**Community Planning Improvement Board**

**STRATEGIC PLAN 2022-2024**

**Updated July 2022**

1. **Background**
   1. In 2018, the CPIB set out its purpose to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland. In recent years, the focus for the CPIB has been on gathering and sharing evidence on what is working well and where the key barriers are for Community Planning. The CPIB has accumulated a significant bank of valuable evidence through this work, as set out in the [***Community Planning: Progress & Potential paper***](https://www.improvementservice.org.uk/__data/assets/word_doc/0028/28738/CPIB-Community-Planning-Progress-Report.docx).
   2. In 2021, the CPIB undertook a refresh of their purpose and strategic plan to help position the CPIB to build on the progress achieved to date, and to respond effectively to the opportunities and challenges facing Community Planning as a result of COVID-19. This included a series of ‘deep dives’ on recovery priorities impacting on all CP partnerships and CP partners.
   3. A review point was introduced after 12 months, given the ongoing uncertainty in relation to the COVID situation. In February 2022, CPIB members reviewed and refocussed the current strategic plan to ensure the CPIB is positioned to effectively support Community Planning to contribute to local recovery priorities and to align with and support delivery of the national Covid Recovery Strategy (CRS).
2. **CPIB Purpose**
   1. The CPIB aims to work with community planning partners to:

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

1. **Strategic Plan February 2022**
   1. In delivery of this refreshed purpose, a revised strategic work plan has been developed for the next 2-year period (Appendix 1). The provisional programme outlined for year 2 will be influenced by progress being made nationally with the delivery of the CRS and incorporates an opportunity to take stock and refocus in 12 months’ time. This plan reflects strengthened focus on the following three areas:

Covid Recovery Strategy

* 1. The CPIB strategy will ensure alignment with the national [Covid Recovery Strategy: for a fairer future](https://www.gov.scot/publications/covid-recovery-strategy-fairer-future/) (CRS) and will prioritise areas which will help Community Planning support recovery and renewal efforts.
  2. Recovery will necessitate a national endeavour and will require Scottish Government to continue and strengthen the partnership with the wider public sector, the Third Sector, businesses and communities to deliver on the ambition of the strategy. Community Planning and the close local partnership working it embodies provides an established vehicle to support this and is ideally placed to underpin recovery and renewal efforts across Scotland. It is important that the CPIB evolves to reflect on, and support Community Planning to address the challenges, risks and opportunities arising from this.
  3. The CPIB will undertake a series of ‘deep dives’ focussing on the three priorities outlined in the CRS:
  + Financial security for low income households
  + Wellbeing of Children and Young People
  + Good, green jobs and fair work
  1. These ‘deep dives’ will focus on how partners will work differently (or are already doing so) in order to achieve improved outcomes. This will help the CPIB work through how to assist stronger impact through community planning in live settings and ensure Community Planning plays a vital role in supporting delivery of the national CRS. This will support work currently being undertaken across partnerships as they consider how they align and refocus priorities and targets in LOIPs and locality plans to play into longer term recovery efforts. The CPIB will play a pivotal role in ensuring the CRS Programme Board is able to draw from this to learn about good practice, what is working well, and what are the barriers to implementation.

Highlighting good practice and identifying key barriers

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

Strengthening the influencing role of the CPIB

* 1. To help drive the required improvement in Community Planning, the CPIB will strengthen its focus on how it can use emerging evidence to influence policy and practice at both local and national levels.
  2. With senior level commitment from all key Community Planning partners and membership on the Covid Recovery Strategy Programme Board, the CPIB will provide an important role in connecting with local systems and supporting the empowerment of partners to work across organisational boundaries to deliver on local priorities in recovery. This will be critical in supporting efforts to avoid duplication and promote connections between key agendas and structures.
  3. CPIB members will challenge themselves as national organisations in relation to what can be achieved together and will consider the role they play as strategic leaders within their own sectors to provide challenge into the system. In terms of practical application, CPIB members will consider how they can maximise and improve their contribution within local Community Planning partnerships, including greater focus on co-design and sharing resources.
  4. The CPIB will draw on support from the Improvement Service and Public Health Scotland, including the PHS Localised Working offer to support our evidence-based understanding of good practice, and to support partners and partnerships in efforts to apply and build on system learning which emerges from this.
  5. Collectively, the CPIB will strengthen its focus on how it raises the profile and promotion of the work of Community Planning, both within local partnerships, and nationally. Key to this is the advocacy role the CPIB will provide in feeding into and advising Scottish Government on the role of Community Planning in COVID-19 recovery. This will focus on increasing the visibility of local approaches, successes and barriers with national Government.

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

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

* Barriers that are stopping us getting to person led services
* Governance and planning structures that could be streamlined
* Areas where better data sharing is needed
* Those partners who have a key role to play
* Good practice examples of innovative/effective progress (including those emerging from COVID)
  + 1. Short Life Working Groups

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

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

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

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

