

AGENDA

**Community Planning Improvement Board
Advisory Board Meeting, 28th February, 2pm – 4pm
COSLA, Haymarket, Edinburgh**

Agenda

1. Welcome and Introduction

2. Minute & Matters Arising

3. CPIB Work Programme Progress Update (*for noting*)

4. Policy Development Horizon Scanning

4.1. Research Data Scotland, Roger Halliday

4.2. Public Health Scotland, Angela Leitch & Phil Couser

5. Community Planning Review: Response to request from Cabinet Secretary/COSLA President

6. CPIB & the National Performance Framework (*Fraser McKinlay & Jennie Barugh*)

7. Prioritising Community Planning – How can CPIB support improvement?


8. AOB

9. Future Items & Date of Next Meeting



10. Close



Community Planning Improvement Board
Advisory Board Meeting, 27th August, 2pm – 4pm
 Minute


Attendees	Steve Grimmond (chair), SOLACE; ACC Gary Ritchie, Police Scotland; Allister Short, HSC Chief Officers Network; Fraser McKinlay, Audit Scotland; Sarah Gadsden, Improvement Service; Ella Simpson, EVOC; Phil Couser, NHS NSS; David Milne, Scottish Government; Kenny Richmond/Elaine Morrison, Scottish Enterprise; Amanda Coulthard, CP Managers Network; Albert King (for Roger Halliday), Scottish Government; Emily Lynch, Improvement Service; Rich Whetton (for Mark McAteer), Scottish Fire and Rescue Service; Simon Cameron (for Sally Loudon), COSLA
Apologies	David Martin, SOLACE; Audrey MacDougall, Scottish Government; Gerry McLaughlin, Health Scotland; James Russell, SDS;
Attending for Agenda Items	Irene Beautyman (Agenda Item 8), Improvement Service Eibhlin Mchugh & Mark McAllister (Agenda Item 9), Public Health Scotland

Item	Description	Action	Date												
1.	<p>Welcome and Introduction</p> <p>The chair welcomed members to the CPIB meeting, extending a special welcome ACC Gary Ritchie and Elaine Morrison attending their first CPIB meeting on behalf of Police Scotland and Scottish Enterprise respectively.</p>														
2.	<p>Minute & Matters Arising</p> <p> Agenda Item 2 - CPIB Minute 30th M</p> <p>The minute was endorsed as an accurate record of the previous meeting. All matters arising will be picked up under the Agenda as follows:</p> <table border="1" data-bbox="145 1417 1254 2132"> <thead> <tr> <th>Actions</th> <th>Item</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>3. CPIB Member Engagement</td> <td> <ol style="list-style-type: none"> 1. Include facilitated discussion on the role of a CP partner at future board meeting 2. Invite Sally Loudon, COSLA Chief Executive, to join the CPIB </td> <td> Future Board item Complete </td> </tr> <tr> <td>4. Policy Development Horizon Scanning</td> <td> <ol style="list-style-type: none"> 1. Public Health Whole System - CPIB to feed into the PHWSG planning day on 6th June & to consider how to reflect links between PH and CPIB in Leadership workstrand 2. Include Scottish Enterprise Agencies new 3-year plans as a future CPIB agenda item </td> <td> Agenda Item 9 Future Board item </td> </tr> <tr> <td>6. Community Planning Review</td> <td> <ol style="list-style-type: none"> 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. </td> <td>David Milne advised there was not yet a definitive position on this and the board would be informed when there was.</td> </tr> </tbody> </table>	Actions	Item	Progress	3. CPIB Member Engagement	<ol style="list-style-type: none"> 1. Include facilitated discussion on the role of a CP partner at future board meeting 2. Invite Sally Loudon, COSLA Chief Executive, to join the CPIB 	Future Board item Complete	4. Policy Development Horizon Scanning	<ol style="list-style-type: none"> 1. Public Health Whole System - CPIB to feed into the PHWSG planning day on 6th June & to consider how to reflect links between PH and CPIB in Leadership workstrand 2. Include Scottish Enterprise Agencies new 3-year plans as a future CPIB agenda item 	Agenda Item 9 Future Board item	6. Community Planning Review	<ol style="list-style-type: none"> 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. 	David Milne advised there was not yet a definitive position on this and the board would be informed when there was.		
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		<p>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</p>			
7.	CPIB Work Programme	<p>1. Refine work programme to co-ordinate engagement activity, align with themes in CP Review and provide consistency of format</p> <p>2. Write to CPP Chairs/CP partner Chief Officers to share CPIB purpose and work programme</p>	<p>Complete & Circulated</p> <p>Agenda Item 5</p>		
3.	<p>CPIB Board Member Engagement – Standing Agenda Item</p>				
	<p>Board member engagement with local partnerships and within their own agency or sector are included in the Work programme update.</p>				
4.	<p>Policy Development Horizon Scanning – Standing Agenda Item</p>				
	<p>To support the CPIB in their horizon scanning role, Board members highlighted the following policy/organisational developments they felt it would be helpful to sight the board on.</p> <ol style="list-style-type: none"> 1. Scottish Leadership Forum. The recent refresh of the SLF was highlighted, including the redesign of the SLF purpose around the NPF and how this had been helpful in re-energising, building engagement and concentrating focus. The SLF programme of action has identified the following five workstreams and CPIB members agreed there was value in linking in with these to identify areas of common purpose and opportunities to join up approaches: <ol style="list-style-type: none"> I. Tackling Child Poverty – facilitated by Paul Johnson & Professor Jennifer Davidson; II. Climate Emergency – facilitated by Sally Loudon & Colin Sinclair; III. Data & Evidence – facilitated by Professor Carol Tannahill & Dr. Dave Caesar; IV. Accountability & Incentives – facilitated by Fraser McKinlay & Jennie Barugh (Scottish Government Director of Performance and Strategic Outcomes; V. Human Systems and Relational issues – facilitated by Dr. Dave Caesar, Louise Macdonald, and one other (TBC). 2. National Performance Framework. The board agreed that there was potential value in strengthening the links between the CPIB board/work streams and the National Performance Framework. It was agreed to include a discussion at a future board meeting to review our work in this context. 3. Consultation on the new draft National Transport Strategy (NTS) for Scotland. This strategy sets out a vision for the future of transport for the next twenty years and provides particular interest for the CPIB in relation to the potential connections this could play in promoting 'place based' approaches. 4. GIRFEC Collective Leadership Programme. To support continuing commitment to 'joined-up' or collaborative working through the Getting it right for every child approach, the Scottish Government is funding a GIRFEC collaborative leadership programme. This will be trialled in two CPPs over the next 12-18 months, Argyll & Bute and Fife. There will also be a series of regional collective leadership seminars to provide confidence for practitioners and managers about shared understanding and approaches to the leadership and delivery of services for children and families. It was agreed to bring the output of these pilots back to the CPIB in the new year. 				

<p>5. Scottish Government’s Programme for Government 2019-20. The PFG and upcoming spending review will have implications for Community Planning and placed based approaches, and the board agreed there would be value in considering our work programme in the context of these.</p> <p>6. 10-year anniversary of the Christie Commission on the Future Delivery of Public Services in Scotland. Scottish Government are considering an anniversary report to review progress in the 10 years since the publication of the Christie Report. Details will be shared as they become available to allow the CPIB Board to consider how it can most usefully feed in to this.</p> <p>7. Enabling State – Where are we now. Carnegie recently published a 5-year review of policy developments seeking to empower individuals and communities following the original publication of the Rise of the Enabling State in 2013. The review shares examples of progress, highlights where progress has stalled, and outlines the shared challenges where collaborative learning should focus. The review considers the shift across the following seven interdependent policy areas:</p> <ul style="list-style-type: none"> - From targets to outcomes - From top down to bottom up - From representation to participation - From silos to working together - From crisis intervention to prevention - From recipients to co-producers - From public to third sector <p>8. LOIP Annual Reports. CPPs are due to complete annual reports for their LOIPs and locality plans by end September. Scottish Government are working to capture progress on the publication of these reports. The board agreed that the information gathered will be valuable in informing the CPIB work programme.</p> <p>9. Local Governance Review. The programme board has been established and has met with work now underway in 5-6 pilot areas in relation to what governance could look like. A paper will be considered by COSLA leaders on Friday.</p> <p>Agreed Actions:</p> <ol style="list-style-type: none"> 1. CPIB to include discussion on NPF and CPIB at the next board meeting to strengthen links 2. CPIB to give ongoing consideration to the SLF workstreams and review areas of common purpose and opportunities to join up approaches 	<p>FMck/EL</p> <p>ALL</p>	<p>Nov</p> <p>Ongoing</p>
<p>5. Communications</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <p>Agenda Item 5a - Agenda Item 5b - DRAFT letter to CPP CPIB flyer Mar19.pdf</p> <p>Board Members endorsed the letter to CP Boards/Chief Officers and agreed this should be issued to help raise the profile of the work of the CPIB and highlight opportunities for CPPs/CP partners to feed in and influence this. There was significant support from board members in participating in field visits to local CPP’s and for this offer to be included within the letter. This engagement will be helpful in informing ongoing development of the CPIB work programme, and in making links to the upcoming Community Planning Review.</p> <p>Agreed Actions</p> <p>Issue letter to CP Boards/Chief Officers to provide an introduction to the work of the CPIB and providing an offer for board members to visit local CPP</p>	<p>Chair/IS</p>	<p>Nov</p>

<p>6.</p>	<p>CPIB Work Programme</p>  <p>Agenda Item 6 - CPIB work programr</p> <p>The Board welcomed the quarterly update detailing progress against each of the following workstreams:</p> <ul style="list-style-type: none"> • Strengthened leadership and influence (ACC Gary Ritchie, Police Scotland) • Community participation (Ella Simpson, EVOC) • Effective decision making and good governance (David Martin, SOLACE – Emily in David’s absence) • 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) • Supporting innovation, improvement and sharing best practice, (Sarah Gadsden, IS) <p>The wealth of material being generated from this work was recognised and there was initial discussion around a number of common and cross cutting themes which were beginning to emerge. To provide an opportunity for board members to engage meaningfully with the material being generated, it was agreed to consolidate these overarching themes and hold a series of focussed discussions on each. This will help the board develop a shared understanding of progress and challenges and importantly, to agree what action the CPIB and CPIB partners can take to support improvement in key areas.</p> <p>Agreed Action</p> <ol style="list-style-type: none"> 1. Consolidate an overview of key themes and take a focussed look at future board meetings on each overarching theme with a view re what CPIB could do (and SLF/and other vehicles/other partners) 	<p>IS/CPIB Board Members</p>	<p>Nov</p>
<p>7.</p>	<p>Place Principle</p>  <p>Agenda Item 7 - The Place Principle.docx</p> <p>Irene Beautyman (IS) shared a presentation on the Place Principle, emphasising how it fits with the Community Planning agenda. As an important place-based approach, the board welcomed the value of the Place Standard as a tool.</p> <p>The following points were highlighted in the discussion:</p> <ul style="list-style-type: none"> - Board members emphasised the importance of promoting the place principle within the wider context of what Community Planning is trying to achieve, recognising they share the same underpinning principles, e.g. the shared focus on place and collaboration between partners. It was agreed the CPIB/CPIB members had an important role to play in promoting these links and strengthening policy cohesion. It was also agreed that Scottish Government should take the opportunity to make links to Community Planning as they are developing messaging around the Place Principle. - It was recognised that the Place Principle might offer a valuable tool to strengthen the meaningful involvement of communities within community planning, and there may be a role for the CPIB in promoting the value of the place principle in this area. - There was discussion around capacity/skills within CPPs to apply the place standard - The Place Principle also provides opportunities to bring other organisations to this way of working who aren’t perhaps already involved in community planning. 		

	<ul style="list-style-type: none"> - Reference by the Cabinet Secretary to the Place Principle as ‘a simple mechanism to hold people to account’ was noted as a useful topic for future discussion <p>Agreed Actions:</p> <ol style="list-style-type: none"> 1. CPIB Board will give ongoing consideration on how to reinforce the links between the Place Principle and community planning 2. Scottish Government will consider how they can make links to Community Planning when they are developing messaging around the Place Principle 	<p>ALL CPIB Members</p> <p>SG</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>8.</p>	<p>Public health Whole Systems Group</p>  <p>Agenda Item 8 - Public Health Reforr</p> <p>The board welcomed an update from Eibhlin McHugh and Mark McAllister, Public Health Scotland on the PH Whole Systems Group and considered the connections with the work of the Community Planning Improvement Board.</p> <p>The following points were highlighted in the discussion:</p> <ul style="list-style-type: none"> - The board expressed an interest in the work of the PH Early adopters and would welcome the opportunity to hear more around this work as it evolves. - The focus on collaborative working within the whole system approach was welcomed and resonated with Community Planning. It was agreed there would be value in Public Health Scotland circulating the working definition for the whole system approach to help raise awareness and promote a shared understanding around this approach - It was agreed there were a number of areas across the PHWSG work plan and CPIB where it would be possible to support synergy and maximise impact of respective priorities across the system, and a shared appetite for collaboration - It was agreed there is reasonable alignment between PHWSG and CPIB, and both should continue to work symbiotically with continued dialogue re how PH work articulates with wider CPIB <p>Agreed Action:</p> <ol style="list-style-type: none"> 1. CPIB to continue to support the work of PHSWSG with continued dialogue in relation to how this work articulates with wider CPIB 	<p>ALL CPIB Members</p>	<p>Ongoing</p>
<p>9.</p>	<p>Future Agenda Items</p> <p>It was agreed the following items should be considered for inclusion at a future board.</p> <ol style="list-style-type: none"> 1. Role of CP partner. 2. New Scottish Enterprise/H&I Enterprise/SDS 3-year corporate plans 3. CPIB & NPF/Outcomes 	<p>Chair</p>	<p>Ongoing</p>
<p>10.</p>	<p>Dates of Next Meeting</p> <p>Tuesday 26th November, 2pm-4pm, Scottish Enterprise, Glasgow</p>		



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 against work programme

Key Activities

1. Research has been carried out within Police Scotland to gather a general understanding of the landscape of CPPs across Scotland. This involved gathering views and experiences from current Partnership Superintendents and explored the role Police Scotland played as a partner within Community Planning, the perceived tensions which exist, and what was needed to drive improvement, including in relation to Leadership. Responses were received from 7 of Police Scotland's 13 geographical Divisions providing insight into a variety of subjects.
2. The learning from this been used to develop an initial series of recommendations for Police Scotland, CP Partners and the wider CPIB on how to improve the approach to Leadership based on the evidence gathered above around what is working well and delivering a positive impact.
3. We have established a forum 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.
4. We continue to draw on the work of the Police Scotland's Safer Communities Department to identify learning around 'Strengthening Partnership Models of Working', with a focus on Leadership. Safer Communities is closely engaged with 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); the Distress Intervention Group (DIG) that has been formed to deliver on elements of the Scottish Government's Mental Health Strategy; and the Drugs Deaths Task Force, with links into local partnerships. Safer Communities 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.
5. To inform wider system leadership and to influence developments in Public Health Scotland, CPIB members have contributed to the Public Health Whole System Group (PHWSG) and Public Health Scotland has attended CPIB meetings. Now in post, the new Chief Executive of Public Health Scotland has joined the CPIB Board to support a joined-up approach across these related agendas.
6. We have gathered evidence from Community Planning Managers to explore the alignment between the national policy agenda & Community Planning to understand 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.

Evidence or learning generated to date – Key Themes

1. Findings from research with Police Scotland

- The general consensus amongst Police Scotland officers is that CPPs are working well however there were some points of note.
- The stronger the leader/chair of the CPP, the more effective the board. It is important to consider however if the chair has sufficient administrative support to allow them to concentrate on the board priorities
- Community Planning is working better at locality level.
- The high turnover at senior officer grade within our organisation can disrupt the flow of CPP work and require time in everyone's diary to build new relationships.
- As a national/regional organisation our senior management are expected to attend many meetings at local authority level. This can dilute contribution to the CPP and cause frustration as different areas choose different ways to deal with the same problem.
- Leadership through governance would help.
- With strained budgets political power can be a detrimental as well as positive force within CPPS
- Some leaders feel unable to hold other organisations to account.
- Various areas held their CPP to be examples of "good practice", with the Aberdeen City team providing most examples of leadership, sharing resources, governance and data sharing.
- The following for further exploration were identified
 - Would ring-fencing a budget, derived equally from statutory partners, for CPP administration help? This might allow streamlining of meeting structures and allow more focus on priorities for leaders.
 - Is there a risk that the bureaucracy of the System is lessening the effectiveness of the boards? Is there too much emphasis on the board with the System leading the Community rather than Community needs leading the System?
 - Are expectations of effective leadership based on rank/executive level appropriate?
 - Can CPPs show leadership by working together on shared issues?
 - How do we encourage leaders/governing bodies to appreciate the benefits of small qualitative pilots that might at first seem to have limited impact on headline statistics, is essential to the success of Locality Groups, CPPs and overall Whole System change?
 - Reflecting on the expressed feeling that it could be difficult to hold other organisations to account, Joint Collaborative Leadership training, particularly for senior officials in all partner organisations would provide a positive setting for this to be explored.
 - As senior leaders within our respective organisations, are we delegating decision making and budget to those best placed to address the needs of their local communities

2. Initial recommendations developed from the evidence above are included in Appendix 1.

3. In terms of alignment between the national policy agenda & Community Planning, early engagement of CPPs in development stages is key (as seen in the approach to 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. This focus on stronger links between the Scottish Government and Community Planning is a common theme highlighted across a number of the workstrands. A summary of the learning from initial responses

from CP managers in relation to alignment between the national policy agenda and Community Planning is included in Appendix 2

4. 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.

Next steps

- We will develop examples which illustrate positive approaches to leadership and show the impact this has on improving how Community Planning is working
- We will gather further evidence from wider CPP partners in relation to their experiences and expectations of leadership within Community Planning.
- 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.
- We will test and further develop the recommendations developed so far to improve the approach to Leadership with wider CP partners in order to agree priorities, and to plan, implement and review
- We will work with the Collective Leadership team with the aim of raising awareness of and rolling out the Collective Leadership programme across Community Planning Partnerships, and exploring potential resourcing models to make this possible



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.

Progress against work programme

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.

Evidence or learning to date

See two case studies from Edinburgh included in Appendix 3.

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.

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.



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 against work programme

1. **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. Responses have been received from 22 council Chief Executives and are included in Appendices 4 and 5. We are currently working with partners to develop the examples provided into case studies which can be shared on the Community Planning in Scotland website.
2. **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. A summary of the key learning from the workshop with Scottish Enterprise is included in Appendix 6. We have gathered further examples of good working practices from Scottish Enterprise colleagues which are included in Appendix 7.
3. **Recommendations for Action** - We are currently working with partners to consider the evidence in more detail and produce a set of recommendations for action, including
 - a. The role CPIB might play in influencing SG/national partners/CPPs
 - b. Actions CPIB partners might take within their own organisation
 - c. Where further evidence may be useful
 - d. How the learning could be used to inform the CP Improvement Programme
 - e. What role the CPIB might play in championing ways of working highlighted in examples provided

Evidence or learning to date – Key Themes

1. 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.

2. 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.
3. 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.
4. National agencies such as SE are not unwilling to engage, but the 32 LOIP structure does make it difficult to resource. 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). A sensible answer to this is 1. do more at a city region and islands level and 2. develop more thematic working at CPP level around an agenda that makes sense to national agencies core remits - e.g. 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.

Next steps

- We will publish examples of good practice showcasing where CP is making a difference on the Community Planning in Scotland Website and share with CP partner chief officers; CP Chairs; Community Planning Network
- We will consider the evidence in more detail and come back to a future board with a set of recommendations for action. This will include sharing the examples gathered and testing the initial findings with CP partners
- We will seek to replicate the approach used within SE and hold similar workshops with other national agencies. We would welcome suggestions/offers from CPIB members.



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 programme

1. Survey issued to all internal SDS CPP leads (31 out of 32 CPP's covered) to understand where there is current or emerging practice in relation to joint resourcing/planning/design. 13 CPP areas responded to the internal survey.
2. Review of evidence from CPP Managers group identifying examples of where effective or emerging practice exists and what this is (Appendix 8).
3. Work underway in identifying 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
4. 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 - Key themes

Joint Planning

- Co-location is emerging as an effective way to enable joint planning and design of services
- National organisations are seen to have barriers to localise services
- Budget constraints seem to be 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.
- Joint planning seems to work more effectively when it is focused on key priorities rather than planning strategically (Employability for example)
- 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
- 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
- Respondents described joint planning on the whole as core to a partnership approach. Key partners are represented on CPP Boards and sub-groups and are involved in community engagement activities to understand community needs and align services to these. However, there is variation in the evidence base being used for planning (Regional Skills Assessments in some cases but not all) and an area to explore around planning to address known issues (past data/reactive measures) and for the future (Demographics/Brexit/ Working age population/Industry 4.0)

- The following two examples gathered so far demonstrate strong approaches to joint planning at a strategic level using past and future data to agree on the priorities over the long term
- i) SDS has had input into the development of new economic strategies in City of Edinburgh, East Lothian, Fife and West Lothian and about to support the development of a new economic strategy for Midlothian. In all cases the local authorities/CPPs draw heavily on the Regional Skills Assessment data to shape the actions in the economic plans. The RSA data has enabled Local Authorities to understand unemployment trends, participation measures, areas of growth and contraction in terms of GVA and jobs, to ensure that support is targeted where it is needed. In Midlothian there is a restructuring exercise currently underway and they are consulting with stakeholders around support for key sectors in the area, to help further shape the allocation of resource and expertise. The RSA data is used as a benchmark to measure impact and process - particularly around unemployment and participation.

Collectively through the emerging regional partnership structures (i.e. City Region Deal) local authority partners are identifying innovative approaches which will help to generate cost savings. For example, there is an Integrated Knowledge Management project which is designed to facilitate sharing employability data from a client's perspective across local authority boundaries, to help join up support. There is a Vulnerable Families project which is designed to provide a streamlined approach to helping vulnerable families towards employment across all 6 local authority areas. There is also an Integrated Employer Support project which seeks to streamline the employer offer across the local authorities. The focus has been on generating cost efficiencies with existing resources and additional City Deal investment.

- ii) Western Isles (emerging approach with Orkney and Shetland). Eilean Siar have developed a Community Charter with SDS (<https://www.skillsdevelopmentscotland.co.uk/news-events/2019/october/housing-offer-for-western-isles-apprentices/>) and plan to develop charters with other public sector organisations (BnG and Sports Scotland). The aim is to develop a single authority approach with key partners to better align services to the socio-economic needs of communities through strategic long-term planning of current and future demand and supply. This charter includes co-design of integrated services and the commitment for SDS as a national agency to adapt services to meet island community and individual needs. This includes shared services and co-location to create 'one stop shop' support for communities. Harnessing existing resources in this way has resulted in significant cost saving. Other arrangements are currently being explored around shared appointments. The CPP is seen as the Governance to this approach rather than setting the direction.

Orkney Islands Council developing a similar single local authority approach. Shetland have disbanded the CPP and set up a Shetland Partnership Network to take forward community empowerment and economic development through 4 key themes - People, Place, Participation and Money. Each theme has a focused action plan which involves partner agencies and SDS and the LA are exploring how the Partnership can be used as the vehicle for the change identified in the Western Isles Charter.

Joint Service Design

- The joint service design evidence was mostly focused on integrated and aligning existing services better rather than co-designing services, aside from the examples provided. However, we should not ignore the cost efficiencies and savings that are realised from this approach and the barriers this

approach overcomes when budget constraints are being faced by all partners. It would be worthwhile gathering evidence of the cost savings actually realised to share.

Joint Resources

- The shared resources responses focused mostly on partners committing time to the CPP and sub-groups and, in many cases Partners chairing or leading these on behalf of the CPP.

Next steps

- From the evidence generated so far, continue discussions with areas which appear to offer strongest opportunities 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
- Develop a case study of one of the areas where significant cost savings have been realised as a result of a change in approach.
- Approach Western Isles to agree to case study/test of change evidence and identify other areas who are open to undertaking a different approach based on the evidence
- It would be useful to review a synthesis of the findings from across the workstreams and potentially consider CPP engagement being shared to look across a range of themes. This could create greater economies of scale and efficiencies rather than each workstream engaging for a specific purpose. I would be interested to see how the leadership streams and the performance streams can support some conclusions in relation to joint planning and resourcing. For example, do areas with effective leadership and a critical focus on outcomes do things better in terms of joint planning and resourcing.
- It is important to socialise this work being undertaken across the CPP's with agreement on how this would be done. Centrally or through face to face engagement by the Board. This may generate greater insight or identify more specific examples.



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.

Progress against work programme

The programme of support is being developed to align with the 'Early Adopters' work of the Public Health Reform Programme and provide actionable intelligence to a range of Community Planning partners; from homelessness and early intervention services, to providing local profiles and supporting social transformation research.

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.

Some examples of previous collaborations include:

- **East Renfrewshire CPP** - to provide an updated disaggregated small-area analysis of the socio-economic measures for inclusion in LOIP.
- **West Lothian CPP** - a review of CPP Prevention Plan performance indicators to provide guidance and support on a suite of indicators relating to Child Health.
- **East Ayrshire Council** – providing data and intelligence support to Play and Early Intervention service within the Vibrant Communities initiative.
- **Renfrewshire Council** – LIST carried out analysis on individuals recently released from prison, to gain an insight into their unscheduled and secondary care interactions with health services in Renfrewshire

Evidence/Learning to date - Key Themes

The significant health and socio-economic issues that remain prevalent within many local communities highlight the continuing need for support in relation to high-quality local data and insights to support decision making. The key learnings and issues arising from previous collaborations are listed below:

- **The impact of leadership changes and resulting in loss of momentum** - How best can a national partner provide a cohesive force within a partner organisation/local area; where could benefits be maximised from local analytical resources, how best can LIST/Public Health Scotland (PHS) convene a space locally to let leadership flourish?
- **The apparent lack of crossover between CPPs and Integration Authorities in some areas** – how do we help to build and support strong working relationships between CPPs and IJBs, particularly within locality planning and working towards a single source of intelligence for Needs Assessments and local commissioning.
- **Alignment of data and intelligence support to Policy** – do PHS need to work more closely with local/national policy makers, helping to shape rather than react to policy initiatives? Can insight be utilised to support a shift in organisational thinking that focusses on prevention?
- **Resource issues** – multi-agency collaboration can accentuate a number of common challenges, including the resource implications associated with new ways of working (relationship building, working/project groups etc.). Furthermore, whilst valuable work has been undertaken in recent years by LIST, this has been limited due to resource implications. LIST to explore gaining senior sponsorship to progress this work (PHS or Scottish Government)?
- **Information Governance** – varied types of local organisational culture/leadership can lead to a historic wariness to share data this can lead to barriers in collaborative working. GDPR has added an additional level of complexity to some data sharing discussions.
- **Capacity/capability** - Whilst pressure to align myriad local plans increases, local analytical services may not have the capacity or capability to adequately support these. This can lead to an unawareness of best practice and the evidence available to support decision making will not be to a required standard. Are we truly measuring what matters, in terms of outcomes and citizen experience, and distilling and presenting findings in ways that attract attention?

Opportunities

- **Synergy** – A more collaborative approach to data and intelligence within a local area, jointly using resources and skills that are available and aiming to focus on common priorities, can provide a far more powerful approach to tackling local issues than silo working. LIST can play an increasingly pivotal role in providing co-ordination, alignment and analytical support to local planning requirements.
- **Promote a Public Health approach** - The main outcome of LIST further embedding data and intelligence support is an enhanced process of local collaboration that aims to address Scotland's Public Health priorities. Ensure that collective action is underpinned with the best available evidence and compelling stories are being told. where LIST are taking advantage of the opportunities presented by advent of PHS.
- **Duality of agenda** – LIST/PHS to provide support where common interests exist between CPPs and Integration Authorities – potentially through supporting Local Outcome Improvement Plans (LOIP), shifting focus from Joint Strategic Needs Assessments?
- **Leadership** – 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. There is an opportunity of demonstrating the value arising from CPP / multi-agency work to senior leaders.

- **Evaluation** – help to build a body of work that promotes collaborative working with Community Planning partners (stories/case studies), and provides evidence of the positive engagement. Utilising Health Economists to support benefits realisation (financial and for citizens).
- **Resource** – due to resource constraints, LIST have, to date, only supported a small number of CPPs. Increased funding opportunities would allow more data and intelligence support to be offered to CPPs throughout Scotland.
- **Once for Scotland** – Acting locally , thinking nationally. LIST are ideally placed to support a range of innovative approaches that are working, help identify these and scale them up across Scotland.
- **Whole Systems** - Building relationships with cross-sector public sector partners, bringing a greater potential for data sharing/linkage, whilst adopting a multi-agency approach to tackle issues within local communities. How best can the Whole Systems Collaborative be utilised to support cross-sector Leadership?

Next Steps

This will depend upon the discussion regarding the ‘Early Adopters’ work.



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.

Progress against work programme

1. *Sharing best practice via the Community Planning Managers Network*

- We are continuing to work with, and attend, the CP Reference Group and the CP Network. This includes providing updates on the CPIB work programme and delivering presentations on relevant policy / improvement actions. We have worked with the CP Network to support them to define their role and purpose, as part of the development of a business case for submission to the Scottish Government for funding to support the running of the Network.
- Based on a request from a CPP, the Network have agreed for the IS to issue a survey that will seek to collate information from all CPPs on the following: approach to participation requests (including numbers to date); approach to asset transfers (including numbers to date), sustainability of transfers, type and nature of asset use, and involvement of all CP partners; and approaches to locality planning.

2. *Co-ordinated programme of support*

- We held a facilitated session with CP managers on 20th August to look at the findings from the LOIP stock-take and to assess their continued relevance in the current context. We considered areas where CPPs would benefit from national improvement support and identified organisations that could be involved in delivering this support
- We met with a small group of community planning managers and the Scottish Government in January 2020 to consider the output from the above meeting and the CP Network meeting in November 2019. A number of areas have now been identified where additional improvement support would be useful. These have still to be considered and ratified by the Network at its meeting in March 2020. These range in scope from data collation and analysis, evaluation tools and techniques and improving outcome measurement. Whilst not classed as improvement, a mapping exercise was considered that would summarise the potential contributions of the national agencies who are listed within the Community Empowerment (Scotland) Act and this will be discussed at the Network meeting in March.

3. *Further development of the Community Planning in Scotland website*

- The Community Planning in Scotland website was restructured and completely updated at the end of 2019 to provide a better user experience and to make access to available resources easier.
- The website continues to be complemented by the Community Planning Network in Scotland Khub group (which has increased to 193 members), where relevant events, case studies and good practice are shared. The Community Planning in Scotland newsletter now has 172 subscribers.

4. **Evidencing Good Practice in relation to the Resourcing of Community Planning** - We circulated a survey to CP managers via the CPIB CP representative, to find out about the progress being made in relation to co-resourcing the administration of community planning. We also asked CPPs to contribute good practice examples, to identify the barriers to co-resourcing and to share their thoughts on the role CPIB members could play in strengthening co-resourcing.

Evidence or Learning to date – Key Themes

Key findings from the survey to Community Planning managers around the contribution statutory partners are currently making to support the administration of community planning (£/people) and ongoing work and collaboration with CP Managers and includes:

- A recognition that the administration and facilitation of community planning is mainly funded and led by councils. There is still a perception that community planning facilitation is the responsibility of the council.
- A need for Scottish Government to strengthen its role in supporting community planning and enhance its relationship with CPPs.
- A need to measure the impact / contribution that all CP partners are making at a local level.
- Challenges faced by regional and national partners when working at a local area level, including turnover of key representatives from national agencies.
- A need for CP partners to empower their local CP representatives to make decisions locally without deferring back to their own internal governance arrangements.
- Challenges around CP partners/ CPPs moving towards a preventative/early intervention approach in the current financial climate, where all partners have reducing budgets and there is a lack of longer-term financial clarity.
- There are tensions between the ‘top down’ national direction and ‘community up’ aspirations around community planning, particularly given the financial challenges.
- Priority areas for additional improvement support include data collation and analysis, evaluation tools and techniques and improving outcome measurement.

(Appendix 9)

Points for Discussion

- Do any CPIB members wish to get involved in discussions with the CP Network and IS about areas where additional improvement support would be useful?
- Can CPIB members signpost the Community Planning in Scotland website from their organisations’ / sectors’ websites?
- NHS Health Scotland and the IS have jointly funded the development of the Community Planning in Scotland website and have jointly appointed a part-time project manager. Funding is due to run out at the end of the financial year. Health Scotland have made a request to Public Health Scotland for some short-term funding. If CPIB think it would be helpful to continue to offer the website, would CPIB members be willing / able to make a small contribution to the ongoing development and running of the website?
- Are there any networks CPIB members are aware of that we can promote to CP colleagues to help them make connections across the public service landscape?

Next Steps

Sharing best practice via the Community Planning Managers Network

- The survey for CPPs on participation requests, asset transfers and locality planning will be drafted in early February, with a view to collating results early March.

Co-ordinated programme of support

- We will meet with the CP Network in March to discuss the areas proposed by a small group of community planning managers where additional improvement support would be useful. Following this

we will consider what support we can provide and identify where other organisations might be better placed to deliver support than the IS.

Further development of the Community Planning in Scotland website

- An external user testing programme for the Community Planning in Scotland website has been acquired through tender by NHS Health Scotland and the first meeting with the external UX testing partner is being scheduled for early February. This contract is led by NHS Health Scotland with the IS project manager supporting the testing process. It is expected that the findings will be available by the end of March. A request for volunteers to participate in the user testing will be shared through the Community Planning and Health and Social Care Partnership networks. The results will be used to plan migration to a new platform for the website later in 2020 and to develop content relevant to users.
- We will continue to promote, share, and highlight resources of interest to CPPs, through hosting webinars with relevant resource owners. These webinars are recorded and shared in the Khub group and via YouTube. We are currently seeking feedback on the content of webinars and future topics.

Appendix 1

Initial Recommendations for Police Scotland, CP Partners and the wider CPIB on how to improve the approach to Leadership (and other aspects) based on the evidence gathered above around what is working well and delivering a positive impact.

1.1 Leadership

The views suggest that leadership is good however the core issues to consider for leadership are;

- A strong chair is required to ensure focus on priorities and assistance by adequate administrative support.
- A need for ability to lead whilst overcoming emphasis of local political views.
- The lead organisation must be the local authorities due to the area based CPP structure. This does not detract however from other organisations playing a lead role within the CPP structure e.g. Chair of the local CPP Board.
- Police Scotland are specifically challenged by partners due to the continuing turnover of key contacts at all levels. Reflection on whether local Partnership lead roles require a specific term should be a consideration.
- Some leaders feel unable to hold other organisations to account. Joint Collaborative Leadership training, particularly for senior officials in all partner organisations would provide a positive setting for this to be explored.
- Emphasis of the CPP role in today's policing landscape should be given prominence at every level including SPA for Police Scotland.
- Encouraging leaders to appreciate the benefits of small qualitative pilots, that might at first seem to have limited impact on headline statistics, is essential to the success of Locality Groups, CPPs and overall Whole System change.

1.2 Community Engagement

- Divisional feedback is that community engagement is performed mainly via the core CPP team to inform the targets of the LOIP. There were no comments about the community engagement carried out by local divisions for CPP purpose. This should be investigated further to establish whether there is further benefit to be gained by separate Police engagement for CPP purposes.

1.3 Governance and Decision Making

- Internal and CPP structures require different reporting timelines and similar but different reporting styles/content. Consideration of a more streamlined and integrated reporting structure for all CPP related outcomes would benefit all partners.
- The number of strategies, plans and priorities coming from government, CPP as well as our internal sources has reached saturation point. In order to alleviate this, the interactions of strategies and the unique contributions that they bring about could be reviewed for efficiencies.
- To achieve success it is essential that the wider public sector stay focused on the Whole System Approach. A means of ensuring this is considered in decision making processes across the system could be considered.

1.4 Joint Resourcing

- With budgetary cuts across all sectors partners face difficult decisions in the provision of today's services, let alone the long term requirements to reduce system demand through prevention policy. Provision of a long term Capital Fund for the sole use of medium to long term prevention activity would encourage CPPs to investigate different solutions.
- All areas felt that there would be benefit in ring-fencing a budget for CPP administration. Some co-ordinator posts have been subsumed within other business areas and in doing so limiting the effectiveness of the CPP.
- Some issues being faced spread wider than the CPP level. Encouragement for CPPs to work across defined borders when appropriate would potentially see better outcomes.
- More local autonomy of budgets for the national organisations to address local need would have a positive impact.
- Aberdeen City have overcome some of the Joint Resourcing barriers and further examination of their practice might prove invaluable learning.

1.5 Data & Evidence

- Within the Whole System there is specialist knowledge relating to data management and processes, there are specialist facilities with access to mature technologies and there are various interpretations of GDPR legislation. These must all be harnessed and welcomed as a resource for future solutions with no single organisation having the answer.
- A blockage to innovation has its roots firmly bedded in this area. Small tests of change are a key to understanding complexities and understanding where the system has failed a person or community. This is an essential step in the prevention journey. The best methodology requires multi-agencies to jointly examine the issues facing specific service users; this is a difficult process which would benefit from a clear and simple process and the assistance of legislation.
- Within Police Scotland work is already ongoing in many areas to improve Data and Evidence issues. We must remain open to new ideas, continue to invest in our data and systems and participate fully with partners.
- Again Aberdeen City have overcome some of the issues relating to data sharing through the launch of their new Data Observatory. Further investigation and learning should be carried out.

1.6 Improvement & Innovation

Prioritisation for Improvement and Innovation will be achieved through changes in most of the previously noted areas.

- As noted above in the sections most sections above including **Data & Evidence** there are barriers hindering improvement and innovation.
- The ability of partners to put **Resources** into innovation seems limited due to current demands while concerns over the sharing of person specific data limits potential improvements today.
- The key players for innovation are the 3rd Sector and local communities themselves therefore the emphasis on **Community Engagement** is key. This has to be acknowledged by Statutory Bodies who may feel that they have to provide the solutions.
- Allowing trial and error and small scale projects without the demand for a "quick hit" must be developed within organisational **Leadership**.
- Focussing on Prevention within Governance structures will encourage innovation

Appendix 2

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 been 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.

APPENDIX 3

TSIs case studies which demonstrate the impact of good community participation.

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.

TSIs case studies which demonstrate the impact of good community participation.

Edinburgh Case Studies

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.

APPENDIX 4

EXAMPLES OF REAL CHANGE – LA 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

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.

Inverclyde

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 Inverkip 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 Inchgreen Dry 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.

Western Isles

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 island-wide that often national databases can fail to recognise specific rural poverty drivers that disproportionately 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.

West Dunbartonshire

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/2017/4/3/7jdqopdir6b5bu56vu32v9ghyt4p5a>

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.

Renfrewshire

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.

East Renfrewshire

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

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 Falkland 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.

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.

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 EmployabiliTAY 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 dependency, 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.

D&G

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 Letham4All, 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 in 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 5

BARRIERS & LEVERS - LA 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.

North Ayrshire

- 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.

East Ayrshire

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 shared 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 sometimes 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 understanding 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 whilst 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 national improvement agencies however this is not the front line where the funds are required for delivery. There is a central support vs impactful 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

WORKING DOCUMENT

APPENDIX 6

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 statutory 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 unwieldy). 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.

Appendix 7 – Governance: Examples of Good Working Practice from Scottish Enterprise

Community Planning Aberdeen: <https://communityplanningaberdeen.org.uk/community-planning-structure/> Attached is a link to the governance structure of Community Planning Aberdeen which colleagues within Scottish Enterprise feel is a good structure in terms of the bottom-up/top-down approach to delivering community planning. The structure combines the priority LOIP themes (Outcome Improvement Groups) with priority geographies i.e. localities (regeneration areas). Scottish Enterprise sit on the ‘Aberdeen Prospers’ group (which has an economic focus) and the Community Planning Management Group, these being the areas where most value can be added in terms of Community Planning Aberdeen.

Project delivery is developed by the Outcome Improvement Groups via the Improvement Charter methodology. These are reviewed by the Management Group and approved at Board level. For example, Scottish Enterprise is leading on a Real Living Wage project as part of ‘Aberdeen Prospers’ which plays into both priorities of CPP (specific action/outcome) and our own organisation in terms of the Inclusive Growth/Fair Work agenda.

A similar approach is adopted in **East Lothian** via their Connected Economic Group, in **West Lothian** via their **Jobs Task Force**, and in **Fife** via their economy board which is predominantly private sector led. In both instances, Scottish Enterprise is actively engaged talking to Government’s Economic Strategy, our own Strategic Framework, and the activities with business within the relevant geography that may impact that people who live and work there e.g. if jobs are secured is housing and transport available.

Community Planning Falkirk: through discussion between Falkirk Council and Scottish Enterprise, it was recognised that our organisation could add greatest value through our economic development activity and membership of the Falkirk Economic Partnership. It was therefore agreed locally that SE’s contribution to Community Planning would best be met by focusing our efforts on the Economic Partnership and Growth Deal ambitions.

Community Planning North Ayrshire: The Partnership has a forward schedule for their Senior Officers Group which is structured around the thematic areas of the Plan and the supporting structures. This ensures that all areas are both in attendance (senior staff) and reporting on the key strategic areas of development on an annual basis. This is seen as particularly helpful to Scottish Enterprise as it can often be challenging to get the economy onto the agenda. By ensuring that partners understand our role and Strategic Framework, together with work underway with economic stakeholders in the area, it helps others to determine how best that aligns to their own areas of interest or how greater value can be gathered

Community Planning Glasgow: Undertook a review of past papers and identified that 60% of items coming forward were council led. They are now working through a process to ensure every meeting has 1-2 items outside of those set by council officials, ensuring an opportunity for others, but also a responsibility upon others to play their part in the Partnership.

Community Planning Edinburgh: The local authority have sought to create a new governance model with financial and people contributions provided by statutory partners, to design and develop a more efficient and effective approach going forward. That pilot will conclude and consideration will be given to what worked / what didn’t and how the Partnership moves forward.

More generally, colleagues across our organisation who participate in 28 Community Planning Partnership arrangements, feel that the use of break-out or informal engagement sessions are welcomed both as an opportunity for members of the Partnership to develop strong working relationships, but also as they provide an opportunity to discuss and learn about projects and initiatives in support of the plan rather than being presented with a finished product. As an example, in Inverclyde they adopt a ‘soup and sandwich’ welcome which encourages members to chat as does North Ayrshire at the end of their meetings. More opportunities to discuss our respective

agendas will encourage identification of new way of working together out with the formal rigour of Board arrangements

WORKING DOC

APPENDIX 8

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

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 place 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 by 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 often 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

APPENDIX 9

Supporting Innovation, improvement & sharing practice: Evidence/Learning emerging

1. Engagement with CP managers around improvement support

Engagement with CP Managers around developing a programme of national improvement support has highlighted the following learning:

- There is a consistent view that there needs to be stronger links with Scottish Government on community planning. To enhance the relationship and understanding between local CPPs and the CP unit within the Scottish Government, is there scope to offer a secondment to a community planning manager to work in the CP Unit?
- Governance / accountability – there was a lot of discussion around these aspects, mainly focusing on the need for CP partners to empower local community planning representatives to be able to make decisions locally without deferring back to their own internal governance arrangements.
- Resources – there is an understanding that resources continue to be tight. However, this is a challenge particularly when seeking to move towards a preventative / early intervention approach.
- Impact – is there a role for the CPIB in providing clarity (to partners) around what community planning actually is, and is there to do, i.e. moving the emphasis from the CP officers / team and more towards the actual process of partnership working. There is also a need to look at evidence gathering around the impact / contribution that all CP partners are making at a local level.

2. Co-resourcing of CP administration

A survey was issued to all CP managers to get views on the progress being made with the co-resourcing of community planning. Around one-quarter responded, and key messages / learning include:

- The general consensus from the feedback is that some progress has been made in this area, but it does not yet deliver on the spirit of the Act. The administration and facilitation of community planning is mainly council led and funded by councils, with other partner input mainly in terms of chairing the board or thematic partnership groups. There are limited examples of non-council partners committing staff time to support councils with the administration of community planning.
- Some CP managers reported the shared use of buildings or co-location of staff focused on the delivery of community planning. This is leading to more discussion on who does what and how efficiencies can be identified to make the best use of all available resources. However, CP managers are expressing frustration that there is limited or no capacity at a national level to support work on exploring opportunities for further co-location and collaboration and feel this is stalling process and failing to build on local appetite for change.
- The key barriers identified by CP managers to co-resourcing community planning included:
 - Reducing budgets across all partners and a lack of longer-term financial clarity.
 - Partners do not have dedicated or allocated budget available to resource community planning and there appears to remain a perception that community planning facilitation is the responsibility of the Council.
 - The tension between the 'top down' national direction and 'community up' aspirations around community planning, particularly given the financial challenges.

- Challenges faced by regional and national partners when working at a local area level.
- Turnover of key representatives from national agencies.
- CP managers were keen to highlight the commitment of partners and their desire to do as much as they can but expressed frustration that this is limited and often improvement activity. More 'corporate' CPP activity still falls to the council for delivery.

CP Managers were asked to provide examples from their areas where at least two statutory partners are co-resourcing aspects of the administration of community planning. They were asked to provide details of the partners involved, the area of work being co-resourced, the type of resources contributed, the duration of the commitment to co-resourcing etc. The examples provided are below:

West Lothian CPP

The example focused on the new Health and Wellbeing Partnership, recently established to progress work around health, inequalities and prevention at a strategic level. This has seen the contribution of staff time from NHS Lothian, with a Senior Health Policy Officer from NHS Lothian chairing, facilitating and supporting these meetings alongside the council's community planning officer. NHS Lothian has been instrumental in setting up this new forum.

Angus CPP

The CPP highlighted the EmployabilityTAY project as an example of joint resourcing in the area. This Scottish Government funded project worked across the local authority areas of Dundee City, Perth and Angus to deliver a project focused on citizens furthest from work (long term unemployment, mental and physical health barriers, debt issues, etc.). This partnership approach focused on delivering an integrated service to clients across a range of partners involved in community planning and was underpinned by a commitment to shared resources and testing new ways of working. The two-year project demonstrated the outcomes which can be achieved when agencies and services pool resources such as staff time and expertise as well as finance. The project was externally evaluated.

General feedback

A few CP managers highlighted the commitment of Police Scotland and the Scottish Fire and Rescue Service through their involvement in chairing partnership and thematic groups as well as the commitment of the LALO role to progressing community planning activity specific to community and community safety type activity.

CP managers also highlighted outcome and project specific partnership working underway involving a range of partners. This relates also to the partnership 'ownership' of performance management and reporting.

- **Improvement planning - Priorities identified in discussion with CPP Managers**
- Realistic target setting around long term outcomes - could this be done nationally and implemented locally, i.e. links to CPIB and thinking about:
 - Setting long term outcome targets
 - What does 'good' intermediate measures look like to show that progress is being made
 - Health data is something we struggle with to get real time data - need to feed this into the conversations with public health. Also needs to be at a geographic level, i.e. at a datazone level, but could we get to lowest level of data and the we can start to build it up? The quality and accuracy of the data is something that also needs to be looked at.

- Also need to think about target setting in the context of how it complements what is happening nationally and regionally. We need to ensure that regional work is fed in to the local context. This needs to be something that can be explored through the CPIB.

Potential Improvement Action – improving data sharing and enhancing the quality and detail of the data itself

- Develop a greater understanding around what partners need in terms of their requirements for effectively contributing to community planning, i.e. what motivates or should motivate partners to operate at the right levels. Partners need to be able to understand the impact of 'not doing something'. Can we start to use power bi (or similar) to look at the last 5 years finance data and also think about how we use LGBF? Is there also scope to look at how we evaluate our project across the CPP?

Potential Improvement Action – liaise with IS evaluation manager for input to the CP Network and look at toolkits / templates to assist with evaluation.

- Is there scope to look at the partners contributions and define that more effectively, like what we did with SNH and HES, i.e. could we do this around a place type session nationally. Is there a way we could get the private sector into the wider CP discussion, would they / could they be involved in the CPIB?

Potential Improvement Action - map who all the national agencies are (who participate in community planning) what are their main priorities, and do they cluster around particular issues rather than assume that everyone contributes to everything.

- On community engagement can we plan for engagement around national events (e.g. year of the young people) and this year is about (coast and waters). Is there a way of making people more information around this, i.e. get it on the Khub or CPsupport.Scot website.
- How do we get the community perspective on our progress? How do we know we are making a difference? Also is there a way we can ask whether communities feel they have an influence over policy (or similar).
- If we also want to know how the Act is working, is there scope to look at research within a particular locality. i.e. targeted to look at how the act is working and what difference it is making - would this be something that would be done through the Network?
- CP Survey
 - Agreement to draft a survey requested by Scottish Borders around approach to participation requests and asset transfers.
 - Also include question around the sustainability of the asset transfer, i.e. how have things worked out where transfers have taken place, and if there is a difference between lease / ownership and have communities been financially supported to make the applications. Also, what is the role / approach from local asset transfer team in terms of what they are looking for from community groups. (as when we think about it, private sector businesses fail so why do we set higher expectations from third sector / community groups).
 - What has been the involvement from local CP partners in the asset transfer process - ask about the level of transfers across the partners.

- Also look at asset transfers for specialised assets (e.g. the ice hockey team at Braehead, is there scope to help with more specialised business case for these type of facilities?) Is there a national approach / regional approach we could take?
- CP review
 - Depends on getting good / rich feedback from CPPs - maybe sometime of appreciative enquiry discussion through location directors - would need to happen between spring and autumn - maybe link in with the CPIB visits to CPs. What motivates partners in CP, what makes them want to be involved in CP, where is the vision for them? CP is not a structure; it is a way of working.

WORKING DOC



Using data to save money, time and lives

Overview

- Founding Principles (**DRAFT**)
- Mission Statement
- The **R**esearch **D**ata **S**cotland vision
- Why we need **R**esearch **D**ata **S**cotland
- What **R**esearch **D**ata **S**cotland will deliver
- Working in partnership
- Public engagement activity
- **R**esearch **D**ata **S**cotland delivery plan
- Data Route Map



Founding Principles – DRAFT

1. RDS will only enable access to data for research that is for the public good and improves our understanding of equalities
2. RDS will ensure that researchers and RDS staff can only access data once a individual's personal identity has been removed
3. RDS will ensure that all data about people, businesses or places is always kept in a controlled and secured environment
4. RDS will only create a dataset if it is requested for a research programme or study that is in the public good and improves our understanding of equalities
5. All income that RDS generates will be re-invested into services to help researchers continue to access data
6. Firms that access public data for the public good through RDS will share any commercial benefits back into public services

Mission Statement

“**Research Data Scotland** will provide a service for accessing public sector datasets that have the potential to **save money time and lives**. It will offer **safe, secure and cost effective** access to data for research, innovation and investment by enabling its users to deliver insight and understanding that will help create a **more successful country** through increased wellbeing, and sustainable and inclusive economic growth. We will work collaboratively with data controllers and users to develop the service while **building trust and support** from the public.”

The Research Data Scotland vision

Scotland has a wealth of datasets that have the potential to save money, time and improve lives

- Research Data Scotland is a new service for accessing public sector data in Scotland. It will offer safe, secure and cost effective access to data for research, innovation and investment by unlocking the value of our data assets
- Research Data Scotland will enable data to be systematically used to deliver insight and understanding that will help create a more successful country; giving opportunities for everyone, increasing wellbeing, creating sustainable and inclusive growth, reducing inequalities and driving economic, environmental and social progress
- It will enhance Scotland's international reputation by supporting innovative approaches to the use of data
- It will help attract investment that creates high quality, well-paid jobs in Scotland

Why we need Research Data Scotland

Scotland has a wealth of datasets that have the potential to save money, time and improve lives. Today we have a significant opportunity to further improve to how data is used for public good

- It can be unclear what public sector data is available for use in research and data can be of unknown or poor quality - **we need to work with data controllers and users to improve the quality for research use**
- It can take a long time to access data and be expensive - **we need to make this cheaper and faster**
- For some datasets, data controllers can be reluctant for their data to be used for research - **where data can be used for the public good, we need to unblock these situations**
- Data can be dispersed between and within public sector organisations with multiple data controllers meaning multiple data access processes - **we need to streamline the processes for access**
- There are mixed views across the public about the use of data about them in research - **we need to ensure there is ongoing trust, support and feedback from the public**

What Research Data Scotland will deliver

RDS will provide a 'one-stop-shop' for access to a range of services and resources aimed at supporting access to data about people, places and business in Scotland, building upon our national data informatics expertise. It will:

- Create “research ready” versions of high value datasets that are linkable with other datasets and provision for key metadata and data access criteria for each dataset
- Deliver a service for researchers, assisting them with research design and process of secure access to “research ready” stand alone or linked datasets, with the flexibility to link other data where required
- Commission and monitor an IT infrastructure to securely transfer, store and provide secure access to datasets, allocating resources to three services; high performance computing, indexing and customer support
- Stay in touch with technical and methodological developments to continuously improve the service seeking ongoing feedback on performance and progress from stakeholders

Working in partnership

Research Data Scotland will build upon our national data informatics expertise. It will:

- Enhance the eDRIS service that already delivers hundreds of data access and linkage projects each year
- Use the World Class Data Infrastructure being developed at the University of Edinburgh Parallel Computing Centre
- Use expertise for data indexing that exist at the National Records of Scotland
- Build on the national data infrastructure being developed by Scottish Government: the underpinning of data policies, standards, legislation, approaches to ethics and information governance, and arrangements for cyber resilience



eDRIS



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Public engagement activity



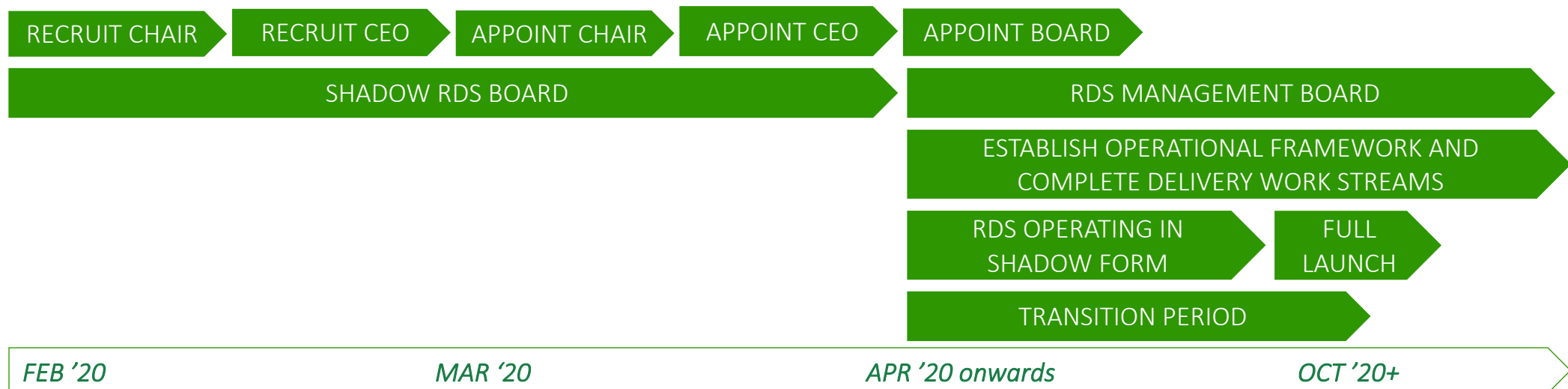
Research Data Scotland will build upon existing public awareness and seek ongoing feedback throughout its design and implementation

- We will actively seek feedback on performance and progress from stakeholders during development stages and when operational
- Against an existing backdrop of mixed views from the public about the use of data about them in research, we need to ensure there is ongoing trust, support and feedback from the public
- We will conduct proactive communications and engagement activity to raise awareness and support ensuring that feedback is reflected back into the design and implementation of the service
- We will consult with relevant public bodies, such as the Information Commissioner, throughout the development and implementation of the new service

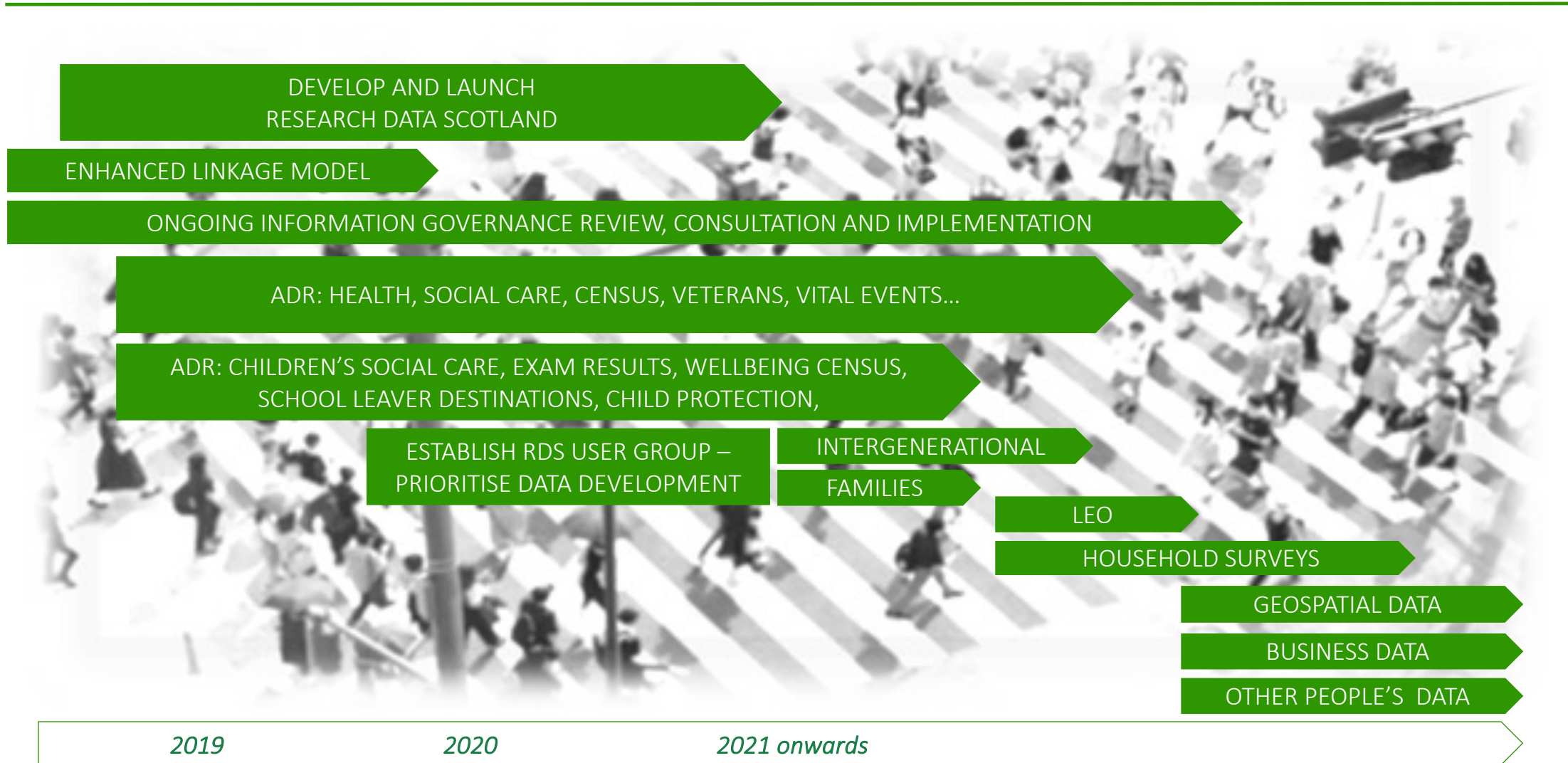
Research Data Scotland delivery plan

We will ensure minimal disruption to current data linkage services and projects already in the system with current service providers and users not adversely impacted by the changes

- **Delivery work streams;** user journey, workforce, governance, comms and engagement, finance, siting and location, transition
- **Legal and compliance;** set up of legal and contractual processes, formal dissolution of SILC



Data route map





Using data to save money, time and lives

20 February 2020

Community Planning Improvement Board

Community Planning Improvement Board – Opportunities as a Consequence of the Advent of Public Health Scotland

Purpose

1. The establishment of Public Health Scotland within the context of the Public Health Reform Programme offers opportunities to reposition public health in relation to community planning and supporting the aims of the Community Planning Improvement Board (CPIB).

Recommendation

2. The CPIB is asked to note that the creation of PHS creates an opportunity for a strategic reworking of plans for it to more directly support the work of CPIB and CPPs locally. In particular, the CPIB is asked to consider and provide views on the following opportunities:
- a. Recognising the leadership role of PHS and its dual governance to SG and COSLA could it take a more active role in the supporting the running of the CPIB alongside the Improvement Service?
 - b. Through the leadership of PHS on the CPIB how could the 'Whole System' 'Early Adopters' work be aligned with the work programme of the CPIB?
 - c. Recognising PHS's role as a statutory partner in community planning could there be value in explicitly acknowledging CPPs as the statutory embodiment of the 'public health partnerships' described in the 3rd action of the Public Health Reform Programme?
 - d. PHS could support the CPIB by taking an active role in supporting and coordinating the engagement of local public teams in community planning.
 - e. Public health needs to be an independent voice in community planning, could steps be taken to strength separate NHS representation?
 - f. Building on its critical mass of expertise PHS could take a more active role in building capability and capacity nationally and locally, particularly in areas such as the use of data and intelligence and also evaluation.

Timing

3. This paper is written to support discussion at the CPIB meeting on 28 February 2020. It is not expected that complete answers are agreed at that meeting, but it would be useful to have feedback ahead of the next meeting to help inform the early stages of PHS's strategy formulation.

Background

4. **The CPIB.** Both Health Scotland and NSS (Public Health and Intelligence) are currently members of the CPIB and were members of the Outcomes Evidence and Performance Board that preceded it. With the advent of PHS both Health Scotland and Public Health and Intelligence will cease to exist; the CEO of PHS will be a member of the CPIB.

5. The Improvement Service [website](#) states the purpose of the CPIB as follows:

‘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 has sought to deliver on its purpose through a [shared work plan](#). It is fair to say that the plan has collated much operational work that partners already had in motion. For example, from an NSS (Public Health and Intelligence) perspective the main contribution has been to include that part of the work programme of the Local Intelligence Support Team (LIST) that has been aligned to CPPs. Participation in the CPIB has led to perhaps more support to being directed to CPPs, but this has been limited due to operational and financial constraints imposed upon LIST. The CPIB with its focus on community planning will be important forum for PHS; there will be an opportunity to fundamentally reshape work programmes to better align with the aspirations of the CPIB. Indeed, such is the potential importance of the CPIB to the aims of PHS there is reason to consider a more active role for it in the running of the CPIB alongside the Improvement Service.

6. **Public Health Reform Programme.** The Public Health Reform programme was formed around 3 actions from the 2016 [Health and Social Care Delivery Plan](#). The first of these concerned the establishment of public health priorities; these were agreed in 2017. The second was the establishment of a new national body, which will be complete by the establishment of Public Health Scotland in April 2020. It is third of these actions that is most relevant to the CPIB:

‘By 2020, we aim to: Have set up local joint public health partnerships between local authorities, NHS Scotland and others to drive national public health priorities and adopt them to local contexts across the whole of Scotland. This will mainstream a joined-up approach to public health at a local level.’

Since this action was drafted thinking has moved on; the Public Health Reform Programme has developed a [‘Whole System Approach’](#) and has taken forward a series of ‘Early Adopters’ working with different local areas focused on the public health priorities. The CPIB has been briefed on this work; there is undoubtedly some overlap with it and the aims of the CPIB, which leads to a question as to what should be the relationship between the two.

7. **Public Health Scotland.** The Public Health Reform Programme led the development of a [Target Operating Model](#) (TOM) for Public Health Scotland in April 2019. This was in two parts, the first described the role and purpose of PHS and the second how it

would be designed around that purpose.

8. The TOM made clear that PHS would be a statutory partner in community planning, something which has subsequently been enshrined in the legislative underpinnings of PHS. The TOM also made clear the need for PHS to be engaged and working with partners locally. This clearly reinforces the need for PHS to be fully engaged in the CPIB to deliver on its statutory functions. There is the potential to give this further impetus by acknowledging the CPIB and participation locally in CPPs as a statutory basis of the 'public health partnerships' that were described in the 3rd action of the Public Health Reform Programme.

9. Engaging directly with meaningful support with all 32 CPPs will be a challenge for PHS. The TOM describes a national leadership role for PHS in working with local public health systems and teams. It is known that currently the engagement of public health locally in community planning is 'patchy'. A key aspect of PHS's role in fulfilling its statutory obligation as a community planning partner must be to work with the local public health teams to support and coordinate their engagement in CPPs. In securing such engagement it will be vital that public health working locally with CPPs should not be seen as the voice of the NHS; in local system consideration will need to be given to how it ensured that there is separate and strong representation from the NHS.

10. Public Health Scotland brings together Health Scotland with the Public Health and Intelligence business units of National Services Scotland. The TOM describes a number of functions that PHS will deliver on, building on the capabilities of the forming bodies. PHS will unique strengths in areas such as data and intelligence and also evaluation that will be valuable in supporting community planning. PHS will not be able to deliver direct support to all CPPs; as already highlighted it will need to work with local public health teams. However, there will also be a need to use the depth and critical mass of expertise in PHS in such areas to support capacity building in other partner organisations working nationally and locally, going further than has so far been possible in the CPIB work plan.

Phillip Couser MBE
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Public Health Scotland
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Community Planning Review

Response to request from Cabinet Secretary/COSLA President

CPIB 28th February

1. Purpose of Paper

- 1.1. The Cabinet Secretary and COSLA President have written to the Chair of the CPIB to request the support of the CPIB in progressing the review of Community Planning. This paper sets out the requests made of the CPIB and asks members to consider and agree a collective response.

2. Recommendations

- 2.1. CPIB Members are asked to
 - I. Consider plans set out for the review of Community planning and reflect on the role the CPIB could play
 - II. Agree a collective response to the request from the Cabinet Secretary/COSLA President, particularly in relation to deliverables and key learning.

3. Background

- 3.1. The Cabinet Secretary and COSLA President recently outlined plans to review Community planning three years after legislative provisions on community planning in the Community Empowerment (Scotland) Act 2015 came into force. Given that recent evidence gathered by the CPIB indicates that local authorities continue to play a lead role in Community Planning, both in administrative terms and in driving strategic assessment and development of the LOIP, it is seen as a positive step that the Cabinet Secretary and COSLA President have re-emphasised their focus on Community Planning and the expectation on all statutory partners to deliver. While there continues to be progress in improving Community Planning, the evidence indicates it is not yet fully delivering on the expectations of the Act.
- 3.2. The review, which is scheduled to be complete by December 2020, will aim to understand what has changed in light of the new legislation and test how well-placed community planning is to meet the expectations set for it. It will also aim to recognise positive developments and understand what support or action is required to further strengthen community planning. The review will connect closely with the next stage of the Local Governance Review and be subject to the LGR governance and oversight arrangements.
- 3.3. The Cabinet Secretary and COSLA president have written to the CPIB Chair to request the support of the CPIB in progressing the review (Appendix 1). Specifically, the CPIB have been asked to use their work programme to help inform understanding of what is working well and the nature and extent of barriers to progress, and to identify the improvement work it will undertake with local partners to strengthen performance and overcome obstacles.

4. Agreeing a CPIB Response

- 4.1. Given 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, it is anticipated the board will welcome the opportunity to inform and contribute to the review.
- 4.2. The Cabinet Secretary and COSLA president make the following two requests of the CPIB:
 - I. If the CPIB is willing and able to use its work in the coming year to support review activity, what deliverables can COSLA and Scottish Government expect CPIB to provide, and by when?
 - II. What learning can CPIB provide drawn from its work to date – whether in understanding what is working well, the nature and extent of barriers to progress, or in how CPIB is working with local partners to strengthen performance and overcome obstacles?

- 4.3. The key deliverables from the CPIB work programme are included in Appendix 1. It would be helpful if Board members consider whether they are comfortable with the inclusion of these as they stand in the response to the Cabinet Secretary/COSLA President, and if there are any concerns around timescales/resourcing which should be considered.
- 4.3.1. The CPIB has brought together and shared a significant volume of evidence and learning in relation to community planning practice from its work in the following areas:
- Leadership & influence at local CPP level
 - Community participation, especially for most vulnerable of communities
 - Effective decision making & good governance
 - Innovative approaches to joint planning, service design & resourcing
 - Availability & use of high-quality local data & insights to support decision-making
 - Supporting innovation, improvement & sharing best practice
- 4.3.2. In particular, the CPIB has used its relationship with all key Community Planning stakeholders to develop a strong evidence base around the nature of issues and barriers to progress and to identify where improvement support is needed to drive change. The work of the CPIB has also captured examples where Community Planning and CP partners are working well together and achieving positive outcomes for their communities.
- 4.3.3. The CPIB is using learning from the above to inform the delivery of tailored support and capacity building and offering practical support to CPPs with their challenges around leadership, governance, scrutiny, analysis and decision-making. The CPIB offer to visit local CPP's will help give further emphasis to this work. A key role of the CPIB is to support collaboration, bringing together national insights, innovation and improvement support to ensure capacity and resources are targeted to where they are most needed. 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.
- 1.1.1. Full detail of the learning to date and examples of practice are included in the CPIB Work programme updates. However, we have included some examples of key learning in **Appendix 2** which may be helpful to include in our response to the Cabinet Secretary/COSLA President. Board members are asked to review the examples shared with a view to agree what information would be most valuable to share at this stage.
- 1.1.2. It would also be helpful to consider if there are requests or suggestions it would be helpful to include in our response to the Cabinet Secretary/COSLA President to help drive improvement.

Appendix 1



Scottish Government
Riaghaltas na h-Alba
gov.scot



Steven Grimmond
Chair
Community Planning Improvement Board
By email: Steven.Grimmond@fife.gov.uk

6 February 2020

Dear Mr Grimmond

It is now just over three years since new legislative provisions on community planning in the Community Empowerment (Scotland) Act 2015 came into force. Community planning is an essential platform for bringing together local public services and community bodies in order to drive positive change on local priorities. It is important we understand what has changed in light of the new legislation, so we can both recognise the positive developments and test how well placed community planning is to meet the expectations we set for it.

The Scottish Government and COSLA therefore want to work with you to review progress to date. Our expectation is that, by December 2020, we should have completed work that gives us a strong understanding of progress made in strengthening community planning in the time since Part 2 of the 2015 Act came into force. It should provide a clear picture about the extent and nature of CPPs' ambitions; achievements and promising developments; and how well placed CPPs are to serve the needs of the communities they serve - including challenges and the effectiveness of interventions to address these.

We also want to be in a position to use that understanding to support further strengthening of community planning. This will involve highlighting strong and effective practice and taking steps to address challenges to improvement. We also recognise it may identify more areas which would require action at national level.

We have a Framework for Community Planning which provides an important template against which to test progress. In particular, we are keen that we maintain a close line of sight between community planning activity and its impact in improving outcomes, tackling inequalities, empowering communities and ensuring public services remain sustainable (which the Framework highlights). We are grateful to member bodies on the Community Planning Improvement Board for their role in work to develop this Framework.

This work will connect closely with the next stage of our Local Governance Review, with learning about community planning supporting the LGR across the three

empowerments: Fiscal, Functional and Community. As a result it should be subject to the LGR's governance and oversight arrangements.

Involvement of Community Planning Improvement Board

Because this work should stimulate progress and further improvement, we are keen to enable it to be driven in large part by stakeholders themselves, seeking honesty and objectivity.

We are interested in the work of the CPIB as a space that brings community planning partner organisations and support bodies together to showcase positive developments and drive ongoing improvement. CPIB's own workstreams (e.g. on leadership at community planning level; community participation, particularly for vulnerable groups; joint planning, service design and resourcing) chime closely with elements from the Framework we will want to test.

Building our work to test progress on CPIB's existing improvement workstreams could offer several important benefits. Integrating work could avoid unnecessary duplication of effort and ensure your work can directly contribute to the LGR. It should be helpful in cultivating an environment conducive for CPPs and partners to share their experiences and examples of what they are most proud of and excited by. It can give community planning stakeholders confidence that their experiences and priorities are informing lessons and improvement priorities. And it can reinforce the point that the need to strengthen community planning will continue once this review activity is complete, which CPIB's ongoing work can continue to support.

With this in mind, we are writing to make two requests of the CPIB. First, is the Board willing and able to use its work in the coming year to support our review activity? If so, what deliverables can COSLA and Scottish Government expect CPIB to provide, and by when?

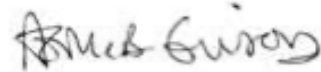
Secondly, what learning can CPIB provide drawn from its work to date – whether in understanding what is working well, the nature and extent of barriers to progress, or in how CPIB is working with local partners to strengthen performance and overcome obstacles?

We would appreciate your feedback as soon as possible after the next Board meeting, which we understand is scheduled for Friday 28 February. If the CPIB has broader reflections on how community planning is developing or on the review activity should be undertaken, we would welcome this feedback.

Yours sincerely



AILEEN CAMPBELL, MSP
Cabinet Secretary for Communities and
Local Government



CLLR. ALISON EVISON
COSLA President

Appendix 2 - CPIB Deliverables




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.

Deliverable & Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
<p>1. Evidencing Good Practice and Barriers to Progress in Collective Leadership</p> <p>a. We will gather evidence from Police Scotland colleagues on their role as a Community Planning partner and their experiences and expectations of leadership in relation to Community Planning – identifying where there is good practice, and where the obstacles to progress are.</p> <p>b. We will develop examples which illustrate positive approaches to leadership and show the impact this has on improving how Community Planning is working</p> <p>c. We will gather further evidence from wider CPP partners in relation to their experiences and expectations of leadership within Community Planning.</p> <p>d. 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</p>	Police Scotland			Nov 19 Mar 20 Mar 20 Mar 20	6.2; 6.3
<p>2. Improving Leadership in Community Planning</p> <p>a. We will develop a series of recommendations for Police Scotland, CP Partners and the wider CPIB to improve the approach to Leadership based on the evidence gathered above around what is working well and delivering a positive impact</p> <p>b. We will test these recommendations with partners to agree priorities, and to plan, implement and review.</p>	Police Scotland			Mar 20 Jun 20	3.1; 4.1; 6.3
<p>3. Roll out Model of Collaborative Leadership across CPPs</p> <p>Work with the Collective Leadership team with the aim of raising awareness of and rolling out the Collective Leadership programme across Community Planning Partnerships, and exploring potential resourcing models to make this possible.</p>	Police Scotland	SOLACE; IS; SFRS; NSS; HS; IJB;		June 20	5.1; 6.5

Agenda Item 5

<p>4. Better 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.</p>	Community Planning Managers			Nov 19	4.1; 6.4
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 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.					
Deliverable and Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
<p>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</p>	EVOC	TSIs; CP Boards	To be negotiated	Nov 2019	6.3
<p>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.</p>	EVOC	CPIB; Scot Gov		Nov 2019	3.3
<p>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?</p>	EVOC	CPIB; TSIs		Mar 2020	6.2
<p>4. Evaluating approaches to Community Participation We will consider existing evaluation tools for community participation and make recommendations</p>	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.

Deliverable and Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
<p>1. What's working: Evidencing where Community Planning has made a difference</p> <p>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.</p> <p>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</p>	SOLACE		IS	Aug 19 Nov 19	6.2; 6.3
<p>2. Supporting Multi-Agency Working with National Agencies to play into the Community Planning environment</p> <p>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.</p> <p>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</p> <p>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</p>	SE	Police Scotland; SFRS	IS	Aug 19 Nov 19 Mar 20	1.2; 4.1 6.3
<p>3. Strengthening Accountability to Communities</p> <p>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.</p>	SOLACE	CP Managers	IS	Nov (TOC identified)	2.2



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
<p>1. Evidence Good Practice in Joint planning, design and resourcing</p> <p>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)</p> <p>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)</p> <p>c. Desktop review of existing research/evidence around areas of effective practice in joint planning. (baseline)</p>	SDS			Aug 19	1.2; 3.2
	SDS			Aug 19 for baseline	1.4; 6.4
	SDS			Aug 19	
<p>2. Deliver Improvement Support to support Test of Change Seek agreement, where areas have identified emerging changes to planning, to support/challenge and monitor the progress of this work.</p>	SDS			TBC (dependant on stage CPP is at)	6.2
<p>3. Sharing Innovative Practice</p> <p>a. Develop case studies (paper/video/online) where innovative approaches have demonstrable impact, including emerging practice delivering short term outcomes</p> <p>b. Gather evidence on the challenges and the range of ways in which these have been overcome</p> <p>c. Develop a group of characteristics/enablers that create the right conditions for joint planning (Ideal world scenario)</p> <p>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</p>	SDS		Design/marketing	Ongoing as areas identified	6.2; 6.3
	SDS				
	SDS				
	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.

Deliverables & Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
1. Improved Leadership & Brokerage a. Data Delivery Group – provide influence to improve the information governance environment and access to pan public sector data. 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) 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 d. Local Brokerage – as required, members of the CPIB will be asked to support engagement in the tests of change outlined below.	NSS/SG			Ongoing	1.3
	NSS/HS			Ongoing April 2020	1.3
	NSS/HS/IS			Ongoing	1.3
	CPIB members as required			Ongoing	
2. Delivery of 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 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. b. Improvement Support - learning from all the above listed Improvement Support will be shared via the CPIS website. 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 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	NSS	NSS/Health Scotland/IS	Evaluation support may be required to validate learning	Linked to delivery of improvement support – suggest initial summary report by end 2019	6.3
	NSS				6.3
	NSS				6.3



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
<p>1. Sharing Best Practice via the Community Planning Managers Network</p> <p>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.</p>	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
<p>2. Co-ordinated programme of Support</p> <p>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.</p>	IS/HS	CP Managers CPIB Members		Dec 19	1.1; 2.3; 3.1; 4.3; 5.2
<p>3. Further development of the Community Planning in Scotland Website</p> <p>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.</p>	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
<p>4. Evidencing Good Practice in relation to the Resourcing of Community Planning</p> <p>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.</p>	IS	CPIB Members		Nov 19	1.4; 4.1
<p>5. Helping people connect across the public service landscape</p> <p>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.</p>	CPIB Members	IS		Ongoing	1.3

Agenda Item 5

Appendix 3 – Emergent Learning from CPIB Work Programme

1. Key Learning on the nature of issues & barriers to progress

- 1.1. Evidence indicates one of the key barriers affecting progress remains insufficient prioritisation of Community Planning across partners. Councils are still regarded as if it is their lead responsibility, both in administrative terms and in leading and driving strategic assessment and development of the LOIP. There are local and national partners that do not fully recognise or contribute to Community Planning as a process, despite the Community Empowerment Act 2015 placing a duty on listed partners to bring resources and budgets to the table.
- 1.2. To strengthen leadership in Community Planning, feedback from stakeholders prioritised the following:
 - Strengthened advocacy for community planning at a national level to create the conditions which support this way of work and reinforcement from governance structures nationally of the duty on all statutory partners to deliver community planning.
 - Locally, the priority is the development of a more collaborative leadership approach and culture and continuity of representation/authority from partners to make a local contribution, including the need for national agencies to allow some meaningful degree of local flexibility/choice in spending
- 1.3. In terms of better alignment between the national policy agenda & Community Planning, our evidence highlights the value of early engagement in the development stages to provide an opportunity to influence and not just to implement. This is the approach that has been taken in Public Health reform, where the early and consistent programme of engagement with CPPs 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. Development of Child Poverty Local Action Reports has also been identified 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.
- 1.4. In Community Engagement, evidence illustrates there is a need for greater alignment of engagement activity across the LOIP and locality plans development of a shared approach and shared resource to deliver the engagement activity - 'do once for your Community'. The evidence indicates that CPPs could make more use of TSIs to connect with members from communities of geography and interest given they have a foot in both the public sector and community worlds and have a unique understanding of the physical and behavioural barriers in these two stakeholders working well together. This would support a new model of public service reform that truly supports community led community development and a capacity developed 'reach in' model of community participation. This is a fundamental shift from the current model of training up more public servants to 'reach out' and engage with communities to gather data with which to return to professional public servants to analyse and make decisions with.

- 1.5. For Governance/Decision Making, the lack of alignment with performance management and measurement of national agencies and those set out in LOIPs affects the variable commitment locally (with national agency drivers have precedence) although the NPF is providing a coalescing force. The CPIB previously published a range of [Good Practice Principles in relation to Performance Management](#) at the CPP level and Community Planning partner level.
- 1.6. Evidence shows that national agencies are not unwilling to engage but the 32 LOIP structure does make it difficult to resource. Development of stronger links with wider regional and economic planning structures. Do more at a city region and islands level and develop more thematic working at CPP level around an agenda that makes sense to national agencies core remits - e.g. 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
- 1.7. For Joint Resourcing, the evidence reveals a lack of alignment of resource planning cycles 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 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.

2. Examples where Community Planning and CP partners are working well together and achieving positive outcomes for their communities

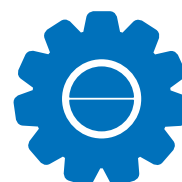
- 2.1. Eilean Siar demonstrate a strong approach to joint planning at a strategic level using past and future data to agree on the priorities over the long term. Eilean Siar have developed a [Community Charter](#) with SDS and plan to develop charters with other public sector organisations (BnG and Sports Scotland). The aim is to develop a single authority approach with key partners to better align services to the socio-economic needs of communities through strategic long-term planning of current and future demand and supply.
- 2.2. YouthTalk is 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. 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.
- 2.3. In 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. 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. 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.

- 2.4. In Renfrewshire, the Tackling Poverty Programme, which was sponsored by our CPP Board, 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. 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.
- 2.5. Aberdeen CP provides a good structure in terms of the bottom-up/top-down approach to delivering community planning. The structure combines the priority LOIP themes (Outcome Improvement Groups) with priority geographies i.e. localities (regeneration areas). Scottish Enterprise sit on the 'Aberdeen Prospers' group (which has an economic focus) and the Community Planning Management Group, these being the areas where most value can be added in terms of Community Planning Aberdeen. Project delivery is developed by the Outcome Improvement Groups via the Improvement Charter methodology. These are reviewed by the Management Group and approved at Board level. For example, Scottish Enterprise is leading on a Real Living Wage project as part of 'Aberdeen Prospers' which plays into both priorities of CPP (specific action/outcome) and our own organisation in terms of the Inclusive Growth/Fair Work agenda.
- 2.6. As a positive example of co-resourcing aspects of the administration of community planning, **Angus CPP** highlighted the EmployabiliTAY project as an example of joint resourcing in the area. This Scottish Government funded project worked across the local authority areas of Dundee City, Perth and Angus to deliver a project focused on citizens furthest from work (long term unemployment, mental and physical health barriers, debt issues, etc.). This partnership approach focused on delivering an integrated service to clients across a range of partners involved in community planning and was underpinned by a commitment to shared resources and testing new ways of working. The two-year project demonstrated the outcomes which can be achieved when agencies and services pool resources such as staff time and expertise as well as finance. The project was externally evaluated.

Scotland's National Performance Framework

Our Purpose, Values and National Outcomes



National Outcome: Human Rights



National Indicators

- Public services treat people with dignity and respect
- Quality of public services
- Influence over local decisions
- Access to justice

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced inequalities
- SDG 16: Peace, justice and strong institutions
- SDG 17: Partnerships for the goals

National Outcome: Culture



National Indicators

- Attendance at cultural events or places of culture
- Participation in a cultural activity
- Growth in cultural economy
- People working in arts and culture

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced inequalities
- SDG 11: Sustainable cities and communities

National Outcome: Environment



National Indicators

- Visits to the outdoors
- State of historic sites
- Condition of protected nature sites
- Energy from renewable sources
- Waste generated
- Sustainability of fish stocks
- Biodiversity
- Marine environment

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 12: Responsible consumption and production
- SDG 6: Clean water and sanitation
- SDG 13: Climate action
- SDG 14: Life below water
- SDG 15: Life on land

National Outcome: Health



National Indicators

- Healthy life expectancy
- Mental wellbeing
- Healthy weight
- Health risk behaviours
- Physical activity
- Journeys by active travel
- Quality of care experience
- Work related ill health
- Premature mortality

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production
- SDG 3: Good health and wellbeing

National Outcome: Fair Work & Business



National Indicators

- The number of businesses
- High growth businesses
- Innovative businesses
- Economic participation
- Employees on the living wage
- Pay gap
- Contractually secure work
- Employee voice
- Gender balance in organisations

Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production

National Performance Framework

Our Purpose, Values and National Outcomes



National Outcome: Education



National Indicators

- Educational attainment
- Confidence of children and young people
- Resilience of children and young people
- Work place learning
- Engagement in extra-curricular activities
- Young people's participation
- Skill profile of the population
- Skill shortage vacancies
- Skills under-utilisation

Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 10: Reduced inequalities
- SDG 1: No poverty
- SDG 2: Zero hunger
- SDG 3: Good health and wellbeing

National Outcome: Children

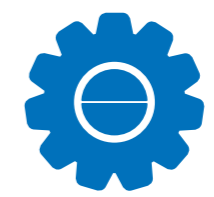


National Indicators

- Child social and physical development
- Child wellbeing and happiness
- Children's voices
- Healthy start
- Quality of children's services
- Children have positive relationships
- Children's material deprivation

Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 10: Reduced inequalities
- SDG 1: No poverty
- SDG 2: Zero hunger
- SDG 6: Clean water and sanitation
- SDG 3: Good health and wellbeing



National Performance Framework

nationalperformance.gov.scot

National Outcome: Economy



National Indicators

- Productivity
- International exporting
- Economic growth
- Carbon footprint
- Natural Capital
- Greenhouse gas emissions
- Access to superfast broadband
- Spend on research and development
- Income inequalities
- Entrepreneurial activity

Sustainable Development Goals

- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production

National Outcome: International



National Indicators

- A positive experience for people coming to Scotland
- Scotland's reputation
- Scotland's population
- Trust in public organisations
- International networks
- Contribution of development support to other nations

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced inequalities
- SDG 16: Peace, justice and strong institutions
- SDG 17: Partnerships for the goals

National Outcome: Poverty



National Indicators

- Relative poverty after housing costs
- Wealth inequalities
- Cost of living
- Unmanageable debt
- Persistent poverty
- Satisfaction with housing
- Food insecurity

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 10: Reduced inequalities
- SDG 12: Responsible consumption and production
- SDG 1: No poverty
- SDG 2: Zero hunger

National Outcome: Communities



National Indicators

- Perceptions of local area
- Loneliness
- Perceptions of local crime rate
- Community land ownership
- Crime victimisation
- Access to green and blue space
- Places to interact
- Social capital

Sustainable Development Goals

- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 9: Industry, innovation and infrastructure
- SDG 10: Reduced inequalities
- SDG 6: Clean water and sanitation
- SDG 11: Sustainable cities and communities

For further information, please visit:

[**http://nationalperformance.gov.scot**](http://nationalperformance.gov.scot)

CPIB: SCOTTISH LEADERS FORUM

The SLF's Purpose

The Scottish Leaders Forum (SLF) is where Scotland's senior leaders come together to review progress, influence policy and agree individual and collective action in pursuit of Scotland's national purpose and outcomes set out in our **National Performance Framework**.

The SLF promotes the behavioural and leadership action necessary to drive system change, invite challenge and identify how public services can improve performance. In doing so, the SLF actively considers data and evidence and places emphasis on the value of collective leadership, whilst drawing upon the learning and expertise of Leadership Development Programmes across all sectors.

SLF & National Performance Framework (NPF)

The NPF continues to be the SLF's guiding star, reflecting the values and aspirations of the people of Scotland and ensuring outcomes and wellbeing are at the centre of what we do and how we measure ourselves. The recently refreshed Framework, embodies an emphasis not only what people need and aspire to, but also an underlying focus on the core values for our public services and wider society, in particular highlighting kindness, dignity and compassion.

The renewed emphasis on the long-term strategic delivery of the NPF was established at the June 2019 Forum, and has subsequently informed all of the Forum's work, forming the foundation of the recent November SLF Forum (15/11/19).

SLF Action Groups

The Scottish Leaders Forum have agreed a programme of action-orientated activity that both inspires and challenges senior leaders. Central to this are **Action Groups**, which are facilitated by SLF Strategic Leadership Group members, with support from the forum's membership, and beyond.

These Groups will create the space to consider and test new and innovative approaches, driving transformational whole-system change, at pace and scale, within the wider context of our public service reform ambitions. The current Action Groups include:

1. **Public Service Data / Evidence Action Group:** Addresses the need for public services to have a clear sense of the shared ownership of the data and evidence and the potential to use it more effectively. The intention is to present a clear and focused challenge to the SLF around what requires our collective attention.
2. **Accountability and Incentives Action Group:** Explores what ways we can strengthen the accountability of and incentives for leaders to deliver on the NPF outcomes alongside specific, local organisational objectives. This group has the freedom to consider how we might facilitate a transformation in our national accountability, audit, and governance systems to enable a shift away from localised, silo-based priorities.
3. **Child Poverty Action Group:** A key, overarching policy challenge. The Group and the wider Forum recognise that targeted and intensive action to tackle child poverty can act as a springboard to tackling other inequalities too.
4. **Climate Emergency Action Group:** Explores how public services can respond to the challenge as well as exploring the implications of climate change for our public services.
5. **Human Systems and Relational Issues Action Group:** Provides an opportunity to work on aspects of our values, including diversity and improving minority ethnic employment across public services, and complements the forums discussions on leadership resilience, values, and behaviours.

These Action Groups have secured membership (including seeking expertise from out with the forum), agreed terms of reference, and formed the basis of two successful and engaging sessions at the most recent SLF November Forum. We will work to keep the forum and wider stakeholders updated as their work progresses.

Scottish Leaders Forum update

Fraser McKinlay & Jennie Barugh

28 February 2020

 AUDIT SCOTLAND

Aim:

To enable transformational change, across the system, at both pace and scale, in the realisation of the SLF's Focus on the NPF and PSR in line with the principles of the Christie Commission.

1. Embedding the NPF across systems
2. Creating the space to consider, test, and prototype new approaches and thinking
3. Creating a “safe space”, latitude, and time to transform national accountability structures
4. Developing and nurturing authentic relationships across networks of leaders
5. Convening place-based and national events to align and streamline delivery & transformation
6. Embedding a value-based culture shift & re-alignment of human and technical leadership

5 workstreams to provide the SLF with some strategic focus on key national challenges and system-wide improvements.

Workstream	Leads
Tackling Child Poverty	Paul Johnson & Professor Jennifer Davidson
Climate Emergency	Colin Sinclair & Aubrey Fawcett
Data & Evidence	Carol Tannahill & TBC
Accountability & Incentives	Fraser McKinlay & Jennie Barugh
Human Systems and Relational issues	Dave Caesar, & Manira Ahmad

Purpose – Accountability & Incentives Action Group

Leadership behaviours

- To what extent do existing systems of accountability and incentives encourage, or hinder, the kinds of leadership behaviours that are more likely to deliver the NPF?
- How do systems of accountability and incentives need to evolve to encourage the right kinds of leadership behaviours?

Delivery of outcomes and living the NPF values:

- To what extent do existing systems of accountability and incentives encourage, or hinder, a focus on the outcomes and values in the NPF
- How do systems of accountability and incentives need to evolve to encourage a focus on the outcomes and values in the NPF

Action Group - Workstreams

Workstream	Lead
Scottish National Investment Bank	Fraser McKinlay & Jennie Barugh
Public Health Scotland	Fraser McKinlay & Jennie Barugh
Glasgow Based - Chief Executive Improving the Cancer Journey	Annemarie O'Donnell
Glasgow Based - The Private Rented Sector (PRS) Housing & Welfare Team	Annemarie O'Donnell
Parliamentary accountability	Michelle Hegarty & Jennifer Henderson
Child Poverty	Anna Fowlie and Jennifer Henderson
Health & Justice Collaboration	Angiolina Foster & Elinor Mitchell
Integration??	Elinor Mitchell
Climate Emergency	Bridget Campbell

1. What are the links between the NPF & community planning?
2. How might this link with the planned review of community planning / community empowerment act?
3. How could we reflect this in the work of the CPIB?

Prioritising Community Planning – How can the CPIB support improvement?

CPIB Meeting

28th February 2020

1. Purpose

- 1.1. This paper aims to support the CPIB to consider what role it could play in strengthening the emphasis and priority given to Community Planning both locally and nationally.

2. Recommendations

- 2.1. CPIB members are asked to:

- I. Reflect on the key learning from the gathered evidence in relation to the priority CP partners are giving Community Planning and the key tensions affecting progress
- II. Consider the suggestions provided highlighting where improvement is required
- III. Identify and agree actions the CPIB will take to support improvement

3. Background

- 3.1. The Community Empowerment Act 2015 hasn't landed as intended yet. Despite the Community Empowerment Act 2015 placing a duty on listed partners to bring resources and budgets to the table to implement plans for place, evidence indicates that across Scotland there appears to be a fair bit of misunderstanding about what the legislation actually demands of all partners.
- 3.2. Evidence tells us that Councils are still regarded (and to be fair behave) as if it is their lead responsibility. There are local and national partners that do not fully recognise or contribute to Community Planning as a process. This is a key factor in the slow progress observed in joint resourcing at a strategic level, sharing of sensitive information, shifting resource and working alongside communities for a sustained period of time. This is compounded by a lack of effective scrutiny around the contribution of all partners, or at least the statutory partners.
- 3.3. Prioritisation of Community Planning is an area where meaningful change is required if the ambitions for community planning set out in the Community Empowerment Act are to be realised. Drawing on emergent evidence from the CPIB work programme and supplemented by reflections from all CPIB partners, this paper summarises the key themes in relation to the role partners are currently playing within Community Planning, the tensions and barriers limiting progress, and the areas where improvement could be focussed. Links to the full of the evidence gathered from stakeholders, including CPIB members is included in **Appendix 4**.

4. Progress and Current Practice in Community Planning

- 4.1. There are examples of good practice across the country where effective community planning has delivered a range of initiatives to the benefit of communities. Evidence gathered suggests that there continues to be progress in improving Community Planning, but it is still not delivering on the expectations of the Statement of Ambition for Community Planning. Overall the evidence indicates that there remains insufficient prioritisation across Community Planning partners. More detail on progress and current practice can be found in **Appendix 1**.

5. Expectations & Tensions

- 5.1. Fundamental tensions have been identified in the evidence in relation to current expectations for community planning and community planning partners, where further clarity and/or focus to resolve would be helpful to drive the desired change. These are provided in **Appendix 2**.

6. Supporting improvement and prioritisation of Community Planning

- 6.1. The evidence shines a light on areas where considered improvement is necessary to help strengthen the prioritisation of Community Planning locally and nationally and begin to address some of the tensions which exist. Headline improvements are included below, with further examples included in **Appendix 3**.
- 6.2. **Leadership:** Strengthened leadership and advocacy for community planning is needed at a national level to create the conditions which support this way of work. Locally, the priority is the development of a more collaborative leadership approach and culture.
- 6.3. **Community Engagement:** Do once for your Community. Alignment of engagement activity across the LOIP and locality plans and agreement on a shared approach and shared resource to deliver the engagement activity.
- 6.4. **Governance/Decision Making:** Clearer requirements on each statutory agency through their own governance structures and make Community Planning a core part of organisational / service governance and accountability frameworks.
- 6.5. **Joint Resourcing:** Think differently about resource allocation at a national level to facilitate the necessary focus on prevention and early intervention and closer collaboration in budget setting between community planning partners.
- 6.6. **Use of Data/Evidence:** Address data sharing barriers nationally and locally. A common purpose enables data to be properly shared, but we need to 'force' organisations and regulators to get out of the way of this
- 6.7. **Innovation/Improvement:** Harnessing the spirit of collaboration outwith the formal CP governance structure - building a project/programme focus, using small test of change, embedding evaluation, sharing practice and learning from each other.

7. Suggestions for CPIB action

- 7.1. CPIB members are asked to consider the issues and suggestions identified in this paper and discuss what actions they could take to support improvement and prioritise within the CPIB work programme. As a starter for ten, some initial themes offered by CPIB members are included below.
- 7.2. **Using opportunities provided by the Local Governance Review and Review of Community Planning.** Are there constructive proposals we could feed into the Local Governance Review or Review of Community Planning to address existing system constraints/tensions?
- 7.3. **CPP progress reports against a few areas of national and strategic importance.** 3 years on from the introduction of the requirement for CPPs to produce a LOIP, and as many CPPs are reviewing their LOIPs and rolling forward the next 3 year business/operating plan for all concerned, is there an opportunity for Scottish Government to ask CPPs to report back on progress on a few areas of national and strategic importance? For example, CPPs could produce a self-evaluation report to

government on 1) delivery of inclusive growth in their areas since LOPIS were submitted and (2) to route the statutory duty for annual reports on child poverty through the CPPs. A letter from the Minister to CP chairs would help. It may be helpful to reference this in our response to the Cabinet Secretary around the Review of Community Planning.

- 7.4. **Promoting CPP's as the vehicle for local conversations on climate change and statutory carbon reduction plans as we head for COP26.** The National Conversation on climate change would be hugely enriched by asking CPP chairs to lead a local version of this, then bringing them all together in a combined event with the First Ministers national group. A key benefit is that participative democracy is well developed across CPPs already and this would provide a spur to partnerships.
- 7.5. **Using learning from Best Value Assurance Audits to understand strengths and weaknesses of Community Planning.** Could the CPIB ask Audit Scotland to do a summary paper based on the 20 or so BV Assurance Audits that they've done so far looking at key strengths and weaknesses of Community Planning across Scotland?
- 7.6. **Reviewing the role and contribution of NHS/IJB Partners in Community Planning.** Could the CPIB ask the Cabinet Secretary for Health to write to all NHS Chief Executives and IJB COs asking them to review their participation in CPPs to make sure that it is effective, and to provide her with an assurance that it is so?
- 7.7. **Using the Scottish Leaders Forum as opportunity to inform national improvement in CP.** Is there an opportunity to reframe the Scottish Leaders Forum as a standing conference on Community Planning and reenergise the membership and agenda accordingly? This would provide a focal point for improvement nationally and support the role of location directors in SG.
- 7.8. **Multi-Agency Learning sets to strengthen leadership networks and support cross-sector learning.** This could build on the approach developed 8 years ago with the delivery of two positive 'testers' and given the massive turnaround in public service leaders since this, it would be a timely opportunity to revisit this approach.
- 7.9. **Roll out the Collective Leadership model across Community Planning.** Is there a role the CPIB could play in supporting the model developed by Collective Leadership (formerly Workforce Scotland), which focuses on developing collaborative leadership capacities through working on real challenges alongside local partners?
- 7.10. **Develop a consistent understanding of CP across all partners.** Would there be value in developing consistent induction to Community Planning across all partner organisations to help a consistent understanding across all partner staff?
- 7.11. **Targeting of improvement support for community planning partnerships.** National improvement agencies including Improvement Service & Public Health Scotland could work together, and with other agencies/networks such as Community Planning Managers Network to target improvement support in the following areas:
 - Improve monitoring and evaluation of the delivery of LOIPs
 - Support the development of evidence informed and needs led innovative approaches.
 - Support the evaluation of new and innovative approaches
 - Capture and share good practice across CPPs
 - Convene and facilitate peer learning and support through clusters of CPPs.

Appendix 1 – Key Learning: Overview of Progress and Current Practice in Community Planning

- There continues to be progress in improving Community Planning, but it is still not delivering on the expectations of the Statement of Ambition for Community Planning.
- There is widespread support and commitment to the concept of Community Planning amongst partners as an important vehicle for co-ordinating multi-agency work in areas of shared interest and a useful means of engaging jointly with communities to improve outcomes at local level.
- There are examples of good practice across the country where effective community planning has delivered a range of initiatives to the benefit of communities.
- As a ‘way of working’ and beneath the formality of CPP governance, collaborative working with and across public sector partners is embraced and there are increasingly strong examples of how partners are working together in a shared endeavour to improve Places, whether in relation to social, environmental, or economic terms. This is where success lies.
- Councils are continuing to play the lead role in “owning” Community Planning in administrative terms and in leading and driving strategic assessment and development of the LOIP. ‘Buy-in’ and leadership from other partners remains variable.
- Wider Public Sector reform including Public health Reform and regionalisation offer opportunities to re-emphasise and strengthen the role of CP. The common focus on Place can provide the means with which we view and assess real progress (whether it is in relation to, say, child poverty or inclusive growth) and how public agencies are contributing to this locally.
- Community engagement & participation tends to be LA led or issue and agency specific. CPPs could make more use of TSIs to connect effectively with members from communities of geography and interest
- There are difficulties establishing robust governance & accountability arrangements through which partners can and do truly hold each other to account for their performance
- There is slow progress in joint resourcing at a strategic level with commitment to the LOIP not yet clearly reflected in all partner resource allocation processes or decisions.
- 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.
- There is a lack of alignment between performance management and measurement systems of national agencies and those set out in the LOIP
- Difficulties in integrating corporate and single-agency delivery and planning models with locality/community-based planning arrangements. While some partners report progress in aligning their own local delivery plans and organisational strategic objectives around LOIP outcomes, this is not consistently the case for all partners.
- There is progress in the collaborative use of evidence to inform local strategic assessments and target improvement activity. However, there is variable willingness across partners to address remaining technical and ‘legal’ barriers around the sharing of sensitive information. There is a current lack of collaboration in terms of evaluating the effectiveness of partnership working and the impact of CPP.
- Not all partners ensure individuals involved in the partnership are sufficiently empowered and influential to significantly advance the key issues. Autonomy to make decisions at a CPP level for national organisations can be challenging and are often required to be reviewed prior to decision making.

Agenda Item 7

- Patchy progress being made by CP partners in translating strategic improvement commitments into practical programmes of change with agreed actions, allocated resources and clear measures of success.

Appendix 2 – Key Learning: Tensions and Expectations in Community Planning

1. **Resourcing tension** creates pressure on resources across partners which has made it difficult to get traction in contribution of resources to improve local outcomes/innovate unless they tie directly to national priority intentions of partners. Local flexibility of national partners limited.
2. **National (top down) v Local (bottom up) tension** - there are tensions between the 'top down' national direction (national objectives and political pressures) and 'community up' aspirations around community planning set out in the LOIP, particularly given the financial challenges.
3. **Scottish Government is not doing enough to impress on all partners what community planning means and that they need to get involved.** There are questions over the level of commitment that Scottish Ministers now have to community planning alongside other more visible policy priorities such as education attainment.
4. **The extent to which partners see community planning as a way to help them fulfil their own objectives is limited-** including to improve outcomes and reduce inequalities on outcomes that they are expected to support, and to manage future cost pressures on their services
5. **Capacity of (national) Partner agencies to commit resources/time** to local partnership working is a challenge. Individual partner appetite/contribution is more on the basis of what priorities current work allows. The complexity of local CP structures and plans can create unclear/unrealistic expectations on CP partners.
6. **Regional v local tension:** For some CP Partners a more natural engagement is at Regional level (say around Inclusive Economic Growth) which can challenge an effective or meaningful local input to CPP.
7. **Lack of statutory authority**– the fact the *partnership* has no statutory authority is a main barrier in ensuring all statutory partners are jointly accountable for the development/delivery of the LOIP, with local scrutiny/challenge/governance arrangements not effectively able to overcome this. A key question is around how non-council partners should be held to account for their contribution to CP.
8. **Decisive shift to prevention has proved challenging for CPP.** The strategic rationale for doing so remains challenged by resource constraint and the pressures of current demand.
9. **Land/asset/procurement tension:** planning for Place and the desire to have a co-ordinated and collaborative approach to redesigning local infrastructure is compromised by the various accountability/accounting/decision making routes of partner agencies
10. **Lack of alignment across performance management and measurement of national agencies and those set out in LOIPs** affects the variable commitment locally (national agency drivers have precedence) although the NPF is providing a coalescing force.
11. **The expectations and authority that partners place on themselves.** Partners often feel they are solely responsible for their areas of work and in some cases, arguably like the clarity a dependency on them creates
12. **Measurement of impact from CP** is challenging due to the long-term nature and complexities around attribution

Appendix 3 – Key Learning: Improvement Areas to Strengthen Prioritisation in Community Planning

Leadership

- Strengthened leadership and advocacy for community planning at a national level, to create the conditions which support this way of work, e.g. changing how national policy is developed and resourced, support to bring statutory partners to the local table and holding them to account for this, streamlining of reporting, etc. The CPIB, alongside the Public Health Reform Whole System Collaborative, has an important role in advocating for this.
- Reinforcement from governance structures nationally of the duty on all statutory partners to deliver community planning
- A greater focus by partners on why partnership working is so important for their own organisation's objectives: both short-term results and (even more so) longer-term positive shifts in outcomes and sustainable services
- Ensure local leaders have the authority and confidence to make the system work for local conditions.
- Development of political 'honesty' and a narrative that acknowledges the limitations of partnership working; it can't cure everything; there are fundamental economic and societal issues that limit the impacts of even the best public services.
- Recognition that outcome improvements being sought are generational and less emphasis on results over 1/3/5 years.
- A more collaborative leadership approach which requires further collective leadership development.
- Clarity of vision and ambition and agreeing the change partners want to see. Build leadership on clear common purpose and ambition and strong relationships among partners and/or with communities/Third Sector
- Development of stronger links with wider regional and economic planning structures. Do more at a city region and islands level and develop more thematic working at CPP level around an agenda that makes sense to national agencies core remits - e.g. 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.
- Build transparency and trust with fellow local leaders and drive appropriate values and behaviours throughout their own organisations, including NPF values of kindness, dignity and respect
- Joint training/ development of leaders, managers and professionals e.g. clinicians to help break barriers down by building relationships etc for a common purpose
- Clarify and review expectations and duties on partners as set out in the Act to create a system to support community planning to be effective, regardless of relationships:
 - A shared responsibility and accountability for the 'process' and administration of CP
 - Continuity of representation/authority from partners to make a local contribution
 - Clear resource commitment aligning around agreed priorities from leaders/partners.
 - Clear alignment of all single agency plans, budgets and performance reporting to the LOIP for each area
 - Strategic planning of current and future community needs based on the widest range of evidence available from across CPP partners

Community Engagement

- Alignment of engagement activity across the LOIP and locality plans - do once for your community – and agreement on a shared approach and shared resource to deliver the engagement activity
- A recognition of the expertise in different agencies and a sharing of this capacity across the partnership. Harnessing all existing customer voice evidence from partners to inform the widest CPP priorities
- Honesty in how well approaches to community engagement are embracing the most vulnerable people, households and communities and recognition of self-sufficiency in other communities.

Governance/Decision Making

- Clearer requirements on each statutory agency through their own governance structures. Make CP a core part of organisational / service governance and accountability frameworks - translate statutory CP duty into practical things they will do/ account for. A clearer articulation of the requirement to attend, actively participate and accept responsibility in the CP space – with local representatives empowered to act. Expectation that LOIP priorities are reflected in organisations’ own priorities as intrinsic to how they fulfil their own functions to improve outcomes, not as an add-on.
- Review key organisational systems and processes - alignment in design should be a shared principle e.g. NHS funding cycle differs from almost everyone else so aligning budget cycles to do things jointly is just hard this is true in so many other ways as systems operate are designed for individual organisations not partnerships
- Better alignment of divisions and directorates in Scottish government regarding alignment of governance and streamlining of plans, strategies and priorities
- Restructuring of local CP governance structures to ensure action orientated conversations at all levels, and promote collaboration, inclusion and debate. Boards should be involved in setting the direction of travel rather than just endorsing it.
- Outcomes with thematic overlap increases the burden on those with a stake in both. CPPs should review the interactions of strategies and the unique contributions that they bring about.
- Focus on governance and decision-making as part of a culture and feature of strong relationships, not simply something achieved through formal structures and processes.
- Accountability to communities – including how that contributes to two-way flow of communication.

Joint Resourcing

- A clearer expectation that resources and budgets of Partners are brought to the table to implement the LOIP. A clear expectation from Scottish Government (articulated by valuing agency contribution/measuring it). Recognise the links between Joint resourcing and stronger leadership
- Progress in Joint Resourcing 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. E.g. ring-fenced joint budget
- 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.
- Harness national learning from across CPPs who may be discussing the same issues and trying to find the same solutions. The people and issues discussed do not stay in their local authorities, they move about the area and national learning from conversations around a sharing of resources, finance and ideas could allow more focus on key areas and greater impact for communities.
- Revise Public Sector Finance Manual and guidance, currently used as a barrier to share resources/ budgets.
- Exploration of the art of the possible in relation to delivering services differently and refocussing the use of existing resources, maximising impact. There are huge savings to be made in efficiency costs
- Investing additional resource where needed, with partners understanding the benefits for itself of investing in CPP activity / costs to it of not doing so and are committed to prevention and early intervention for its own services
- Showcase examples of fundamental action to focus allocation of resources around needs of communities (including placing more at the hands of communities themselves where relevant), underpinned by culture of

kindness and respect (e.g. Wigan Deal in England; emerging Scottish examples such as Perth and Kinross Offer; East Lothian Charter).

- See the template adopted in Aberdeen City with Outcome Improvement Groups incorporating a range of Partners members, which are tasked with delivery of the projects at operational level that will deliver on the Stretch Outcomes / Priorities of the LOIP. This joint working and resourcing of projects is proving to be effective. There is a strong governance model in place that oversees the ongoing development and delivery of this work
- Ensure services provide support that meet users' whole needs and avoid users falling through gaps (e.g. Zoe's story as told at November Scottish Leaders' Forum).

Use of Data/Evidence

- Clear understanding of differences CPP wants to make and how it will know, including a better understanding of exactly what data and evidence partners need, where there are gaps in their use of data/evidence, and where national support needed.
- Strategic planning of current and future community needs based on the widest range of evidence available from across CP partners. Go beyond the national datasets by drawing on evidence and intelligence from across local CP partners, including the third sector, and including feedback from communities.
- Address data sharing barriers - a common purpose enables data to be properly shared, but we need to 'force' organisations and regulators to get out of the way of this. Provide guidance for public bodies on the sharing of information and creation of a single data set. In Aberdeen City the development of a data Observatory for access and use by all CPP partners is nearing fruition and is a positive example
- Support to interpret evidence and intelligence for the local CP context, to identify and support implementation of actions (the 'so what' and 'what next'), to improve the delivery/reach and impact of existing services, to identify things to scale back or stop and to identify, develop and test new actions, to develop a robust approach to evaluation and contributing to evidence base of what works
- Availability of, and ability to use, proxy measures that can give confidence that partners are on track to meet medium-long term outcome improvement targets.
- Real time access to data and information will inform the CPPs on what work is delivering positively and that which is not, allowing for early evidence of tests of change and the opportunity to upscale, as well as earlier intervention to address and support activity that is not resulting in the progress aimed and expected
- All partners should invest in data as a corporate asset and have tighter governance over the information recorded in future to ensure we have confidence in our data

Innovation/Improvement

- Develop a commitment to continuous improvement and learning as a culture and feature of strong relationships, rather than as a formal process
- Harnessing the spirit of collaboration outwith the formal CP governance structure and building a project/programme focus. The practical use of 'Small Tests of Change' have been beneficial and allow for CPP partners to commit their limited resources effectively to a particular project, allow for evaluation and when successful with benefits identified can be upscaled across the wider CPP or particular Localities as appropriate
- Get serious on prevention - need better evaluation methods; need the political barriers to be lifted (stop protecting the status quo because they are scared of the public reactions to change)
- Encourage partners to showcase what they're proud of or excited by, even if too early for benefits to arise and/or work is subject to risk
- Encourage partners to learn from experience of others, to create opportunities to jointly explore and develop innovative approaches to delivering LOIPs, test out new ideas/ways of working and share learning and best practice

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- Encourage partners to mainstream pilots / tests of change (including those developed with bodies such as Tom Hunter Foundation, Carnegie UK Trust) and promote the evaluation of new and innovative approaches
- Ensure the ongoing improvement of the reach, delivery and impact of the activities in the LOIP is underpinned by meaningful monitoring, evaluation and community insights and engagement.

Appendix 4 – Full detail of emergent evidence from CPIB workstreams, CPIB member reflections & Audit Scotland observations from audit work

1 Learning from CPIB Workstreams on Prioritisation of Community Planning



1 - Learning from
CPIB Workstreams o

2. CPIB Member reflections on the role their organisation plays in CP, the key tensions and suggestions where improvement is required



2 - CPIB Member
reflections on the rc

3. Audit Scotland observations from audit work on community planning



3 - Audit Scotland
observations from a

4. Further detailed evidence collated by theme



4 - Further detailed
evidence collated by