



Community Planning Improvement Board

# Covid Recovery Strategy - the Role for Community Planning

The Covid Recovery Strategy [For a Fairer Future](#) sets out the national vision for recovery and the actions which will be taken to address systemic inequalities made worse by Covid, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services.

Working across boundaries to support Covid recovery will be essential and Community Planning will be a major driver in enabling this to happen. It provides a space in which public services, communities and the third sector can work together to enhance local decision making and improve outcomes.

The Community Planning Improvement Board (CPIB) provides leadership and improvement support for Community Planning in Scotland. Involving senior leaders from all CP partners, the CPIB will play a key role in supporting Community Planning to make a significant contribution to Scotland's recovery strategy and in strengthening connections that will be pivotal to supporting local and national recovery.

The CPIB recently brought together key community planning partners to consider the priorities set out in the National Recovery Strategy, and to identify those opportunities where community planning can play a defining role. The CPIB have highlighted the following key messages to inform the implementation of the National Recovery Strategy.

## What does good look like?

### 1. Supporting the shift from systems satisfying to people led

Focus is needed on how we collectively support the shift from systems satisfying to people led. Delivering progress on this paradigm shift will require a long-term view. Support will be essential to manage the here and now pressures within the current system, along with a clear commitment to overcome or remove existing barriers created by perverse incentives. Collective attention is required to make a real and sustained move from short-term targets to longer-term shifts in wellbeing outcomes.

### 2. Prioritisation & de-prioritisation

Prioritisation on a limited number of areas will be essential in focussing attention and resource where collective efforts are most necessary to support strong recovery. However, there needs to be recognition that if we are to succeed, we will also need to make difficult choices to stop doing things. As expectations grow to align with and reflect new national priorities, it will be important that local and national politicians understand and learn from local systems what are those things that are no longer priorities and that we can stop doing.



### 3. Community voices at the heart of recovery

A participatory approach to the delivery of the recovery strategy will be essential to ensure community voices, experiences and priorities are at the heart of plans. In particular, the lived experience and voices of vulnerable people will be central to ensuring dignity in provision. Empowerment and co-production are central to Community Planning approaches and will be vital in supporting this.

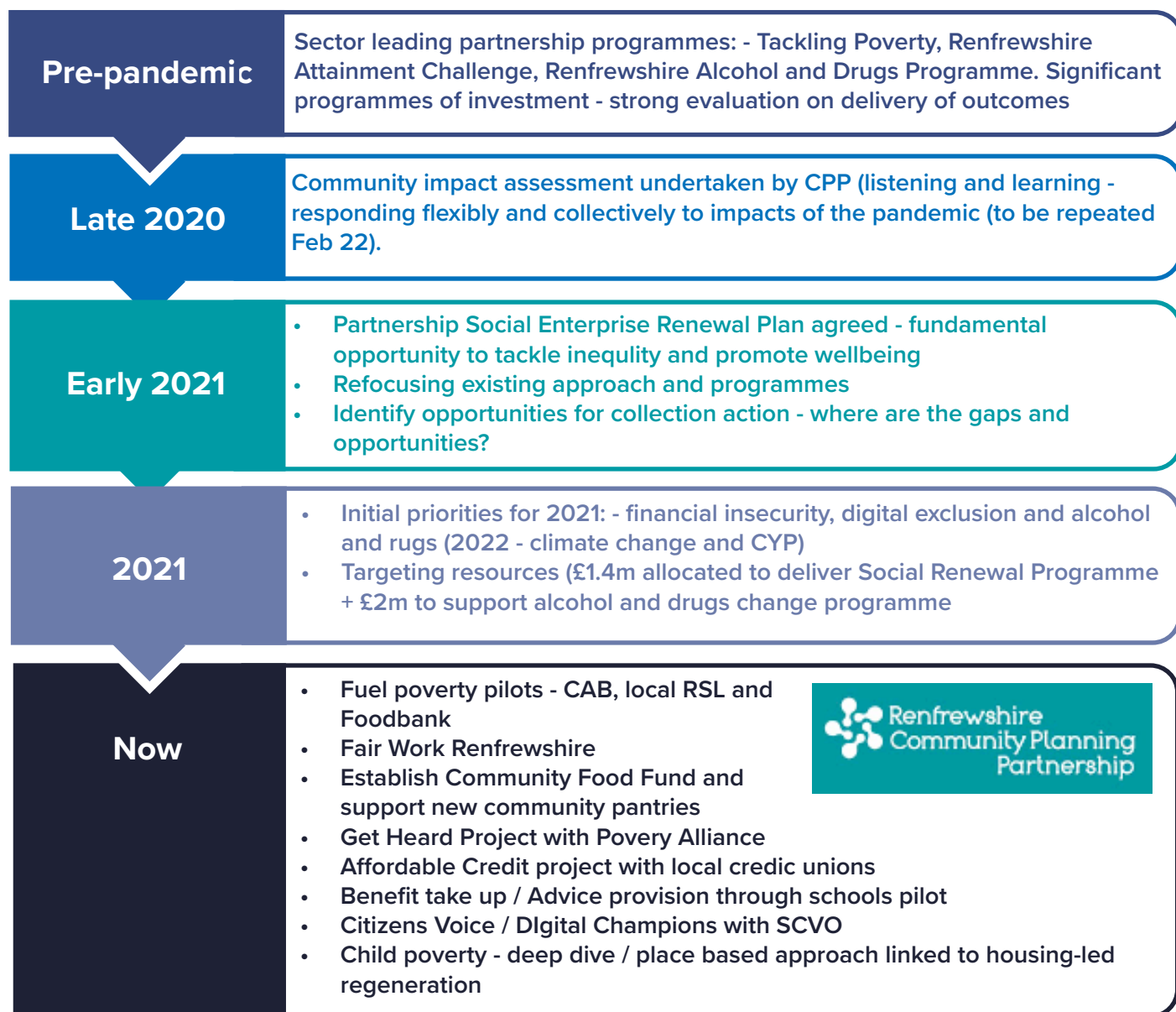
### 4. A Recovery Strategy that works both nationally and locally

Recovery will require a national endeavour and will require Scottish Government to continue and strengthen the partnership with Local Government, the Third Sector, businesses and Communities to deliver on the ambition of the strategy. Community Planning provides an established vehicle to support this.

Local Community Planning partnerships already have local recovery strategies that align to the national Covid Recovery Strategy, and these will be reflected in new and updated Local Outcomes Improvement Plans (a case study from Renfrewshire is included). Emerging actions within the Covid Recovery Strategy should be informed from the work of Community Planning, depending on what is agreed locally. It will be important to draw from this to learn about good practice, what is working, and barriers to implementation. The Outcomes framework developed to measure and report on progress of the Covid Recovery Strategy should draw heavily on local measures and what is being learned locally.



## Renfrewshire Community Planning Partnership – Resetting LOIP for Recovery



## Barriers to progress

### 5. Complexity of planning arrangements

We are facing concurrent and multi-faceted risks, and emphasis is needed on how we streamline, reduce, and make use of existing planning structures. Community Planning provides an established and essential framework for local partnership working and engagement with communities. Rather than duplicating structures, it will be vital we use Community Planning to align with recovery priorities and ensure partners are empowered to deliver on local priorities which feed into the Covid Recovery Strategy.



## 6. Supportive Governance

To simplify and deliver, we need to replicate the flexible governance that emerged during Covid which allowed a laser-like focus on our common and shared purpose. It is important to learn lessons from this period, where we came together to respond locally, regionally and nationally, developing quick and rapid structures to remove barriers, and empowering local senior officers and teams with the flexibility necessary to meet local needs.

## 7. Community Planning resourcing arrangements

Community Planning partnerships rely on partner contributions and face capacity issues as a result of these current resourcing arrangements. It would be helpful to review where there is good practice, what has worked well, and what more is needed to support progress. There may be value in considering how we formalise arrangements in relation to partner investment or dedicated resource to support Community Planning.

# Making the most of our assets

## 8. Data & Evidence

An evidence led approach to recovery will be essential. Evidence should be prioritised in relation to what practice is impactful at a local level, understanding how and why, and critically how to recreate and spread this practice. This will require us to look at recovery priorities holistically. It will be vital to build capacity and capability in this intelligence led approach to support long term and preventative investment. There is also an opportunity to learn from our data approach during Covid, including the positive example of collaboration in relation to vulnerability and harm to develop timely data reports which were useful across a range of audiences. There would be value in partner organisations working together to identify data gaps and range of data currently held to minimise the creation of additional data collection burdens.

## 9. Aligning Partner Plans

Community Planning partner organisations should consider how they can help local partners and partnerships contribute to the recovery strategy and how they can align their own strategic, financial and operational plans to support recovery priorities. This alignment is critical to working effectively across organisational boundaries and in enabling a more cohesive and joined-up approach to tackling priorities which will be more necessary than ever in recovery.

## 10. Anchor institutions

As important anchor institutions in local areas, Community Planning partners can use their procurement, employment and asset management to support the recovery priorities.

## 11. National Support and Improvement agencies

Agencies such as Public Health Scotland and the Improvement Service have an important role in aligning assets and resources to support priorities at a local level. A summary outlining the assets that could be used to support progress would be helpful in this area and would assist in identifying gaps and understanding what further support is needed.





## 12. Third Sector

The Third sector has a central role to play in Scotland's recovery from Covid-19. It will be vital to protect the capacity and financial sustainability of the third sector, in recognition of its important role in building and strengthening social capital. This has been central in maintaining a level of community resilience during the crisis and will be equally important in the period of economic and social recovery. Consideration will be needed in terms of how to ensure longer-term and more flexible funding arrangements to support this.

## 13. Business Community

The Business Community have a central role to play in relation to the Recovery Strategy, including in relation to green jobs and promoting financial security. Community Planning has a key role to play in supporting and influencing the business community to facilitate this, and in strengthening working relationships with private sector partners such as utility providers and banks.

## 14. SG Location Director Role

Scottish Government have committed to review the Location Director role so it can add most value for Scottish Government and local partners in light of current and expected priorities in a manageable way.

## Role for the Community Planning Improvement Board

The CPIB will play a key role in supporting Community Planning partners to make a significant contribution to Scotland's recovery strategy and in strengthening connections that will be pivotal to supporting local and national recovery.

## 15. Governance & Connections

With senior level commitment from all key Community Planning partners and membership on the Covid Recovery Strategy Programme Board, the CPIB will provide an important role in connecting with local systems and supporting the empowerment of partners to work across organisational boundaries to deliver on local priorities in recovery. This will be critical in supporting efforts to avoid duplication and promote connections between key agendas and structures, and is central to the CPIB Strategic Plan.

## 16. Sharing evidence and learning – Learn Locally & Promote Nationally

The CPIB will play a vital role in surfacing and promoting learning and good practice emerging from Community Planning during Covid and recovery. This will be essential as we aim to build on the successes and new ways of working that evolved during Covid and identify the local and national conditions for success that are necessary to embed these in the future.

## More Information

Visit [www.improvementservice.org.uk/cpiib](https://www.improvementservice.org.uk/cpiib) for information about the Community Planning Improvement Board

For information on and support for community planning, visit the Community Planning Network in Scotland at <https://khub.net/group/communityplanningnetworkinscotland>