AGENDA

Community Planning Improvement Board
Advisory Board Meeting, 27th August, 2pm – 4pm
Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow

Agenda
1. **Welcome and Introduction**
2. **Minute & Matters Arising**
3. **CPIB Board Member Engagement Activity**
4. **Policy Development Horizon Scanning**
5. **CPIB Stakeholder Communications**
6. **CPIB Work Programme Update**
7. **Place Principle**
8. **Public Health Reform**
9. **AOB**
10. **Future Items & Date of Next Meeting**
11. **Close**

Community Planning Improvement Board

Advisory Board Meeting, 30th May, 2pm – 4pm

Minute

Attendees	Steve Grimmond (chair), SOLACE; David Martin, SOLACE; Allister Short, HSC Chief Officers Network; Audrey MacDougall, Scottish Government; Fraser McKinlay, Audit Scotland; Sarah Gadsden, Improvement Service; Ella Simpson, EVOC; Phil Couser, NHS NSS; Diane Stockton (for Gerry McLaughlin), Health Scotland; David Milne, Scottish Government; Kenny Richmond, Scottish Enterprise; James Russell, SDS; Amanda Coulthard, CP Managers Network; Albert King (for Roger Halliday), Scottish Government;
Apologies	ACC Malcolm Graham, Police Scotland; Mark McAteer, Scottish Fire and Rescue Service;

Item	Description	Action	Date
1.	**Welcome and Introduction** The chair welcomed members to the meeting, extending a special welcome to Allister Short, attending his first CPIB meeting on behalf of the HSC Chief Officer Network.		
2.	**Minute & Matters Arising** Agenda Item 2 - CPIB Minute 28th Fe The minute was endorsed as an accurate record of the previous meeting. All matters arising will be picked up under the Agenda as follows:		

Actions		Item		Progress
1.	CPIB Work Programme	1.	Board members to test outline work programme with key people within their own organisations engaged in Community Planning to assess if these are the areas where the CPIB could add most value.	Agenda Item 3
		2.	IS to work with identified workstream leads to develop and populate work programme with key activities/timescales/resources for consideration at May CPIB Board meeting	Agenda Item 7
2.	Engagement Strategy	1.	Chair to include 'Learning from Engagement' as standing agenda Item at CPIB meetings	Agenda Item 3
		2.	Chair to include forward look at major discussions at CPIB meetings to allow members to feed in	Agenda Item 4
		3.	Chair to write to CPP Chairs introducing the CPIB purpose and work programme	Agenda Item 7
		4.	David Milne to pursue engagement with senior level Scottish Government officials	Agenda Item 7
3.	Community Participation Action Learning	1.	CPIB work stream leads to consider how to reflect recommendations from the action learning process within the revised work programme	Agenda Item 7

3.	**CPIB Board Member Engagement – Standing Agenda Item**		
	Board members shared learning from engagement with local partnerships and within their own agency or sector to help inform the work of the CPIB.		
	Key issues emerging from this engagement included:		
	- There is a need for better alignment, strengthened connections and a commitment to minimise duplication. The preventative role and potential impact of Community Planning was emphasised in local and national discussions around Public Protection and Public Health Reform.		
	- The importance of 'purpose' in bringing communities together is more important than the structure or how it fits with wider agendas.		
	- The priorities identified by the CPIB in their work programme were endorsed by Community Planning Managers as reflecting the concerns/challenges they were experiencing locally, and the refocus of the board and the inclusion of 'Community Planning' within its name was welcomed. CP Managers also emphasised the valuable role board members could play in looking at how community planning is supported within their own agencies and their role as a CP partner. The Board welcomed this feedback and agreed to include this as a focus for the board at a future meeting.		
	- Engagement with community groups as part of Scottish Government's recently published Open Government Action Plan identified challenges in relation to awareness and capacity in relation to data resources		
	- The Strategic Scrutiny Group (SSG) is very supportive of the work of the CPIB, and at their May meeting shared a particular interest around work to deliver improvements in data availability, awareness and capacity. The board highlighted the importance of continuing to build awareness of the work/focus of the CPIB with scrutiny bodies and welcomed Fraser McKinlay's offer to support ongoing links with the SSG.		
	- The value of inviting COSLA input to help shape the work of the CPIB was highlighted in terms of the political leadership and expertise they would bring, and their additional influence in making linkages and strengthening connections across the policy landscape		
	Agreed Actions		
	1. Include facilitated discussion on the role of a CP partner at future board meeting	Chair	Aug/Nov
	2. Invite Sally Loudon, COSLA Chief Executive, to join the CPIB	Chair/IS	June
4.	**Policy Development Horizon Scanning – Standing Agenda Item**		
	Board members shared information on key sector/agency developments to inform the CPIB agenda and support communication across CP partners.		
	i) Public Health Reform Programme Whole System Steering Group (PHWSG).		
	CPP's are an essential focus for Public Health and the CPIB discussed how best to make links with the PHWSG work given the close links between the two workstreams, and the involvement of many of the same partners. The Board agreed it was essential for the CPIB to plug into the PHWSG work, but to keep hold of their distinct focus on Community Planning. In addition, it is also essential to ensure local CPPs and their work is connected in to Public Health. Specifically, it was agreed:		
	- The CPIB should feed into the PHWSG planning day (6th June) to raise awareness of the work being taken forward by the CPIB and to highlight the potential links (David Milne and Amanda Coulthard are both CPIB members and are attending)		
	- To consider how to reflect these links in the CPIB workstream (within 'Strengthening Leadership') which provides a focus on how *CPIB board members will inform and influence the future shape and route of Public Health, particularly the work being undertaken on exploring a whole system approach to public health*. Following the planning meeting on 6th June, we will be clearer as to what this could involve for CPIB members and can build it into the workstream accordingly.		

	Agreed Actions: 1. CPIB to feed into the PHWSG planning day on 6th June 2. CPIB to consider how to reflect links between PH and CPIB in Leadership workstrand	DMilne/AC Police Scot/ All	6th June August

ii) Public Health Scotland Consultation

It was agreed that there were key points of interest for the CPIB, including the proposal that PHS would be a statutory partner and that the CPIB should consider whether there is value in submitting a collective response.

iii) Scottish Enterprise Agencies to launch new 3-year plans

Scotland's enterprise agencies are to collectively launch new 3-year plans to help build a more economically vibrant country and support sustainable and inclusive growth in every part of Scotland. The strategic plans are being devised in collaboration with the Scottish Government and the Enterprise and Skills Strategic Board, to help deliver a shared vision of a more sustainable and inclusive economy. Each of the plans from Scottish Enterprise, SDS, and HIE will include a focus on place and partnerships, and how they will work differently at a local level. This could reshape representation at a CP level and there may be value in considering inclusion on local CP agendas.

Agreed Action:

1. Include as a future CPIB agenda item. — Chair — Aug/Nov

iv) Employability Delivery Model

Following the SG's Employability review and publication of [No One Left Behind](#), work is underway to implement a new local employability delivery model managed collaboratively between Scottish Government and Local Government from April 2019 which will integrate investment in Activity Agreements and the Scottish Employer Recruitment Incentive. The future of the service is still to be decided but is highlighted as something on the horizon for all CP partners to be aware of.

5. Local Governance Review

Agenda Item 5 - LG
Review Community-

local-governance-re
view-report-summar

Alasdair McKinlay from the Scottish Government Local Governance Review team provided an update on progress and next steps in relation to the review.

Scottish Government and COSLA jointly launched the Local Governance Review to ensure Scotland's diverse communities and different places have greater control and influence over decisions that affect them most. The review will consider how powers, responsibilities and resources are shared across national and local spheres of government, and with communities. Joint oversight for the Local Governance Review overall is provided by the Cabinet Sub-Committee on Public Service Reform Delivery and COSLA's Political Leadership Team

The key findings from the first engagement phase of the review were shared with the board. These are based on over 4,000 people who took part in #DemocracyMatters conversations about the future of community decision-making and proposals from more than 40 public sector partners for alternative governance arrangements designed to improve outcomes for people and drive inclusive growth in the places they serve.

Following the first phase, SG and COSLA recently outlined next steps to continue the conversation to get local, democratic choice and control right and to give communities more say in decisions that impact on them. This conversation will consider the 3 empowerments:

	Community; Fiscal and Functional Empowerment with the encouragement to think transformative. In terms of timescales - legislation is not expected within this parliament. More inclusive conversations will take place in the Autumn with a Blueprint expected by the end of 2020. Board members considered links with CPIB work and how they might feed into the review process, highlighting the following points: - The importance of providing enough space between the publication of the Blueprint and the Manifesto to provide an opportunity to respond. - Getting people excited to get involved is key, and there is a role for CPIB members here - Co-ordination with 'citizens assembly' provides an opportunity given its high profile - The importance of engagement with NHS was also emphasised, recognising there is more to be done. There is an opportunity through IJB's to support better conversations in relation to what their relationship is with the community.		
6.	**Community Planning Review** Agenda Item 6 - Agenda Item 6 - Community Planning Framework for Com David Milne provided an update on the Community Planning Review and asked the board to consider interconnections between the Review and the revised CPIB work programme. The CPIB endorsed and supported the recommendations in the paper. The Board welcomed the reframing of the 'review' as an improvement framework and agreed that given the alignment, the CPIB should play a role in supporting this and using their work programme to do so. This will raise the profile of the work of the CPIB and its contribution to support (and promote) improvement in Community Planning. It will also help focus the 'review' on real and continuing improvement, and less as a set piece exercise, and will help ensure that the evidence is treated as opportunities for learning around challenges, opportunities and innovative practice, rather than a snapshot of the landscape. **Agreed Actions** 1. Advice will be provided for Ministers and COSLA leaders on how the CP Review work should be undertaken, including a recommendation that the work should be taken forward under an 'improvement' banner rather than as a distinct and formal 'review' and that the CPIB should use its workstreams to drive review activity. 2. The 'Framework for Community Planning' will be tested further with CP Managers to ensure it accurately reflects local understanding/experience of CP and to build awareness	D Milne DMilne/EL/ AC	July/Aug Aug
7.	**CPIB Work Programme** Agenda Item 7 - CPIB work programm The emergent CPIB work programme was considered by the Board with each lead introducing the key areas of work in their workstream: • Strengthened leadership and influence (ACC Malcolm Graham, Police Scotland – Emily presented in Malcolm's absence) • Community participation (Ella Simpson, EVOC) • Effective decision making and good governance (David Martin, SOLACE)		

- Innovative approaches to joint planning, service design and resourcing (James Russell, SDS)
- Availability and use of high-quality local data and insights to support decision making (Phil Couser, NSS and Gerry McLaughlin, HS)
- Supporting innovation, improvement and sharing best practice, (Sarah Gadsden, IS)

The Board agreed that the work programme reflects well the asks that have been identified by CP partners and helps the Board start to build some momentum around delivery. Looking at the key challenges through the lens of individual board members was also welcomed, providing a helpful agency perspective and helping to promote wider engagement.

In terms of taking the work forward, Board members considered:
- Interlinkages between strands, particularly re how to coordinate engagement activity to minimise duplication
- Importance of pulling out transferrable messages from the work (e.g. so what, how to support…)
- Importance of reporting on progress – how will we know we're achieving
- Promoting findings/good practice/recommendations with CP partners
- The role of the CPIB to make connections with other new public sector developments (e.g. SSG Principles for Community Empowerment; SG Open Government Partnership/Citizens Panel)

The Board agreed that the work programme should be communicated to key stakeholders (making reference to CP review). The board will write to CPP Chairs/CP partner chief officers to share CPIB purpose and work programme. The important role for individual board members to share within own agency/sector was also highlighted. Following a Ministerial decision around the CP review, and potential role for the CPIB, this may also provide a positive opportunity to engage with senior level SG officials.

Agreed Actions

	1. Refine work programme to co-ordinate engagement activity, align with themes in CP Review/ to check alignment/connections with engagement activity, consistency of format, and CP review etc	**IS**	**June**
	2. Write to CPP Chairs to share CPIB purpose and work programme	**IS**	**August**
8.	**AOB** Diane Stockton (Health Scotland) outlined work on strategic planning and performance management she is taking forward for Public Health Scotland within the whole system, and asked CPIB members to share any learning with her which they felt might be relevant. Allister Short (IJB) – indicated there may be some interest in doing some work to better understand the role IJB's (as a statutory partner) are playing in CP, how connected in to CP they are, and what value they are getting from this. For example, it may be helpful for some scanning across IJB's to see how many HSC Chief officers or Chairs are on CPPs.		
9.	**Dates of Next Meeting** Tuesday 27th August, 2pm-4pm, Scottish Enterprise, Glasgow Tuesday 26th November, 2pm-4pm, Scottish Enterprise, Glasgow		

To Chairs of Community Planning Partnership Boards
Via Email

Dear CPP Board Chair,

Community Planning Improvement Board

I'm writing to inform you about the work of the [Community Planning Improvement Board](#) (CPIB) and how it's working to provide leadership and improvement support for Community Planning in Scotland.

The overarching aim of the CPIB is to work with Community Planning partners across Scotland to highlight strong and effective practice and to take steps to address any challenges to improvement that are identified. The CPIB is committed to working with community planning partners to understand:
- the leadership, influence, services and approaches that are effective in improving outcomes and reducing inequalities
- the challenges and barriers facing CPPs
- what support, innovation and/or change is needed to make community planning work more effectively.

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

Scottish Ministers announced in 2016 an intention to review how community planning is working and strengthening as a result of the legislative duties in the Community Empowerment (Scotland) Act 2015. The CPIB is committed to ensuring that our work to highlight progress, success stories and challenges is valuable in informing this understanding of how community planning is working, strengthening and improving.

The [Community Planning in Scotland](#) website is a key strand of the work of the CPIB, and provides CPPs with access to information, resources and support available. The website will be further developed across the coming period to capture good practice and we would welcome any examples of work your CPP is doing which you are proud of and would like to share with others.

The CPIB is chaired by SOLACE and members come from all the main stakeholders involved in community planning, including senior representatives from NHS, police, fire, enterprise and skills development agencies, third sector, Scottish Government, Community Planning Managers Network and Improvement Service.

The CPIB is keen to actively engage with partnerships to ensure its work programme is informed by local priorities and experiences. We are committed to keeping all Community Planning partners updated with progress and providing regular opportunities to contribute to work as it develops.

We have attached the draft work programme for 2019-2021, which highlights our key areas of focus for the next two years. We would welcome your thoughts on the priority work programme areas and would be pleased to visit your partnership to discuss with you if this would be helpful.

I look forward to hearing from you and learning more about your experiences and improvement priorities. If you would have any questions, please contact myself or Emily Lynch (Emily.Lynch@improvementservice.org.uk) and we will be happy to assist.

Yours etc…

Steve Grimmond
Chair of the Community Planning Improvement Board
Chief Executive, Fife Council

What is the Community Planning Improvement Board (CPIB)?

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

Our purpose is to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of communities across Scotland. We work with community planning partners to understand:

- the leadership, influence, services and approaches that are effective in improving outcomes and reducing inequalities for and with local communities
- the challenges for CPPs including data for evidence-based decision making and capacity
- what support, innovation and/or change is needed to make community planning work more effectively for and with local communities.

This underpins our three main roles.

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

What challenges are we trying to address?

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

How are we helping?

SUPPORT AND CAPACITY BUILDING	EVIDENCE AND EVALUATION	OUTCOMES, PLANNING AND INSIGHTS	BETTER ACCESS TO AND USE OF DATA, INSIGHTS AND INTELLIGENCE
We're offering practical support to CPPs by expanding the Community Planning in Scotland wesbite to include more resources, support and showcases of CPPs' work and progress, identifying gaps in the support for CPPs—and working to plug them—while building analytical capacity across public services.	We're developing and sharing evidence of what works based on research by What Works Scotland, as well as developing an approach to evaluation that can be used by CPPs.	We will consider approaches to developing outcomes, planning and insights for community planning and will propose areas for development and improvement to support partnership working. This will include how we capture and evidence the impact of community planning through a range of measures and actionable insights.	We will improve access to, and understanding of, data by exploring opportunities to increase the local data available in open formats and fill the gaps in the data currently available to measure outcome and build an evidence base at local level. We're also supporting CPPs to make better use of data to develop meaningful insights to support effective and informed decision making.

Who's involved in the CPIB?

Members of the CPIB come from all the main stakeholders involved in community planning. They include senior representatives from SOLACE, NHS, police, fire, enterprise and skills development agencies, the third sector, Scottish Government, Improvement Service and What Works Scotland, and community planning managers.

Want to know more?

Visit **www.improvementservice.org.uk/cpib** for the work plan, outputs, membership and contact information.

Visit the Community Planning Support Portal at **www.cppsupport.scot**

1. Strengthened leadership and influence at local Community Planning Partnership level (DCC Malcolm Graham, Police Scotland)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. Evidencing Good Practice in Collective Leadership a. We will gather examples from Police Scotland colleagues involved in Community Planning of where Community Planning is working well and delivering a positive impact, allowing a focus on good practice in collective leadership b. Examples gathered, along with resources that can be used by CPPs/CP partners to strengthen leadership, will be shared widely with CP stakeholders via the Community Planning Network and Community Planning in Scotland Website, and learning will be used to inform the Community Planning improvement programme	Police Scotland			Nov 19 Mar 20	 6.2; 6.3
2. Promoting Leadership within National Partner Agencies We will carry out an exercise with Police Scotland colleagues to examine the role of Police Scotland as a Community Planning partner. We will explore how direction and leadership in relation to Community Planning has been cascaded throughout the organisation and what difference this has made to agendas, discussions and resourcing. We will explore the experiences and expectations of Police Scotland colleagues involved in Community Planning in order to understand the factors driving and influencing positive results, what their role and responsibilities were in relation to this, and what would best support/enable them to fulfil their responsibilities.	Police Scotland			Aug 19	3.1; 4.1; 6.3
3. Wider System Leadership Leading beyond Community planning to the wider system, we will utilise the influence and networks of CPIB board members to inform and influence the future shape and route of Public Health, particularly the work being undertaken on exploring a whole system approach to public health	Police Scotland	SOLACE; IS; SFRS; NSS; HS; IJB;		Ongoing	5.1; 6.5
4. Alignment between National Policy Agenda & Community Planning We will gather evidence from Community Planning managers in relation to engagement and influence on national policy to understand how well the national policy agenda landscape currently fits with and supports the Community Planning Agenda.	Community Planning Managers			Nov 19	4.1; 6.4

2. Community participation, particularly for the most vulnerable of communities (Ella Simpson, EVOC)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. **Evidencing Good Practice in Community Participation** We will seek examples of best practice in approaches to empowerment and participation, from up to 4 (10%) of CPPs. We will work with organisations with expertise in this area to gather evidence and make connections e.g. SCDC, Scottish Community Alliance, Community Empowerment Advisory Group (CEAG); Scottish Government's Open Government Citizen Empowerment strand	EVOC	TSIs; CP Boards	To be negotiated	Nov 2019	6.3
2. **Defining 'What Good Looks Like'** We will define "what good looks like" in relation to effective approaches to empowerment and participation, particularly for the most vulnerable communities.	EVOC	CPIB; Scot Gov		Nov 2019	3.3
3. **Identifying and targeting Improvement Support** We will survey CPPs/TSIs to consider what support would be welcome and effective, and feed into and inform the CP Improvement Programme being developed under Work strand 6?	EVOC	CPIB; TSIs		Mar 2020	6.2
4. **Evaluating approaches to Community Participation** We will consider existing evaluation tools for community participation and make recommendations	EVOC	CPIB; TSIs		Mar 2020	6.3

3. Effective decision making and good governance (David Martin, SOLACE)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. **What's working: Evidencing where Community Planning has made a difference** a. We will carry out a survey with SOLACE members to gather examples of real change that would not have happened without Community Planning and explore the governance and decision-making structures important in facilitating this. We will also explore the factors blocking change and potential levers that could strengthen local Community Planning. b. Examples gathered will be shared widely with CP stakeholders via the Community Planning Network and Community Planning in Scotland Website, and learning will be used to inform the Community Planning improvement programme	SOLACE		IS	Aug 19 Nov 19	 6.2; 6.3
2. **Multi-Agency Working and supporting National Agencies to play into the Community Planning environment** a. We will undertake an evidence gathering exercise with Scottish Enterprise colleagues to explore the role they play in Community Planning and examine how existing accountability structures are being used to support them to meet their duties under the CE Act. We will identify the factors that drive and influence effective decision making/good governance within Community Planning partnerships and capture any examples of step change/major improvement which were achieved as a result of this. b. We will share examples/resources that can be used by CPPs to improve/develop effective decision making/good governance via the CP Network and CP in Scotland Website c. Using the evidence gathering template developed through this work, we will expand the approach to other national agencies, or with a sample of specific CPPs	SE	Police Scotland; SFRS	IS	Aug 19 Nov 19 Mar 20	1.2; 4.1 6.3
3. **Strengthening Accountability to Communities** a. We will work with Community Planning stakeholders to identify and support a test of change designed to build community capacity in relation to their role in local scrutiny and holding the partnership to account.	SOLACE	CP Managers	IS	Nov (TOC identified)	2.2

Community Planning Improvement Board –Work Programme 2019-2021

4. Innovative approaches to joint planning, service design and resourcing (James Russell, SDS)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. Evidence Good Practice in Joint planning, design and resourcing					
a. Undertake an internal review of all SDS CPP representatives to understand areas of innovative planning or areas of emerging practice (baseline and potential areas for test of change)	SDS			Aug 19	1.2; 3.2
b. Engage with CP managers to understand areas of innovative planning or areas of emerging practice to provide baseline and identify potential areas for test of change. Seek agreement from CPP areas identified to engage further to explore what characteristics or areas of planning are classified as 'innovative' and the outcomes and impact that this has delivered (cost savings, efficiencies in resource utilisation, increased service provision, improved perceptions of planning approaches, improved outcomes)	SDS			Aug 19 for baseline	1.4; 6.4
c. Desktop review of existing research/evidence around areas of effective practice in joint planning. (baseline)	SDS			Aug 19	
2. Improvement Support Seek agreement, where areas have identified emerging changes to planning, to support/challenge and monitor the progress of this work.	SDS			TBC (dependant on stage CPP is at)	6.2
3. Sharing Innovative Practice					
a. Develop case studies (paper/video/online) where innovative approaches have demonstrable impact, including emerging practice delivering short term outcomes	SDS		Design/marketing	Ongoing as areas identified	6.2; 6.3
b. Gather evidence on the challenges and the range of ways in which these have been overcome	SDS				
c. Develop a group of characteristics/enablers that create the right conditions for joint planning (Ideal world scenario)	SDS				
d. Gather evidence on effective approaches to planning (general planning not CPP) and identify the aspects that are relevant (How can the approach to corporate or organisational planning (jointly) be deployed with CPP's	SDS				

🎯 5. Availability and use of high-quality local data and insights to support decision making (Phil Couser NSS/Gerry McLaughlin HS)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. Leadership & Brokerage					
a. **Data Delivery Group –** provide influence to improve the information governance environment and access to pan public sector data.	NSS/SG			Ongoing	1.3
b. **Public Health Reform** – provide influence to strengthen the data and analytical support available from both Public Health Scotland and the local public health system (both direct support, and also supporting capacity building amongst partners)	NSS/HS			Ongoing April 2020	1.3
c. **Child Poverty National Partners group** – Influence and contribute to the national group to help advise and support local partners in the delivery of their duties, and data sub group to explore a pilot Needs Assessment	NSS/HS/IS			Ongoing	1.3
d. **Local Brokerage** – as required, members of the CPIB will be asked to support engagement in the tests of change outlined below.	CPIB members as required			Ongoing	
2. Improvement Support Within the context of Public Health Reform LIST will continue to develop its data and analytical improvement support to partner organizations in CPPs; work in 2019/20 will focus on Tayside Partnership; East Ayrshire Council; Police Scotland; and East Renfrewshire Council.	NSS		Resource may be required beyond TOC	Ongoing	6.2
3. Evidencing what is working well				Linked to delivery of improvement support – suggest initial summary report by end 2019	
a. **Child Poverty National Partners group** – take learning from Inverclyde pilot, apply to further requests for support from LA/NHS Boars, and share with CPPs and use to influence future plans.	NSS	NSS/Health Scotland/IS	Evaluation support may be required to validate learning		6.3
b. **Improvement Support** - learning from all the above listed Improvement Support will be shared via the CPIS website.	NSS				6.3
c. **Organisational issues** – multi-agency collaboration can accentuate a number of common challenges. Work will be undertaken to share experience and solutions gained from tests of change to such common challenge, including **Information Governance** & **Communication**	NSS				6.3
d. **Leadership (existing & new) –** facilitating a common understanding of the prioritisation and resourcing challenges that typically arise in new initiatives – nurturing the local capabilities through data-driven decision making					

6. Supporting innovation, improvement and sharing best practice (Sarah Gadsden, IS)

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. **Sharing Best Practice via the Community Planning Managers Network** We will work with the Community Planning Managers Network to explore how the CPIB can support and add value to the Network. This will include supporting Network meetings and the ongoing development of the Network, promoting the sharing of best practice and national policy developments and working with the Network to share evidence and test findings emerging from CPIB work-strands. We will work with CPIB partners to explore appropriate resourcing arrangements to support the network.	IS	CP Managers CPIB Members	Existing resource provided by Scottish Government (for existing CP network)	Nov 19 for agreeing nature of CPIB support then ongoing	All
2. **Co-ordinated programme of Support** We will develop a wider programme of support in collaboration with Community Planning Managers to address issues identified around leadership and culture building on the findings of the 2018 LOIP stocktake. This programme of support will evolve to reflect areas for improvement emerging from other CPIB workstreams.	IS/HS	CP Managers CPIB Members		Dec 19	1.1; 2.3; 3.1; 4.3; 5.2
3. **Further development of the Community Planning in Scotland Website** We will review and develop the Community Planning in Scotland website to share details of all resources and support available to CPPs, and to share good and innovative practice.	IS/HS	CPIB Members Other national improvement agencies	IS/HS resources confirmed until March 2020 to fund PT website manager	Ongoing	1.1; 1.2; 1.4; 2.1; 2.4; 3.1; 3.2; 4.3; 5.3
4. **Evidencing Good Practice in relation to the Resourcing of Community Planning** We will gather evidence in relation to the contribution statutory partners are currently making to support the administration of community planning (£/people) and explore the role CPIB board members could play in strengthening co-resourcing in this area.	IS	CPIB Members		Nov 19	1.4; 4.1
5. **Helping people connect across the public service landscape** We will identify opportunities to make connections across the public service landscape that will support community planning improvement. This will include identifying existing networks that community planning colleagues can tap into and promoting these through the Community Planning in Scotland website.	CPIB Members	IS		Ongoing	1.3

1. Strengthened leadership and influence at local Community Planning Partnership level (ACC Gary Ritchie, Police Scotland)
We will support partnerships to address leadership challenges and strengthen their approaches to collective leadership. We will bring together and share evidence of what is working well in Community Planning leadership and the barriers local partners/partnerships face in order to influence policy and practice, and target improvement support.

Progress Update

ACC Gary Ritchie has recently taken over the lead for this work strand from DCC Malcolm Graham. The change in personnel has created some delay in progressing the activities as originally proposed, however has provided an opportunity for Police Scotland as the lead in this workstrand to revisit the actions previously agreed and explore how they best progress these to add value.

Police Scotland's Safer Communities Department, which is an integral part of the developing 'Partnership, Prevention and Community Wellbeing' portfolio (led by ACC Gary Ritchie), has been tasked with 'Strengthening Partnership Models of Working' as part of the Service's Local Policing Programme.

Much of this work will be founded on the adoption of a public health approach to Policing, which will develop and complement existing good practice within the Community Planning arena and be of direct relevance to the Community Planning Improvement Board (CPIB). Key aspirations include:
- Promoting a culture which puts problem solving and whole system thinking at the heart of policing in Scotland.
- Delivering sustainable change supporting long term collaboration with partners.
- Developing effective Partnerships to reduce wider demand across the system, including demand from Mental Health and Distress.
- Intervening at the earliest opportunity to prevent harm and better the lives of people in Scotland.

Safer Communities (SC) will address the actions in the CPIB's Work Programme and work is ongoing in that regard
- A Forum has recently been established for the Superintendents in Police Scotland's 13 geographical Divisions that are responsible for Partnership Working, and this group will be crucial in terms of evidencing good practice and promoting leadership across the country.
- SC is also closely engaged with other stakeholders in existing and emerging strategic partnerships, e.g. the Scottish Emergency Services Reform Collaboration Group (RCG), which is progressing Leadership Development (focussing initially on Strategic Leadership Development); and the Distress Intervention Group (DIG) that has been formed to deliver on elements of the Scottish Government's Mental Health Strategy.
- SC will also support the work of the announced Drugs Deaths Task Force, with links into local partnerships.
- SC is also adapting its own methodology around the 'Whole Systems Approach' with a view to putting a structure around strategic partnerships working and collaborative approaches.

In terms of Wider System Leadership, and the links with Public Health Scotland, CPIB members (David Milne & Amanda Coulthard) attended the PH Whole System Group Planning Session on 6th June, and Public Health Scotland are attending the CPIB meeting in August to explore links between the WSG and CPIB.

Evidence or learning generated to date

<u>Alignment between the National Policy Agenda & Community Planning</u> - To understand how well the national policy landscape currently fits with and supports the community planning agenda we surveyed Community Planning managers, asking them to share positive and negative examples of engagement with CPP's in relation to national policy developments. This reflects concerns shared by CP managers about the extent to which national policy developments are informed by meaningful and timely engagement with CP partners, and the influence CP partnerships are able to have on key issues. The initial responses from CP managers received to date are included in Appendix 1

Key themes/points for discussion with the CPIB

There is clearly a lot of effort being made to enhance partnership working and combined service delivery. Care will need to be taken to avoid unnecessary duplication of effort. The CPIB will have an important role to play in that regard.

In terms of alignment between the National Policy agenda & Community Planning, early engagement of CPPs in development stages is key (i.e. PH reform) and CPPs need to have an opportunity to influence and not just to implement. The somewhat cluttered and chaotic (at times) landscape can make it hard to add clarity to what needs to be done, when and by whom. Too often 'engagement' at the end of a process, more focused on telling than on jointly developing does not work – aligns with CP managers comment re closer alignment with SG (see other point(

Thoughts on communication with wider stakeholders

Board should consider whether any of the learning gathered so far is sufficient/robust for sharing…
good building block/challenge – how do we want to progress – is it something we want to influence – another conversation, trying something different – what adds value -

Next steps
Need more evidence….

Appendix 1 - Alignment between the National Policy Agenda & Community Planning – Evidence from CP Managers

One or two examples where engagement with CPPs in relation to national policy developments has enabled your partnership to have a positive influence on national policy.

Early engagement in the development of the Community Empowerment Act is seen as a key factor in the final detail of the Act and its successful implementation to date. Learning from the SOA process led to a revised approach to the Act and the LOIP.

Another common example from local partnership areas is the work around Public Health Reform. The early and consistent programme of engagement with CPPs have been a constant through the programme to date and has led to good practice around connectivity and cohesion of agendas. The strong engagement on this strand of policy reform is seen as a good example of connecting the policy development context with the aspiration and spirit of the CE legislation as well as the reality of community planning as it affects local areas. Additionally, the work on whole systems as part of the PHS agenda has given a clear focus and pace to an ongoing national / regional / local discussion about the underlying principles of working collaboratively and within the 'whole system' to improve outcomes for citizens.

Development of Child Poverty Local Action Reports was also used as an example of positive influence in a number of areas. The specific 'community of interest' focus allowed for all relevant partners to come together with a common purpose and asks around a particular thematic area. Some areas used this approach to develop regional approaches and tie a range of partners into innovative cross boundary commitments.

Wider examples included the work on rolling out / embedding participatory budgeting, work on period poverty and use of the place standard tool.

One or two examples where national policy developments have not been supported by meaningful engagement with CPPs

Most areas who provided feedback highlighted the volume of policies / directives/ duties and the significant overlaps that these can present. Examples given included locality arrangements at an IJB and CPP level, place in relation to LDPs, planning and community planning, the range of poverty focused activity (child / period / food). The point was made on more than one occasion that early discussion on these agendas would have allowed overlaps / gaps to be identified and planned for.

CPPs have also highlighted the complexity of outcome frameworks and reporting structures for different strands of national policy and the challenge this brings to collaboration and partnership working, especially in relation to resource alignment and performance management & reporting. In addition, partners are required to develop agency specific plans which cut across priorities and geographies; specific mention was made of Local Police Plans, Local Fire Plans, HSCP locality plans and CLD strategic plans. The differing responsibilities and levels of accountability on the same grouping of partners across a range of Acts were also highlighted, again adding confusion around accountability and responsibility at an outcome level.

A number of areas also flagged the challenges presented through the recent approach of Regional Collaboratives for Education and City Deals. This adds an additional layer of reporting and planning to an already cluttered landscape and can make joint resourcing even more challenging. However the investment opportunities presented through these arrangements are also recognised. Frustration was expressed around the direct reporting lines in place specifically for Education Improvement and the challenge this presents in relation to ICSP and the wide range of activity underway in each areas.

 Community Justice has bene used as a specific example in more than one area, with frustration about the process of developing the detail of the legislation / guidance and subsequent roll out of this. There is no clarity around the relationship between CPPs and CJS, the national direction from CJS cuts across the local focus of LOIPs and there is an additional and unnecessary layer of reporting specific to community justice which is inconsistent with a range of other policy priority areas for partnerships.

Wider examples given include changes in eligibility criteria for free school meals and how this impact on the child poverty agenda as well as development of The Parental Employability Support Fund. These examples highlight disconnect at a national policy level and often lead to local confusion and frustrations.

2. Community participation, particularly for the most vulnerable of communities (Ella Simpson, EVOC)

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

Evidence or learning generated to date:

A call out to all TSIs has been sent out to ask for case studies which demonstrate the impact of good community participation. These have been particularly slow in coming in however there is a meeting of TSI Chief Officers late August and a further reminder will be issued.

Key themes/points for discussion:

People engage when the issue is really central to their community but the sustainability of support from agencies keeps the momentum and widens the action to other areas.

See two case studies from Edinburgh below.

Communicating with wider stakeholders:

The call for case studies and evaluation for impact will be extended to other national agencies over the next few weeks.

Ella Simpson

21st August 2019

Edinburgh Case studies

Magdalene Matters is a community-led environmental improvement initiative which began with an estate walkabout to identify a range of local issues and concerns that had been raised by local people living in Magdalene.

A consultant was commissioned to develop a public engagement event where over 80 local residents, community organisations and stakeholders gathered to identify their key priorities and to work together with partners and elected members to agree solutions to tackle the issues identified.   A Magdalene Matters Improvement Plan was developed as a result, with key actions addressing concerns of community safety, housing and environment improvements and community identity.

Partners have worked to take forward suggested improvements over the last 6 months including: a feedback letter to local residents summarising progress made; 2 housing drop-in sessions for tenants and owners with the architect commissioned to develop an options appraisal on identified properties; development of a Magdalene Newsletter in partnership with a range of community stakeholders; increased activity to combat flytipping; the design and delivery of a bespoke anti-littering and environmental awareness campaign #OurMagdalene; and a Police Scotland initiative with local primary schoolchildren to design and issue mock parking tickets to those parking inconsiderately in the school vicinity.

Recent developments have seen the development of a local community-led group overseeing the improvements, the Magdalene Matters Action Group, which meets monthly and works alongside partners to ensure the continued delivery and development of the improvement plan for the area.

YouthTalk is essentially a mass engagement programme aimed at gathering views and opinions of young people to effect change in how services are designed and delivered.

This involves a multi-agency approach both in terms of undertaking the engagement process and also in helping to deliver against the outcomes as identified by young people themselves. The resulting services, projects or support measure are also often co-designed by young people alongside different partners. The programme involves four key stages:

1. Design the methods by which as many young people in a desired geographical area are to be involved. This involves working alongside a core group of young people who essentially determine possible success rates against the proposed methods. This early stage also involves delivery partners such as Police Scotland, Third Sector, NHS Lothian and different CEC services i.e. Lifelong Learning in helping to shape the programme.
2. Using available resources, undertake the widespread engagement using the agreed methods and involve as many partners as possible to support the process.
3. Establish 'The Gathering' where young people from across the geographical area are brought together with services and members of the community to learn of the outcomes from the engagement process and to discuss in more detail what the issues are and to identify solutions. This normally involves around 100 adults and young people.
4. Design and deliver. Continue to work with young people and services to co-design services that can help realise the outcomes from the process.

As a community planning model, YouthTalk bring together a wide range of partner agencies, the community and young people to identify what are the key issues affecting young people and then jointly contribute resources to establish improved services. Whilst a range of data sets are available that tell us how young people engage, achieve or become involved with negative activity, YouthTalk provides a safe platform to explore these issues deeper and removes much of the guess work around how services might benefit young people.

Issues have ranged from safety, education, mental health, access to facilities, exam stress, the environment, climate change, parks and green spaces, bullying. To date, over 7000 young people have been involved across the city. The programme is recognised by HMIE as a good model to engage young people and has been recognised by the Scottish Parliament as a model for community engagement.

Key partners include:

CEC Lifelong Learning (Lead), Libraries, Social Work, Criminal Justice, Schools, Transport, Parks, Senior Managers, Police Scotland, Health & Social Care, NHS Lothian, Third Sector, Community Councils, Elected Members, MPs, MSPs.

Exploratory discussions are underway to formally recognise the outcomes from YouthTalk and other engagement models to help develop the Children's Services Plan beyond 2020 and a city wide YouthTalk is under development for 2020 where it is intended that all high schools will participate.

 3. Effective decision making and good governance (David Martin, SOLACE)

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

Progress Update

1) **A brief description of activities undertaken**
a. What's working: Evidencing where Community Planning has made a difference
   We carried out a survey with SOLACE members to gather examples of real change that would not have happened without Community Planning and explore the governance and decision-making structures important in facilitating this. We also asked for views on the factors blocking change and potential levers that could strengthen local Community Planning

b. Multi-Agency Working
   We undertook an evidence gathering exercise with Scottish Enterprise colleagues to explore the role they play in Community Planning (as a National Agency) and examine how existing accountability structures are being used to support them to meet their duties under the CE Act.

2) **Evidence or learning generated to date**
a. Responses from 21 partnerships received to date included in **Appendix 1a and Appendix 1b**
b. A Summary of the workshop with Scottish Enterprise is included in **Appendix 2**

3) **Key themes/points for discussion with the CPIB**
a. At political and executive level, the SG could give stronger and more consistent messages about the importance of LOIPs and make much more use of the existing infrastructure to drive national agendas. Example: the FM has declared a climate emergency, but nothing has been done to ask CPPs to use their partnership and local structures to submit/refresh local action plans in response. This is one easy way to capture a strategic issue nationally that has to have currency locally. There are a host of other examples of where SG directorates simply ignore or bypass CPPs when setting out national guidance or demanding local returns. Another good opportunity is to respond to Scotland's substance misuse public health emergency by charging CPP leaderships to satisfy themselves that their ADP is working well.

   Community Planning needs to take into account wider regional economic and planning structures that are in place and planned (e.g. City Deals, Growth Deals, etc). This includes how regional approaches contribute to CP (and vice versa), and the implications for the focus of activity of partners (e.g. at a regional or CP level).

b. The Community Empowerment Act 2015 hasn't landed as intended yet. This places a DUTY on listed partners to bring resources and budgets to the table to implement plans for place, but across Scotland there appears to be a fair bit of misunderstanding about what the legislation actually demands of us all. Councils are still regarded (and to be fair behave) as if it is their lead responsibility.

c. Resource planning cycles are not aligned across key partners and national agencies often have a limited focus on community of interest. This has been a long-term challenge but is

still at the root of our collective difficulties in moving resources to prevention rather than dealing with failure demand. A second point about budgets is the inflexibility of some (usually national) agencies to allow some meaningful degree of local flexibility/choice in spending. This is an area that Police Scotland is doing something about which is to be welcomed.

d. National agencies such as SE are not unwilling to engage, but the 32 LOIP structure does make it difficult to resource. A sensible answer to this is 1. do more at a city region and islands level (reflecting point b) above), and 2. develop more thematic working at CPP level around an agenda that makes sense to national agencies core remits - eg. a periodic focus on themes like child poverty, employability, mental health and well-being, substance misuse, job creation and so on. This will help bring national and local bodies together, and give both a chance to learn and influence each other.

4) Thoughts on communication with wider stakeholders
- Share GP examples with CP partner chief officers; CP Chairs; Community Planning Network & Community Planning in Scotland Website

5) Next steps
a. Use Learning to inform the Community Planning improvement programme
b. Consider role of CPIB in showcasing/promoting/championing ways of working/resources highlighted in GP examples
c. Use evidence gathering template developed through work with SE to expand the approach to other national agencies, or with a sample of specific CPPs

Similar types of workshops with other agencies – which ones, who'd be up for that

Initial thoughts on these, any themes the board want explore further

Given the emerging findings - Set of recommendations to address this – further evidence/or actions to take these forward… who's responsibility…subgroup – endorsed by the board.
Next steps – David M and group supporting him – consider evidence, come back to future board – set of recommendations for endorsement…
Also - Test findings with CP

Appendix 1a – EXAMPLES OF GOOD PRACTICE – Responses to Chief Executive Survey

One or two examples of real change that has happened in your local area that would not have happened without Community Planning. In particular, we would welcome detail on the governance and/or decision-making structures within the partnership and/or partner organisations that you feel were important in facilitating this change.

North Ayrshire

Prevention First is a good example of partnership working that has improved service provision, reduced demand, strengthened partnership working and had a direct positive impact on the community.

The Prevention First Group includes officers from Police Scotland, North Ayrshire Council and wider partners who work together to identify and respond to emerging needs, responding early to minimise the risk of crime.
• Via intense daily scrutiny of incidents, crime reports and patterns of concern.
• This enables partners to identify areas of common concern including, victims, offenders, repeat callers, problematic locations and emerging crime trends.
• Information sharing and timely referral to partners.
• An on-going dialogue and agreed actions.
• Daily communication with partners, backed up by regular meetings to discuss progress.

This has allowed partners to develop joint solutions quickly. This co-ordinated approach allows partners to tackle the problems at source and prevent future incidents rather than just dealing with the after effects.

It involved officers across partners who sit at the best level within their organisation to both understand the emerging needs at an operational level and who can direct service provision.

This approach to low level crime and antisocial behaviour resulted in a 14.8% reduction in disorder crimes during 2017/18, with 251 fewer victims. Its success led to it being rolled out across East and South Ayrshire too. The evaluation document is available at :
http://d1xcj1909sd1jp.cloudfront.net/wp-content/uploads/sites/60/2018/12/Prevention-First.pdf

The governance structures that supported the development and establishment of this this initiative aligned to the Community Planning Partnership. It was proposed by Police Scotland, who from their involvement with the Community Planning Board understood the partnership landscape and the consequence opportunities, as well as the partnership strategic context this aligned to. Getting support from the higher levels of the Community Planning Partnership gave officers across the partners credibility and authority in driving this forward. Getting a profile for Prevention First at this level also helped give it a clear identity.

It tied in with a whole systems approach, which is key to the ethos of the Community Planning Partnership. The development of the approach tied in with the Safer North Ayrshire Partnership, an existing group of Community Planning Partners who focused on community safety. This gave Prevention First a "home" within community Planning and it became a sub group of SNAP.

The strong existing working relationships between Police Scotland, the Council and wider partners was key to getting this off the ground and sustaining it. These relationships were developed through the Community Planning network.

East Ayrshire

Community Planning Improvement Board –Work Programme 2019-2021

The real strength of community planning in East Ayrshire has been the working relationships, which have been established over the lifetime of our partnership. All partners have adopted our Community Plan as the sovereign strategic planning document for the whole of our area. Close joint working is now simply routine business for us as we strive to achieve our shared vision for the local area.

In practical terms, the strength of these relationships has enabled us to:

- Successfully establish the first health and social care partnership in Scotland. By the time that the Public Bodies (Joint Working) (**Scotland**) Bill **was introduced** in the **Scottish** Parliament in 2013, colleagues across the Council and NHS were already working closely together on a range of partnership initiatives, with a focus on prevention and early intervention. Consequently, the transition to a formal East Ayrshire Health and Social Care Partnership progressed quickly and smoothly.

- Work together as a collective to secure £53m investment to deliver a new Ayrshire College campus in Kilmarnock. The shared will of the community planning partnership, to both regenerate the former Johnnie Walker site and to establish a state-of-the-art educational facility in East Ayrshire, enabled this ambitious project to come to fruition and the new College opened October 2016.

- Increase the percentage of school leavers progressing to positive destinations from 78.7%% in 2005/06 to 93.5% in 2017/18.

    While we recognise that this represents a significant improvement in performance, our ambition within East Ayrshire is for all our young people to progress into a positive and sustained destination. Consequently, at the end of each school year, we identify the (50/60) local young people who have not yet secured positive destinations and work together as a partnership to put in place a personalised support programme for each of them.

    In partnership with Ayrshire College, the Council operates a Summer School during July each year, for young people who have left school but do not yet have a positive destination. In 2017, over 50 young people from East Ayrshire attended the four-week programme. In addition to team building activities and experiencing the College environment, participants developed essential skills and explored potential careers by taking part in a number of workshops and external visits. The Summer School in July 2018 attracted 40 participants, all of whom had a positive destination (employment, training or further education) at the end of the four-week programme.

In terms of governance, our CPP Board is highly ambitious for East Ayrshire. The Board provides the strategic direction of our partnership and chief officers come together as an Executive Officers' Group to work closely together to realise that strategic vision. High levels of trust are essential to allow partners to share frankly within these Executive Officers' Group meetings and there exists a genuine will to come together and achieve the best possible outcomes for our local residents and communities.

<mark>Inverclyde</mark>
The Alliance Board has a scrutiny and governance role in the performance management, leadership and delivery of the strategic Outcomes Improvement Plan. Quarterly reports are submitted to Alliance Board meetings on progress, improvement and challenges, the Chair of the Alliance Board is the Leader of Inverclyde Council. Inverclyde Council Chief Executive leads the Programme Board which reports to the Alliance Board and its primary role is to oversee the delivery of the outcomes and ensure effective co-ordination of programmes/projects and key information, as well as looking at the cross-cutting issues arising across the Partnership Action Groups.

Three strategic priorities have been identified which will provide the framework for the development of

action plans that reflect both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities. Inverclyde Alliance Strategic Priorities are Population, Inequalities and Environment Culture and Heritage.

The City Deal Agreement will deliver a major investment programme to stimulate economic growth in Inverclyde and will help to boost both infrastructure and the attractiveness of the area as a place to live and work. The area will benefit from £86 million investment and the City Deal projects closely align with the priorities set out this Plan and as such, will deliver benefits for the residents of Inverclyde and the area as a whole. The provision of 600 new, high quality residential units and 6000sqm of commercial space as part of the lnverkip project will encourage more people to move into or remain in the area, helping to stabilize or increase the population. Investment of more than £14million will be spent at Ocean Terminal to provide a new dedicated berth for cruise liners. This will significantly increase capacity and cruise liner activity, potentially providing Inverclyde with a major tourist boost and an opportunity to promote and market the area positively on a national and international scale. Increased tourism will also provide a direct boost to the local economy. Finally, a £9.4 million Renewables Hub is planned for the lnchgreen Ory Dock. This will involve the redevelopment of a brownfield site and underutilised quay assets, to support off shore renewables, potentially creating new employment opportunities within the area.

Community Planning drives public service reform by bringing together local public services with the communities they serve, and provides a focus for partnership working that targets specific local circumstances the decision was taken therefore to pull resources that would gather the opinions of local residents via a survey and a series of community events, named 'Our Place Our Future' and the annual conference designed to engage young people in decision making. The outcomes and feedback of these two engagement processes has provided us with a clear, evidence-based and robust understanding of local needs, circumstances and the aspirations of local communities. The feedback from local communities has informed our strategic priorities and the key issues that the Alliance will focus on tackling.

The Inverclyde Alliance is the governing body that leads and influences decisions around the development and implementation of the Local Child Poverty Action Report which was submitted to Scottish Government at the end of June 2019. Creating a local multi-agency Child Poverty Action Group and aligning it to Inverclyde Alliance provides the support for services to work together, with local communities to deliver better services that make a real difference to people's lives. Those localities which are identified as being subject to multiple deprivation and are experiencing the greatest inequalities and the families most at risk of poverty will receive targeted interventions in regard to housing, health, community safety, environmental improvements and community capacity building, which can be tackled through the Inverclyde Alliance.

<mark>Western Isles</mark>

An excellent example of real change in the Outer Hebrides is the work that has happened on our Anti-Poverty Strategy, which incorporates the Local Child Poverty Action Plan. This was achieved through one of three Priority Groups that came out of the LOIP - Sustainable Population, Sustainable Economy, and Improving Quality of Life. The Strategy was developed through the Sustainable Population Group, via a working sub-group focusing on Anti-Poverty (APSWG), which was established to look at, and address, poverty factors across the population of the Outer Hebrides bringing together partners from across the community, including the local authority, the NHS, Citizens Advice Scotland, local housing partnership and more.

Officers from the CPP organisations had been working for some time to develop a local coordinated approach to address poverty, and had been lobbying for changes to policies and procedure – as it was acknowledged islands-wide that often national databases can fail to recognise specific rural poverty drivers

that disproportionally affect our area. It had been identified by the APSWG that the use of such data to define national policy and funding models can leave us at a significant disadvantage here in the Outer Hebrides. This meant that a significant challenge for the APSWG was to establish meaningful and reliable databases as many of the measures used nationally have limited relevance due to the low population density and social diversity within our island communities. Partnership working meant that we were able to overcome some of these challenges and develop a robust strategy which has since been approved by both the Comhairle nan Eilean Siar and the Western Isles Health Board.

Glasgow

In 2018/19, Glasgow committed £1m to pilot Participatory Budgeting in four council electoral wards, with the overarching aim of reducing poverty and inequality. In addition, two community of interest pilots were established, one for people with disabilities and one for young people.

Four local ward-based Citizens' Panels were established, supported by community and voluntary organisations to co-produce the Participatory Budgeting criteria and process.

The Community Plan highlights transport, childcare and food poverty as priorities, amongst other things, and some examples of the projects that local people voted to support reflect these priorities and seek solutions to the issues and challenges faced by people in their communities. These include, for example, minibuses, a mobile food kitchen and holiday programmes for children.

The Participatory Budgeting pilots demonstrate the value of devolved decision making in building community capacity and encouraging local democratic engagement.

Communities experience this process as more inclusive and meaningful than traditional ways of allocating public funds.

The 2019 Participatory Budgeting process is still to be completed in one of the wards, but to date, 1,477 people have voted in the process.

The North West Glasgow Voluntary Sector Network (NWGVSN) supported the process in Canal Ward which focused on the theme of employability. In their evaluation report, NWGVSN report that they recruited 13 Citizens Panel members from communities across the Ward – a key strength in the light of traditional community rivalries.

The Panel facilitated 12 focus groups across the seven areas of the Canal Ward, with the aim of reaching people who may not always have their voices heard. The focus groups were attended by 200 local people, which is significant community engagement.

A major success factor in the process was the work of the Citizens' Panel, which involved people in 31 meetings, with the result that more than 250 local people attended the voting event and almost 1,000 citizens voted in total.

In terms of governance, progress has been reported to the Council's Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee and the Operational Performance and Delivery Scrutiny Committee. Evaluation of the pilots which finish by September 2019 will be taken through Community Planning structures and appropriate Committees in order to discuss the next phase and mainstreaming of the programme.

Community Planning Improvement Board –Work Programme 2019-2021

West Dunbartonshire Council faces a significant challenge in relation to levels of domestic abuse in the area. This is an issue that touches many of the partners around the CPWD table. As a result of this, it was agreed to arrange a summit (jointly led by Police Scotland, WDHSCP and WDC) which has led to a pledge commitment and a programme of additional partnership activity focused on tackling domestic abuse in the area. This activity is additional to the service specific responses and came directly from discussions around the CPP table.

Orkney

Locality Planning incorporating the Place Standard and Participatory Budgeting

The Orkney Partnership Board decided in 2016 that the subject for its first Locality Plan would be the non-linked isles, since residents are known to experience socio-economic disadvantage by comparison with the Orkney mainland and linked isles

The Integration Joint Board was also developing locality planning for its own purposes and it was identified that there were opportunities for synergies and efficiencies in taking a joint-approach to consultation. Orkney's Third Sector Interface, Voluntary Action Orkney, which is a member of the Orkney Partnership Board, agreed to help facilitate the joint consultation exercise

The Orkney Partnership agreed to use the Place Standard as a tool to facilitate community engagement to promote and develop an understanding of the circumstances on each isle. In addition, the Orkney Partnership agreed to pilot Participatory Budgeting alongside the Place Standard exercise, so as to maximise local interest and enable some quick wins.

Voluntary Action Orkney made a bid to the Scottish Government's Community Choices Fund and was awarded £25,000, plus funding to run the project. Additional contributions of £11,000 were made by partners of the Orkney Partnership.

A joint team visited each of the non-linked isles, firstly to conduct the Place Standard exercise and secondly to manage the Participatory Budgeting exercise under the banner Your Island Your Choice. A report of the consultation findings, along with the resulting Locality Plan, is available on Orkney's community planning website at http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp?pageid=681664

A report of Your Island Your Choice can be found on the PB Scotland website hosted by the Scottish Community Development Centre at https://pbscotland.scot/blog/2017/4/3/7jdqopdjr6b5bu56vu32v9ghyt4p5a

Following the success of Your Island Your Choice, Voluntary Action Orkney applied to the Community Choices Fund again in 2018 and was awarded a second tranche of funding which was used to run Your Islands Your Choice 2, with the purpose of generating projects to progress the priorities in the Locality Plan.

An important aspect of governance which enabled this project to happen was the role of Voluntary Action Orkney as a member of the Orkney Partnership Board. VAO was a founder member of Orkney's community planning partnership in 2000, and has been an essential contributor to community planning ever since. The Chief Executive of VAO chairs one of the Partnership's Delivery Groups (Strong Communities) and is also Third Sector Representative on Orkney's Integration Joint Board.

A welcome benefit of this exercise for the Council is that we now have residents on all of the non-linked isles who are familiar with both the Place Standard and the principles of Participatory Budgeting. This will stand us in good stead in future consultation and engagement exercises.

Community Planning Improvement Board –Work Programme 2019-2021

Example 1

The Community Planning Partnership has been successful in identifying key areas of focus for partnership working and progressing this. One of the most notable examples is the Tackling Poverty Programme, which was sponsored by our CPP Board and brought together a number of key partners locally, with national experts into our Tackling Poverty Commission to develop a strategic and coordinated approach to tackling child poverty in Renfrewshire. This resulted in a significant multi-million pound programme of work with a large number of projects being delivered by a range of community planning partners.

The community planning approach of identifying cross-cutting priorities and the contribution of different partners to addressing issues has led to greater priority being given to addressing Early Years issues. In-depth local work in Renfrewshire to consider strategic needs and the national work of the Early Years Collaborative has increased the understanding across public and third sector partners of the importance and impact of early years in child and family development and on future life chances.

This has led to co-ordinated strategic investment in early intervention to deliver improved outcomes for young people and their families. Integrated programmes of health, poverty, education and family support interventions have been delivered with the evidence-based knowledge that this results in better outcomes than separate policy responses. This would not have happened without the sharing of knowledge across partners and policy areas that the community planning approach facilitates.

The CPP Executive group have now recently established an Alcohol and Drugs Commission in Renfrewshire, following the success of the Tackling Poverty Commission, to explore how to address this key partnership issue locally.

Example 2

Renfrewshire Community Planning Partnership has a strong and productive working relationship with third sector organisations in the area that would not have happened without community planning.

The Community Planning Partnership established in 2013 Renfrewshire Forum For Empowering Communities as one of its six thematic Boards at the time. The Forum is chaired by the Chief Executive of Engage Renfrewshire, which is the third sector interface and comprised of senior officers from significant local and national third sector organisations working in Renfrewshire.

Renfrewshire Forum For Empowering Communities looks at the involvement and contribution of the third sector in community planning priorities and members are also represented on other Renfrewshire Community Planning Partnership groups: Executive Group, Renfrewshire Health and Social Care Partnership Strategic Planning Group, Public Protection Chief Officers Group, Improving Life Chances Group and seven Local Partnerships. This means that the third sector is connected strategically across Renfrewshire Community Planning Partnership business and that individual third sector organisations can connect with the public sector partners.

As a result of the third sector being integral to the community planning governance, community groups in Renfrewshire have reported in surveys that they feel they have influence in public policy in Renfrewshire. Third sector engagement and influence has been particularly strong in strategic pieces of work such as the Tackling Poverty Commission and Strategy, the Paisley 2021 UK City of Culture bid and the Alcohol and Drugs Commission. Community planning governance has also strengthened working relationships with the third sector that has led to strong partnership working to support people from minority communities who are newly arrived in Renfrewshire.

Community Planning Improvement Board –Work Programme 2019-2021

Co-location of partner agencies

Following the enactment of Community Empowerment legislation and in response to joint resourcing expectations, East Renfrewshire Council and Police Scotland embedded a Police Officer in East Renfrewshire Council's Partnerships team on a part time basis. More recently in 2019 this was built on with Scottish Fire and Rescue Service assigning an officer to be based in the team too.

There are wide ranging advantages that have led to positive change for communities receiving these services in East Renfrewshire.

For the Police and Fire service, the arrangement has meant easier and more direct access to various parts of the Council to develop working relationships and progress joint agendas. An example is the 'I Am Me: Keep Safe' initiative which the Council and Police have been building momentum around since 2016. There are 'Keep Safe' venues in all East Renfrewshire Town Centres with active promotion ongoing.

The co-location has enabled joint engagement activity in locality plan areas, collective analysis of data and a shared understanding of needs of communities. The preparation of Council, CPP and policing plans that complement one another has been aided, and it is hoped the next local fire plan will benefit from the closer working arrangement.

In terms of strategic and operational decision-making affecting communities, Community Planning team members have more space and opportunity to update each other, in turn allowing possible new partnerships to be explored. A particularly successful example of this is a weekly tasking group of Police, Fire, Council, Housing Association and other representatives. The 'Greater Results in Partnership' (GRIP) group reviews crime and antisocial behaviour incidents over the previous week, homing in on trends affecting particular communities. Positive actions are put in place to mitigate, prevent reoccurrence and support vulnerable individuals. Efficiency and efficacy of the GRIP has been well documented in reports in to the CPP. Community feedback on the GRIP gathered earlier in 2019 was overwhelmingly positive, with many individuals reporting that they would be more likely to report antisocial behaviour now that they know how it is being responded to.

Edinburgh Partnership

In April 2019 the Edinburgh Partnership agreed a new governance framework for the city. This was the outcome of a year-long process of engagement and consultation with a wide range of stakeholders across the public, voluntary and community sectors. In deciding to develop a new governance model for the Partnership, the Board sought to simplify the arrangements to create an effective and transparent way of working that would facilitate the delivery of shared priorities to improve outcomes for individuals and communities in the city. The agreed governance framework aims to support this new way of working.

Set out below are two examples of change where public bodies, voluntary organisations and the community have worked together improve services. These activities contribute to the delivery of the North East Locality Improvement Plan, Edinburgh Community Learning and Development Plan and Children's Services Plan, all of which are the responsibility of the Edinburgh Partnership.

Magdalene Matters (North East Locality Improvement Plan: Small Area Priority - Greater Craigmillar, Bingham, Magdalene, Niddrie and The Christians)

Magdalene Matters is a community-led environmental improvement initiative which began with an estate walkabout to identify a range of local issues and concerns that had been raised by local people living in Magdalene. A consultant was commissioned to develop a public engagement event where over 80 local residents, community organisations and stakeholders gathered to identify their key priorities and to work together with partners and elected members to agree solutions to tackle the issues identified. A Magdalene Matters Improvement Plan was developed as a result, with key actions addressing concerns of community safety, housing and environment improvements and community identity. Partners have worked to take forward suggested improvements over the last 6 months including: a feedback letter to local residents summarising progress made; 2 housing drop-in sessions for tenants and owners with the architect commissioned to develop an options appraisal on identified properties; development of a Magdalene Newsletter in partnership with a range of community stakeholders; increased activity to combat flytipping; the design and delivery of a bespoke anti-littering and environmental awareness campaign #OurMagdalene; and a Police Scotland initiative with local primary schoolchildren to design and issue mock parking tickets to those parking inconsiderately in the school vicinity. Recent developments have seen the development of a local community-led group overseeing the improvements, the Magdalene Matters Action Group, which meets monthly and works alongside partners to ensure the continued delivery and development of the improvement plan for the area.

What Kind of Edinburgh (Edinburgh Community Learning and Development Plan: Community groups and individuals have the opportunity to be engaged in planning and evaluation of services).

Article 12 of the UN Convention on the Rights of the Child states that every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. At the same time, the Council is committed to making sure that the views of Edinburgh's citizens influence how services should be delivered.

The *What Kind of Edinburgh?* project, led by the Council Lifelong Learning Youth and Children's Work Strategic Team and the Children's Parliament, worked with forty children and young people from across the city to find out what matters to them and what they would like to see change or improve. From August 2018, twenty senior decision-makers from the Council, NHS Lothian, the voluntary sector and Police Scotland, met with the children and young people six times. They heard their views on the five priorities of the Children's Services Partnership: best start in life, health and wellbeing, fairness, achieving your best in education, and participation and empowerment. The adult decision-makers then made pledges in response to the suggestions they heard.

What Kind of Edinburgh? has provided a model of strategic engagement for adult stakeholders, children and young people, supporting the public bodies who form the partnership to meet obligations defined in the Children and Young People (Scotland) Act (2014).

The magazine at the following link shares their ideas and opinions so that Edinburgh's children and young people's service planners and delivery partners can take direct action and make tangible changes.

https://www.childrensparliament.org.uk/what-kind-of-edinburgh/

Stirling

The Local Employability Partnership (LEP) (part of the CPP structure) has been integral to Stirling Council, alongside its neighbouring local authorities and NHS Forth Valley, securing the only public sector Fair Start Scotland contract. The collaboration of partners initially enabled evidence and data gathering to support the contract bid, and provided a robust governance and strategic alignment context to consolidate comprehensive, flexible and adaptable provision. Now that the contract is operational, the LEP continues to be in a position to offer a range of employability options to meet the individual needs of for Fair Start clients,

integrating across other programmes for progression where appropriate. Additionally, the LEP co-ordinates employer engagement to encourage a joined up, efficient and effective approach for potential job, training and placement opportunities.

The local authority and NHS Forth Valley have worked within the community planning process to pilot two new collaborative programmes to tackle child poverty- a priority within the Stirling Plan (Local Outcomes Improvement Plan) and now also reflected in the Local Child Poverty Action Plan. The Council's Advice and Welfare Reform team and local Midwifery teams are working together to offer financial health checks to first time vulnerable mums, with a view to maximising income and building financial literacy. The collaboration has developed to now also offer, through support from the Improvement Service, dedicated advice provision co-located within GP Practices, again to support vulnerable people; to provide joined up services in an alternative setting; and to enable staff with different professional skills to work together to provide a holistic service to patients and service users.

The CPP itself has just completed an extensive governance review, which has resulted in a streamlined structure, with clearer reporting and accountability lines throughout the Partnership.

Fife

A key focus for community planning in Fife over the past two years has been the strengthening of local community planning arrangements across Fife's seven local community planning areas. Following completion of the Plan for Fife (Fife's LOIP) in 2017, Fife's seven local community plans have been revised and strengthened in line with the Plan. The seven plans (links here) reflect the ambitions and outcomes of the Plan for Fife, while at the same time reflecting key local priorities. The plans are supported by local community planning groups in each of the seven areas and progress in delivering the plans is scrutinised by seven area committees.

Delivery of the **Plan for Fife** is overseen by the Fife Partnership Board and supported by nine thematic partnership groups. Delivery of the Plan's four outcome themes (Opportunities for All, Thriving Places, Inclusive Growth and Jobs, and Community Led) is driven forward by eight senior Delivery Leads from across the Partnership. Delivery Leads are responsible for ensuring that effective delivery plans are in place for each of the 'areas of focus' set out in the Plan.

Delivery Leads also act as the 'local champion' for each of the seven local community plans, helping to ensure that there are strong linkages between delivery of the Plan for Fife and the seven local plans. As well as the seven local plans, 21 neighbourhood (locality) plans will be developed over the next three years, in addition to a growing number community led action plans across Fife.

These revised community planning arrangements have greatly strengthened local community planning across Fife, as evidenced by some of the local initiatives described below.

Dunfermline

Dunfermline's local community planning arrangements have enabled the establishment of Age Friendly Dunfermline, which has: improved walking routes, signage and seating in the town centre; has arranged for businesses to be trained in dementia awareness; has provided 'cycling without age' trishaws in parks, and has developed a series of day time courses and activities for older residents.

Community planning has also supported the establishment of a Heritage/Tourism Partnership, which has the purpose of using Dunfermline's rich history and heritage to aid social cohesion and regenerate Dunfermline town centre. This has brought various groups, organisations and volunteers together to work on improving visitor experience, increasing footfall and raising local pride. The partnership has organised heritage events, recruited volunteer Ambassadors to welcome visitors, established self-guided walking routes via smartphones, organised free shuttle buses for cruise ship passengers, developed visitor guides and maps, delivered heritage stories in all primary schools and engaged local bloggers to promote Dunfermline.

The establishment of a town centre Advice Hub, where over 30 local public and third sector agencies work collaboratively to alleviate poverty and provide tangible help and advice at times of need. This hub is open and welcoming to all and takes a caring, person-centred approach.

Leven

As part of the local community planning process, there have been several local approaches involving the use of the Charrette concept, Place Standard consultation and Participatory Budgeting (PB). All these initiatives have been incorporated within, and supported by, the local community plan approach for the Levenmouth area. They have helped to identify a range of priorities which have informed the work of community planning partners. In Kennoway, for example, the aspirations in the Community Action Plan (locality plan) informed the approach to the public realm upgrade of the Bishops Court shopping area, which is now at the design stage. A PB exercise for environmental uplift in local areas has been carried out, with various projects underway, including public art installations and enhanced signage proposals for the newly opened Pilgrim Way walking route.

The Leven Charrette led to Shorehead area upgrade work, which attracted £1m of funding from the Council. The Silverburn Park PB exercise was used to support the formation and development of a Friends of Silverburn Park group, which will have a strong role in the future management of the park and its development of the next few years.

NE Fife

As part of the Plan for Fife's commitment to supporting community led approaches, a number of Community Development Trusts are being supported to progress a number of initiatives in the Guardbridge, Cupar and Falkand areas. These include securing town centre investment for the Bonnybridge gap site in Cupar and Sustrans funding of £325k for developing active travel links between the villages and out of town parking in the Falkland & Newton area.

In Balmerino, Kirkton of Balmerino & Bottomcraig a community survey outlined what is important to various hamlets in the community council area, and was developed to contribute to Local Place Plan discussions. The next step will be a Place Standard exercise in Gauldry, the largest village in the Community Council area.

There are currently live Community Action Plans (locality plans) in place in both the Colinsburgh & Kilconquhar and St Monans areas, resulting in the delivery of a number of projects being handed over to a Community Development Trust and Community Council to take forward.

Community Planning Improvement Board –Work Programme 2019-2021

Current governance arrangements for community planning in Fife are generally working well. Partners are involved, as appropriate, at both Fife Partnership Board level and within relevant strategic partnerships. Progress in delivering each of the Plan for Fife outcome themes is reported to the Board on an annual basis and regularly reviewed by designated senior Delivery Leads drawn from across the Partnership. Current reporting and governance arrangements focus on ensuring delivery of 12 Ambitions for Fife via a number of 'expected changes' set out in the Plan for Fife. These changes will be measured and reported on using a set of 'State of Fife' indicators, which are currently being finalised.

South Lanarkshire

As one of the "pathfinder" local authorities, a long standing partnership approach in the area was formalised in 1998 and became the South Lanarkshire Community Planning. Taking a partnership approach to improving local outcomes is well embedded so the focus of the following information is on the evidence based approach to the development of the Partnership's Local Outcomes Improvement Plan which is known as "The Community Plan" and the data used to identify the Locality Planning areas which are known as "Neighbourhood Plans". There are also two examples of how these Plans have informed change. Further information can be obtained from the Community Planning Team.

The Partnership's Community Plan 2017-2027 is informed by national research carried out by the Joseph Rowntree Foundation. This is the first plan where the CPP have agreed to work together to deliver a single objective which is to tackle poverty, inequalities and deprivation through a range of actions under the following eight key themes.

- Inclusive Growth;
- Financial Inclusion;
- Supporting Parental Employment and Childcare;
- Improving Housing;
- Education, Skills and Development;
- Health Inequalities;
- Safeguarding from Risk or Harm; and
- Improving the Local Environment and Communities.

Working towards a single objective has given the Partnership a clearer focus on improving outcomes and reducing inequalities. This is particularly so in relation to place based activity in the most deprived areas and the Partnership's approach to Locality Planning which is known as Neighbourhood Planning. Through the use of data and a better understanding of local neighbourhood planning areas (informed by local community stakeholder groups), partners are refocussing their local priorities and aligning resources to reduce inequalities and improve outcomes for the people who need it most.
Neighbourhood profiles have been produced for the nine areas identified for locality plans and shared with all partners. These profiles show the difference for the people living in the most deprived areas compared to the rest of South Lanarkshire and Scotland and are accompanied by a short film giving an overview of the main issues. These can be accessed through the Community Planning website using the link below.

https://www.southlanarkshire.gov.uk/cp/info/26/loip_and_neighbourhood_plans/54/neighbourhood_profiles

Statistical reports which show the differences between each of the three Neighbourhood Planning areas when compared with the rest of South Lanarkshire have been created to provide a baseline from which the partnership will measure the improvements that have been made.

The work to develop the Neighbourhood Plans has been facilitated by two Third Sector Organisations with the support of officers from the Partnership. The Partnership's first co-produced Neighbourhood Plans were published during January 2019.

The first example demonstrates how one Digital Community Hub has flourished since bringing Neighbourhood Planning to the area; and the second shows how long established partnership activity in relation to Joint Problem Solving Groups is evolving to link in with Neighbourhood Planning work and align with the single overarching objective in the new Community Plan.

Neighbourhood Planning - Digital Community Hubs

In the Hillhouse area of Hamilton, the Neighbourhood Planning approach has added value and impact to a digital community hub that had been operating from the Hillhouse Civic Centre for several years. Through encouraging and supporting more residents to get involved in their local area, the scope of the hub has grown to include more community led activities including a community café and additional welfare benefits/financial wellbeing advice and support complementing the digital support. This has provided critical support to residents impacted by Universal Credit/Welfare Reform who were struggling to apply for or maintain their benefits entitlements. The local action group through participatory budgeting funds available to the area have secured a year of CAB support to the hubs. Other additional supports include summer programmes for families and back to school events.

The Hub is operated by a local third sector organisation.

Joint Problem Solving Groups

Background
Joint Problem Solving Groups are a long established partnership activity. South Lanarkshire Council's Housing and Technical Resources currently facilitate six problem solving groups across South Lanarkshire. These are partnership based with local representation from a range of services and organisations including:

- SLC Housing and Technical Resources (Housing Services);
- SLC Education Resources (Youth, Family and Community Learning Services);
- SLC Community and Enterprise Resources (Grounds or Environmental Services);
- Police Scotland;
- Scottish Fire and Rescue Service;
- South Lanarkshire Leisure and Culture;
- NHS Lanarkshire; and
- Local third sector organisations and services.

These groups aim to support the work of the individual partners involved and the wider aim of the South Lanarkshire Community Safety Partnership in tackling anti-social behaviour and related problems across all areas of South Lanarkshire. The groups currently meet on a quarterly basis and are chaired by the Area Housing Manager. Groups are based in the areas of: Blantyre, Cambuslang/Rutherglen, Clydesdale, East Kilbride, Hamilton and Larkhall.

The groups provide an opportunity for partners to discuss concerns with one another and direct resources to jointly tackle identified issues. This is aided by local statistics provided by Housing Services, Police Scotland and the Scottish Fire and Rescue Service.

To support this work, the Community Safety Partnership provide annual funding for the groups. In 2018/19 this was £20,000 which contributed to the running of 18 different short-term projects. These were

developed by partners attending the groups to target particular issues identified in each area. Projects are suggested by individual partners, then approved by the group to be taken forward.

Links to Neighbourhood Planning areas
The Problem Solving Groups cover all three areas currently involved in Neighbourhood Planning and partners are aware of the Neighbourhood Planning process and aim to assist the work already being planned or delivered in these areas. An example of recent work achieved through the local Problem Solving Groups within Neighbourhood Planning areas is outlined below:-

> **Burnbank anti-social behaviour and criminal activity**
> Community Links are an active partner in the Hamilton Problem Solving Group that covers the Hillhouse, Udston and Burnbank Neighbourhood Planning area. As part of their update at the Problem Solving Group meeting, the representative from Community Links was able to share the results of a resident's survey completed by them in Burnbank as part of the Neighbourhood Planning process. This highlighted specific anti-social and criminal issues residents stated they were concerned about but were too afraid to report directly to the police or council. The locally based Community Policing Officers and the councils' Anti-social Behaviour Investigator who attend the group were previously unaware of this activity and the subsequent concerns of residents but were able to quickly take steps to tackle the issues identified as a result of this information being shared locally.

Contribution to the wider aims of Community Planning Partnership
Although primarily aiming to tackle anti-social behaviour related issues across South Lanarkshire supported by the Community Safety Partnership, the services and partners who are involved with the Problem Solving Groups are aware of the wider aims of the Community Planning Partnership and steps have already been taken to align work towards these aims.

For example, as part of the annual Problem Solving Group funding application forms, applicants must now advise whether their project will contribute to any of the themes and priorities of the South Lanarkshire Community Plan, which in turn contributes to the overarching objective to tackle poverty, inequalities and deprivation.

Argyll & Bute

Empowered members of the community to chair area community planning groups, and represent views of their area directly within the strategic discussions at CPP Management Committee (MC) as members of the CPP MC. This would not have happened without Community Planning creating a governance structure which empowers local people.

Empowered young people within the structure of the CPP, members of the youth parliament have membership of the CPP MC, and within this are able to develop and also represent views of young people in strategic discussions at CPP Management Committee (MC). This has resulted in one of the young people going to Austria through an opportunity with a partner organisation. This development opportunity for the young person would not have happened without CPP. Young people are also formally engaged within local area CPP structures.

Creation of a joint recruitment working group would not have happened with CPP. This group was chaired by Police Scotland and involved a number of partners looking at how best to advertise / showcase job opportunities to a wide audience – showing jobs from more than one agency. This was to combat the challenge of recruitment in Argyll and Bute, and specifically spouse or partner recruitment which was often the reason why 'families' did not move to the area. This led to a specific workstream of a website which has

been very successful in recruitment, benefiting the economy of Argyll and Bute – which is a main overall outcome of the ABOIP. The partner important here was the council. It took the work forward.

West Lothian

Example 1: Jobs Task Force

The West Lothian Jobs Task Force is a partnership comprising the Scottish Government, UK Government, Scottish Enterprise, West Lothian Council and West Lothian College. The Task Force reports to the Economic Partnership Forum, one of the key CPP thematic groups that reports directly to the CPP Board.

The task force has a target to create 460 high-value jobs by 2021 through job grant support. This funding support is targeted at viable firms in higher-value sectors including engineering, life sciences, software and cyber development, electronics and manufacturing.

The growth funding is mainly focused on supporting jobs paying £25,000+ per annum. In addition, firms need to demonstrate their commitment to accredited training and upskilling of staff. An element of the funding support requires firms to offer 1-in-5 new posts to candidates from the most deprived communities in West Lothian. These posts pay at least the Living Wage rate of £9 per hour/£18,000 per annum. We require that firms demonstrate a pathway to accredited training and skills development.

In 2018/19, over 120 jobs have been directly supported through the Jobs Task Force. Since then further significant jobs investment has been secured. This will deliver a total of over 300 new jobs supported in 2019/20 towards the Jobs Task Force target.

Example 2: Anti-Poverty Strategy

The West Lothian Community Planning Partnership's Anti-Poverty Strategy 2018/23 has an overall purpose to minimise the impact of poverty on the people of West Lothian and reduce the differences in income and life chances between different parts of our community. The 2018/23 strategy was refreshed to take into account the changing nature of poverty, notably the effects of social security changes and government economic policies, and to consider the challenges which partners, stakeholders and those experiencing poverty face now and in the near future.

A review of the previous West Lothian Anti-Poverty Plan resulted in a number of service changes, which were implemented during 2018/19. These include the establishment of an Anti-Poverty Task Force to refocus and re-energise the governance of the strategy and additional funding from West Lothian Council to boost anti-poverty services. The Anti-Poverty Taskforce reports directly to the CPP Board and membership consists of a wide range of partners.

A key feature of the Anti-Poverty Strategy is the Poverty Profile. All partners now use the profile as the baseline against which anti-poverty work in West Lothian is measured.

An Experts by Experience group has also been established to ensure that all anti-poverty work in West Lothian is informed by people who have used or need services.   An action plan is being implemented to make real change in West Lothian. Some examples are provided below.

- Access to Sanitary Products: The multi-agency Anti-Poverty Practitioners Group identified a need to provide access to free sanitary products in the wider community. They considered the needs of vulnerable women within West Lothian and West Lothian Food Bank and a number of local organisations worked directly with women on low incomes. West Lothian Food bank agreed to co-ordinate, supply and distribute sanitary products to a number of services and organisations to remove stigma and help with

personal hygiene needs. Funding was agreed to ensure women would receive an additional £5 payment to help with costs of sanitary products. 1,749 women were paid the additional £5 in 2018/19 and it is intended to continue with this payment for 2019/20. Funding has now been received from Scottish Government to expand free sanitary products in the community. Members from the anti-poverty practitioners group, Experts By Experience Panel and council officers will work together to gain insight from the community project and consider a staged approach to roll out which will help to gauge uptake and demand. The group will work with COSLA on developing a national marketing campaign and make it relevant locally, consider locations for delivery, health and safety implications, and work with partners.

- Holiday Lunch Clubs: The CPP is committed to reducing the impact of school holidays on family budgets by funding holiday activity programmes. The overall objective of the project is to provide a nutritious meal (preferably hot) during the school holidays to improve the health and wellbeing of children living in low income households. The project aims to increase nourishment, reduce hunger and maintain learning through offering a range of activities which link into education outcomes. Delivery is planned through identification of areas with highest levels of free school meal and school clothing grant on school roll and works with partners who know and understand their community and will target low income families. Over the summer holiday in 2018, 15 venues across West Lothian provided over 800 places and in the October holidays in 2018 there were 12 venues with 350 places available.

Example 3: Youth Disorder

The West Lothian Community Safety Partnership identified issues of low level Antisocial Behaviour involving youths in a particular area of West Lothian. Partners worked together to develop an action plan, taking steps to address the issues with the young people and their families and to reassure the community that community safety partners were listening to complaints and were committed to reducing the problems of escalating antisocial behaviour and increased criminality.

The incidents of antisocial behaviour reduced and an exit strategy was put into place for each of the young people involved as it was apparent that they were all at various stages of personal development with some needing a longer involvement in order to sustain their behavioural change.
Positive outcomes have been experienced with young people engaging willingly with services and in further educational learning showing positive displays of personal behaviour.

A reduction in antisocial behaviour and other criminality has resulted in positive feedback from the local community who are appreciative of the changes they were experiencing throughout late 2018 and into the summer of 2019.

Shetland

Our Annual Child Poverty Report contains many examples of real change that's happened in Shetland, which can be attributed to community planning.

https://www.shetland.gov.uk/communityplanning/ACPAR.asp

In particular, I'd like to highlight:

Understanding the Issues (pg 2-3): partners have a shared ownership of ensuring issues of inequality in Shetland are fully understood, with a commitment to ensuring awareness of the evidence base and filling in gaps in understanding. This has led to the Shetland Partnership Plan (LOIP) being driven by the issues of inequalities faced in Shetland. More information can be found here:

https://www.shetland.gov.uk/equal-shetland/default.asp

https://www.shetland.gov.uk/communityplanning/ShetlandPartnership.asp

Anchor – Early Action (pg 16-17): this project has required a significant development in the level of trust in relationships across strategic management / leadership across organisations. It required the structures of community planning to enable it to get off the ground, with delivery commencing in April 2019. More information can be found here: https://www.shetland.gov.uk/communityplanning/AnchorProject.asp

Angus

Child Poverty – The Child Poverty Local Action Reports gave us a great opportunity to further develop the Angus CPP priority of 'Reducing Child Poverty'. It brought together all partners and within the Council provided a central point of contact for this work. The input from Health Education Scotland on logic modelling together with the support from Improvement Service has really enabled us to link this to all of our work. On 29th February we organised a Regional Child Poverty Summit which was very well attended and formed the basis of a regional action plan – this is now governed by the Tay Children's Collaborative and sees the development of some really innovative working – cross boundary.

Child Poverty
Summit report.doc

Regional Child
Poverty Meeting.doc

The child poverty work has complemented the **Period Poverty** initiative in Angus which has been extremely positive and has led to a lot more great work being done to support local people. Case study attached

PeriodPoverty.docx

Public Health – The work underway to develop Public Health Scotland has enabled a lot of joint working and co-design of services. The new arrangements largely reflect principles that originated in the Christie report and have continued through to the Community Empowerment Act 2015 which was very welcome. The CPP process is now well established and is making real progress in the development for change, working in partnership and co-designing services with communities at a local level. The new Public Health Scotland public body has at its core the same objectives and aims as CPPs across Scotland. For many within the public and third sectors we are being instructed to do more with less and the CPP model is one that is making real progress in this area. There are also Locality Partnerships and Locality Improvement Plans so the models for Public Health Scotland to be able to join seamlessly are already in place and understood.

An example of co-resourcing which included community planning partners was the EmployibiliTAY project. This was funded by Scottish Government's Employability Innovation and Integration Fund. This was a joint project across the three local authority areas of Dundee, Perth and Angus. It involved an employability programme aimed at those who had been unemployed for some time and may have had barriers such as mental health and/or debt management or housing issues or possibly a criminal record. The ethos was to provide a true integrated services approach to clients and had the commitment of criminal justice, health, housing, third sector, Skills Development Scotland, welfare rights and employability teams. Not all partners received financial payments for their services but all committed to testing this sharing of resources and different method of delivery. The project ran for 2 years and achieved some great results. One of the most important achievements was demonstrating what could be achieved when services come together and pool resources, not necessarily money but staff time and resources. The project was independently evaluated.

Rocket Science
Evaluation of Emplo

Clackmannanshire

1)   Community Justice Tests of Change which were a range of community sector partnership projects which aimed to put community and community solutions at the heart of community justice. This work has created a legacy of community projects which provide opportunities for community and social prescribing for those in recovery. These projects continue to provide support to very vulnerable people in Clackmannanshire where experience of trauma is prevalent - particularly relating to substance dependancy, offending and domestic abuse.

2)   Young Parents Project and Family Nurse Partnership joined up working to support young and teenage mothers in Clackmannanshire and to maintain engagement with the employability process, education or training to prepare for employment. The joined-up approach has ensured collaboration around all referred young mums in Clackmannanshire to ensure the best possible outcomes for mother and child. The project evidences strong outcomes - improved early take up in ante-natal care; improved confidence and skills around parenting, first aid, cooking, budgeting and finances and positive outcomes for young mums returning to education, higher education or entering employment. This work has contributed to a significant reduction in the number of teenage pregnancies in Clackmannanshire over the past 2 years.

3)   Resilience in the Face of Adversity was the theme of a community planning conference held on 2018 and which involved 135 participants across a wide range of partner organisations. The theme of the conference was around adversity; severe multiple deprivation and developing trauma informed approaches across community planning partners. This work has resulted in a number of key developments: A joined up approach to trauma informed practice and workforce; trauma trained community planning leaders and development of the Resilience Learning Partnership
https://resiliencelearningpartnership.wordpress.com/our-values/

East Lothian

The NHS Lothian Public Health team develop partnerships in the county both within the Health & Social Care Partnership and the wider East Lothian Partnership to raise awareness of inequalities and influence policy and strategy development around the broader determinants of health and inequalities. One example of this is contributing to the development of the East Lothian Local Housing Strategy which is, in and of itself, an excellent example of a 'Health in all Policies' approach.

The partnership working built up through the Community Planning Partnership was a major factor in the agreement reached between the Council, NHS Lothian and the Scottish Government for the sale of the former Herdmanflat Hospital site in Haddington to the Council rather than an open market sale. The site will be developed for uses that support the Local Housing Strategy and IJB Strategic Plan, including extra care housing, affordable housing and Early Learning and Childcare centre.

Community Planning Improvement Board –Work Programme 2019-2021

Whilst Council leads on tackling poverty community planning ensured that all partners were also focussed on poverty and deprivation in their organisations and a forum is where they coordinate and share the objectives and activities being undertaken. The Third Sector has established a tackling poverty forum for its own organisations – each sector has its own focus but come together in a community planning group and Community Planning Board has an oversight of the work that is taking place across all partners.

Economic Regeneration across the region - the Community Planning Partnership has provided the Council with a good foundation for relationships which we have already in place – where different partners come together who have shared aspirations on the main priorities of the region such as South of Scotland Partnership/Agency, South of Scotland Forum, South of Scotland Alliance, Economic Leadership Group. All have reported to the Community Planning Partnership Board and the Community Planning Partnership Board has supported their activities on specific challenges facing our region such as an aging workforce and low wage economy.

A unique feature is that the Community Planning Partnership has identified 8 key plans and strategies that deliver the LOIP and the Community Planning Partnership Board then scrutinises and oversees these plans and strategies and promotes the linkages between them. The Community Planning Partnership Executive Group receives an annual report on the effectiveness of the key thematic partnerships to resolve any difficulties and give them advice and guidance. The Executive Group reports back to the Community Planning Partnership Board.

Perth & Kinross

The Community Investment Fund (CIF) is £1.2 million of Council money allocated to communities to enable them to address key inequality issues in their area. The CIF is administered by 7 Local Action Partnerships whose membership comprises of elected members, community planning partners and local people.

The Partnerships have identified the most important issues in their communities to create a local action plan. In order to allocate the CIF to local groups the Local Action Partnerships established ward panels to review and approve funding applications from local groups and these decisions were endorsed by the Council's Strategic Planning and Resource Committee, which provided a strategic overview of the spend across Perth and Kinross.

The Local Action Partnerships also provide regular update reports to the Community Planning Partnership Board, highlighting key achievements as a result of CIF or Participatory Budgeting funding as well challenges and emerging inequality issues.

A successful application to the CIF allowed Letham4AII, a community run organisation based in North Perth to purchase and install soft play equipment in a local community building and provide children the opportunity to participate in play and exercise in a safe local environment.

North Lanarkshire

Craigneuk and Wishawhill Pump Track

Craigneuk in Wishaw is an area of North Lanarkshire that has been ranked as one of the most deprived areas in Scotland (9th in the SIMD data).

North Lanarkshire Partnership Board recognised that a concerted effort was required to target partnership resource to intervene in the area. Through the establishment of the Action for Craigneuk group, community planning partners worked with the local community to deliver targeted engagement work identifying local concerns, priorities and actions. Anti-Social behaviour (ASB) was a concern and there was a perception that this could be attributed to young people 'hanging around' with a lack of 'things for young people to do'. Following initial engagement further consultation took place with local young people. This identified overwhelming support for a wheeled sport facility using an area of derelict land. Through identification of potential resources partners worked together to attract £250,000 to design and deliver a 'pump track' and to create associated greenspace for community use. The design was developed in partnership between Action for Craigneuk, local young people and Craigneuk and Wishaw Mountain Bike Club. The standard of the facility has attracted users from across Scotland and a local Social Enterprise Social Tack has been instrumental in supporting local young people to access, build skills and confidence on the track. Since the track was opened in December 2017 the community and wider partnership attest to the following improvements.

- Increasing numbers of young people from the local school engaging in physical activity.
- A reduction in vandalism in the area.
- A reduction in the number of complaints from local people relating to youth disorder.
- Reduction in malicious fire setting (from 110 in 2016/17 to 64 in 2018/19).
- Supported by Social Track, a small group of young people (considered difficult to engage with) have formed a team (Wishaw Warriors) who are now competing in regional and national events
- The track attracts local young people who receive free school meals to participate in the Club 365 holiday hunger programme. 200 young people participated in the programme when delivered from this venue
- The facility is of a high standard and its use within the community attracted Red Bull to use the track for the qualifying round of the pump track world championships is August 2019.

Carbrain Primary school

The Community Planning Partnership identified Carbrain as a Locality Planning priority. Carbrain is an area of socioeconomic deprivation and suffers from a number of adverse social and environmental issues.

A Carbrain Partnership Group was established to bring together local community representatives and community planning partners to identify priorities and actions with the community.

One of the areas highlighted to engage with the local school as a key part of the community and to identify ways to support the school to develop a 'community hub' approach. This approach helps parents and carers engage with the school and forge links between the school community and the wider community. At a neighbourhood level community planning is key to early intervention and in engaging those less likely to engage through traditional methods. Though working in partnership with the school, the CPP has supported the establishment of a regular community café. Local community members are invited to come along and meet informally with staff and pupils within the school. This has created a sense of community spirit and allowed for the following to be developed.

- The Carbrain Partnership Group working with the school to develop a vision and engagement plan with local pupils.
- Partnership working between the CORRA Foundation and community planning partners to deliver a number of activities from the school in response to local need including cooking and budgeting and wider engagement activity
- Work to create community access to a space within the school as a community facility (previously restricted to school use)
- Bringing together the community councils covering the two primary schools in the area to encourage a more joined up approach to engaging parents and the wider community.

Appendix 1 – BARRIERS - Responses to Chief Executive Survey

Your views on what the key barriers are in relation to current governance arrangements within Community Planning, what factors are blocking change and what potential levers could strengthen local Community Planning.

<mark>North Ayrshire</mark>

• There is a general focus on CP Boards and what they achieve. While they are an important part of the oversight structure of the partnership most of the "work" of the CPP occurs at the level below that, and it is there that you will see ideas being developed in partnership. It is at that level that national improvement agencies should focus their support.

• There continues to be issues with national bodies not devolving sufficient flexibility to a local level. A practical example of this is that partners at a local level (e.g. police and fire) do not have a devolved budget that contains even a few thousand pounds that can be used for funding a joint post/holding a joint event/participatory budgeting. While partners are very willing to give officer time to support work there are occasions where small amounts of money are needed to take things forward.

• Consistent induction to Community Planning across all partner organisations would be beneficial. While we have approaches to address this at a local level a clear expectation at a national level would help a consistent understanding across all partner staff.

• Some partners have the flexibility to accommodate the locality requirement of the Community Empowerment legislation – for example Council and Police have aligned themselves to the agreed CPP locality areas. Other partners find this much more difficult from an organisational perspective and this can distort the input that can be given at a local level.

• There are challenges in effective data sharing and not all of these can be resolved at a local level. A mechanism to address this at a national level (such as the CPIB) would be useful.

• National procurement structures, such as those in the NHS and Police can make it difficult to both monitor and maximise local spend as part of community wealth building.

<mark>East Ayrshire</mark>

Within East Ayrshire, we have recognised that changing the way we plan, design and deliver services by shifting resources to prevention and early intervention and building on natural community supports, is central to tackling inequality and improving life chances. Any further national level support to empower local partners to implement this approach would be welcomed. All community planning partner agencies require to be empowered to drive forward new approaches and to develop appropriate solutions to address identified local need.

We have already committed to a co-production approach to service delivery wherever this is practicable, ensuring that our communities are at the heart of everything we do. This approach is an integral part of our community planning arrangements - supporting our communities to have a voice and to deliver the changes they want to see, empowering them and harnessing and nurturing their local skills, knowledge and talent.

Currently, budgetary planning is not aligned across Partners and this adds to the complexity of shared strategic planning. In East Ayrshire, we hold an annual budget session as a Community Planning Partnership, to allow Partners to share their plans and proposals for the year ahead. Disparities in how and when budgets are notified can make this incredibly challenging. We would therefore welcome multi-year budgets and better alignment of budgeting across Community Planning Partners.

In terms of governance, our preferred approach would be one which maximises the effectiveness of existing local structures and removes the barriers to effective collaborative decision making at the appropriate local/regional level.

Local agencies (or national agencies acting at a local level) must be empowered to make the right decisions for local communities.

A permissive rather than a prescriptive approach from national government is essential, to allow partners to deliver services which are most appropriately tailored to the local area – whether this be our self defined 'localities', an East Ayrshire or even pan-Ayrshire level. Therefore being allowed to identify our own 'local' rather than fitting our service delivery to notional boundaries which are imposed remotely would be a particularly helpful approach. We recognise that there is no 'one size fits all' definition of the term 'local' in terms of service delivery.

There should also be a presumption in favour of streamlining and rationalisation, as opposed to the creation of additional layers of bureaucracy at a national or regional level.

In East Ayrshire we routinely challenge ourselves not to create new and additional strategies, plans or working groups unnecessarily. For example, we have one standard Local Outcomes Improvement Plan reporting framework, to which all of our local performance reporting is aligned. When disparate reporting requirements are placed on us by national government/agencies we look to incorporate these within our existing framework – joining things up at a local level when there can sometimes appear to be a lack of joined up thinking and action by national agencies.

Public services should be redesigned, aligned and delivered in ways that will best serve our communities. We recognise that a fundamental shift in approach is required and that our Council will be very different in the years to come, facilitating and supporting service delivery through increased collaboration with Partners, including our communities, other public sector bodies, the third sector and businesses.

Inverclyde
Although, community participation is at the heart of community planning, and applies in the development, design and delivery of plans as well as in their review, revision and reporting, securing the participation of communities remains a challenge and barrier to Community Planning changes. Other challenges to community planning include partner organisation contributing to a shared agenda, outcomes and resources especially within the current demanding budget savings and financial constraint that public sector organisations are facing.

Western Isles

- One of the key barriers to consider is the difference in Local vs. National organisational structures: the imbalance in the decision-making capacity of some locally-based decision makers can have the effect that while actions can be agreed locally, there is still a further process of checking or authorising through national structures;
- Leadership variability across partners: some partner organisations are still more inclined to 'buy in' to partnership working than others
- Recognising that CPPs are about bringing organisations together in order to come up with innovative solutions to address local inequalities, the lack of core funding or resource, at a time of very stretched budgets, remains a problem, together with a lack of accountability for commitment of resources on an equitable basis across the CPP

Glasgow

A review of governance of the Partnership is underway with a view to streamlining decision-making and devolving more decisions to local areas. Recognising the need to alter some of the aspects of governance around this work, the following actions have been progressed:

➢ A new Public Health Strategy Group is being established as a sub-group of the Strategic Partnership.
➢ A review of the Community Planning Sector and local area partnerships is also underway, including further devolving decision making.

The national review on local governance may assist with our review on further devolving powers and decisions to local areas.

Since the agreement of the Community Plan, the Community Planning partners have focused on ways of working together to ensure they are delivering the outcomes of the plan.

Our focus is on working as One Glasgow/Team Glasgow and overcoming organisational boundaries, governance and culture to deliver for the city.

More recently a focus on culture through a partnership session was led by Dr Phil Hughes in May 2019. This session was hosted in order to recognise achievements already made and the behaviours and values we need to address to deliver the challenging outcomes that remain for Glasgow.

West Dunbartonshire

Community planning works well and can evidence the impact it has on outcomes for local communities in each area. However the pace of improvement can be slow and this is in part as a result of the complex accountability structures and arrangements for the individual agencies who populate partnerships. While all agencies sign up to the LOIP and work in partnership to deliver improved outcomes – we are unable to detail the totality of the resource invested by the partnership as a whole in the area. It would be helpful to understand the resource allocation in each partnership area from regional and national agencies as well as local.

Orkney

The Orkney Partnership's Risk Register identifies the following factors which could throw up barriers to progressing the Partnership's strategic priorities.

Capacity to deliver - To achieve its objectives the Partnership needs resources – people and money. The public sector funding gap is increasing year on year. Partnership priorities are geared to preventative work which is under increasing pressure as resources are focused on funding essential statutory services. There may also be potential workforce capacity issues resulting from Brexit, depending on the nature of the Brexit agreement.

Legislative and political uncertainty - The partnership has to operate within a legislative framework which may not always support what it is trying to achieve. There is an exceptionally high degree of uncertainty following the Brexit vote as the UK disengages from European legislation. Failure to negotiate a deal with the EU opens up the possibility of a second independence referendum or a UK general election. Following enactment of the Islands (Scotland) Act 2018 there remains uncertainty around the content of National Islands Plan.

Tension between national and local priorities - It is recognised that partner organisations may be subject to national objectives and political pressures in addition to the local strategic priorities in the LOIP. Local and national priorities may not always be compatible, for example the suite of performance indicators around health and social care integration may not necessarily fit an islands context. Exploring the Single Authority Model is likely to highlight any conflict between different policy drivers.

Engagement with key audiences - For the partnership to be effective it must communicate effectively with three broad audiences: the Scottish Government, partner organisations and the public. It is difficult to maintain consistent and well co-ordinated engagement, especially with such a wide and diverse Board membership.

Renfrewshire

The effective use of officer and elected members time is a challenge for community planning governance arrangements. The added value of community planning is having all partners contribute together to addressing

issues. This may mean on occasion, however, that on certain issues, officers from particular partners feel they have less contribution to make and could make more effective use of their time elsewhere, for example where officers represent a regional or national organisation. Ensuring that the business conducted through community planning structures engages the policy interests of all partners and adds value to their work is a challenge.

One of the challenges to effective governance arrangements in community planning is the impact of governance changes decided nationally in arrangements for particular policy areas. This can lead to duplication and the need to change structures that may already be working well at a Community Planning Partnership level. Future national governance changes within policy areas should consider the opportunity to work within existing community planning structures.

A potential lever for change is encouraging closer collaboration in budget setting between community planning partners. Sharing information about spending priorities, pressures and plans at the budget preparation stage could lead to more meaningful discussion about strategic resource shift, particularly if this looked at budget scenarios over longer time periods. Strengthening the capability for cross-agency budget planning could be a significant step towards realising the potential for community planning to effect strategic and long-term change.

Another potential lever for change would be to facilitate greater collaboration between neighbouring community planning partners to consider cross-boundary issues. The potential for this as an area of community planning work has always been recognised, but has not been fully implemented.

East Renfrewshire

Complexity of Statutory Plans and Requirements

Our LOIP outcomes (known as 'Fairer East Ren outcomes') have a variety of delivery partnerships in place with strong participation from across partner agencies. The lead roles in delivery partnerships are held by representatives from the Council, HSCP and Skills Development Scotland.

However the complex landscape of outcomes and implementation of delivery plans means varying demand on services in terms of capacity to participate, align resource and monitor and account for performance. Outcomes or priorities with thematic overlap can increase the burden on service providers with a stake in both, by calling for similar progress updates for statutory reports with different due dates and timescales.

In order to alleviate this, the interactions of strategies and the unique contributions that they bring about could be reviewed for efficiencies, this is likely to be a local task but one that could be supported by the IS

Edinburgh

Findings from the governance review process identified a number of challenges including:

- Achieving a share understanding of what community planning is across partners, the individual contribution each can make and applying that understanding within an operational setting
- Competing priorities and realising the commitment of partners
- The Community Planning Partnership is not a decision making body but sits within a wider governance framework including Regional and National arrangements
- Competing legislative duties and the implications for partners
- Capacity of partners to maintain, facilitate and support community planning recognising that this is no longer the sole duty of local authorities

To address these challenges the areas where further support could be provided to strengthen the approach include:

- Legislative framework and systems both supporting and holding to account all partners for community planning
- Mechanisms to strengthen capacity and infrastructure
- Strengthening leadership and commitment at all levels e.g. Scottish Government, National and Regional Bodies

Stirling

The clear focus for CPPs on tackling poverty and inequalities through the Community Empowerment (Scotland) Act, whilst welcome, is none the less an increasingly difficult challenge in the context of increasing vulnerability and decreasing resources. Maintaining universal provision whilst also prioritising poverty and inequalities, and shifting to early intervention continues to be complex and does present a barrier to maximising the opportunities offered by community planning, despite the will of Leaders locally. Scottish Government could reconsider the option to provide ring fenced funding to CPPs, to encourage innovation and leverage mainstream resources.

There is also no doubt that the public service landscape continues to change. For the CPP, this can sometime present challenges to maintain a shared focus on delivery of the Stirling Plan as a joint priority. It might be appropriate for Scottish Government to consider refreshing the Statement of Ambition for Community Planning, to not only help statutory partners to build their understand of shared governance and accountability towards the CPP purpose, but also to remove any perceived risks to data and information sharing, which can still sometimes hinder local identification of issues, and joint planning of responses.

Fife

Key potential barriers to achieving the 'expected changes' include:

- A risk of drift into 'business as usual' in the absence of effective scrutiny and challenge by the Fife Partnership Board and delivery leads;
- Lack of consistent engagement in delivering Plan for Fife ambitions across the Partnership in the face of sometimes competing service priorities, particularly organisations that have a national remit;
- A failure to address established ways of working within partner organisations, which can detract from the Plan for Fife ambitions for services to become truly 'community led' and preventative.

Potential levers for supporting the 'community led' ambition might include new funding approaches that recognise and enable the need to shift funding towards longer term preventative approaches whist at the same time while maintaining existing services at an adequate level.

As noted above, in Fife the approach to community planning is to have one local community plan per geographic area that aligns to with the Plan for Fife (LOIP). These plans were developed in conjunction with a broad range of stakeholders representing communities and relevant partner organisations. As each of the seven local community plans is founded on developing a vision for a specific geographical area and encouraging community led programmes to deliver this, this should embed ownership in the local community and encourage greater buy-in to the community planning process. However, not all community planning partners and services are organised in a way that enables them to fully engage in local community planning. The Partnership is currently running two 'test of change' in Kirkcaldy and Levenmouth to examine how local collaborative leadership arrangements can be strengthened to ensure: strong local leadership; better engagement in the delivery of local outcomes; and more joined up, and community-focused local service delivery.

South Lanarkshire

Community Planning is still considered as something that is led and resourced by the council which does not meet the aspirations of the Community Empowerment Act; which sets out that partners need to take a more proactive role in driving the work of the CPP. The CPP Board will address this in addition to other areas for improvement identified through their Self-Assessment and the council's recent Best Value Assurance Review.

Argyll & Bute

Scottish Government is not doing enough to impress on all partners what CPP means and that they need to get involved. SG is leaving this to councils / CPPs to go out and do. This is not productive.

Main barrier is reducing funds to public sector organisations and increasing expectations for community planning partnerships without any accompanying financial support from Scottish Government. This may sound like an old argument however its essential to take seriously. The Community Empowerment (Scotland) Act 2015 increased the number of plans to be developed and managed by Community Planning by at least double (double if there is only one locality plan, however many CPP's if not all have between 2-6 locality plans). This increased requirement came with no financial appreciation of delivery, no supporting fund, no investment to save budget – to allow investment needed in the creation of comprehensive local plans with thorough data. Finance continues to go to supporting agencies like Improvement Service however this is not the front line where the funds are required for delivery. There is a central support vs impactual delivery imbalance. A CPP fund to trial new ways of working together locally in partnership would be ideal.

West Lothian

The governance arrangements for CPPs are identified as a challenge to ongoing effectiveness.   For example:

- Need for streamline structures: there are a lot of plans and strategies that are badged under the CPP, or where the CPP has a specific responsibility for actions or outcomes (e.g. Community Justice, CLD, Child Poverty / Anti-Poverty). As a result many multi-agency groups within the CPP structure have emerged to support delivery of these plans and strategies, with many of the same partners attending multiple meetings having similar discussions. There is a need to streamline structures.

- Ability to influence or direct: often reports received by the CPP Board are for information or taken to the board for 'rubber stamping'. The ability to consult, shape or collaborate via the Board structure is inhibited by this approach.

- Streamline planning and plans: the CPP are required to have a high number of local plans developed and in place (e.g. IJB locality plans, CPP locality plans, local place plans, local CLD plans… etc.) that have overlapping activities and in some cases increase the governance and reporting arrangements that are required.

- Lack of focus: the CPP has a very wide remit and more focused discussion on the issues where the CPP can have the biggest impact may be required / a better use of CPP resources.

- The quality of discussion: open discussion and robust scrutiny between partners can be constrained by the format of meetings.

- Representation: partner representatives on strategic groups change frequently leading to a lack of continuity in membership and this can inhibit progress in key issues as well.

- Distributed leadership: CPPs are largely still council-led.

- Distribution of resources: national organisations not having the authority or resources to commit to local priorities.

- Lack of community representation.

The above barriers have already been identified by the West Lothian CPP and a programme of development activity is well underway to address these.

What support, innovation and/or change is needed to make community planning work more effectively?

Locally, the West Lothian CPP is engaged in developing actions to improve the structure and working practices of the CPP. The development activity of partners includes:

- Changing the venue and format of CPP Board meetings to become more informal and to focus on key themes to encourage discussion and development of actions;

- Developing a new LOIP that will be more focused on the key issues that require partnership actions;

- Increasing accountability of thematic groups (e.g. to approve plans, deliver on the LOIP).

There is also a need to review ways for communities to be represented throughout the CPP structure and ensure that the right people are participating in groups and are empowered to affect change.

More generally, there is a need for improved communication and collaboration between the CPP groups, in response for example in the WLL CPP a representative from Health and Wellbeing Partnership now sits on Economic Partnership Forum.

Increased partner accountability, both in terms of facilitating the CPP and delivering on the LOIP, is an important development area for the CPP.

Dumfries & Galloway

The main barrier is that it has no statutory authority the way to overcome this is that partners are willing to be guided and contribute to the Community Planning Partnership Board for the region.

A unique feature is that the Community Planning Partnership has identified 8 key plans and strategies that deliver the LOIP and the Community Planning Partnership Board then scrutinises and oversees these plans and strategies and promotes the linkages between them. The Community Planning Partnership Executive Group receives an annual report on the effectiveness of the key thematic partnerships to resolve any difficulties and give them advice and guidance. The Executive Group reports back to the Community Planning Partnership Board.

Perth & Kinross

Ensuring that both the CPP Board and the Outcome Delivery Group are responsive to changing needs and emerging issues at a local level can be challenging due to capacity issues for Community Planning Partners and the difficulty in moving resource from one geographical or thematic area to another. For instance, national bodies have little local resource to contribute to community-based actions and therefore may not have much presence in locality planning, so it inevitably falls back onto the council to try and address these issues.

The 7 Local Action Partnerships are able to go some way in addressing issues but some communities have deeply entrenched and complex inequality issues which require a significant joined up response by a range of Community Planning Partners to properly address.

The practicalities of Community Planning Partners engaging in joint resourcing, sharing of sensitive information, shifting resource and working alongside communities for a sustained period of time presents

challenges. The Perth and Kinross Community Planning Partnership are currently undertaking a review of governance and impact, which will highlight some specific improvement actions for partners, individually and collectively to address these issues.

APPENDIX 2 - Scottish Enterprise Workshop - Effective Decision Making and Good Governance

Participants: Emily Lynch (Improvement Service), Kenny Richmond, Elaine Morrison, David Rennie, Theresa Correia, Lawrence Wyper, Jamie Bell, Mark Newlands (all SE)

Key Themes

SE STRUCTURE/EXPECTATIONS

SE's new Strategic Framework highlights the importance of partnership working to target more investment in the places where it can make a significant difference to communities and reduce geographical economic inequalities, and building vibrant economic communities across Scotland.

SE is considering how best to ensure contribution to and engagement with Community Planning to help deliver Strategic Framework ambitions.

SE INVOLVEMENT

SE is engaged in CPPs at various levels (depending on what is in place in each LA):

- CPP Board
- Executive/officers groups
- Economic development theme working groups
- Ad hoc thematic groups and 1-2-1 meetings

Community planning activities in many areas goes on day-to-day rather than just through formal CPP meetings. So, need to distinguish CP from CPP

Economic development is not a statuary duty for local authorities, so in some LAs there is a declining LA resource committed to economic development. This has resulted in economic development being a less frequent topic on the agenda at some CPP meetings (agendas for which and typically set by LAs and meetings chaired by LAs)– formal agendas tend to be focused on issues such as health, social care, poverty (this can reflect lack of links in some cases between economy groups and the CPP).

Economic development remains of importance to all LAs, but is not a standard feature in CPP discussions. This means that in some areas, the CPP structure may not provide significant opportunities for SE to constructively contribute with conversations around contribution happening directly between the LA and SE, or via theme groups who report into Boards on an ad hoc basis.

Good practice is to have 'themed' CPP agendas that could include economic development discussions (e.g. in Midlothian and North Ayrshire)

SE does contribute to the LOIP in many cases (although resourcing can be a challenge). However, the type and nature of SE's tracking measures for the economy are not generally the same as those used at a local level. LOIPs

themselves come to the Board(s) for sign off, and reports are periodically provided, but they do not allow for discussion on what is actually needed to support and grow the local economy and how this may be achieved – it is a reporting mechanism rather than a development mechanism.

e.g. in Aberdeen City & Shire where SE leads on LOIP themes. Project 'charters' ties partners to contributing to LOIP actions – drives commitment and accountability

There is an opportunity to emphasise more to CPPs how economic development/growth can address LOIP objectives so its higher on the formal CPP agenda.

LOCAL ECONOMIC DEVELOPMENT THEME WORKING GROUPS

Many CPPs have economic development theme working groups – usually LA led – and SE plays a more meaningful role in these. However, people leading /involved in these economy groups may not be involved in/attend formal CPP groups, so there can be a disconnect. This can mean that economic development is not always on the CPP agenda

BARRIERS TO EFFECTIVE CPP WORKING

CPP Boards are not local authority boards – but they can be seen as such (and are often chaired by LAs, that also provide secretariat support). This can affect the focus of CPP meetings e.g. less focus on economic development

In terms of formal CPP structure/meetings, there can be too many people round the table (become unwieldly). Smaller CPPs perhaps have better decision-making processes

Papers can be for noting rather than discussion or decision making

As highlighted above, economic development often not on meeting agendas (but can better influence outside meetings e.g. on economy working theme groups)

WHAT WORKS IN COMMUNITY PLANNING?

Economy theme groups that link to executive groups as well as the CPP (and private sector led e.g. in Fife and Renfrewshire).

Having a common purpose, demonstrating that joint working delivers better outcomes, taking ownership of actions and ensuring they happen, and partners being accountable if they don't (Aberdeen Project Charters is a good example)

A key benefit is that CPPs allow relationships to be developed, and this can help drive joint working

Question – is the formal CPP structure the best way for SE to support and influence local economic development? Community planning does work, but not necessarily as a result of/or within the formal CPP structure.

REGIONAL VS LOCAL FOCUS

A strategic question for SE is our whether input and focus is best at the regional or local authority level. SE has generally had greater input at the Region level (incl through City Deals etc), where economic development is a key focus/driver. Partners can therefore see what SE can do/bring to the table better than can do at a CPP level.

Should economic development be focused at the regional rather than the CPP level? As resources become tighter, regional approaches allow better SE engagement. If at the CPP level, SE needs to be clearer, and more consistent, with partners on what role it can play.

Regional Partnerships need to better align with local CPP arrangements, ensuring a flow of information to and from each body.

WHAT CAN SE DO TO STRENGTHEN THEIR ROLE AND INFLUENCE?

If SE wants to drive active and strong local CP participation, need to better communicate to CPP partners how can best it can support and contribute, and address the competing and often conflicting messages about SE's role that there may be.

SE can play an education role to improve understanding of the role the economy/economic growth in driving better outcomes, and help make connections with wider agendas, e.g. HSC/PH/Poverty – outcomes that can't be achieved in isolation.

SE's new Strategic Framework provides a good opportunity to refresh CP role and engagement. As SE operationalises the Strategic Framework, this will include considering how to deliver with and engage with Community Planning partnerships and consider where SE is best placed to engage with CP – e.g. Board; Strategic Group; Thematic Group

SE can highlight examples of projects in LAs or regions delivered in partnership.

SE can put an ask to the partnership - ask is there more it can do around supporting economic growth.

Use data/evidence better to understand areas of weaknesses & opportunities in CPP areas.

Important to emphasise CP as a way of working, rather than a formal structure. It's about building relationships. CPP provides a platform and can offer a sounding board for SE to add value to partnership working – it can help to strengthen connections and provide additional levers E.g. City/Growth Deals; Borders Railway examples.

Look at how national partners contribute outwith formal structures. How do we report on place and partnership activity at whatever level within Scottish Enterprise (focus less on CP as formal structure and more on CP as a way of working).

Look for opportunities to strengthen links between regional and local agendas. Do we take Regional Economic Strategies to CPPs to consult/seek input/build buy in to help support connections and build relationships? The

growth of effective regional partnerships will increase recognition/awareness and provide opportunities to strengthen connections between CPP/Regional approaches. For example, the inclusive growth agenda needs to connect the regional to the local around place making/regeneration and SE has something to say in this territory.

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

Progress against work plan

Survey issued to all internal SDS CPP leads (31 out of 32 CPP's covered) to understand which authorities they believe are showing current or emerging practice in relation to the work stream themes. Survey was extended to increase return across the business and final results will be available by the end of August.

Review of evidence from CPP Managers group identifying examples of where effective or emerging practice exists and what this is

Involved in joint planning/resourcing with the Westerns Isles Council taking forward an innovative approach to joint planning, service design and resourcing with SDS and wider public sector partners.

Evidence or learning to date

Co-location is emerging as an effective way to enable joint planning and design of services

Shared resources are predominantly focused on pulling existing resources rather than having shared resources

National organisations are seen to have barriers to localise services

Joint planning seems to work more effectively when it is focused on key priorities rather than planning strategically (EmploaybiliTAY for example)

One example of whole LA strategic planning including CPP partners but all other relevant agencies and organisations required to deliver services to individuals are in formal partnerships/SLA's

There are good examples of where wider partners are engaged from an LA point of view (Transport)

Examples of where outcomes are used for prioritising planning of services and integrating services exists across many areas

Key themes/points for discussion

Are we seeking examples of Strategic/CPP led innovation rather than operational activity? Many examples are about how operational groups are planning and designing differently rather than having strategic approaches to this?

Budget constraints seem to have an overriding issue when asked about joint planning/innovation and I think we all need to consider this individually within the workstreams and as a Board in terms of how our work will hopefully contribute to efficiencies in a reducing financial climate.

I would be interested to see how the leadership streams and the performance streams can support some conclusions. For example, do areas with effective leadership and a critical focus on outcomes do things better in terms of joint planning and resourcing. Need to consider how we pull these threads together.

Community Planning Improvement Board –Work Programme 2019-2021

Thoughts on communication with wider stakeholders

I would not expect to be sharing further until the next phase of this work is undertaken and concrete examples are available to go back to CPP/CPP Manager. It feels too early at this stage.

Next steps

Close internal survey and analyse full results to identify current or emerging best practice

Match internal survey with findings from CPP Managers and identify strongest areas for further discussion/engagement to understand approaches, challenges, how they overcame them and successes. This will also identify willingness to undertake test of change or provide case study evidence

Following formal communication around the Western isles approach, develop a case study/evidence base and areas that are being the 'test of change' throughout this. Great example of localising services at National organisational level as well as emerging shared resources

Hopefully identify case studies linked to impact/cost reduction/efficiencies

Identify areas who are open to undertaking a different approach based on the evidence

Joint planning, service design and resourcing – Evidence from CP Managers

Contents

Introduction

Given the well documented challenges around joint planning, service design and resourcing, the CPIB is keen to bring together evidence of what is working well and identify the barriers to further progress in order to influence policy and practice, and target improvement support.

In particular, the board is interested to explore what characteristics or areas of joint planning are classified as 'innovative' and the outcomes and impact that this has delivered (cost savings, efficiencies in resource utilisation, increased service provision, improved perceptions of planning approaches, improved outcomes).

Your views on whether there has been any progress in relation to joint planning, service design and resourcing in your area?

CPPs highlight specific examples of progress such as joint working around place making and master planning, and the opportunity these present to raise the profile and spread the reach of community planning.

The progress made over the lifetime of CPPs is also highlighted with increasing motivation for joint working and joint planning to improve outcomes. Specific projects in each area are also highlighting the need for better alignment overall and providing best practice examples to support more activity.

Specific examples were given such as development of thematic networks and development of a Wellbeing conference linked to suicide prevention in Angus.

The majority of areas have highlighted the progress yet to be made around joint decision making and resourcing but flag recent updates to governance and accountability arrangements as positive progress.

Up to 2 examples of innovative joint planning/design/resourcing or areas of emerging practice from your partnership area

North Ayrshire partnership has provided the established example of Positive Steps with Partners, an employability focused project delivered by a third sector employability organisation working closely with Scottish Fire and Rescue Service (work experience is provided by the Community Action Team within SFRS). This has led to improved outcomes for those involved in the programme through developing skills and confidence, and entering employment. It has also provided increased service provision to the public through the use of these volunteers.

Also in North Ayrshire, work is underway to bring together the Community Planning and Health and Social Care locality planning arrangements on Arran. The first joint meeting will take place in September and will support joint planning, service design and resourcing of work at a local level. As a result of closer working, shared priorities to respond to challenges have been identified for the locality of Arran. A consistent approach is needed across partners to address these. There was also recognition of duplication of membership within the two structures and a concern that having two arrangements may make it difficult for the community to engage easily. For these reasons this pilot is underway.

West Lothian Partnership has highlighted their Community Safety Unit (CSU), formed in April 2010, which brings together partners with a diverse business remit including Police Scotland, West Lothian Council and Scottish Fire and Rescue Service. Nearly all the community safety partners are based in West Lothian Civic Centre. In bringing partner agencies together physically, the CSU is seen to be an innovative approach to community safety, which aims to provide positive outcomes for residents in West Lothian by eradicating duplication and ensuring that everyone is working towards clear and shared objectives. The approach recognises that issues such as antisocial behaviour can be most effectively tackled by partnership working.

Additionally two community wellbeing hubs recently opened in West Lothian to offer support to adults aged 18-65 with mild to moderate mental health problems. The hubs have a focus on early intervention and prevention, ensuring that people have access to meaningful and effective community supports as an alternative to seeing their GP. The service will offer early intervention through a person-centred approach to help people manage their symptoms and improve their wellbeing.

Midlothian have highlighted work on ' Poverty proofing the school day' which has been reviewed / evaluated through SCDC and focused on working with 11 schools in SIMD areas.   Additionally work is progressing on joint working around mental health of children and young people. This is focused on directly involving youth peer researchers in a Council/ Third Sector / NHS partnership approach.

Additional examples include improved joint working through colocation of officers and teams for part of the week. This sharing of space allows for the building of relationships and ensures improved partnership access to key services. Colocation also allows for more robust planning and engagement activity to take plan and improves access to data and information sharing. This level of colocation and joint data analysis often starts from a focus on anti-social behaviour but is developing into a more general approach in a number of areas.
Partner involvement at a local area level is also leading to innovation and opportunities for collaboration with communities directly in the design and delivery of services.

The need for colocation in community hubs was highlighted by more than one area, with a variety of models in various stages of development. .

Your views on what the key barriers are in relation to the joint planning, service design and resourcing, and the role CPIB members could play in strengthening this.

Early and effective forward planning, involving all partners was highlighted my more than one partner as critical to improving outcomes, with failings in this area leading to challenges in service delivery. Transport and the location of services were specifically highlighted as areas which require good forward planning.

The lack of scrutiny around the contribution of all partners, or at least the statutory partners, was highlighted. At present on the LA is assessed, in relation to Best Value Assurance, and this is relatively light touch. The limited opportunities for communities to hold partnerships and individual partners to account was flagged along with the need to build the capacity of communities to ensure that opportunities for scrutiny at that level are meaningful.

Again the challenge of resourcing, specifically financial, was highlighted. Progress won't be made while partners are struggling to deliver on their internal commitments with reducing budgets. There is a need to think differently about resource allocation at a national level to facilitate the necessary focus on prevention and early intervention.

Some partnerships have in place small funds to support innovation and new ways of working at a local level. However it has been flagged that while this money supports the CPP aspirations it is fen specific Council funding which has been ring fenced for this purpose.

The lack of robust data and evidence to inform decision making is also highlighted along with the lack of any data at a neighbourhood level. . Richer and more specific data is required to capture precise needs of the community to allow services to respond appropriately.

Finally the risk adverse culture within CPPs has been highlighted, flagging the need to shift towards testing new approaches

5. Availability and use of high-quality local data and insights to support decision making (Phil Couser NSS/Gerry McLaughlin HS)

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

Activities to date - the programme of support is being developed to align with the 'Early Adopters' work of the Public Health Reform Programme. The following summarises activity within the various initiatives:

- **Child Poverty National Partners group -** A data sub Group has been established and work is underway to explore a Needs Assessment pilot. The sub group were involved with 'Every Child, Every Chance' - Inverclyde Child Poverty Event in June, attended by senior CPP management, aiming to build consensus for the Needs Assessment work. Following on from this event, data Sub group to hold discussions with key local stakeholders in late August, with a workshop to follow in September.
- **Tayside** – In May, ISD Scotland met with the councils, HSCPs and NHS Board in Tayside. A more collaborative approach to data and intelligence is sought across local partners, jointly using resources and skills that are available and aiming to focus on common priorities. ISD aim to improve intelligence gathering, for example, helping uncover 'masked problems' within local communities.
- **Police Scotland** – SLWG meeting in August between Police Scotland, ISD Scotland and NHS Lothian, agreed that SLWG will be wound up in October as Local, Health Board and Regional Partnership outputs now agreed. ISD is also involved in the ongoing development of an internal strategic programme approach to partnership working with Police Scotland colleagues.
- **East Renfrewshire Council** – East Renfrewshire Council Partnerships team and ISD Scotland undertook exploratory discussions (1st of August) on a number of areas of potential support/collaboration (sub local authority data, equalities groups, socio-economic analyses, neighbourhood planning). Whilst discussions are at an early stage, it is anticipated this work can build on previous collaboration between the two parties in 2016, which focussed on building community council level data on a range of health and socio-economic indicators.

Learning - two main points to date:

- **The impact of leadership changes and resulting in loss of momentum -** ISD involvement in Tayside region aims to address this, working alongside the new SLWG Chair Karen Reid (CE Perth & Kinross Council). How best can a national partner such as ISD Scotland provide a cohesive force within the region; where could benefits be maximised from local analytical resources, allowing an intelligent enquiry approach be taken?

- **The lack of crossover between CPPs and IJBs** - Having embedded analytical support with East Renfrewshire HSCP, ISD Scotland aims to advance strategic co-operation between CPP and IJB, particularly within locality planning and working towards a single source of intelligence for Needs assessments and local commissioning.

Key Themes/Points for Discussion:

- How far should we go in aligning with the Public Health Reform 'Early Adopters' work?

- What should CPIB's role be in relation to the 'Early Adopters' work?

Communication – it is too early for sharing learning just yet beyond the CPIB. As per the plan intent would be to share an initial summary report by the end of 2019.

Next Steps - will depend upon the discussion regarding the 'Early Adopters' work.

The Place Principle

Place

In Scotland, place has been chosen as a context for public service reform. With a mandate that stems from the Christie Commission, the Community Empowerment Act embodies place-based approaches as the context for addressing prevention in partnership with others.

This is because Place provides the focus for where people live, work and invest. As such it is at the heart of addressing the needs and realising the full potential of communities. Shaped by the way resources, services and assets are directed and used by the people, place combines location and resources to create a sense of identity and purpose in service delivery.

Place-based collaborative working has different rationales and a welcome flexibility in what the approach entails. What is consistent is that:

- it addresses complex problems that no one service working alone can solve;
- prevention is now regarded as a key feature of new approaches; and
- approaches involve a breaking down organisational silos and bringing sectors together through a shared orientation in the design and delivery of services.

Place-based approaches have been applied by community planning partnerships as a vehicle for asset-based community development. However, there is a risk that local practitioners and policy makers see this as purely a community planning approach and become distracted from the opportunities of place-based working across all public service design and delivery.

The Place Principle

The contribution place-based working has towards national outcomes for public health reform and achieving inclusive growth has led to the adoption and promotion of a Place Principle by Scottish Government and COSLA. Their intention is to promote ongoing reform in how we work, empower and maximise the impact of resources to deliver outcomes. The Economy sub-committee of the Scottish Cabinet gave formal endorsement to the Place Principle in mid- March. COSLA's March Environment and Economy Board did likewise.

There is a challenge for local authorities in applying the Place Principle in terms of working differently. It promotes local authorities to challenge their own ways of thinking and working beyond distinct council services and make broader connections across functions and crucially with community planning.

> ### The Place Principle requests that:
> All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.
>
> ### We commit to taking:
> A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

The Place Principle is applicable across a wide range of policy contexts and settings and is equally applicable irrespective of the range and scale of settings and circumstances be that in remote villages, towns, cities, regions or islands.

This is in recognition that coordinated place-based approaches are needed at a local level and more widely across public services to tackle inclusive growth. Solutions need to deliver across a wide range of economic, physical and social outcomes and involve utilising available resources from across mainstream budgets

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, boosts inclusive growth, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

Links with Place Standard Tool

The Place Standard Tool is a tool to facilitate a comprehensive conversation about a place. To identify priorities for action and gain insight into what action is required. It is an enabler to place based working and thus to applying the Place Principle. Links will be reinforced further when Scottish Government launches a conjoined website this autumn hosting content and support for application of both the Principle and the Tool.

Place and other Policy

In addition to the Place Principle, other policy areas and developments are now having an increasing focus on place. For instance: the public health reform agenda have identified Health and Place as one of its "Early Adopters"; Islands (Scotland) Act; the Planning Bill; participatory budgeting; regional economic partnerships and developments such as the South of Scotland Enterprise Agency.
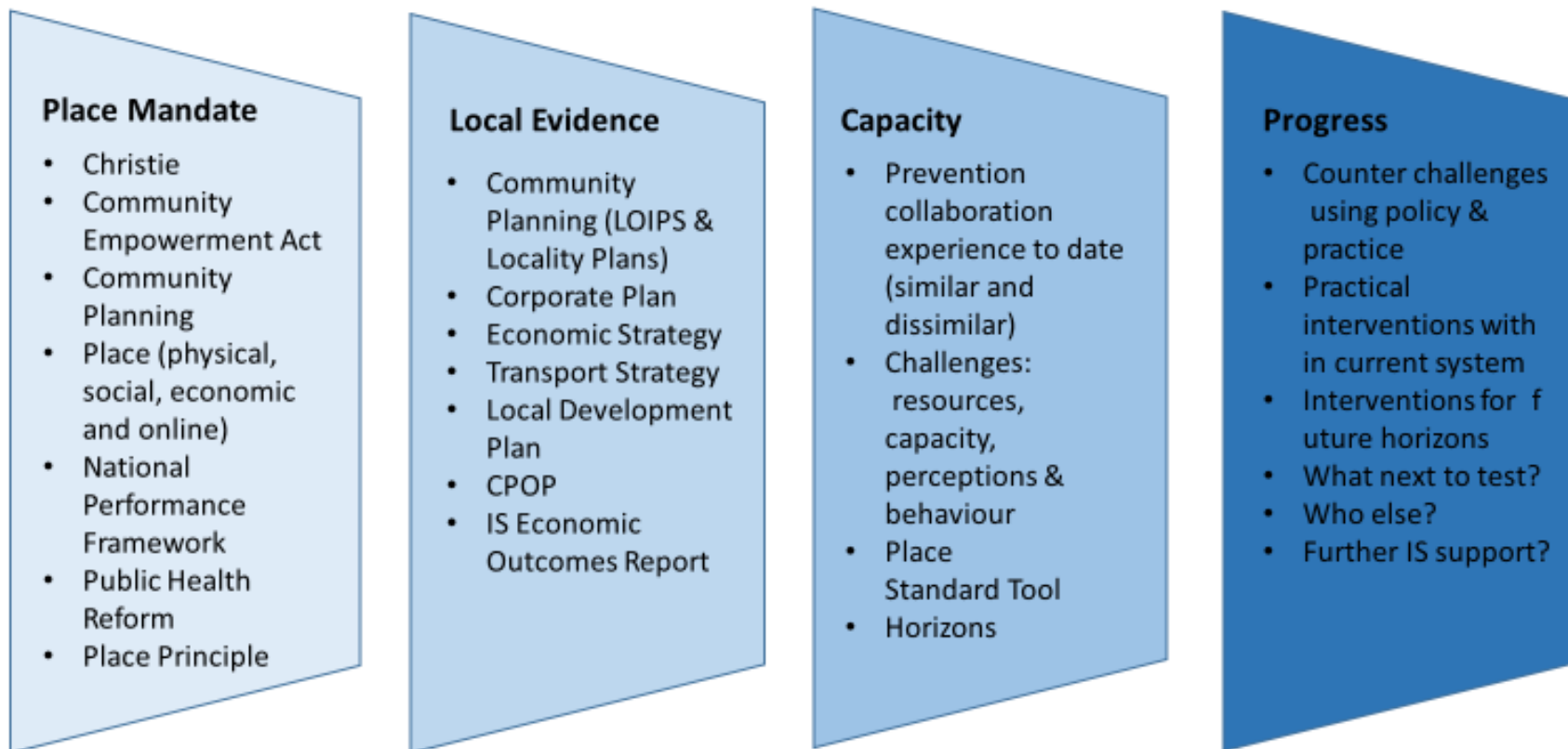
The Improvement Service Place Programme

The Improvement Service's Planning for Place Programme provides specific support to councils and their partners to collaborate in place-based approaches to joint planning, resourcing and delivery of places that enable all communities to flourish. This includes:

- Enhanced Place Programme support around **Place Sessions.** This support offer to Councils clarifies the national Place mandate including the reasoning behind the Place Principle. It then reviews a Councils cross service strategy alignment in delivering that mandate and the links with their Local Outcome Improvement Plan. It provides bespoke support to explore capacity for more effective place interventions and crucially provides councils the opportunity for ongoing assistance when and how they wish.

- Co-ordinating a **Public Health Reform Whole System Approach Early Adopter on Place and Health.** A Place Working Group will progress the role of collaborating around place and place making as part of delivering Public Health Reform's prevention agenda. Representation from NHS Boards, NHS Health Scotland, Glasgow Centre for Population Health, COSLA, Glasgow City Council, West Lothian Council and Edinburgh University. The Place Working Group is working collaboratively to define a set of Scotland's principles for Place and Health. These will support the delivery of Health in All Policies in the National Planning Framework and Planning Authorities Local Development Plans and support local action. The principles for Place and Health will be agreed in collaboration with Scottish Government and COSLA with the expectation that Public Health Scotland will support implementation, across the whole system. The Working Group will also scope out the feasibility of Public Health Scotland becoming the consultation authority on population health matters to support turning evidence into practice on delivering healthy places. This will include support utilising the Place Principle as a core prevention opportunity for Public Health Scotland to work across the whole system

- Facilitation of IS supported professional groups to scope and deliver more proactive collaboration around collective agendas. **SLAED, HOPS and SCOTS (along with SOLACE & COSLA)** identified Place as one of their top three collective priorities.

- **Elected member briefing** sessions raising awareness of the role of place, place-based approaches and place making in service delivery.

- **CPP and Officer Group** awareness raising sessions on Place Standard Tool and Place Principle links.

- Iterative **practitioner training support** on the use of the Place Standard Tool in workshop settings. Cross function attendance is a key feature to promote a non-siloed approach to the use of the tool.

- IS representation on the **Place Standard Tool Implementation Group**.

- Support in forging **closer links between Community Planning and Spatial Planning** with nationally attended events and webinars.

Improvement Service: Place Approach

Place Mandate

- Christie
- Community Empowerment Act
- Community Planning
- Place (physical, social, economic and online)
- National Performance Framework
- Public Health Reform
- Place Principle

Local Evidence

- Community Planning (LOIPS & Locality Plans)
- Corporate Plan
- Economic Strategy
- Transport Strategy
- Local Development Plan
- CPOP
- IS Economic Outcomes Report

Capacity

- Prevention collaboration experience to date (similar and dissimilar)
- Challenges: resources, capacity, perceptions & behaviour
- Place Standard Tool
- Horizons

Progress

- Counter challenges using policy & practice
- Practical interventions with in current system
- Interventions for future horizons
- What next to test?
- Who else?
- Further IS support?

Planning, Economic Development, Transport, Housing, Community Planning, Public Health etc....

For further details on any of the above contact Irene Beautyman, Planning for Place Programme Manager at the Improvement Service via irene.beautyman@improvementservice.org.uk.

Community Planning Improvement Board

Public Health Reform – Whole System Collaborative

Cover Paper

Introduction

Public Health Reform is a collaboration between national and local government. The reform programme will deliver three key actions:

- Publish public health priorities for Scotland that are important public health concerns and that we can do something about

- Establish a new national public health body for Scotland bringing together expertise from NHS Health Scotland, Health Protection Scotland and Information Services Division

- Support different ways of working to develop a whole system approach to improve health and wellbeing and reduce health inequalities.

The reform programme has made significant progress in delivering the key actions outlined above. Public Health Priorities for Scotland were published in June 2018 and have been widely supported and endorsed by a range of public bodies, including incorporation into partners strategic planning processes.

Public Health Scotland has appointed a Shadow Chair, Professor Jim McGoldrick who will oversee recruitment of a senior management team and establishment of a board in advance of the organisations going live in April 2020.

The focus of the reform programme has shifted from agreeing priorities and the establishment of Public Health Scotland to build on and continue the significant engagement with stakeholders from across the system, including local government, health and social care and community planning to create the conditions across the wider system to deliver against the priorities and improve health and wellbeing in communities.

Whole System Collaborative

To support this ambition, the reform programme has established a whole system collaborative bringing together partners from across the system to work together to lead and support a range of activities that will enable the whole system delivery of Scotland's Public Health Priorities and make progress on the third action outlined above. A draft terms of reference setting out the remit and focus of the collaborative is attached as **Appendix A.**

Public Health Reform has undertaken a significant programme of engagement to inform our ambitions and establish a framework setting out the whole system approach. The collaborative aims to work over the next 24 months to translate the whole system framework into meaningful activity in localities to deliver against each of the public health priorities. These 'early adopters' will inform our approach and create learning across the system on supporting a whole system approach to

improve health and wellbeing. In addition, engagement with stakeholders has identified a number of cross cutting themes and priorities that will be important to focus on if we are to create the conditions for health and wellbeing in communities, include themes around leadership, policy development and measuring success.

The collaborative has developed a draft high level workplan setting out priorities over the next 2 years. The draft plan includes links with partners and partnerships were there is a synergy and clear alignment with existing programmes. The draft workplan is included in **Appendix B**.

Discussion

The Community Planning Improvement Board is asked to note progress in delivering public health reform and the ambition to support different ways of working as part of a whole system approach to improve health and wellbeing and reduce health inequalities in communities. The Community Planning and Improvement Board is asked to:

- Consider the draft terms of reference and future relationship between the CIPB and Whole System Collaborative

- Consider the draft workplan and identify areas of alignment and opportunities for future collaboration, learning and support

- Identify areas were there is potential to ensure synergy and maximise impact of respective priorities across the system

Whole Systems Collaborative

Draft Terms of Reference

Aim

To create a collaborative space that brings together stakeholders across the system to work together to lead and support a range of activities that will enable the whole system delivery of Scotland's Public Health Priorities, the third deliverable for the Public Health Reform Programme.

Remit

1. To provide leadership and advocacy across the system for the delivery of the Public Health Priorities
2. To support the delivery of the agreed work plan through shared ownership.
3. To harness capacity and resources across partners to support the implementation of the work plan and the resourcing of the early adopters.
4. Ensure that the work plan is aligned with that of stakeholders to promote collaborative approaches e.g. Community Planning Improvement Board.
5. To support a culture of learning through challenge and problem solving
6. Maximise opportunities for the sharing of learning from activities across the wider system.
7. To encourage and support a culture that enables adoption of the nine characteristics of whole system approach.
8. To harness the learning from the early adopters to inform policy development.
9. To support the changing role of the specialist public health workforce in the wider system.
10. Continue to seek strategic advice from the Public Health Oversight Board during this transitional period.

Governance

COSLA and Scottish Government are the lead partners providing oversight of this work.

Timeline

The initial plan is for 18 months it will be reviewed thereafter.

Membership – to be reviewed
The following sectors will be represented on the group
Health Promotion Managers
Directors of Public Health
ISD/Health Scotland
Improvement service
Cosla
Scottish Government Policy Leads
Community Planning Network

Chair
TBC

Secretariat

Cosla will provide secretariat support for the group

Frequency of meetings

2 monthly

Proposed theme	Programme Governance	Proposed Lead Scottish Government and COSLA
Outcome	To ensure delivery of the third Public Health Reform action, we will have sustained a focus and momentum on embedding a whole system approach to the public health priorities in Scotland	
Actions	• Review and establish new governance arrangements for the Whole System Collaborative (WSC) which will support the work over the next 2yrs (Summer 2019)	Scottish Government and COSLA
	• Agree terms of reference of the WSC (Summer 2019)	Scottish Government and COSLA
	• Revise membership of WSC (Summer 2019).	Scottish Government and COSLA
	• Review WSC and develop plans to further embed and sustain support for whole system approach beyond 2020.	Scottish Government and COSLA (and Public Health Scotland)

Proposed theme	Measuring success	Proposed Lead Scottish Government and COSLA
Outcome	Demonstrate impact of Public health priorities and whole system to National Performance Framework and healthy life expectancy and reduced health inequalities across Scotland.	
Actions	Determine the type of measurement framework to be used covering the long term delivery of the priorities which is meaningful and accessible for whole system stakeholders.	Scottish Government and COSLA

	Publish framework ensuring alignment with National Performance Framework and other reporting frameworks to reduce duplication	Scottish Government and COSLA

Proposed theme	Leadership in Complex Systems	Proposed Lead Amanda Spark, Improvement Service Wilma Reid, Health Scotland
Outcome	National leadership programmes equip leaders to apply a whole system approach to the public health priorities.	
Actions	Influence existing leadership programmes to embed the characteristics of whole systems approach.	Rachel McAdams, Public Health Reform
	Partner with Police Scotland and the Community Planning Improvement Board to embed whole system approach in the leadership development work stream.	Police Scotland/ Community Planning Improvement Board
	Establish an engagement programme with senior leaders from public health and local government on leadership in complex systems to inform delivery of public health and elected members leadership programmes (and organisational development in local government).	Directors of Public Health Wilma Reid, Health Scotland Improvement Service
	Inform organisational development programmes for Public Health Scotland and Local Government on leadership in complex systems	Scottish Government, COSLA and Improvement Service

	Engage with and ensure alignment with the leadership theme in the Scottish Leaders Forum work plan.	Public Health Policy Team, Scottish Government

Proposed theme	Building capacity of the wider Public Health Workforce	Proposed Lead To be determined based on the outcome of the Specialist Public Health Workforce Commission
Outcome	The wider Public Health Workforce, both locally and nationally, have the skills and knowledge to apply a Whole System Approach to Scotland's Public Health Priorities	
Actions	Implement a learning programme for wider Public Health Workforce on whole systems tools and approaches	Public Health Reform, Mark McAllister, Health Scotland, Wilma Reid
	Inform organisational development programmes for Public Health Scotland on whole system tools and approaches	Scottish Government, COSLA
	Inform organisational development programmes for Local Government on whole system tools and approaches	Improvement Service, Amanda Spark
	Establish a programme of learning and development to share best practice in applying whole system tools and approaches	Public Health Reform, Mark McAllister, Improvement Service and ScotPHN?
	Implement recommendations from Specialist Public Health Workforce, including future assurance framework for local partnerships and contribution of public health system	Scottish Government and COSLA

	Establish a formal collaboration between Public Health Reform and the Health Foundation to enhance whole system knowledge within public health in Scotland.	Public Health Reform, Rachel McAdams
	Develop a programme of support and development with CPPs on whole systems approaches aligned with the CPIB implementaiton plan	Community Planning Improvement Board, NHS Health Scotland (Public Service Reform) and NSS (LIST)
	Working with Partners develop/identify and test ways of supporting learning culture for Whole System Approach incorporating innovation and quality improvement approaches.	Public Health Reform, NHS Health Scotland, Healthcare Improvement Scotland, NSS and Improvement Service

Proposed theme	National and Local Policy development	**Proposed Lead** Scottish Government and COSLA
Outcome	National and local policy is developed in a way that readily incorporates public health thinking and is aligned to the Public Health Priorities	
Actions	Establish a policy framework for Scottish Government on applying a population health approach to policy development and implementation clearly aligned with Scottish Approach to service design, NHS Future Delivery Plan, Place Principle and Public Service Reform.	Scottish Government Scottish Government and COSLA

	Deliver a programme of internal Scottish Government and Local Government seminars on whole system and application of policy framework	

Proposed theme	Applying a whole system approach	**Proposed Lead** Public Health Reform Rachel McAdams and Mark McAllister and Emma Kennedy
Outcome	We will have developed and established a whole system approach to the public health priorities.	
Actions	We will identify and support a series of early adopters of a whole system approach to improving the health and wellbeing of communities aligned with the 6 Public Health Priorities: ▪ We live in vibrant, healthy and safe places and communities; ▪ We flourish in our early years; ▪ We have good mental wellbeing; ▪ We reduce the use of and harm from alcohol, tobacco and other drugs; ▪ We have an sustainable, inclusive economy with equality of outcomes for all; and	Emma Kennedy, COSLA providing support and enables engagement into local government across 6 Priorities. Improvement Service (Irene Beautyman) and Public Health Reform, Rachel McAdams Public Health Reform, Rachel McAdams and ?? Health Scotland, Directors of Public Health, and Public Health Reform, Rachel McAdams Scottish Government and Public Health Reform, Mark/Rachel? Scottish Government, Improvement Service, Health Scotland and Public Health Reform, Mark McAllister

▪ We eat well, have a healthy weight and are physically active. .	Scottish Government and Public Health Reform, Rachel McAdams
• Develop and implement an overarching framework for capturing learning across early adopters to better understand how to support this way of working nationally and locally.	Public Health Reform, Rachel McAdams
• Develop a dissemination plan for sharing learning from early adopters relating to policy development and funding which supports WSA across National and Local Government.	Public Health Reform, Campbell Hart, Dionne Mackison, Scottish Government and Emma Kennedy, COSLA.
• Work with NHS HS Community Development team and partners in the 3rd sector to develop and test innovative models of community engagement and involvement consistent to support whole system approach.	Community Health Exchange, NHS Health Scotland, Health Care Improvement Scotland and Public Health Reform, Mark McAllister
• Deliver a seminar programme with Scottish Government, COSLA and the wider system to increase knowledge and awareness of whole system approach and application to the public health priorities.	Scottish Government, COSLA and Public Health Reform, Mark McAllister
• Develop a programme of support and development with CPPs on whole systems approaches aligned with the CPIB.	COSLA, Improvement Service and Community Planning Improvement Board

Proposed theme	Academic collaboration	Proposed Lead Dionne Mackison, Scottish Government
Outcome	Increased alignment and contribution of academic research to support delivery of whole system approach to PHP across both policy development and implementation.	
Actions	• Working in partnership with the Public Mental Health and Inclusive Growth (Fair Work) teams in Scottish Government develop and support delivery of a programme of activity for the SIPHER operational research which applies WSA and contributes to the Public Health Priorities. ==Actions to be reviewed when academic partner identified== • Influence relevant research funding bodies to enable better alignment with WSA and contribution to the Public Health Priorities. • Build relationships across the academic community to create opportunities for collaboration and support for Early Adopters. •	Scottish Government, Asif Ishaq

Proposed theme	Communication to support delivery of the work plan	Proposed Lead Public Health Reform, Campbell Hart

Outcome	Adoption and application of a whole systems approach is supported through effective communications and engagement activities to support Scotland's public health priorities.	
Actions	Strengthen ongoing engagement with the third sector to develop capacity and contribution to whole system as equal partners with national and local government	Public Health Reform, Campbell Hart and Mark McAllister and Improvement Service
	Maintain and develop 'Public Health Reform' social media presence and general communications (website, newsletters, twitter etc.) to support other WSA workstreams	Public Health Reform, Campbell Hart and Mark McAllister and Improvement Service
	Develop existing Knowledge Hub to support learning, development and sharing of best practice on whole system working	Public Health Reform, Campbell Hart and Mark McAllister and Improvement Service