

## AGENDA


**Community Planning Improvement Board  
Advisory Board Meeting, 23<sup>rd</sup> May, 2pm-4pm  
VIA Teams**






<b>Agenda</b>	
<b>1. Welcome and Introductions</b>	<b>2.00 - 2.05</b>
<b>2. Previous Minute &amp; Matters Arising</b> ( <i>Paper 2</i> )	<b>2.05 - 2.10</b>
<b>3. Review and delivery of CPIB Priorities</b> ( <i>Papers 3a, 3b &amp; 3c</i> )	<b>2.10 - 2.50</b>
<b>4. SLWG Wellbeing of Children &amp; Young People Update</b> ( <i>Papers 4a &amp; 4b</i> )	<b>2.50 - 3.10</b>
<b>5. Action Planning – Implementing ‘local’ actions identified by CPIB SLWG</b> 5.1. <i>Climate Change (Paper 5.1)</i> 5.2. <i>Financial Security for Low Income Households (Paper 5.2)</i> 5.3. <i>Wellbeing of Children &amp; Young People (Paper 4a)</i>	<b>3.10 - 3.55</b>
<b>6. AOB</b>	<b>3.55 - 4.00</b>
<b>7. Close</b>	<b>4.00</b>






## CPIB Meeting Minute

### 15<sup>th</sup> November 2022, Via TEAMS

<b>Attendance</b>	Greg Colgan, Chair (SOLACE); Pam Dudek (NHS); Angela Leitch (PHS); Mark McAteer (SFRS); Sarah Gadsden (IS); Lesley Kelly (TSI); Anthea Coulter (TSI); David Milne (SG); Liz Manson (CP Managers Network); Neville Prentice (SDS); Anna Fowlie (SCVO); Susan Webb (Directors of PH); Nicola Dickie (for Sally Loudon, COSLA); Mark McMullen (Scottish Enterprise); Valerie Arbuckle (Police Scotland)
<b>Apologies</b>	ACC Gary Ritchie (Police Scotland); Paul Johnston (SG); Sally Loudon (COSLA); Judith Proctor (HSC Chief Officers); Antony Clark (Audit Scotland); Adrian Gillespie (Scottish Enterprise); James Russell (SDS).
<b>In support</b>	Emily Lynch (IS)
<b>Facilitators &amp; Presenters</b>	Agenda Item 6 – Deep Dive into Children & Young People’s Wellbeing: Facilitators: Nicky MacCrimmon, Marie Dailly, Mark Macdonald & Alan Gunn, Dundee City Council Scribes: Hanna McCulloch, Miriam McKenna & Adam Hall, Improvement Service

	AGENDA ITEM	Action	Date								
1.	<p><b>Welcome and introductions</b></p> <p>The Chair welcomed members to the meeting. A particular welcome was extended to Susan Webb, Director of Public Health for Grampian NHS, on her first attendance at the CPIB representing the Directors of Public Health.</p>										
2.	<p><b>Previous Minute and Matters Arising</b></p> <p> Item 2 - CPIB 9th August 2022 Minute</p> <p>The minute was endorsed as an accurate record of the previous meeting. Progress on the matters arising were noted as follows:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Action</th> <th>Progress Update</th> </tr> </thead> <tbody> <tr> <td>MA3: CPIB Strategic Plan i) Share with DFM, COSLA President &amp; CPP Stakeholders</td> <td><b>To be actioned after November CPIB Meeting</b></td> </tr> <tr> <td>4 &amp; 5: SLWG to Reconvene to agree implementation plans for identified Actions</td> <td><b>Complete: Agenda Item 3</b></td> </tr> <tr> <td>7: CYP Wellbeing Deep Dive – include on next CPIB meeting</td> <td><b>Complete: Agenda Item 6</b></td> </tr> </tbody> </table>	Action	Progress Update	MA3: CPIB Strategic Plan i) Share with DFM, COSLA President & CPP Stakeholders	<b>To be actioned after November CPIB Meeting</b>	4 & 5: SLWG to Reconvene to agree implementation plans for identified Actions	<b>Complete: Agenda Item 3</b>	7: CYP Wellbeing Deep Dive – include on next CPIB meeting	<b>Complete: Agenda Item 6</b>	<b>Chair</b>	<b>Feb 23</b>
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<p>3.</p>	<p><b>Short Life Working Group (SLWG) Updates</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">               Item 3.1a - CPIB              SLWG Climate Chan         </div> <div style="text-align: center;">               Item 3.1b - CPIB              SLWG Climate Chan         </div> <div style="text-align: center;">               Item 3.2a- CPIB              SLWG Financial Sect         </div> <div style="text-align: center;">               Item 3.2b - CPIB              SLWG Financial Sect         </div> </div> <p>As agreed at the previous CPIB meeting, the two current SLWG groups have reconvened to review the actions identified, and to set out which areas can be taken forward within Community Planning and which areas require support from Scottish Government.</p> <p>The SLWGs provided an update on these local and national actions identified in relation to Climate Change and Financial Security for Low Income Households. The Board endorsed the actions outlined, welcoming the focus on both local and national solutions. It was agreed it would be helpful to strengthen the action in relation to communication and engagement with academic partners to reflect the role they might offer CPPs in developing capacity and capability in relation to predictive analytics.</p> <p>It was agreed these outputs provided a useful basis for engagement with SG and other stakeholders. The Board approved the sharing of these actions to support further dialogue with DFM, COSLA President and CPP Stakeholders to support progress and help unblock barriers.</p> <p><b>Agreed Actions:</b></p> <ol style="list-style-type: none"> <li>i. Update the SLWG Financial Security Actions to strengthen the point in relation to engagement with Academic Partners</li> <li>ii. Share the SLWG Actions with DFM, COSLA President and other CPP Stakeholders</li> </ol>	<p>SLWG</p> <p>Chair</p>	<p>Dec 22</p> <p>Feb 23</p>
<p>4</p>	<p><b>CPPs Response to the Covid Recovery Strategy</b></p> <div style="text-align: center;">               Item 4 - CPP              Response to CRS.pp         </div> <p>Adam Hall (Improvement Service) provided a summary of the Covid Recovery Assurance findings, which were earlier presented to the CRS Programme Board in September 2022. These findings focussed on:</p> <ul style="list-style-type: none"> <li>• Delivery of Actions in the Covid Recovery Strategy</li> <li>• Impact on Outcomes and target groups</li> <li>• Characteristics of Policy and Public Service Design</li> <li>• Commonly identified challenges.</li> </ul> <p>Adam outlined the next steps in this work which are to:</p> <ul style="list-style-type: none"> <li>• Identify any CPPs, local areas, communities or projects that would benefit and be willing to engage with direct operational support.</li> <li>• As a priority, find examples of where positive work is taking place that addresses the barriers, or moves forward work on outcomes.</li> </ul> <p>CPIB members noted the clear alignment in evidence shared by the CRS Programme team and that surfaced to date by the CPIB, and the focus on promoting good practice and tackling barriers. The Board welcomed the opportunity to work with the CRS Programme Team to align these complementary workstrands to support progress in demonstrating the response of the Community Planning Sector, and in tackling the barriers which exist. Recognising the capacity challenges within CPPs to support transformational change, the Board welcomed the offer of support and practical capacity available from the IS.</p>		

<p>5.</p>	<p><b>World Class Public Health System – Directors of Public Health</b></p> <p>              Item 5 - Helping Health Happen - WClass Public Health            Item 5b - World Class Public Health         </p> <p>Susan Webb (Director of Public Health, Grampian) provided an update on the World Class Public Health system (WCPHS). The vision for a WCPHS was informed by interviews with over 70 senior public sector leaders in 2021, which surfaced the following challenges and ambitions:</p> <ul style="list-style-type: none"> <li>- Shared outcomes – lack of shared narrative is reducing impact</li> <li>- Priorities of priorities – cluttered agenda</li> <li>- Community at the centre – shared ambition</li> <li>- Dissatisfaction providing energy for change – population health at the centre of service delivery</li> <li>- Systems in which people collaborate and learn together</li> </ul> <p>The key themes were distilled into the following 5 building blocks for a WCPHS:</p> <ul style="list-style-type: none"> <li>- Requirement for coherent strategic leadership</li> <li>- Systems Thinking</li> <li>- Knowledge into action &amp; action into knowledge</li> <li>- Engagement for empowerment</li> <li>- Outcomes</li> </ul> <p>The Board welcomed the helpful update on the WCPHS, recognising the alignment between the WCPHS building blocks and the areas of focus for the CPIB, and the role of CPP’s as a central anchor in population health. There was agreement that SDPH involvement on the CPIB will provide a helpful opportunity to consider how to strengthen links between CP and Public Health and support change at local, regional and national level. Board Members welcomed the opportunity to use the CPIB deep dives to strengthen alignment and to explore areas where collaboration would be mutually advantageous. Whilst there was support for strengthening the connections between these areas, the Board also noted the need for clarity in relation to the distinct roles of CPIB, PHS and the Directors of Public Health</p>	
<p>6.</p>	<p><b>Wellbeing for Children &amp; Young People – Deep Dive</b></p> <p>              Item 6a - Wellbeing of CYP - feedback fr            Item 6b - Wellbeing of CYP - Scene Settir         </p> <p>This session invited members to explore what is working well in their CP partnership to improve wellbeing outcomes for CYP, with specific reference to cross sectoral, high level transformation initiatives, and those areas where partners are working together to do things differently to address the needs of CYP taking a whole family approach. The group also considered the local and national barriers that were getting in the way. CPIB members explored these themes in some depth within small groups, supported by the wealth of evidence provided previously by members within the attached ‘Feedback from CPIB Members’ document. A note of these discussions is available here:</p> <p>             Item 6 - CYP Deep Dive Notes from Sm         </p>	

	<p>The following areas of good practice were highlighted during the discussion:</p> <ul style="list-style-type: none"> <li>- Relationships with the third sector</li> <li>- Some examples of flexible funding</li> <li>- Engagement with CYP (including care experienced young people) and involving them in decision making, (links to The Promise and UNCRC). Examples include joint cabinets, Mentors Against Violence, School Youth Engagement Officers</li> <li>- Greater priority now given to mental health and wellbeing.</li> <li>- Systematic evaluation of interventions, building the evidence base</li> <li>- Holistic approach to safeguarding</li> <li>- Businesses demonstrating corporate and social responsibilities (including via City/Regional Growth Deals), e.g. employment/mentoring opportunities and weighting systems for Community Wealth factors</li> <li>- Employability partnerships demonstrating person-centred approaches</li> </ul> <p>CPIB Members highlighted the following barriers for prioritised action in order to support improvements in the wellbeing of Children and Young People:</p> <ul style="list-style-type: none"> <li>• Sustainable, flexible and bridging funding to enable prevention shift</li> <li>• Ensuring families receive the right support at the right time</li> <li>• Data sharing &amp; using the right data</li> <li>• Recruitment and retention</li> <li>• Volume of inspections and monitoring reporting</li> <li>• National Care Service impact</li> <li>• Joint prioritisation across services</li> <li>• Removing silos and delineation between partners to work across the four pillars.</li> </ul> <p>The Chair thanked the following volunteers who agreed to form a Short Life Working Group to focus in on these barriers and identify the local and national actions that would be helpful in addressing them: Anna Fowlie (SCVO); Susan Webb (SDPH); Anthea Coulter (Clacks TSI). The Chair suggested that representation should also be sought from a Council to offer a perspective from Local Authority Children’s services.</p> <p><b>Agreed Action</b></p> <ul style="list-style-type: none"> <li>i) Seek additional representation from a Local Authority to join SLWG.</li> <li>ii) SLWG to meet to identify local and national actions which would be helpful in addressing the barriers identified.</li> </ul>	<p>IS CYP SLWG</p>	<p>Nov 22 Jan 23</p>
<p>7.</p>	<p><b>AOCB</b></p> <p><b>Focus for next CPIB meeting</b></p> <p>The Chair suggested that the next CPIB meeting should take time to consider the future role of the CPIB, and to agree how we use this group to drive forward improvement in communities. The next meeting marks the end of a years work cycle, and provides a timely opportunity for the Board to step back, and to undertake a stock take on our purpose and what we want to achieve, in the context of current policy and reform priorities.</p> <p>Agreed Action</p> <ul style="list-style-type: none"> <li>i) Use next CPIB meeting to review and refresh CPIB purpose and priorities</li> </ul>	<p>Chair</p>	<p>Feb 23</p>
<p>8.</p>	<p><b>DONM</b></p> <p>The 2023 dates for CPIB meetings will be circulated shortly (Feb, May, Aug, Nov). Consideration should be given to holding a future meeting in-person.</p>		
	<p><b>Close</b></p>		



**Community Planning Improvement Board**  
**STRATEGIC PLAN 2022-2024**  
Updated July 2022

## 1. Background

- 1.1. In 2018, the CPIB set out its purpose 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. In recent years, the focus for the CPIB has been on gathering and sharing evidence on what is working well and where the key barriers are for Community Planning. The CPIB has accumulated a significant bank of valuable evidence through this work, as set out in the [Community Planning: Progress & Potential paper](#).
- 1.2. In 2021, the CPIB undertook a refresh of their purpose and strategic plan to help position the CPIB to build on the progress achieved to date, and to respond effectively to the opportunities and challenges facing Community Planning as a result of COVID-19. This included a series of 'deep dives' on recovery priorities impacting on all CP partnerships and CP partners.
- 1.3. A review point was introduced after 12 months, given the ongoing uncertainty in relation to the COVID situation. In February 2022, CPIB members reviewed and refocussed the current strategic plan to ensure the CPIB is positioned to effectively support Community Planning to contribute to local recovery priorities and to align with and support delivery of the national Covid Recovery Strategy (CRS).

## 2. CPIB Purpose

- 2.1. The CPIB aims to work with community planning partners to:
  - Support local systems and partnerships to develop the leadership, influence, services and approaches that are effective in improving outcomes, particularly for the most vulnerable
  - Set the strategic vision for Community Planning partnerships to carry out this vital role
  - Understand what support, innovation and/or change is needed to make community planning work more effectively for and with local communities
  - Capture and share good practice that is happening locally, and help identify and address barriers which are preventing progress
  - Provide an advocacy role, including providing insight and advice to Scottish Government on the delivery of the Covid Recovery Strategy.

## 3. Strategic Plan February 2022

- 3.1. In delivery of this refreshed purpose, a revised strategic work plan has been developed for the next 2-year period (Appendix 1). The provisional programme outlined for year 2 will be influenced by progress being made nationally with the delivery of the CRS and incorporates an opportunity to take stock and refocus in 12 months' time. This plan reflects strengthened focus on the following three areas:

### Covid Recovery Strategy

- 3.2. The CPIB strategy will ensure alignment with the national [Covid Recovery Strategy: for a fairer future](#) (CRS) and will prioritise areas which will help Community Planning support recovery and renewal efforts.
- 3.3. Recovery will necessitate a national endeavour and will require Scottish Government to continue and strengthen the partnership with the wider public sector, the Third Sector, businesses and communities to deliver on the ambition of the strategy. Community

Planning and the close local partnership working it embodies provides an established vehicle to support this and is ideally placed to underpin recovery and renewal efforts across Scotland. It is important that the CPIB evolves to reflect on, and support Community Planning to address the challenges, risks and opportunities arising from this.

- 3.4. The CPIB will undertake a series of 'deep dives' focussing on the three priorities outlined in the CRS:
- Financial security for low income households
  - Wellbeing of Children and Young People
  - Good, green jobs and fair work
- 3.5. These 'deep dives' will focus on how partners will work differently (or are already doing so) in order to achieve improved outcomes. This will help the CPIB work through how to assist stronger impact through community planning in live settings and ensure Community Planning plays a vital role in supporting delivery of the national CRS. This will support work currently being undertaken across partnerships as they consider how they align and refocus priorities and targets in LOIPs and locality plans to play into longer term recovery efforts. The CPIB will play a pivotal role in ensuring the CRS Programme Board is able to draw from this to learn about good practice, what is working well, and what are the barriers to implementation.

#### Highlighting good practice and identifying key barriers

- 3.6. The CPIB has a key role in illustrating how excellent outcomes can be achieved locally when partners come together and respond innovatively. The CPIB will source practical examples of good practice, prioritising those strategic themes where it is possible to make the biggest difference. This will be supported by an evidence-based understanding of good practice, identifying those elements that can be replicated and implemented in other local contexts. The CPIB will aim to consolidate learning from COVID-19 to build on Community Planning achievements through the pandemic, including closer working with the Third Sector and local communities, a stronger focus on the most vulnerable, and the exceptional pace of service change/redesign achieved during this period.
- 3.7. The CPIB will also focus on identifying and unblocking key barriers. Within each CRS theme, the CPIB will surface and address those barriers which are getting in the way of the desired shift from system satisfying approaches towards person led service design e.g. cluttered planning and governance landscapes; collective leadership; willingness to share data; re-energising partner participation and commitment.
- 3.8. This work will enable the CPIB to set a strategic vision for Community Planning partnerships which will outline a future direction for Community Planning, identify those areas where challenge and improvement are needed, and critically develop our understanding of what good looks like and how we achieve it.

#### Strengthening the influencing role of the CPIB

- 3.9. To help drive the required improvement in Community Planning, the CPIB will strengthen its focus on how it can use emerging evidence to influence policy and practice at both local and national levels.
- 3.10. 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.

- 3.11. CPIB members will challenge themselves as national organisations in relation to what can be achieved together and will consider the role they play as strategic leaders within their own sectors to provide challenge into the system. In terms of practical application, CPIB members will consider how they can maximise and improve their contribution within local Community Planning partnerships, including greater focus on co-design and sharing resources.
- 3.12. The CPIB will draw on support from the Improvement Service and Public Health Scotland, including the PHS Localised Working offer to support our evidence-based understanding of good practice, and to support partners and partnerships in efforts to apply and build on system learning which emerges from this.
- 3.13. Collectively, the CPIB will strengthen its focus on how it raises the profile and promotion of the work of Community Planning, both within local partnerships, and nationally. Key to this is the advocacy role the CPIB will provide in feeding into and advising Scottish Government on the role of Community Planning in COVID-19 recovery. This will focus on increasing the visibility of local approaches, successes and barriers with national Government.

#### **4. How the CPIB will work**

4.1. The CPIB will adopt an action-focussed approach to facilitate change both locally and nationally. All CPIB members will play an active role, committing both resource and effort to facilitate change, including supporting work between CPIB meetings.

##### 4.1.1. Deep Dives

The CPIB will undertake a series of deep dives which will focus in on policy areas where progress is needed within the three CRS priorities in order to identify:

- Barriers that are stopping us getting to person led services
- Governance and planning structures that could be streamlined
- Areas where better data sharing is needed
- Those partners who have a key role to play
- Good practice examples of innovative/effective progress (including those emerging from COVID)

##### 4.1.2. Short Life Working Groups















Following each deep dive, short life working groups involving CPIB members will be established to identify and deliver actions.

#### **5. CPIB Communications**

5.1. The CPIB will develop their communications approach to share good practice and key developments with a wide range of stakeholders (CP Partnerships, CP Partners; national policy makers; and national and local politicians). This will include the publication of a bi-annual CPIB Newsletter, and the development of a CPIB Webpage to promote live examples of CPP approaches and practice.

## Community Planning Improvement Board - Strategic Plan 2022/2024

The success of Community Planning is defined by the impact that partners make for their communities by working together. Community planning and the close local partnership working it embodies are ideally placed to underpin recovery and renewal efforts across Scotland. Local partners will need more than ever to work together and with communities to make a positive difference for citizens and safeguard the wellbeing and life chances of our vulnerable communities. The CPIB will provide leadership to influence policy, practice and reform at local and national levels to promote good practice, innovation and improvement in Community Planning.

	May 2022	Aug 2022	Oct 2022	Feb 2023	May 2023	Aug 2023	Oct 2023
 <p><b>Deep Dives</b> To gain deeper understanding of key issues and the role Community Planning can play in addressing these</p>	 <p>Financial security for low income households</p>	 <p>Wellbeing of Children and Young People</p>	 <p>Good, green jobs and fair work</p>	<p><b>TAKING STOCK</b></p>	 <p>Financial security for low income households</p>	 <p>Wellbeing of Children and Young People</p>	 <p>Good, green jobs and fair work</p>
	The role of community empowerment				The role of community empowerment		
 <p><b>CPIB Strategic Themes</b> For each Recovery Priority, the CPIB will focus on the following themes to drive improvement in Community Planning at local and national levels</p>	 <p>Good practice examples of innovative &amp; effective progress (including those emerging from COVID)</p>		 <p>Barriers stopping us delivering person led services</p>		 <p>Areas where better data sharing is needed</p>		 <p>Engaging partners who have a key role to play</p>
 <p><b>Agreeing Action</b></p>	Short life working groups involving CPIB members will be established to identify and deliver actions						
 <p><b>Communications</b></p>	The CPIB will share good practice and key developments with a wide range of stakeholders (CP partnerships, CP partners; national policy makers; and national and local politicians). This will include the publication of a bi-annual CPIB Newsletter, and the development of a CPIB Webpage to promote live examples of CPP approaches and practice						

By Email

[DFMCSCR@gov.scot](mailto:DFMCSCR@gov.scot)

**Gregory Colgan** – Chief Executive

Chief Executive's Department  
Floor 2  
21 City Square  
DUNDEE  
DD1 3BY

Tel: 01382 434000  
Email: [gregory.colgan@dundee.gov.uk](mailto:gregory.colgan@dundee.gov.uk)

Our Ref: GC/SD  
Your Ref:  
Date: 6 March 2023

Dear Deputy First Minister

Following our engagement in 2022 on the role community planning and the Community Planning Improvement Board (CPIB) can play in supporting Covid Recovery, I am writing to keep you informed of the activities the CPIB has undertaken in recent months and to share learning and recommendations emerging from our work.

This ongoing work by the CPIB continues to generate valuable evidence-based solutions to the significant challenges facing communities and local partnerships. Even more importantly, we have been impressed by the willingness of our partners to commit considerable time and resources to implement practical solutions and make real change at a local level. This will continue to be a vital part of how we work across boundaries as we face these challenges, providing a space in which public services, communities and the third sector can work together to enhance local decision making and improve outcomes.

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

Through feedback from CPIB members and a series of deep dive workshops, we have continued to build a wide and varied evidence-based understanding of the important work community planning partnerships are carrying out to improve outcomes through good practice, and of the barriers limiting progress. CPIB Short Life Working Groups (SLWG) have been established to examine these barriers in more detail and to identify the local and national actions needed to unblock these barriers. Full detail of the learning and actions emerging from this work are available [here](#), with the key recommendations summarised below.

### Climate Change

With regards to climate change, the challenges identified by the CPIB include the fragmentation of the funding landscape, the lack of strategic co-ordination in procurement approaches, the need for collective prioritisation of 'big ticket' areas, and improving access to sustainable funding for the Third Sector. The local and national actions identified to deliver progress in relation to these areas are summarised below:



<b>Barriers</b>	<b>Local Action</b>	<b>National Action</b>
Fragmentation of Funding Landscape	<ul style="list-style-type: none"> <li>➤ CPIB to support co-ordination and streamlining of funding at a local level</li> <li>➤ CPIB to support the wider roll-out and use of Scottish Cities Alliance Carbon Scenario Tool</li> <li>➤ CPIB to inform development and implementation of Virtual Climate Agency</li> </ul>	❖ Consolidate and align national budgets and funding streams relating to Climate Action
Greater strategic co-ordination of procurement approaches	<ul style="list-style-type: none"> <li>➤ CPIB to work with Scotland Excel to bring greater co-ordination in procurement</li> </ul>	❖ Adopt a greater focus on sustainability within procurement regulation
Prioritisation of 'Big Ticket' Areas	<ul style="list-style-type: none"> <li>➤ CPIB/CPPs to encourage greater focus of City Deal money on Climate Change</li> </ul>	
Sustainable Funding for the Third Sector	<ul style="list-style-type: none"> <li>➤ CPIB to support implementation of existing local models relating to Third Sector Funding (dependent on national action)</li> </ul>	❖ Explore funding opportunities to support local areas and Third Sector to drive transition towards net zero

### Financial Security for Low Income Households

In examining Financial Security for Low Income Households, the CPIB looked at issues around data sharing, funding barriers, evaluation, and reporting and identified the following set of priority local and national actions to take forward:

<b>Barrier</b>	<b>Local Action</b>	<b>National Action</b>
Data Sharing	<ul style="list-style-type: none"> <li>➤ CPIB to develop national principles on data sharing and risk levels</li> <li>➤ CPIB to promote good practice &amp; learning on local progress in data sharing</li> </ul>	<ul style="list-style-type: none"> <li>❖ Sponsor national data sharing principles to bring weight to collective efforts</li> <li>❖ Explore governance arrangements to prioritise progress in common platforms and common technology components (e.g. HSC Data Strategy &amp; Scotland's Digital Strategy)</li> </ul>
Funding Barriers	<ul style="list-style-type: none"> <li>➤ CPP partners to consider how they provide sustainable and flexible funding for the Third Sector</li> <li>➤ CPIB to produce a 'think piece' to support Community Planning in their response to the current Financial Crisis</li> </ul>	<ul style="list-style-type: none"> <li>❖ Give greater emphasis to provision of flexible and multi-year funding to enable funding to be used in ways that reflect priorities for communities.</li> <li>❖ Include a requirement in funding flexibilities for CPPs to be involved in wider commissioning of work</li> </ul>
Evaluation, Analysis & Insight	<ul style="list-style-type: none"> <li>➤ CPIB to promote links with, and good practice examples of, engagement with academic partners to strengthen evaluation and analytical practice</li> </ul>	
Reporting & Governance		❖ Reduce reporting requirements in relation to Child Poverty Action Reports

### Wellbeing of Children & Young People

The work on Wellbeing of Children & Young People is at an earlier stage. Following a deep dive session to share and consider good practice and barriers, a Short Life Working Group is currently exploring the local and national actions which should be prioritised to support progress in the following areas and will report back on the identified issues in May:

- Building a preventative and holistic approach with love and relationships at the heart
- Ensuring children and young people receive the support they need, when they need it

- Breaking down silos and strengthening joint prioritisation between partners
- Addressing the complexity of multiple different funding streams and lack of alignment with outcomes
- Tackling workforce recruitment and retention challenges

### **Next Steps**

The CPIB has scheduled a development session to focus on the implementation of actions identified so far by the Short Life Working Groups on Financial Security for Low Income Households and Climate Change. This session will allow CPIB members to work together to identify practical ways to put these actions into effect, in order to drive forward change at a local level.

However, you will also see from our findings that there are a number of national actions which we feel are essential to the progress of this work on which we need your support. It would be useful to arrange a meeting with yourself, the COSLA President and the Minister for Public Finance, Planning and Community Wealth to discuss these in more detail and to come up with a plan for how we can continue to work together to take these forward.

We continue to welcome the opportunity to engage in ongoing communication to inform and support our collective efforts on Covid Recovery, including through my contribution to the Covid Recovery Joint Programme Board. As Chair of the CPIB, I am also in regular contact with Scottish Government Covid Recovery and COSLA officials to share the learning that is emerging from the work of the CPIB and to discuss how this could align with the work of the CRS programme team in demonstrating the response of the community planning sector.

Kind Regards



Gregory Colgan  
Chief Executive

Deputy First Minister and Cabinet Secretary for  
Covid Recovery  
An Leas Phrìomh Mhinistear agus Ath-shlànachadh  
Cobhid  
John Swinney BPA/MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T : 0300 244 4000  
E : scottish.ministers@gov.scot

Gregory Colgan  
irene.duncan@dundeecity.gov.uk

Our Reference: 202300346231

20 March 2023

Dear Greg,

Thank you for your letter of 6 March, and for taking the time to provide such a comprehensive update on the work being undertaken by the Community Planning Improvement Board (CPIB).

The CPIB continues to demonstrate its crucial role in driving progress towards Covid Recovery outcomes through engagement with communities and local partners. I particularly welcome the summary of the emerging learnings and recommendations, some of which we have discussed at Covid Recovery Strategy Programme Board meetings.

I note your recommendations for national action to consider alignment of funding streams, focus more sustainability within procurement, and explore Third Sector funding to support progress towards our Net Zero ambitions. I also note your recommendations for national action around data sharing, funding barriers and reporting burdens to support our collective efforts to increase the financial security of low income households. I welcome the update on ongoing work to explore local and national actions to enhance the wellbeing of our Children and Young People. Collectively, these recommendations will be of great value in informing further discussion around the local and national actions that are required now in order to maintain and further our progress towards shared priorities.

At its last meeting in January 2023, the Covid Recovery Strategy Programme Board expressed interest in receiving a paper or presentation from you. I very much hope that you will be able to update the Board on the CPIB's recommendations, and indeed your experience of the Dundee Pathfinder, to focus discussions on action needed to improve the delivery of public services in Scotland. The next Board meeting is currently scheduled for Thursday 11 May and officials from the Covid Recovery and Public Service Reform Directorate will be in touch directly to discuss arrangements with you.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See [www.lobbying.scot](http://www.lobbying.scot)

Tha Ministearanna h-Alba, an luchd-comhairleachaidh sònraichte agus Rùnaire Maireannach fo chumhachan Achd Coiteachaidh (Alba) 2016. Faicibh [www.lobbying.scot](http://www.lobbying.scot)

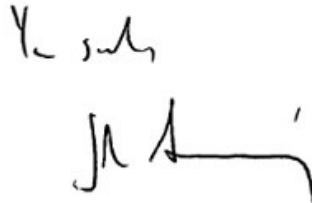
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My officials will be in touch in due course to arrange a meeting with yourself, the COSLA President and with newly appointed ministers to discuss the points raised in your letter more fully and ensure we can continue to work together to take these forward. As any meeting is likely to take place after my successor is appointed, I would like to take the opportunity to offer my personal thanks for your work as Chair of the CPIB as well as your wider contribution and support for our collective efforts on Covid Recovery.



**JOHN SWINNEY**

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# Wellbeing of Children & Young People

CPIB Short Life Working Group

May 2023



Wellbeing of  
Children and  
Young People



# SLWG Purpose:

To take action on barriers identified by the CPIB

## **First Meeting (23<sup>rd</sup> January)**

- Prioritise barriers
- Agree Actions

## **Second Meeting (7<sup>th</sup> March)**

- Follow up on progress

## **Report Back**

- CPIB Meeting (**23<sup>rd</sup> May**)

## Identifying Barriers & Actions

What are the barriers that stop us delivering for our Communities?

What are the challenges we want to take to Government to ask for their support? What action do we want them to take?

What are the actions that CPIB/CP partners can take action on locally?

# Building & Facilitating Relationships

Barriers we focussed on	Our Solutions - National Action	Our Solutions - Local Action
<ul style="list-style-type: none"> <li>• Love and relationships are not always at the heart of how we currently work with children and young people, and these are the biggest contributor to CYP wellbeing, and essential in building a preventative and holistic approach</li> <li>• Experience and trauma of working with the public sector can perpetuate for the rest of their lives and has significant impacts for how people engage with public sector services down the line</li> <li>• Greater focus is needed in the public sector on developing a shared ethos around how we speak to children/families</li> </ul>	<p><b>Resourcing the 3<sup>rd</sup> Sector to provide early-intervention alternatives:</b> Sustainable resourcing is required for the development and delivery of early intervention offers and to enable the Third Sector to provide relationship based alternatives to statutory service delivery.</p> <p><b>Funding the Community role:</b> Sustainable resourcing is required to support genuine partnership working with communities and families and not just 'doing to' or 'fixing' them. It would be helpful to raise the profile and strengthen messaging in relation to how community assets are valued.</p> <p><b>Covid impact on mental health/well-being.</b> Scottish Government should give greater policy focus to the Covid impact on children and families within areas such as mental health and wellbeing.</p>	<p><b>Promoting the importance of forming loving relationships.</b> CPIB/CPPs should use The Promise to raise awareness and build courage around the importance of forming loving relationships with children and young people, and to tackle fears and misconceptions in relation to perceived barriers within regulation.</p> <p><b>3rd Sector &amp; trusting relationships with children/families.</b> CPPs should support genuine partnership working with those 3rd Sector organisations who have trusting relationships with children/families. A greater focus is needed on funding those places where relationships do form, and on sustaining and nurturing those approaches that provide the right support and which are making the most difference.</p> <p><b>Involving Communities.</b> Subject to an improved funding model, CPPs should be more courageous in planning upstream prevention and early intervention work that involves communities. CPPs should work more with Community Link Workers and Community Learning approaches to increase community-based interventions to reduce the reliance on mainstream services and to empower people to make decisions based on their own capacity (linked to social prescribing etc). Partnerships should expand their use of evidence from community-based health development work. This is linked to the resourcing of the 3rd sector with many CLD services significantly reduced.</p> <p><b>National Trauma Training Programme.</b> CPIB &amp; CPPs should consider how they make use of the support and resources available from the National Trauma Training Programme which offers the potential to make a significant difference in developing responses which prevent further harm and support recovery.</p>

# Receiving the right support at the right time

Barriers we focussed on	Our Solutions - National Action	Our Solutions - Local Action
<ul style="list-style-type: none"> <li>• Too many siloed interventions, a lot of people doing slightly different jobs, not joined up and little joint prioritisation</li> <li>• Too paternalistic, services holding onto children and families too tightly, for too long</li> <li>• Local Government is not always best placed provider. We need more holistic, cross sectoral partnership which makes greater use of other sectors (role for Third Sector)</li> <li>• Need to demonstrate long-term impact</li> </ul>	<p><b>Increased Whole Family Wellbeing Funding:</b> Increased investment in whole family wellbeing approaches in order to support the increase in pace and depth of change required. This should include clearer expectations about ways of working that are more holistic and which involve families/communities as part of solutions</p> <p><b>Funding Partnership approaches:</b> There should be greater prioritisation of funding which supports partnership approaches, rather than a focus on one service/sector.</p> <p><b>Neurodevelopmental Pathways funding:</b> A commitment to sustainable funding for implementation of the Neurodevelopmental Pathways specification to ensure capacity is created across the whole system.</p> <p><b>Ethical Commissioning:</b> More focus is required on how to ensure legislation facilitates ethical commissioning for services to human beings, and a shift away from old-fashioned procurement and commissioning</p>	<p><b>Promoting the long-term nature of change:</b> CPIB/CPPs have a collective leadership role in articulating the long-term and gradual nature of generational change. It is important that the public and politicians understand that change will not happen in one budget/electoral cycle and have the confidence to be bold and commit to approaches over the longer term.</p> <p><b>Parity of esteem amongst partners:</b> CPPs should give greater emphasis to building trust amongst professionals, promoting parity of esteem and mutual respect for the contribution of all partners, including the Third sector. This will encourage greater joining up between partners, including better information-sharing.</p> <p><b>Promoting alternative school models:</b> Partnerships have a key role to play in supporting 'alternative school models' accepting that 'school is not for everyone' and that approaches involving the third sector/ and or alternative school models that use meaningful work experience options need to be in place to respond quickly to needs emerging.</p>

# Complexity & fragmentation of multiple different funding streams

Barriers we focussed on	Our Solutions - National Action	Our Solutions - Local Action
<ul style="list-style-type: none"> <li>• Lack of interaction/alignment between existing funding streams with funding pulling in different directions and not supporting a holistic focus on that person/family in the centre</li> <li>• Significant ring fencing/delineation of budgets, with insufficient local flexibilities to support partnerships to focus on local priorities</li> <li>• Scale and implementation of Whole Family Wellbeing fund undermines 'whole system' ambition</li> <li>• Greater flexibility needed in existing funding</li> <li>• Opportunities for CPPs to strengthen local approaches to joint funding/prioritisation are not being realised (WFWF; Trauma informed funding; etc etc)</li> </ul>	<p><b>Sustainable Funding for outcomes</b> – a longer-term outcomes focussed funding model along with strategic policy alignment is required to facilitate greater interaction &amp; alignment between the multiplicity of existing funding streams to maximise the resources we've got &amp; to drive the generational change we desire. Funding should not be linked to the delivery of x number of hours to x number of children. It is important that Ministers lead by example, working together across portfolios and empowering officials to do the same.</p> <p><b>Funding Community-based provision</b> - Funding for other forms of external community-based provision are required to allow young people and families to find alternative ways to address mental health issues.</p>	<p><b>Piloting new funding model:</b> CPPs/CPIB could support the piloting of a new funding model using a place based approach to explore what could be achieved if existing funding streams are aggregated by outcome.</p> <p><b>Collective prioritisation in funding decisions:</b> CPPs should give greater emphasis to collective prioritisation and decision making in relation to funding, and commit to avoid short-term budget decisions and those designed only to protect in-house services. This should include extending the Whole Family Wellbeing funding beyond Local Government and into community settings.</p> <p><b>Budget transparency:</b> CPPs should consider how they can support Children's Service Plans and other services targeted towards children and young people recognising the ask in the recent <a href="#">SG Review</a> to improve transparency on how the children's services budget is spent across services and partners shifting investment to prevention and early intervention</p>



### Theme 1: Building & Facilitating Relationships

#### Barriers we focussed on

- Love and relationships are not always at the heart of how we currently work with children and young people, and these are the biggest contributor to CYP wellbeing, and essential in building a preventative and holistic approach
- Experience and trauma of working with the public sector can perpetuate for the rest of their lives and has significant impacts for how people engage with public sector services down the line (e.g. employability support). The CYP we are talking about now will be the adult service users/service partners of the future, it is vital we re-evaluate how we support them now in the type of relationship which is much more democratic and centred on children's rights
- Greater focus is needed in the public sector on developing a shared ethos around how we speak to children/families to support them to develop relationships within communities, so they become more self-sustaining

#### What evidence or examples can we share re these barriers and the problems they are creating, and where we are seeing good practice/progress

1. Independent Care Review & The Promise evidence base
  - a. Evidence Framework: <https://www.carereview.scot/conclusions/evidence/>
  - b. Follow the money: <https://thepromise.scot/resources/2020/follow-the-money.pdf>
2. Learning from The Promise Partnership funded projects, particularly those focussed on 'A Good Childhood' (<https://www.corra.scot/grants/revision-of-the-promise-partnership/>) **Tracy to share example of project** which focus on birth parents who have had a child/children permanently removed from their care which demonstrate the support needed at all stages across the life span to break cycles and affect generational change drawing on lived experience of parents.
3. Trauma-Informed approaches.
  - a. The **National Trauma Training Programme** (NTTP) was formed in partnership with the Scottish Government with the ambition of a trauma informed and responsive workforce, that is capable of recognising where people are affected by trauma and adversity, that is able to respond in ways that prevent further harm and support recovery, and can address inequalities and improve life chances. The NTTP represents a £6million investment to deliver a programme of training and education resources to support the skills and knowledge of the whole Scottish workforce. The Programme provides accessible, evidence-based trauma training resources, including a leadership development component, as well as a team of Implementation Co-ordinators to support all sectors of the workforce to embed and sustain trauma-informed practice. In 2021, the Programme further established a network of senior 'Trauma Champions' from across Local

Authorities and Health Boards, who will be supported by NES and the Improvement Service to influence change across local areas and ensure sustainability beyond the life of the Programme.

- b. Example: Building and facilitating relationships starts by listening and enabling the voice of lived experience to be heard and how trauma has affected their lives in ways others cannot understand. A good example of how this was facilitated was a collaborative piece of work which formed part of the development of a new strategic plan by Clackmannanshire Community Justice Partnership, APEX and Resilience Learning Partnership CIC, who are an organisation who helps bring the voice of lived experience practice front and centre and importance of adopting a trauma-informed approach. Together they used a range of 'justice journeys' from a young age with groups of statutory/third sector stakeholders; broke their stories down into sections (which were animated) and at each point asked the stakeholders using Mentimeter, what could have been done differently. It allowed stakeholders to focus on the small differences that could have changed someone's life and how using a trauma-informed approach was key to providing the right support at the right time to avoid offending. This approach is likely to be adopted by the Clackmannanshire Council Youth Justice team who have just started working with the Centre for Youth Justice (who have been funded by The Promise to work across Scotland) who are now working also to identify how changes can be made, in particular for children coming out of care to reduce offending.
    - c. Example: Nurture programmes in Renfrewshire – [Laura to share detail](#)
4. Safeguarding through Rapid Intervention (STRIVE) is a multi-agency, public sector team working together to improve the existing system of safeguarding vulnerable individuals within Clackmannanshire on the cusp of statutory intervention. Sharing crucial pieces of information at the earliest opportunity between trusted partners means practitioners are better able to "join the dots" to understand the overall vulnerability of cases and share knowledge of existing support and interventions underway: this better informs the most appropriate action, reduces the likelihood and impact of people experiencing crisis and reduces the intensive resource required by services. The establishment of the STRIVE model happened after Clackmannanshire Council CPP visited East Ayrshire Council in 2019 to understand the impact of their early intervention programme they were running. This led to the development of the STRIVE model in Clacks where council departments, Police and third sector work together – and now co-locate to work with people and families to reduce crisis situations. This is now being developed into an up-streamed model to identify earlier indicators of crisis emerging through schools and third sector organisations who are working with families already. An evaluation of STRIVE was undertaken in March 2021 by Vanguard Scotland Ltd. Benefits of STRIVE identified are: preventing homelessness by supporting individuals and families to obtain and sustain new or more suitable tenancies; improving financial security by undertaking immediate financial assessments, improving access to benefits entitlements and access to further education and employability; reducing police involvement; providing a rapid, direct pathway from the STRIVE table to mental health and wellbeing supports; reducing alcohol and drugs use; keeping families together; supporting those fleeing domestic violence; improving fire safety in the home; and arranging support to undertake household tasks. If the STRIVE model of early multi-agency support could be up-streamed further with CPP partners, and if it could be supported by Community Link Workers from health this would allow for greater and earlier community-based interventions and less prescription and medicalising of issues.
5. Existing approaches within Children's Services Planning can view prevention and early intervention as something that happens after problems have occurred. An intensive focus on upstream prevention requires a shared ethos in relation to early intervention and a recognition of the kinds of relationships children can have which can generate toxic shame, and the need to build up community capacity and a preventative environment to avoid that before services come in.

6. Community potential remains untapped in many partnership approaches. The lack of trust/courage within the public sector in relation to the community potential is a barrier to engaging in more direct work with communities. There is a concern that agencies don't trust communities to take resources and work things out themselves. This is a short-sighted approach as those communities will still be there when the money runs out. As a public sector, we need to be better at redistributing the available resource, to build a more sustainable legacy.
  
7. There are examples of 3rd sector organisations who have trusting relationships with children and their families and where the support is making the most difference. For example, approaches which are making the most progress engaging children who are school refusers are focussed on building relationships, e.g. Sistema Scotland. It is essential we recognise the value in these approaches, and ensure we nurture and sustain them.


Our Solutions - National Action	Our Solutions - Local Action
<ol style="list-style-type: none"> <li>1. <b>Funding Outcomes.</b> A joint focus is required in relation to outcomes and impact for children and young people, rather than linking funding to the delivery of x number of hours to x number of children</li> <li>2. <b>Prevention and supporting alternatives to the public sector.</b> Scottish Government should set out the expectation that real upstream/prevention and early intervention work is funded and sustained. Scottish Government should trust in and put more funding into the early intervention offers and the Third Sector to provide alternatives to the public sector, with money allocated in a more targeted place-based approach</li> <li>3. <b>Community role:</b> Scottish Government should set out an expectation of working in partnerships with communities and families and not just 'doing to' or 'fixing' them. It would be helpful to raise the profile and strengthen messaging in relation to how community assets are valued, to give confidence to communities and to help to build trust.</li> <li>4. <b>Covid impact on mental health and well-being.</b> Scottish Government should give greater policy focus to the Covid impact on children and families within areas such as mental health and wellbeing.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Third Sector &amp; trusting relationships with children/families.</b> Community Planning Partnerships should support genuine partnership working with those Third Sector organisations who have trusting relationships with children and their families. A greater focus is needed on funding those places where relationships do form, and on sustaining and nurturing those approaches that provide the right support and which are making the most difference.</li> <li>2. <b>The importance of forming loving relationships.</b> Community Planning Partnerships should use The Promise to raise awareness and build courage around the importance of forming loving relationships with children and young people, and to tackle fears and misconceptions in relation to regulation and other barriers.</li> <li>3. <b>Involving Communities.</b> Community Planning Partnerships should have courage to plan upstream prevention and early intervention work that involves communities and to commit to a timescale that can demonstrate outcomes. CPPs should work more with Community Link Workers and Community Learning approaches to deliver more community-based interventions to reduce the reliance on mainstream services and to empower people to make decisions based on their own capacity (linked to social prescribing etc). Partnerships should expand their use of evidence from community-based health development work whose ethos fits well with this approach. This is linked to the resourcing of the 3rd sector as many CLD services have been reduced significantly so it will be difficult to deliver this action within current funding arrangements.</li> <li>4. <b>National Trauma Training Programme.</b> CPPs should consider how they make use of the support and resources available from the National Trauma Training Programme which offers potential to make a significant difference in developing responses which prevent further harm and support recovery.</li> </ol>

## Theme 2: Receiving the right support at the right time

### Barriers we focussed on:

- Too many interventions, not joined up (learn from Covid where there was a notable shift from x different providers/workers focussed on deficits, to one person talking in a much more positive way with families/children)
- Need to break down silos (service and organisational; age silos; reach beyond Children's services; implications for NCS)
- Too paternalistic – we all hold onto children and families too tightly/for too long
- A lot of people doing slightly different jobs, and lack of evidence of the difference each is making
- LG is not always best placed provider, need more holistic, cross sectoral partnership which makes greater use of other sectors (role for Third Sector)
- Need for greater joint prioritisation – we have to stop doing everything for everybody
- Need to demonstrate LT impact in relation to what is working, the difference it is making, and saving being generated

### What evidence or examples can we share re these barriers and the problems they are creating, and where we are seeing good practice/progress

1. Barnardo's front door to Social Work and the CYP Mental Health and Wellbeing programme in Renfrewshire ([Laura to provide more detail](#))
2. Winter Connections & Summer of Fun programmes in Renfrewshire focus on building community capacity whilst addressing household financial insecurity ([Laura to provide more detail](#))
3. Befriending. Evaluation Scotland's report [The Source in the Sea](#) illustrates how Befriending support can help connect the network of support by increasing awareness of the support available, increase referral routes and help build confidence and trust in accessing support. The evaluation also shows that befriending helps local communities to become stronger, more cohesive, more vibrant, develop an increased sense of ownership, and a positive culture shift to become more pro-active.
4. Ethical Commissioning.
  - <https://spice-spotlight.scot/2022/08/12/what-is-ethical-commissioning-and-why-does-it-matter/>

ASCEC Paper draft  
ethical commissioni
5. Safeguarding through Rapid Intervention (STRIVE) is a multi-agency, public sector team working together to improve the existing system of safeguarding vulnerable individuals within Clackmannanshire on the cusp of statutory intervention. Sharing crucial pieces of information at the earliest opportunity between trusted partners means practitioners are better able to "join the dots" to understand the overall vulnerability of cases and share knowledge of existing support and interventions underway: this better



informs the most appropriate action, reduces the likelihood and impact of people experiencing crisis and reduces the intensive resource required by services. The establishment of the STRIVE model happened after Clackmannanshire Council CPP visited East Ayrshire Council in 2019 to understand the impact of their early intervention programme they were running. This led to the development of the STRIVE model in Clacks where council departments, Police and third sector work together – and now co-locate to work with people and families to reduce crisis situations. This is now being developed into an up-streamed model to identify earlier indicators of crisis emerging through schools and third sector organisations who are working with families already. An evaluation of STRIVE was undertaken in March 2021 by Vanguard Scotland Ltd. Benefits of STRIVE identified are: preventing homelessness by supporting individuals and families to obtain and sustain new or more suitable tenancies; improving financial security by undertaking immediate financial assessments, improving access to benefits entitlements and access to further education and employability; reducing police involvement; providing a rapid, direct pathway from the STRIVE table to mental health and wellbeing supports; reducing alcohol and drugs use; keeping families together; supporting those fleeing domestic violence; improving fire safety in the home; and arranging support to undertake household tasks. If the STRIVE model of early multi-agency support could be up-streamed further with CPP partners, and if it could be supported by Community Link Workers from health this would allow for greater and earlier community-based interventions and less prescription and medicalising of issues.

6. Partnerships have a key role to play in supporting 'alternative school models' accepting that 'school is not for everyone' and that approaches involving the third sector/ and or alternative school models that use meaningful work experience options need to be in place to respond quickly to needs emerging. Once a child or young person stops attending school often due to mental health issues, it can escalate quickly to full non-attendance. Education/Social work departments need to work with out of school settings like social enterprises to ensure the care, H&S, insurance and support is in place - but for a relatively small cost this can provide transformational change. EXAMPLE: Alloa Community Enterprises is a second hand furniture store in Clackmannanshire that has a Remakery. Education Secondary School Support brings non-attenders to their Remakery and on site they are getting work experience and online training which they were not accessing otherwise as non-attenders. More importantly it shows that school is a very unique setting to young people and that workplaces have diverse and usually supportive mixed workforces and that can change the views of young people around learning and achieving. Hawkhill Community Centre now has people with additional support needs working in their community shop. Again with earlier adoption models while children are still at school, some of the mental health issues could be diverted earlier and meaningful opportunities provided that show they can achieve where school has not been an environment they succeeded in.
7. Implementation of [Neurodevelopmental Pathways](#). Barriers resulting in extended waiting lists, convoluted journeys for children and families and a workforce feeling devalued. Disconnected and disjointed things happening to families over a period of time, as opposed to a collaborative effective support that is family centred and based on professionals speaking to each other. Funding is needed that allows us to develop in a sustainable way. It is difficult to get capacity across the whole system currently, as no-one will invest if there is a possibility it is going to end. Current funding cycles/time-limited funding creates disillusionment and lack of trust with communities. **Tracy to provide evidence.**
8. Aftercare & breaking down age silos. It is essential young people at risk are picked up fully up to 26 years plus and that we avoid children and young people 'falling off a cliff' at all stages. For example, while access to college etc may be achieved, this may be at the cost of dropping out at a later stage.

9. Community potential remains untapped in many partnership approaches. The lack of trust/courage within the public sector in relation to the community potential is a barrier to engaging in more direct work with communities. There is a concern that agencies don't trust communities to take resources and work things out themselves. This is a short-sighted approach as those communities will still be there when the money runs out. As a public sector, we need to be better at redistributing the available resource, to build a more sustainable legacy.

Our Solutions - National Action	Our Solutions - Local Action
<ol style="list-style-type: none"> <li>1. Increased investment in whole family wellbeing approaches in order to support increase in pace and depth of change required. Clarity is required on what it is intended to achieve and underpinning information sharing/information governance across partners within CPPs.</li> <li>2. Funding should support partnership approaches, rather than focus on one service/sector.</li> <li>3. A commitment is needed to sustainable funding for implementation of the Neurodevelopmental Pathways specification to ensure capacity is created across the whole system.</li> <li>4. Greater emphasis on targeting interventions on those families that need it most, rather than pursuing universal entitlements which are increasingly unaffordable. The compassion we afford to people in communities who do need help at particular times is critical, and more should be done to protect families from stigma.</li> <li>5. Scottish Government should set out expectations about ways of working that are more holistic and involve families/communities in being part of solutions</li> <li>6. More focus is required on how to ensure legislation facilitates ethical commissioning for services to human beings, and a shift away from old-fashioned procurement and commissioning practices - <a href="https://spice-spotlight.scot/2022/08/12/what-is-ethical-commissioning-and-why-does-it-matter/">https://spice-spotlight.scot/2022/08/12/what-is-ethical-commissioning-and-why-does-it-matter/</a></li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure Whole Family Wellbeing funding reaches beyond Local Government and into community settings, and towards solutions that are 'real-lived', and not only statutory interventions.</li> <li>2. Utilise the collective role of the Community Planning Partnership to deliver strategic funding decisions (particularly re statutory partners)</li> <li>3. Partnerships have a key role to play in supporting 'alternative school models' accepting that 'school is not for everyone' and that approaches involving the third sector/ and or alternative school models that use meaningful work experience options need to be in place to respond quickly to needs emerging. CPPs should support Education/Social work departments to work with out of school settings like social enterprises to ensure the care, H&amp;S, insurance and support is in place as for a relatively small cost this can provide transformational change.</li> <li>4. CPIB/CPPs have a leadership role in relation to promoting the long-term and gradual nature of generational change and raising awareness of the evidence base around this (e.g. early years/prosperity in life, impacts of generational poverty). It is important that the public and politicians understand that change will not happen in one budget/electoral cycle and have the confidence to be bold and commit to approaches over the longer term.</li> <li>5. CPPs should give greater emphasis to building trust amongst professionals, promoting parity of esteem and mutual respect for the contribution of all partners, including the Third sector. This will encourage greater joining up between partners, including better information-sharing.</li> </ol>

## Theme 3: Complexity and Fragmentation of multiple different funding streams

### Barriers we focussed on

- Lack of interaction/alignment between existing funding streams with funding pulling in different directions and not supporting a holistic focus on that person/family in the centre
- Significant ring fencing/delineation of budgets, with insufficient local flexibilities to support partnerships to focus on local priorities
- Scale and implementation of Whole Family Wellbeing fund undermines 'whole system' ambition
- Greater flexibility needed in existing funding
- Opportunities for CPPs to strengthen local approaches to joint funding/prioritisation are not being realised (WFWF; Trauma informed funding; etc etc)

### What evidence or examples can we share re these barriers and the problems they are creating, and where we are seeing good practice/progress

1. Scale & implementation of Whole Family Wellbeing fund undermines 'whole system' ambition
  - a. Scale: e.g. £1M each year WFWF in a 'system' which currently spends £100M+ on education;
  - b. Implementation: inconsistent engagement with TSIs regarding WFWF



TSI Engagement in  
WFW Funding.docx

2. DFM Letter to COSLA President re 'New Deal between SG & LG'  
*"The Scottish Government is committed to building trust and maximising benefits for our citizens and communities. We will act to:*
  - *align budgets to maximise impact on outcomes;*
  - *remove barriers which hinder flexibility in funding, and in the design and delivery of services around people, helping to embed the service changes flowing from this;*
  - *require our partner public bodies and agencies to work collaboratively within CPPs to deliver shared outcomes, take action to address local priorities and align local funding, this will be supported by our Place Director network; and*
  - *enable third sector partners to participate and contribute in local plans, including through flexible funding.*  
  - *Local authorities are key partners in this endeavour. Through COSLA, we will invite local authorities to work with us to:*
    - *prioritise spending to agreed key outcomes for which we are jointly accountable,*
    - *with clarity as to the way in which we will work together to secure and measure success;*
    - *ensure that joint plans of activity across CPPs can deliver those outcomes in a way which reflects the needs of a local communities, and to robustly account for delivery of these plans;*
    - *share resources across CPPs to deliver these activities in whatever way is most effective; and*
    - *continue to share and learn from best practice nationally and locally to embed person-centred approaches that work for individuals and communities, and reduce barriers and duplication in our joint systems."*

3. Lack of alignment in current funding models. Example in Child Poverty agenda can be seen in funding for Whole Family Wellbeing, Summer of Fun & Holiday Activity, Parental Employability are not aligned, but are core sources of Scottish Government funding. What impact does the recent funding to Councils for Parental Employment Support (PES) have on the future of further youth unemployment supports and Community Jobs Scotland? To what extent is funding for family learning and youth work aligned?
4. Greater Flexibility required in funding models. Example: how can Attainment Fund be used for YP beyond school recognising the cliff face for YP leaving/not attending school and lack of capacity within CAMHS/Adult Services
5. Opportunities for greater CPP joint funding/prioritisation: Whole Family Wellbeing Fund & Trauma Informed funding, etc etc
6. Funding for external community-based provision. Example: People struggling with mental health issues from a younger age must know that there are ways back into wellbeing options. Young people who are non-attenders are not going to access the wellbeing offers being put in place by schools. Other forms of external community-based provision are needed to allow young people and families to find alternative ways to solve mental health issues. The proposed Community Link Workers for all ages attached to GP surgeries (Primary Care Community Wellbeing Fund is proposed for but not been confirmed yet – was due to be released last year but not confirmed yet could be key to this.) It will allow community-based workers to find community solutions for young people that may not be finding the solutions and support in schools or through CAMHS due to waiting lists.
7. [Principles of Positive Partnerships](#): Evaluation Support Scotland has published guidance to support positive funding relationships between Scottish Government and third sector grant holders in order to achieve positive outcomes for the people of Scotland.

Our Solutions - National Action	Our Solutions - Local Action
<ol style="list-style-type: none"> <li>1. <b>Sustainable Funding for outcomes</b> – a longer-term outcomes focussed funding model along with strategic policy alignment is required to facilitate greater interaction &amp; alignment between the multiplicity of existing funding streams to maximise the resources we’ve got &amp; to drive the generational change we desire. Inconsistent and short-term funding does not facilitate the building of strong, trusted relationships. It is important that Ministers lead by example, working together across portfolios and empowering officials to do the same.</li> <li>2. <b>Funding Community-based provision</b> - Funding for other forms of external community-based provision are required to allow young people and families to find alternative ways to address mental health issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. CPPs/CPIB could support the piloting of a new funding model to explore what could be achieved if existing funding streams are aggregated by outcome.</li> <li>2. CPPs should give greater emphasis to collective prioritisation and decision making in relation to funding. This will help to reduce budget decisions which are short-term and those designed only to protect in-house services.</li> <li>3. CPPs should consider how they can support Children’s Service Plans recognising the ask in the recent <a href="#">SG Review</a> to improve transparency on how the children’s services budget is spent across services and partners shifting investment to prevention and early intervention</li> </ol>



# Action Planning

Taking forward local actions identified by SLWG

CPIB Meeting 23<sup>rd</sup> May

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# CLIMATE CHANGE

Go to  
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Barriers	Local Action	National Action
Fragmentation of Funding Landscape	<ul style="list-style-type: none"><li>•CPIB to support <b>co-ordination of funding</b> at a local level</li><li>•CPIB to support the wider roll-out and use of Scottish Cities Alliance <b>Carbon Scenario Tool</b></li><li>•CPIB to inform development and implementation of <b>Virtual Climate Agency</b></li></ul>	<ul style="list-style-type: none"><li>•Consolidate and align national budgets and funding streams relating to Climate Action</li></ul>
Greater strategic co-ordination of procurement approaches	<ul style="list-style-type: none"><li>•CPIB to work with <b>Scotland Excel</b> to bring greater co-ordination in procurement</li></ul>	<ul style="list-style-type: none"><li>•Adopt a greater focus on sustainability within procurement regulation</li></ul>
Prioritisation of 'Big Ticket' Areas	<ul style="list-style-type: none"><li>•CPIB/CPPs to encourage greater focus of <b>City Deal money</b> on Climate Change</li></ul>	
Sustainable Funding for the Third Sector	<ul style="list-style-type: none"><li>•CPIB to support implementation of existing local models relating to <b>Third Sector Funding</b> (dependent on national action)</li></ul>	<ul style="list-style-type: none"><li>•Explore funding opportunities to support local areas and Third Sector to drive transition towards net zero</li></ul>

# FINANCIAL SECURITY FOR LOW INCOME HOUSEHOLDS

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Barrier	Local Action	National Action
Data Sharing	<ul style="list-style-type: none"> <li>•CPIB to develop national <b>principles on data sharing</b> and risk levels.</li> <li>•CPIB to promote <b>good practice in data sharing</b> &amp; learning on local progress.</li> </ul>	<ul style="list-style-type: none"> <li>•Sponsor national data sharing principles to bring weight to collective efforts.</li> <li>•Explore governance arrangements to prioritise progress in common platforms and common technology components (e.g., HSC Data Strategy &amp; Scotland’s Digital Strategy)</li> </ul>
Funding Barriers	<ul style="list-style-type: none"> <li>•CPP partners to consider how they provide sustainable and flexible <b>funding for the Third Sector</b></li> <li>•CPIB to produce a ‘<b>think piece</b>’ to support Community Planning in their response to the current Financial Crisis</li> </ul>	<ul style="list-style-type: none"> <li>•Give greater emphasis to provision of flexible and multi-year funding to enable funding to be used in ways that reflect priorities for communities.</li> <li>•Include a requirement in funding flexibilities for CPPs to be involved in wider commissioning of work</li> </ul>
Evaluation, Analysis & Insight	<ul style="list-style-type: none"> <li>•CPIB to promote links with, and good practice examples of, <b>engagement with academic partners</b> to strengthen evaluation, predictive analytics &amp; integrated datasets.</li> </ul>	
Reporting & Governance		<ul style="list-style-type: none"> <li>•Reduce reporting requirements in relation to Child Poverty Action Reports</li> </ul>



# WELLBEING OF CHILDREN AND YOUNG PEOPLE

Barriers	Local Action	National Action
Building and facilitating relationships	<ul style="list-style-type: none"> <li>• CPIB/CPPs to use shared commitment to The Promise to promote importance of <b>forming loving relationships</b>.</li> <li>• CP partners to consider how they provide sustainable <b>funding for those 3<sup>rd</sup> sector</b> approaches which nurture trusting relationships.</li> <li>• CPPs to work closely with <b>Community Link Workers and Community Learning approaches</b> to increase community-based interventions.</li> <li>• CPIB to promote the support and resources available from the <b>National Trauma Training Programme</b></li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing the 3<sup>rd</sup> Sector to provide relationship-based early-intervention alternatives.</li> <li>• Sustainable resourcing to support genuine partnership working with communities and families</li> </ul> <div data-bbox="2084 411 2461 686" style="border: 1px solid orange; padding: 10px; text-align: center;"> <p>Go to <b>www.menti.com</b></p> <p>Enter the code <b>6228 1712</b></p> </div>
Receiving the right support at the right time	<ul style="list-style-type: none"> <li>• CPIB/CPPs to use their collective leadership role to articulate and promote the <b>long-term and gradual nature of generational change</b>.</li> <li>• CPPs to give greater emphasis to ensuring <b>parity of esteem</b> amongst partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased investment in WFWF</li> <li>• Give greater focus to ethical commissioning.</li> <li>• Sustainable funding for implementation of the Neurodevelopmental Pathway specification.</li> <li>• Prioritisation of funding which supports partnership approaches</li> </ul>
Funding complexity and fragmentation	<ul style="list-style-type: none"> <li>• CPPs to give greater emphasis to <b>collective prioritisation and decision making</b> in relation to funding.</li> <li>• CPP's to consider how they can support CSPs and other services for children to improve <b>budget transparency</b></li> </ul>	<ul style="list-style-type: none"> <li>• A longer-term outcomes focussed funding model is required to facilitate greater interaction and alignment and to maximise the resources we have available to drive the generational change we desire.</li> <li>• Funding for other forms of external community-based provision to allow young people and families to find alternative ways to address mental health issues</li> </ul>

# SUMMARY

<b>Climate Change</b>	<b>Financial Security</b>	<b>Wellbeing of CYP</b>
<ol style="list-style-type: none"><li>1. Local co-ordination of funding</li><li>2. Roll-out of Carbon Scenario Tool</li><li>3. Inform Virtual Climate Agency</li><li>4. Procurement co-ordination with Scotland Excel</li><li>5. Support use of City Deal money for Climate Change</li><li>6. Implementation of local 3<sup>rd</sup> Sector funding models</li></ol>	<ol style="list-style-type: none"><li>1. National data sharing principles</li><li>2. Promote data sharing GP</li><li>3. CP funding for Third Sector</li><li>4. CPIB 'think piece' on Financial Crisis</li><li>5. Engagement with Academic partners</li></ol>	<ol style="list-style-type: none"><li>1. Promote importance of forming loving relationships</li><li>2. CP funding for 3<sup>rd</sup> Sector</li><li>3. Community Link Worker/Community Learning approaches</li><li>4. Promote LT/gradual nature of generational change</li><li>5. Parity of esteem amongst CP partners</li><li>6. Collective prioritisation re funding</li><li>7. Improve budget transparency</li></ol>

BARRIER	LOCAL ACTION (2/3 priority areas)	TASKS	WHO WILL TAKE THIS FORWARD (CPIB member/ CPIB subgroup or ask of Third Party)	TIMESCALE	WHAT WILL SUCCESS LOOK LIKE
<b>Greater strategic co-ordination of procurement approaches</b>	CPIB to work with Scotland Excel to bring greater co-ordination in procurement	e.g. Hold Workshop with Scotland Excel & CPIB	e.g. CPIB CHAIR	e.g. SEPT 2023	e.g. Scotland Excel will open up their procurement frameworks; Scotland Excel will agree to work with other procurement providers to reduce fragmentation; etc....

BARRIER	LOCAL ACTION (2/3 priority areas)	TASKS	WHO WILL TAKE THIS FORWARD (CPIB member/ CPIB subgroup or ask of Third Party)	TIMESCALE	WHAT WILL SUCCESS LOOK LIKE
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# CLIMATE CHANGE CPIB SLWG

November 2022

# Fragmentation of Funding Landscape – Agreed Actions

<b>National Influence</b>	<p><b>1. Alignment of national budgets/funding streams</b> Explore with SG how they can consolidate and align budgets and funding streams to minimise the routes the public sector is required to access to obtain funding for Climate work, and also to ensure greater strategic alignment with cost of living crisis and emphasis on investment in people.</p>
<b>Local Action</b>	<p><b>2. Supporting greater local co-ordination</b> In tandem with our ask of SG to consolidate funding, the CPIB will support progress in local co-ordination by cascading where partners can go for funding, and by using its influence to encourage CPPs and the partners represented on CPIB to look at our own fragmentation to ensure funding flows through to communities in a streamlined manner</p> <p><b>3. Roll-out of Scottish Cities Alliance Carbon Scenario Tool</b> To improve co-ordination between partners and remove duplication, there would be value in exploring how the Carbon Scenario tool could be used to drive a consistent approach across the PS in relation to joint measurement of progress on the 2045 carbon reduction targets and staff development. The CPIB will ink in with work being led by the IS, SSN and ECCL to develop a Climate Intelligence Service for 32 councils initially, which could support wider roll-out and consistent use of the Carbon Scenario Tool. <b>ACTION:</b> Greg to explore use of Carbon Scenario Tool &amp; Climate Intelligence Service with Angela Scott and report back to CPIB.</p> <p><b>4. Inform development &amp; implementation of Virtual Climate Agency</b> We will build our understanding of the Climate Agency to identify how CPIB might influence its development and implementation to avoid a narrow focus on one aspect of energy transition. <b>ACTION:</b> SDS to provide a summary on the Virtual Climate Agency for the CPIB <b>ACTION:</b> The CPIB will link in with Roy Brannen, Interim Director General Net Zero, Scottish Government.</p>
	<p><b>5. Harness Community Empowerment</b> There is a role for the CPIB to use its influence to encourage CPPs and the partners represented on CPIB to harness community engagement to get behind and drive the behaviour shift necessary to deliver change.</p>

## Greater strategic co-ordination of Procurement approaches – Agreed Actions

<b>National Influence</b>	<p><b>6. Encourage a greater focus on sustainability within Procurement Regulation</b></p> <p>Ask SG how regulation within PS Finance Manual could be used to better offset the drive for best value/lowest costs with the sustainability agenda.</p>
<b>Local Action</b>	<p><b>7. Work with Scotland Excel to bring greater co-ordination in procurement</b></p> <p>We will hold a workshop with Scotland Excel to explore how we might bring greater co-ordination across a range of procurement challenges, including:</p> <ul style="list-style-type: none"><li>- Could Scotland Excel can open up their procurement frameworks, is there a fee, and if so, can they absorb it?</li><li>- How can Scotland Excel work with other procurement providers to reduce fragmentation in procurement (to ensure economies of scale, create sustainable business for SMEs; and help drive sustainability). SDS colleagues will also provide input to this.</li><li>- What other procurement networks exist, are we using them well enough, how do we support inclusion of a wider range of partners?</li><li>- What other procurement challenges exist in relation to driving greater co-ordination around the climate agenda, and how can Scotland Excel help?</li><li>- What other resources and support are available from Scotland Excel to help address procurement challenges?</li></ul> <p>We will ask Scotland Excel to write a paper on current procurement practices and highlight any opportunities to support Community Planning.</p>

## Prioritisation of 'Big Ticket' Areas – Agreed Actions

Local Action	<p><b>7. Encourage greater use of City Deal money to focus on Climate Change</b></p> <p>Identify commonalities in relation to Climate interventions across City Region growth deals to enable CP partners/partnerships to coalesce behind these areas to deliver greater potential impact. <b>Action:</b> Linda (SDS) to identify the climate actions each City Regional growth deal is targeting funding towards and areas of commonality.</p>
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## Sustainable Funding for the Third Sector – Agreed Actions

National Influence	<p><b>8. Request Scottish Government Funding for Third Sector to support transition to Net Zero</b></p> <p>Ask SG if there is a pot of money that could be used to support local areas and Third Sector to drive transition to net zero. The approach which has been developed and delivered in Dundee provides a ready-made model which could support rapid wider implementation.</p>
Local Action	<p><b>9. Promote good practice</b></p> <p>Subject to identification of funding, CPIB could promote the Dundee approach using its influence to encourage CPPs and the partners represented on CPIB to explore and implement this approach more widely.</p>



Background Material

# Reduce fragmentation in the funding landscape

## Evidencing the current level of fragmentation within funding landscape

1. Skills & Enterprise funding landscape (SDS Slides 3/4)
2. List of Funding (Dundee)



Action is needed to:

1. Declutter, consolidate and develop a leaner approach to improve access for the public sector, including the Third Sector (*capacity; word of mouth*)
2. Provide greater emphasis on investment in people to ensure we have the right skill sets and working practices (we currently invest in the asset, and underplay investment in people skills, and how to get people working differently)
3. Greater strategic co-ordination between responses to poverty/cost of living crisis and tackling climate change. Need LT strategic funding which reflects that works well for the environment (e.g. better energy efficiency, recycling) also benefits people struggling to live on low incomes. But rent freezes in Emergency Bill mean there is no certainty for housing providers re income, and what impact this has on housing build and standards?









The new **Virtual Energy Agency** provides an opportunity to develop a coherent investment strategy in relation to Climate

*(it needs to go beyond the one aspect of transition currently proposed)*

## Greater use of existing structures/agendas

- Stronger role for Community Planning
  - Co-ordination around carbon trading and offsetting
  - Working with Communities to support behaviour shift
  - To utilise statutory sectors' role as Anchor Organisations to direct private enterprise funds to communities of need
- Regional Climate Action Hubs (greater co-ordination between funders)
- Business Support Partnership (ongoing work to review and declutter PS funding landscape)
- Scottish Cities Alliance (LG skills requirements) & Carbon Scenario Tool
- CESAP Refresh in Spring 2023
- Strengthen Place Dimension within Sustainable Energy & Climate Action Plans & Green Jobs Focus within Regional Skills Investment Plans
- Scottish Communities Climate Action Network to support community led action
- Greater alignment with ambitions set out in the Circular Economy Scotland

# UNDERSTANDING THE FUNDING LANDSCAPE RELATIVE TO SKILLS \*\*

	WHAT THIS WILL PROVIDE	Type of investment		
		Economic	Curriculum	Skills
<b>NSET projects – lifetime upskilling and reskilling</b> <span>SG-led</span> <span>SDS-support</span> <span>SFC-support</span>	Investment Mapping in provision of lifelong learning			
<b>Green investment mapping</b> <span>SDS-led</span>	Mapping scale of current/planned investment across sector/regions in Scotland, and impact on demand for green skills			
<b>Heat decarbonisation investment mapping</b> <span>SDS-led</span>	Mapping scale of current/planned investment in domestic/commercial heat decarbonisation in Glasgow & H&I area (TBC)			
<b>Mapping SG investment in green skills</b> <span>SG-led</span>	Overview of SG investment to support green skills			
<b>Mapping of FE/HE provision</b> <span>SFC-led</span> <span>SDS-support</span>	Understanding of the scale and scope of FE/HE provision to support green skills			
<b>Scottish Cities Outlook: Funding &amp; Investment Strategy (Transition to Net Zero)</b> <span>Scottish Cities Alliance</span>	Work to develop funding/investment strategy to support the SCAs Transition to Net Zero Carbon Action Plan: Identifies projects supporting transition to net zero			

\*\*Note: There is some crossover between the research in big ticket areas and research that examines the fragmentation of funding.

# UNDERSTANDING THE FUNDING LANDSCAPE RELATIVE TO ENTERPRISE

## WHAT THIS WILL PROVIDE

## Status

### Map out current business support

SE

Mapping funding Option sin Scotland: An interactive outline of the funding opportunities by organisation, available [here](#).



### Business Support Partnership (BSP)\*\*\*

*Ongoing work to declutter the public sector funding landscape*

SE

SDS

Partners

Partnership to develop enhanced, effective & efficient business support system: work to establish/align delivery environment across main economic providers (reviewed 14 products and services to date)



### Scottish Business Sustainability Partnership (SBSP)\*\*\*

SE

Partners

A separate body focused on net zero / climate change: current discussions to bring SBSP closer into the BSP to streamline activity.



#### Key



Activity is underway.



Activity / discussions at initial stages.

\*\*\*Note: The BSP is a partnership with SE, HIE, SOSE, Local Government via COSLA, SLAED and Business Gateway, SDS, Scottish Government, and sector specific agencies Creative Scotland and VisitScotland.

The SBSP is a partnership with SE, Scottish Manufacturing Advisory Service, HIE, SEPA, Energy Savings Trust, and Zero Waste Scotland as key partners.

# Use & co-ordinate procurement strategies to apply the full collective weight of the Public Sector

## Push out existing Procurement Frameworks

Push out existing procurement frameworks (like those in Scotland Excel, and others that are available) to share information/knowledge, expand use and ensure Community Planning partners can tap in.

## Ethical Procurement and Investment

- Better/more proactive use of Sustainable Procurement Duty
- Build on Community Wealth Building Agenda
  - Anchor's Progression Framework
  - Progressive procurement pillar for CWB (e.g. Local Supply Chains)
  - CWB Pillar on making financial power work for local places
  - Guidance for CWB/Wellbeing Economy (Social Justice on a Healthy Planet)
  - CWB Bill could seek to focus on local contracting/purchase
  - Utilise SWF funds to promote positive choices in relation to Climate Agenda

## Amend procurement legalities to ensure place-based and community-based approaches are prioritised.

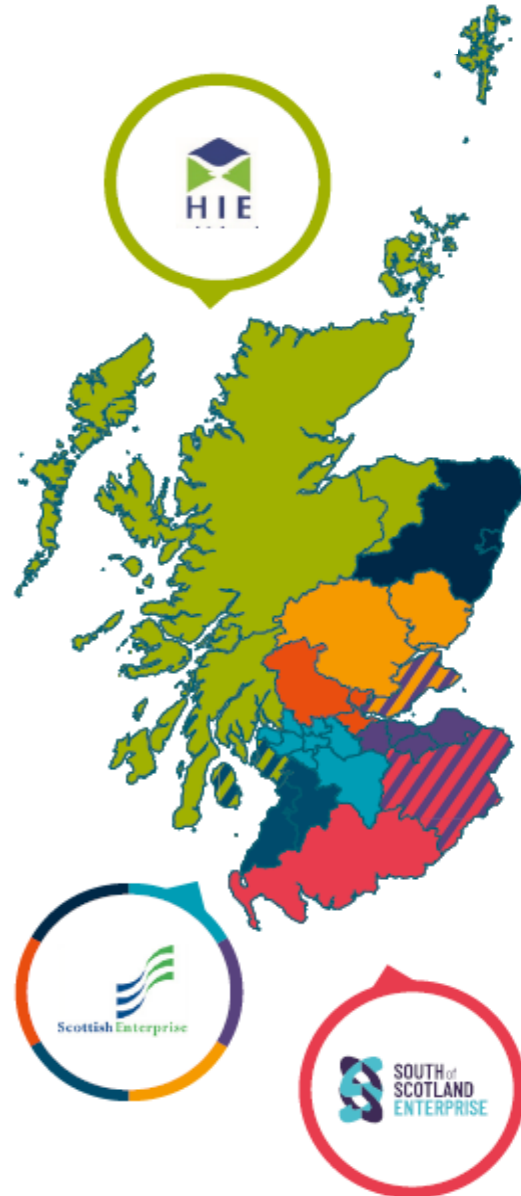
- Build in procurement clauses on subcontracting locally and community benefit
- Impact of Resource Spending Review and the costs associated with achieving net zero outcomes means that without action, there will be a drive away from more costly local supply lines.
- We need to invest in the local market so it grows and can compete on more equal basis.
- Reference examples of Scottish Futures Trust metrics (which stipulate local) driving up costs, and projects are subsequently becoming unaffordable
- To deliver on Climate Change ambitions, a collective understanding is needed that less is going to be delivered. How this links with the targets that SG have set needs further consideration.

## Greater Use of Existing Structures

- Collective action between CP Partners, using purchasing power of all statutory agencies to drive meaningful change.
- Greater emphasis on statutory sectors' role as Anchor Organisations to reduce supply chains to promote local investment
- Utilise City Deal and Growth Deals to ensure not only local supply chains are used but also a climate action 'benefit' clause is prioritised, with contractors assessed not only on their community benefit but their climate benefits

# Prioritisation of the big-ticket areas by understanding and disseminating what the evidence tells us

- Encourage greater use of City Deal money to focus on Climate Change.
- Make better use of existing governance structures such as City Deals to promote wider public sector alignment around Climate priorities & funding streams. This will allow us to maximise opportunities from collaboration and develop strategic partnerships which deliver more value for money.
- Identify commonalities in relation to Climate interventions across City Region growth deals to enable CP partners to coalesce behind those key areas to deliver greater potential impact



## Highlands and Islands

LA	Moray	Highland	Orkney	Shetland	CnES	Argyll and Bute	North Ayrshire
City / Region Deals	Moray Growth Deal	Inverness and Highland City Region Deal	Islands Growth Deal			Argyll Growth Deal	--
Convention	Convention of the Highlands and Islands						
Regional Skills Groups	Highlands and Islands Skills Leadership Forum						

## Glasgow City Region Deal

LA	Glasgow	East Ren	Inverclyde	Ren	West Dunb	East Dunb	North Lan	South Lan
City / Region Deal	Glasgow City Region Deal							
Regional Economic Partnership	Glasgow City Region Regional Economic Partnership							
Regional Skills Group	Glasgow City Region Employment and Skills Group							

## Edinburgh and South East Scotland City Region

LA	Edinburgh City	East Lothian	Midlothian	West Lothian	Borders	Fife
City / Region Deal	Edinburgh and South East Scotland City Region Deal					
Regional Economic Partnership	No REP					
Regional Skills Groups	Integrated Regional Employability and Skills Board and the Labour Market Analysis and Evaluation Theme Group					

## Tay Cities

LA	Dundee City	Angus	Perth and Kinross	Fife
City / Region Deal	Tay Cities Deal			
Regional Economic Partnership	Tay Cities			
Regional Skills Group	Tay Cities Employability and Skills Group			

## Forth Valley

LA	Stirling	Clackmannanshire	Falkirk
City / Region Deal	Stirling and Clackmannanshire City Deal		Falkirk Improvement Zone
Regional Economic Partnership	No REP to date		
Regional Skills Groups	None		

## South of Scotland

LA	Borders	Dumfries and Galloway
City / Region Deal	Borderlands Growth Deal	
Regional Economic Partnership	SOS Regional Economic Partnership	
Convention	Convention of the South of Scotland	
Regional Skills Group	SOS Education and Skills Strategic Coordination Group	

## Ayrshire

LA	North Ayr	East Ayr	South Ayr
City / Region Deal	Ayrshire Growth Deal		
Regional Economic Partnership	Ayrshire Regional Economic Partnership		
Regional Skills Group	Ayrshire Skills Group		

## North East Scotland

LA	Aberdeenshire	Aberdeen City
City / Region Deal	Aberdeen City Region Deal	
Regional Economic Partnership	Aberdeen City and Shire Regional Economic Partnership	
Regional Skills Groups	Aberdeen City and Shire Regional Learning and Skills Partnership	

## Sustainable funding for the Third Sector.

- Is there a model in the Dundee Climate fund – *Delivering Community Choices through Participatory Budgeting* we could use to encourage more to adopt?
- What more could Community Planning and Government do to support third sector /community organisations, and to ensure sustainable funding is available?

### ***Delivering Community Choices through Participatory Budgeting***

The Dundee Climate Fund aims to involve citizens in developing proposals for and deciding on the allocation of £750,000 which will deliver community-led climate change projects in the city over a four-year period.

Communities decide directly how to spend part of a public budget by identifying and voting on local projects aimed at delivering on the following themes:

- **Energy:** reducing consumption, promoting energy efficiency, use of renewables
- **Transport:** encouraging active travel, decarbonising transport
- **Waste:** reducing waste, recycling, reusing resources
- **Resilience:** improving greenspaces, biodiversity, local food growing
- **Building Capacity:** increasing awareness, engaging communities and young people in climate change.

FINANCIAL SECURITY FOR LOW  
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CPIB SLWG

November 2022



## Making progress in Data sharing

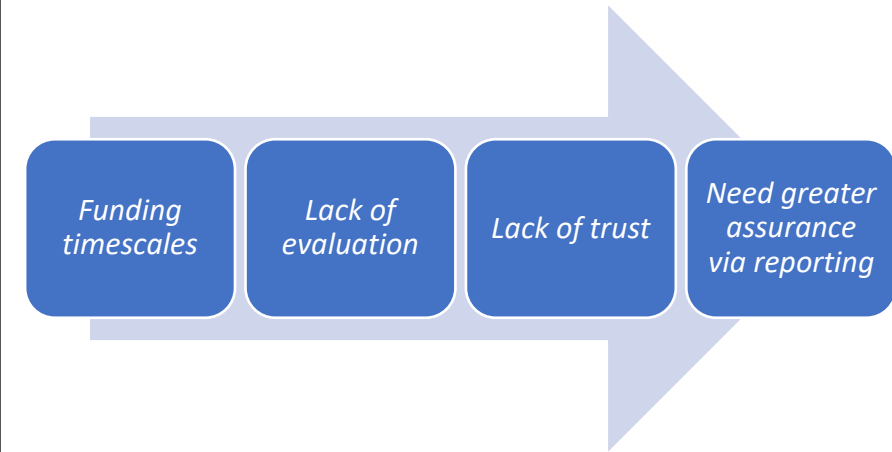
- Focus on key areas, e.g. SSS/DWP
- GDPR - agree national principles and common risk levels
- Integration of IT systems for smoother referral processes
- Replicate local progress in unlocking barriers accessing HMRC/DWP data (e.g. Glasgow)
- Wider application of legal gateways and mechanisms for information sharing developed in SS Pilots
- Corporate access to MOSAIC and ACORN software for Experien/CACI data
- Learning from SAVVI in England, are there levers in Scotland we could make more use of?
- A streamlined data access route for referrals to the third sector, a role for TSIs?
- Supporting Third sector to use Macro/big data
- **PHS Child Poverty – Inverclyde Pilot**
- **SDS 16+ Datahub & multiparty data sharing**
- **Developing a common shared and trusted storage place for data for CP partners**
- **A standardised approach to understanding risk and interpretation of legislation**

## Addressing Funding barriers

- Longer-term and more flexible funding, particularly around year-end spending
- Better Evaluation
- Role of CPPs in making joined up decisions **and collective prioritisation** in relation to spend
- Mapping of Child Poverty funding
- **Greater co-ordination in relation to Financial Security/Cost of Living Crisis interventions and events to support a 'Whole System' focus**

## Reducing complexity of reporting & governance structures

- Funding drives reporting



- Shift to 3 year Tackling Child Poverty strategies

# Data Sharing – Agreed Actions

<b>CPIB/CPP Action</b>	<p><b>1. National principles on data sharing and risk levels</b> CPIB to develop a set of national principles or framework for what data can be shared and common risk levels in relation to GDPR.</p> <p><b>2. Promoting good practice</b> CPIB to showcase where progress in sharing data is being made at a local level and explore if there is learning that can be replicated elsewhere:</p> <ul style="list-style-type: none"><li>• Glasgow City Council’s work with DWP/HMRC</li><li>• Social Security Pilots</li><li>• P&amp;K &amp; SAVVI’s work on Rural Child Poverty</li></ul>
<b>National Action</b>	<p><b>3. Seek support for national data sharing principles/risk levels</b> Take data sharing proposals to SG to seek Government sponsorship to bring weight to our collective efforts</p> <p><b>4. Progress in common platforms and common technology components</b> Ask SG how governance arrangements for HSC Data Strategy &amp; Scotland’s Digital Strategy could be used to prioritise progress in common platforms and common technology components. There is technology available that will connect systems with a view to enable the better sharing of data, but this is expensive and is not being applied in scale. This needs to be a Government priority due to the efficiencies this will deliver, as well as providing a significant enabler to more timely and intelligence based decision making.</p>

## Funding Barriers – Agreed Actions

<b>National Action</b>	<p><b>5. Flexible and multi-year funding</b> Ask SG to give greater emphasis to provision of flexible and multi-year funding so that services can use funding in ways that reflect what is going on in communities. This flexibility is particularly important in relation to tackling the Cost of Living crisis, to ensure funding is targeted where it is most needed. Include a requirement in the funding flexibilities for CPPs to be involved in wider commissioning of work to encourage a whole picture approach to funding services locally.</p>
<b>CPIB/CPP Action</b>	<p><b>6. Third Sector funding</b> The CPIB will use its influence to encourage CPPs and the partners represented on CPIB to consider how they fund the third sector and provide flexibilities</p> <p><b>7. CPP Response to current Financial Crisis</b> The CPIB will develop a think piece to influence a conversation at a local level, about how CPPs are going to respond to the current financial crisis, and at a sectoral level within CP partner organisations, recognising this will be a focus for partnerships and partners in the coming period. At a time we should be maximising collective action, there is a real risk partners will draw back due to reducing budgets, and individual governance and accountability to balance finances. The CPIB could use its influence to encourage CPPs and the partners represented on CPIB to step into that bold space locally, to look for solutions in different ways, and commit to wider commissioning of work through the CPP. The think-piece could also promote the use of the CPP self-assessment to help partners think about how they work together differently and pool resources.</p> <p><b>8. Preparing for the longer term</b> Given the scale of the challenge, it is vital that the CPIB looks beyond this acute period, and to the future, to understand the challenges we are likely to see when we emerge from this financial crisis. Focus is needed on how we prepare for the longer term, and what whole system improvements are needed to make CP better nationally and to ensure we don't lose focus on priorities such as prevention or lose ground on the progress already achieved. The CPIB will keep a watching brief on this as it refreshes its strategic plans.</p>

## Evaluation, Analysis & Insight – Agreed Actions

CPIB/CPP Action	<b>9. Promoting links with Academic Partners</b> To promote stronger engagement with our Academic partners to help assess what CPPs are doing and what works in relation to evaluation, predictive analytics, modelling, and integrated datasets, the CPIB will share examples of good practice where this is happening effectively and share links of the wide range of Academic partners/resources available. CPIB will also encourage CPPs to think about how they might engage more with their academic CP partners to develop their capacity and capability in these areas.
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## Reporting/Governance – Agreed Actions

National Action	<b>10. Reducing reporting requirements in relation to Child Poverty Action Reports</b> Take a proposal to SG that instead of annual local Child Poverty Action Reports, local partnerships should be supported to take a strategic 3-5 year approach. Ensure the forthcoming guidance on local CP Action Reports emphasises local flexibility in relation to reporting arrangements.
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