

AGENDA

**Community Planning Improvement Board
Advisory Board Meeting, 15th February, 2pm-4pm
VIA Teams**

Agenda
1. Welcome and Introductions
2. The role for Community Planning & the CPIB in supporting Covid Recovery Feedback from the meeting with Deputy First Minister, Minister for Communities & COSLA President
3. Refocussing CPIB Priorities – ambition, delivery and outcomes
4. AOB & Date of Next Meeting
5. Close

Covid Recovery, Community Planning and CPIB

Thursday 20th January 2022

Greg Colgan, CE of Dundee City Council & CPIB Chair

Pam Dudek, CE of NHS Highland & CPIB Member



Areas of focus for Dundee Community Food Network

Re-focusing Priorities

- Emergency food distribution network established within weeks of 1st lockdown (Food Insecurity Network).
- At the peak - £10,000 per week of food stock distributed to 26 local food projects – ave of 4,500 people every week supported
- Focus moves from emergency response to a long-term sustainable food strategy. Rebranded Dundee Community Food Network.

Involving and Empowering Communities

- Faith in Community Dundee and Alexander's Community Development locally played key roles.
- Communities and local organisations were empowered to provide immediate responses, as well as raising additional funds

Relationships, Structures and Bureaucracy

- The strength and flexibility of the 3rd sector and its networks was immediately recognised
- Co-ordinated approach involved local, city-wide and national partners such as Trussell Trust and Fareshare.
- Dundee City Council played a facilitative and supportive role

Limitations and Barriers to Progress

- Capacity of volunteers and communities
- Ongoing funding required to transition from emergency to sustainable
- Ability to deliver face to face or in groups with restriction changes
- Public perception that food banks offer a positive solution VS a sign of systemic failure

Pre-pandemic

Sector leading partnership programmes : - Tackling Poverty, Renfrewshire Attainment Challenge, Renfrewshire Alcohol and Drugs Programme. Significant programmes of investment – strong evaluation on delivery of outcomes

Late 2020

- Community Impact assessment undertaken by CPP (listening and learning – responding flexibly and collectively to impacts of the pandemic (to be repeated Feb 22)

Early 2021

- Partnership Social Renewal Plan agreed – fundamental opportunity to tackle inequality and promote wellbeing
- Refocusing existing approach and programmes
- Identify opportunities for collective action – where are the gaps and opportunities?

2021

- Initial priorities for 2021: - financial insecurity, digital exclusion and alcohol and drugs (2022 – climate change and CYP)
- Targeting resources (£1.4m allocated to deliver Social Renewal Programme + £2m to support alcohol and drugs change programme

NOW

- Fuel poverty pilots – CAB, local RSL and Foodbank
- Fair Work Renfrewshire
- Establish Community Food Fund and support new community pantries
- Get Heard Project with Poverty Alliance
- Affordable Credit project with local credit unions
- Benefit take up / Advice provision through schools pilot
- Citizens Voice / Digital Champions with SCVO
- Child poverty – deep dive / place based approach linked to housing-led regeneration





Forth Valley Rapid Discharge programme

A new collaboration across both HSCPs, NHSFV and 5 Forth Valley wide third sector organisations has been created quickly in December and is in response to the winter pressures being experienced by the NHS. The aim is to provide a range of community-based support to patients across Forth Valley to enable them to be at home if there is no medical reason for them to be in hospital.

- Two hospital-based link workers have been appointed on a fixed term basis until March 2024. The Link Workers will work directly with teams at the front door (Fast Track and Frailty) and discharge teams (Home First, Discharge Co-ordinators) to have a positive impact on the flow of patients within the system, whilst also improving personal outcomes, supporting carers and helping people to maintain independence and wellbeing within their own home. The link workers will have a good conversation with patients and families to identify what support they already have and what additional support is required. The outcome of this conversation will lead to referral to the collaborative of 5 third sector organisations who can provide a combination of;
 - transport home (with volunteer escort if required),
 - delivery of discharge medication,
 - delivery of equipment,
 - home safety check,
 - immediate food provision,
 - low level recovery support,
 - ongoing shopping support,
 - ongoing help with household tasks,
 - ongoing befriending and support to connect with own community,
 - carer support,
 - support to think ahead and make plans for the future.
- The participating third sector organisations are;
 - Royal Voluntary Service
 - Food Train
 - Strathcarron Compassionate Communities
 - Dial-A-Journey
 - Falkirk & Clackmannanshire Carers Centre
 - Stirling Carers Centre
- TSIs are being asked to help with recruitment of volunteers.
- Evidence: this partnership has already supported over 180 people in only a month.

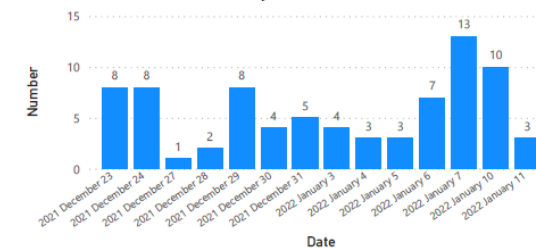
Winter Pressures

Daily

Council Area

- (Blank) Clackmannanshire Falkirk Stirling

Total number of service users, by date



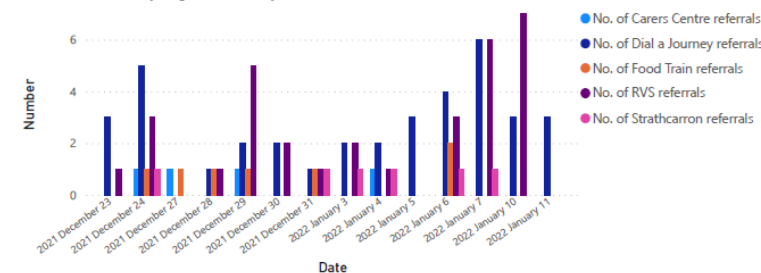
Total number of service users

187

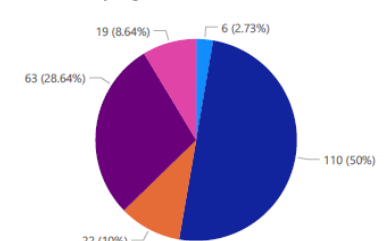
Service users by area

Council area	No. of service users
Clackmannanshire	13
Falkirk	25
Stirling	108
Total	187

No. of referrals, by organisation, by date



Total referrals by organisation



Lanarkshire CPPs – Tackling Ill Health & Inequalities

Aims

- Highlight links between ill-health and poverty - working differently to tackle systemic inequalities.
- Apply Covid learning to inform a whole-system approach to recovery and future service design and delivery.
- Improve collaboration and maximise joint impact of both Community Planning Partnerships (CPPs).

Findings and Recommendations

- Harness community resilience and capacity to help shape, design and deliver services locally.
- Recognition of outstanding and continuing partnership work by the Local Resilience Partnership.
- Identify 'touch points' in service delivery where we can learn from communities about '*What matters to them.*'
- Develop services '*with*' rather than '*for*' people.
- Empower staff to be creative in their work with communities and service users -- including accepting risks.
- Align generational ambition with 'upstream' interventions at key life stages where support is most required.

Lanarkshire CPPs – Tackling Ill Health & Inequalities

Early Outcomes

- Commitment by partners to identify early enablers, joint initiatives and shared approaches to tackling poverty and inequality - underpinned by empowered and enabled staff working differently in our communities.
- NL CPP's place-based approach, channelling investment in town centres and communities – reversing high street decline and revitalising struggling areas. Community Champions supporting Community Boards in delivering Local Outcome Improvement Plans and local decision making.
- SL CPP's Community Wealth Strategy: 5 inter-related pillars using existing levers and tools to tackle deep rooted inequalities and lift people out of poverty, alongside locality focused Neighbourhood Improvement Planning.
- NHS Lanarkshire - increased prioritisation to drug related deaths; introduction of detailed case management approach in Coatbridge and Rutherglen/Cambuslang; and, a whole system approach to employment and employability.

Limitations and Development Opportunities

- Existing unacceptably high levels of poverty and inequality in Lanarkshire – disproportionately exacerbated by Covid.
- Annual budgeting constrains us in addressing the impact of Covid and lifting families out of the resultant harms.
- Balancing national and local priorities and creating opportunities for CPPs to help shape national policies and programmes.

Barriers, Challenges & Opportunities

- ❖ Raising the visibility of Community Planning
- ❖ Reducing and simplifying the complexity in planning arrangements
- ❖ Prioritisation and deprioritisation
- ❖ Supporting an evidence led approach to recovery
- ❖ Supporting the shift from systems satisfying to people led
- ❖ Community Planning resourcing arrangements





Role for the CPIB

- ❖ Governance role
- ❖ Sharing evidence and learning
- ❖ Influence policy, practice and reform of public services
- ❖ Supporting Covid Recovery



CPIB Briefing - DRAFT

Covid Recovery Strategy – The role for Community Planning

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

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

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

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

What does good look like?

1. Supporting the shift from systems satisfying to people led

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

2. Prioritisation & de-prioritisation

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

3. Community voices at the heart of recovery

A participatory approach to the delivery of the recovery strategy will be essential to ensure community voices, experiences and priorities are at the heart of plans. In particular, the lived experience and voices of vulnerable people will be central to ensuring dignity in provision.

Empowerment and co-production are central to Community Planning approaches and will be vital in supporting this.

4. A Recovery Strategy that works both nationally and locally

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

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

Renfrewshire Community Planning Partnership – Resetting LOIP for Recovery



Barriers to progress

5. Complexity of planning arrangements

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

6. Supportive Governance

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

7. Community Planning resourcing arrangements

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

Making the most of our assets

8. Data & Evidence

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

9. Aligning Partner Plans

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

10. Anchor institutions

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

11. National Support and Improvement agencies

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

12. Third Sector

The Third sector has a central role to play in Scotland's recovery from Covid-19. It will be vital to protect the capacity and financial sustainability of the third sector, in recognition of its important role in building and strengthening social capital. This has been central in maintaining a level of

community resilience during the crisis and will be equally important in the period of economic and social recovery. Consideration will be needed in terms of how to ensure longer-term and more flexible funding arrangements to support this.

13. Business Community

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

14. SG Location Director Role

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

Role for the Community Planning Improvement Board

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

15. Governance & Connections

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

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

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

Community Planning Improvement Board
REFRESHED PURPOSE AND STRATEGIC PLAN
August 2021

1. Purpose

1.1. This paper sets out a refreshed CPIB purpose and Strategic Plan for 2021-2023.

2. Background

2.1. In 2018, the CPIB set out its purpose to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland. The CPIB aims to 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.

2.2. In recent years, the CPIB role has centred on the following three areas:

- **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.*
- **Collaboration** – *We bring together national insights, innovation and improvement support to ensure capacity and resources are targeted to where they are most needed.*
- **Tailored support and capacity building** – *We offer practical support to CPPs with their challenges around leadership, governance, scrutiny, analysis and decision-making.*

2.3. The current purpose and strategic plan have recently been refreshed to help position the CPIB to build on the progress achieved to date, and to respond effectively to the opportunities and challenges facing Community Planning during these unprecedented times.

3. Refreshed CPIB Purpose & Strategic Plan

Strengthening the influencing role of the CPIB

3.1. In recent years, the focus for the CPIB has been on gathering and sharing evidence on what is working well and where the key barriers are for Community Planning. The CPIB has accumulated a significant bank of valuable evidence through this work, as set out in the **Community Planning: Progress & Potential paper**. The evidence shows that while steady and continuing improvement has been made in Community Planning, considerably more progress would be needed to meet fully the expectations of the 2015 Act and statutory guidance.

3.2. To help drive the required improvement in Community Planning, there is an opportunity over the coming period for the CPIB to strengthen its focus on how the evidence gathered to date is used to influence policy and practice at local and national levels. The board will consider emerging evidence and learning, and identify:

- What do partners need to do within their own organisations to facilitate and effect change?
- What do CPPs need to do to drive change?

- What does the CPIB board need to do collectively to try and influence and effect change?

Supporting Community Planning in recovery and renewal efforts

- 3.3. The impact of the Covid pandemic provides a further driver for this refocus. For the foreseeable future, the Covid pandemic has fundamentally altered the context we operate within and the pattern of need in the communities we serve. Community planning and the close local partnership working it embodies are ideally placed to underpin recovery and renewal efforts across Scotland. It is important that the CPIB evolves to reflect the challenges, risks and opportunities arising from this, and importantly supports Community Planning to seize on the opportunity to build back better.
- 3.4. The CPIB will play a valuable role in undertaking 'deep dives' on recovery priorities impacting on all CPIB members, for example: Inequalities; Mental Health/Wellbeing; Economic Recovery; Income and Employment; Climate Change & Sustainability; Life Chances of Children & Young People; and Place. This will aim to support work currently being undertaken across CPPs as they consider how they align and refocus priorities and targets in LOIPs and locality plans to play into longer term recovery efforts. This will enable CPIB members to get into real issues which have relevance for all partners. Deep dives will focus on the nature and extent of the challenges to gain a deeper understanding of key issues, their impact on communities and the role Community Planning can play in addressing these.

Continued focus on core elements of effective Community Planning

- 3.5. CPIB members agreed that the following strategic themes remain critically important to driving improvement in Community Planning and will therefore continue to be a focus for the CPIB going forwards:
- Strengthened leadership
 - Community participation, particularly by the most vulnerable and least heard
 - Effective decision making and good governance
 - Innovative approaches to joint planning, service design and resourcing
 - Availability and use of high-quality local data and insights to support decision making
 - Innovation, improvement and sharing best practice.

Adding value

- 3.6. This proposed refreshed purpose will help CPIB meetings focus in on key themes which will help the CPIB work through how to assist stronger impact through community planning in live settings that will be challenging CPPs currently.

Role of CPIB members














- 3.7. All CPIB members will play an active role before, during and after CPIB meetings. This will involve raising awareness of the work of the CPIB within their own organisation/sector/local partnership, promoting learning and practice sharing in relation to Community Planning, and progressing actions identified to facilitate and effect change within their own organisations.

Strategic Plan

- 3.8. To support the delivery of the board's refreshed purpose and priorities, a strategic work plan has been set out for the next 2-year period (Appendix 1). A review point will be introduced after 12 months given the ongoing uncertainty in relation to the Covid situation.

Community Planning Improvement Board - Strategic Plan 2021/2022

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

	Recovery Priorities	Strategic Themes	Agreeing Action
	<p>The CPIB will undertake ‘deep dives’ on the following recovery priorities to gain a deeper understanding of key issues, their impact on communities and the role Community Planning can play in addressing these.</p>	<p>For each Recovery Priority, the CPIB will focus on what we are learning about what is working well, what the key barriers are, and what action is needed in each of the following strategic areas to drive improvement in Community Planning at local and national levels.</p>	<p>The CPIB will focus on what action is needed in the following three areas:</p>
May 2021	 <p>Inequalities</p>	 <p>Strengthened leadership and influence</p>  <p>Supporting innovation, improvement and sharing best practice</p>  <p>Community participation, particularly hard-to-reach groups, vulnerable and communities of interest</p>  <p>Effective decision making and good governance</p>  <p>Availability of high quality local data and insights to support decision making</p>  <p>Innovative approaches to joint planning, service design and resourcing</p>	<p>By individual CP partners</p> <p>What do partners need to do within their own organisations to facilitate and effect change?</p>
Aug 2021	 <p>Climate change & sustainability</p>		<p>Within local partnerships</p>
Oct 2021	 <p>Promoting Children & Young People’s life chances</p>		<p>What do CPPs need to do to drive change?</p>
Feb 2022	 <p>Mental health and wellbeing</p>		<p>By the CPIB</p> <p>What do we collectively, as a board, need to do to try and influence and effect change at a national level?</p>
May 2022	 <p>Place</p>		
Aug 2022	 <p>Income and Employment</p>		
Nov 2022	 <p>Economic Recovery</p>		

CPIB

Refocussing priorities & working together to deliver

Tuesday 15th February 2022

Emily Lynch, Improvement Service






What should the CPIB focus on?

- Aligning Deep Dive priorities with Covid Recovery
 - Financial security for low income households
 - Wellbeing of Children and Young People
 - Good, green jobs and fair work
 - Rebuilding public services – how we will deliver
- Focussing on the ‘how’, and not the ‘what’
 - How do partners need to work differently in order to achieve improved outcomes in those areas (individually and collectively)?
 - How will partners achieve this? What are the barriers and enablers, and what role can the CPIB play?

The infographic is titled "Covid Recovery Strategy For a fairer future" and is set against a background of green foliage. It is divided into two main sections: "Our Outcomes" and "Our Vision".

Covid Recovery Strategy For a fairer future

Our Outcomes

-  Financial security for low income households
-  Wellbeing of Children and Young People
-  Good, green jobs and fair work

Our Vision

By working together, we will:

- 1.** Address the systemic inequalities made worse by Covid
- 2.** Make progress towards a wellbeing economy
- 3.** Accelerate inclusive person-centred public services

#WeAreScotland

Scottish Government
Riaghaltas na h-Alba
gov.scot

How should the board operate?

- How do we, as the CPIB, facilitate action and change both locally and nationally?
- For example
 - Would it be helpful to establish short life working groups on back of deep dive sessions, to identify and take forward action, and report back on progress and learning?
 - How could CPIB members act as agents for change?



How can the CPIB communicate with stakeholders?

- Defining stakeholders
 - CPPs
 - CP Partners (at senior level, within each sector)
 - National policy makers
 - National/local politicians
- What is the role of CPIB members (collectively and individually) in communicating with the above. How should this be evidenced?
- Potential communication tools
 - Quarterly/Bi-annual CPIB Newsletter
 - IS CPIB webpage – live examples of what CPPs are doing

