strengths of the programme are:

• Development/co-production of a resource on community participation for CPPs. This would include this report and learning materials from the programme, continued development of the Innovation Exchange to share examples of community engagement from the programme and to share examples of future engagement from CPPs. Examples should be brief and include contact details so further information could be sought if required.

• Continued networking amongst CPPs with an explicit focus on improving community participation (in their regional clusters or other appropriate geographical groupings).

• Support from national level for continued action learning amongst CPPs on community participation.

• Further development of outcome measures and frameworks that will help CPPs to measure, evidence and demonstrate the impact of community participation on improved outcomes for communities.

References and Links

Innovation Exchange
www.innovationexchange.scot

Local Outcomes Improvement Plans Stock-take — Emerging Themes
www.improvementservice.org.uk/documents/community_planning/loip-stocktake-emerging-findings-may2018.pdf

Community Planning after the Community Empowerment Act: The Second Survey of Community Planning Officials in Scotland
http://whatworksscotland.ac.uk/publications/community-planning-after-the-community-empowerment-act-second-survey-of-community-planning-officials

Community Involvement in Community Planning — Learning Report
www.scdc.org.uk/s/Community-involvement-in-community-planning-Learning-report.pdf

Community Planning in Scotland
www.cpsupport.scot

1

FRAMEWORK FOR REVIEW OF COMMUNITY PLANNING

Model of Community Planning (CP) in light of CEA part 2 and associated guidance
How Public Bodies work together and with the local community (and others) to plan for, resource and provide services which improve local outcomes with a view to reducing inequalities.
The focus here is on disadvantaged communities with an emphasis on a small number of priorities rather than CP in its entirety.

The Act and Guidance describe a way of working rather than a prescription of what to do.

2

1 - Partnership Working including Collective Leadership
Statutory partners work together to plan and deliver outcomes, aligning priorities and resources through collective leadership.

2 - Ambition of CPPs
Partners are ambitious about the impact they seek on locally identified outcomes, focussing on where most value can be added, prevention and reducing inequalities.

3 - Commitment of Partners

4 - Capacity building
Partners build capacity & capability in local communities (esp. disadvantaged) to enable participation in CP.

5 - Community Participation & Citizen Expectations
Partners commit resources & work with local communities (& others) in all stages to deliver outcomes (to extent desired by communities).

6 - Evidence-based understanding
Partners use of wide range of data to inform priorities, plans, progress and sustainability.

7 - Continuous Improvement
Plans & progress are regularly reviewed & reported on to inform steps taken to improve as required.

3

1 - Shift of resources in Partnership targeting those communities with the poorest outcomes

2 – Collective leadership focused on the local and most disadvantaged and encourages innovative, tailored approaches to tackling inequalities of outcome

3 - Information sharing is improved

4 - Disadvantaged Communities have a stronger influence on service policy, planning, design, delivery & review

5 - All involved have a better understanding of:
- Each other
- Priorities
- Challenges
- Ways forward
- Progress made
- Context
- Roles, responsibilities and contributions

6 – Early indications of a shift towards preventative approaches

4

1 – There is early evidence of a decrease in requirement for crisis intervention

2 - A culture of trust exists enabling scrutiny and challenge of CP and those involved

3 - CP is operating more effectively to address inequalities of outcome

4 - Vulnerable/Disadvantaged communities perceive a positive change in services

5 - Public Services are more targeted to those most in need & where most difference can be made

5

1 - Progress on locally identified priority outcomes

2 - Reduced inequality of outcome demonstrable at local level

3 - Reduction in requirement for crisis intervention with greater emphasis on prevention

4 - Targeted communities feel more involved and that services better reflect their needs

Assumptions
- Participation is positive and effective
- More information equals better decisions
- Expectation of ways of working set out in CEA Part 2 and the Guidance are valid and will lead to better outcomes than previous ways of working

Interest in:
- Challenges/obstacles
- Enablers or conditions supporting success
- Unintended consequences (positive and negative)
- Other routes to achieving desired outcomes
- Pace and scale