



Strengthened leadership and influence at local Community Planning Partnership level

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.

<p>Leadership & Brokerage</p>	<ul style="list-style-type: none"> • We will use the leadership role of the CPIB to strengthen leadership arrangements within local CPPs. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge, clarify expectations and promote ownership to help create the leadership conditions necessary for partnership working. • We will provide a strategic brokerage role in shaping, backing and targeting existing leadership programmes or resources (see Appendix 1 for additional details), and in evidencing if some are having more influence in supporting CPPs to address leadership challenges.
<p>Improvement Support</p>	<ul style="list-style-type: none"> • We will support tests of change to help CPPs address leadership challenges through tailored practical support and capacity building. • We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to address issues identified around leadership and culture (with a particular focus on evidencing impact and joint resourcing).
<p>Evidencing what is working well</p>	<ul style="list-style-type: none"> • We will gather and share evidence of good leadership practice within community planning from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels • We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to leadership, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels • We will provide evaluation support, skills and capacity development to Community Planning Partnerships to help them undertake local evaluations



Community participation, particularly for the most vulnerable of communities

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.

<p>Leadership & Brokerage</p>	<ul style="list-style-type: none"> • We will use the leadership role of the CPIB to promote the development of effective approaches to empowerment and participation, particularly for the most vulnerable communities. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge, clarify expectations and promote ownership to help create the conditions necessary for meaningful community empowerment. • We will provide a strategic brokerage role in shaping, backing and targeting existing Community Empowerment resources, and in evidencing if some are having more influence (see Appendix 1 for additional details)
<p>Improvement Support</p>	<ul style="list-style-type: none"> • We will support tests of change to help CPPs address challenges in facilitating meaningful Community Empowerment through tailored practical support and capacity building. • We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to support partnerships to develop approaches to effective empowerment and participation.
<p>Evidencing what is working well</p>	<ul style="list-style-type: none"> • We will gather and share evidence of good practice in relation to Community Empowerment from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels • We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to facilitating meaningful Community Empowerment, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels



Effective decision making and good governance

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.

<p>Leadership & Brokerage</p>	<ul style="list-style-type: none"> • We will use the leadership role of the CPIB to promote appropriate governance arrangements that will allow the CPP to drive the local design of services to improve outcomes for local communities. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge, clarify expectations and promote good practice to help create the conditions necessary for effective decision making and good governance at CP level. • We will provide a strategic brokerage role in shaping, backing and targeting existing governance resources, and in evidencing if some are having more influence (see Appendix 1 for additional details)
<p>Improvement Support</p>	<ul style="list-style-type: none"> • We will support tests of change to help CPPs address challenges in relation to governance and decision making through tailored practical support and capacity building. • We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to support partnerships to address issues around governance, scrutiny and decision making, particularly around how this involves communities.
<p>Evidencing what is working well</p>	<ul style="list-style-type: none"> • We will gather and share evidence of good practice in governance arrangements from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels • We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to governance arrangements, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels



Innovative approaches to joint planning, service design and resourcing

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.

Leadership & Brokerage	<ul style="list-style-type: none">• We will use the leadership role of the CPIB to promote innovative approaches to joint planning, service design and resourcing. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge, clarify expectations and promote good practice to help create the leadership conditions necessary for joint planning, service design and resourcing at CP level.
Improvement Support	<ul style="list-style-type: none">• We will support tests of change to help CPPs address challenges in relation to joint planning, service design and resourcing through tailored practical support and capacity building.• We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to support partnerships to address issues around joint planning, service design and resourcing.
Evidencing what is working well	<ul style="list-style-type: none">• We will gather and share evidence of good practice in joint planning, service design and resourcing from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels• We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to joint planning, service design and resourcing, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels



Availability and use of high-quality local data and insights to support decision making

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.

<p>Leadership & Brokerage</p>	<ul style="list-style-type: none"> • We will use the leadership role of the CPIB to improve the availability and use of high-quality local data and insights for decision making within CP. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge and clarify expectations in relation to the use and sharing of data. They will also make links between policy developments, streamline existing resources, identify gaps and broker changes, and promote good practice. • We will play a strategic brokerage role in shaping/backing and targeting existing resources, and in evidencing if some are having more influence (see Appendix 1 for additional details).
<p>Improvement Support</p>	<ul style="list-style-type: none"> • We will develop an approach to analytical capacity building across the public sector and deliver support to CP partnerships • We will support tests of change to help CPP’s address challenges in accessing, sharing and using data in decision making through tailored practical support and capacity building. • We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to address issues identified around effective use of data and business intelligence.
<p>Evidence</p>	<ul style="list-style-type: none"> • We will gather and share evidence of good practice from CPPs/CP partners in relation to the use and sharing of data/insights in decision making to influence policy, practice and reform of public services at local and national levels. • We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to accessing, sharing and using data/insights, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels.



Supporting innovation, improvement and sharing best practice

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.

<p>Leadership & Brokerage</p>	<ul style="list-style-type: none"> • We will use the leadership role of the CPIB to support innovation, improvement, and sharing of good practice within CP. The CPIB/CPIB members will play an influencing role with national and local stakeholders to provide challenge, clarify expectations and promote good practice to help build the conditions necessary for innovation and improvement. • We will play a strategic brokerage role in shaping, backing and targeting existing resources in relation to innovation, and in evidencing if some are having more influence (see Appendix 1 for additional details).
<p>Improvement Support</p>	<ul style="list-style-type: none"> • We will continue to develop the Community Planning in Scotland website to share details of all resources and support available to CPPs and health and social care partnerships, and to develop an approach to capture support requests from CPP's. We will develop a proportionate approach to monitoring the usage and impact of this resource, and the quality and impact of the support provided by improvement agencies and other partners via the portal. • We will develop a wider programme of support in collaboration with the national Community Planning Managers Network building on the findings of the 2018 LOIP stocktake to support innovation and improvement • We will identify areas where support is not currently available to CPPs and develop and resource collaborative locally tailored solutions
<p>Evidence</p>	<ul style="list-style-type: none"> • We will gather and share evidence of good practice in relation to innovation/improvement from CPPs/CP partners to influence policy, practice and reform of public services at local and national levels • We will gather and share evidence from CPPs/CP partners on the barriers which exist in relation to innovation/improvement, identify how these might be overcome and what support is needed to influence policy, practice and reform of public services at local and national levels • We will use the Community Planning Khub Network to showcase how CPPs are working, approaches they are taking and progress they are making through case studies and evidence collated under workplan items

Appendix 1 – Existing resources available on the Community Planning in Scotland Portal

1. Strengthened leadership and influence at local CP Partnership level

CPP Board Member Guidance - <http://www.improvementservice.org.uk/cpp-board-member-guidance.html> - This series of notebooks provides information, guidance and support to CPP Board members.

Dialogue Community of Practice - <https://workforcotland.com/workstream/dialogue/> Aims to support the transformation of public services by using dialogue methods to enhance the quality of relationships through conversations.

Leadership Checklist - http://www.improvementservice.org.uk/documents/community_planning/cpp-leadership-checklist-may2016.pdf The Leadership Checklist provides an opportunity for the CPP Board to consider its strengths and areas for improvement in relation to the leadership of the CPP. It also gives individual Community Planning partners the opportunity to consider their own leadership approach and to identify personal improvement actions.

Leadership Exchanges - <https://workforcotland.com/workstream/leadership-exchange/> This programme pairs up leaders across sectors to provide insight into different cultures, constraints and opportunities within the public sector.

Scottish Coaching Collaborative - <https://workforcotland.com/workstream/scc/> The Scottish Coaching Collaborative provides a wide-reaching and cost-effective coaching service that enables in-house trained coaches to work within other organisations through flexible time-banking.

Pioneering Collaborative Leadership - <https://workforcotland.com/workstream/ecl/> The Pioneer offer is to provide leadership development, in real time, to groups of leaders from across public service partners who are seeking to collaborate in order to tackle a real, complex, systemic (wicked) issue.

Kinharvie Institute - <http://www.kinharvie.org.uk> The Institute can help the organisation's Board grow and develop. It provides coaching for leaders seeking a confidential and thought-provoking space where they can gain a fresh perspective and enhance their ability to respond effectively to any of the challenges met as a leader

2. Community participation, particularly hard to reach groups, vulnerable and communities of interest

ACE Guide to Achieving Community Empowerment <http://www.scdc.org.uk/what/achieving-community-empowerment/guide/> This resource is intended to help community groups and organisations become more confident, better organised and more effective in achieving their aims. It guides community groups, and those who work with them, through a critical review of their roles, relationships and ambitions so that they can be as effective as possible in achieving their aims and improving their communities. This guide will be helpful for community workers and others who want to encourage stronger and more active communities.

Building Stronger Communities - A practical assessment and planning tool for community capacity building in Scotland <http://www.scdc.org.uk/what/building-stronger-communities/> This resource is targeted at practitioners and planners working within a range of sectors to help make Scotland's communities better places to live. It sets out a common framework to help partners at strategic, practitioner and community levels to adopt a strategic participatory approach to building community capacity.

Communities Channel Scotland <http://www.communityscot.org.uk/> This resource aims to provide support to local groups and organisations so that they can contribute to a socially and economically sustainable Scotland. It highlights resources that will be of interest to community groups, facilitates the exchange of good practice and

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provides regular news stories on any developments affecting community groups.

Community-Led Action Research <http://www.scdc.org.uk/what/community-led-action-research/> SCDC provides support on Community-Led Action Research, which involves a community defining and carrying out research to gather evidence and make recommendations for change. Action research is about using research tools and methods appropriate to engaging with the community concerned, for example, drawings, photography, video diaries, drop-in sessions and story dialogue, which can be used instead of or alongside more traditional methods such as surveys.

Community Participation Action Learning Report

http://www.improvementservice.org.uk/documents/community_planning/Comm-Participation-Action-Learning-Report.pdf This paper provides a summary of the emerging themes from the community participation action learning process which took place between February and May 2018. The aim of the action learning process was to enable Community Planning Partnerships (CPPs) across Scotland to share experiences in relation to the meaningful engagement and participation of communities in community planning processes, develop learning, take actions to improve practice and reflect collectively on opportunities and challenges in the current context.

The National Standards for Community Engagement <http://www.voicescotland.org.uk/> The National Standards for Community Engagement are good-practice principles designed to support and inform the process of community engagement, and improve what happens as a result. They were originally launched in 2005, and reviewed in 2015/16. They have been widely accepted by a range of practitioners as key principles for effective practice.

Participation Toolkits www.scottishhealthcouncil.org/toolkit.aspx; e-Participation Toolkit:

www.scottishhealthcouncil.org/patient_public_participation/e-participation/e-participation_toolkit.aspx;

Evaluation Toolkit: www.scottishhealthcouncil.org/evaluation.aspx The main Participation Toolkit supports health and social care staff to involve patients, service users, carers and members of the public more effectively in their own care and in the design and delivery of local services. The e-Participation Toolkit describes how online technology (including social networks, online forums and blogs) can be used for two-way dialogue with patients, carers and communities – complementing rather than replacing more traditional methods of engaging. The Evaluation Toolkit is a guide to assessing public involvement and participation in health and social care. It discusses how practitioners can evaluate how participation project has been undertaken (process) and the results of that activity (outcomes).

PB Network Scotland <https://pbnetwork.org.uk/category/geographic/scotland/> The PB Network is the independent body advocating for learning and innovation in Participatory Budgeting. The PB Network puts on learning events, publishes policy related papers and stimulates debate on where Participatory Budgeting (PB) might go next. It is a UK wide Network which has a dedicated section on its website for PB in Scotland.

Scottish Co-Production Network <http://www.coproductionscotland.org.uk/> The Scottish Co-production Network is free and open to anyone who is interested in co-production in Scotland. As a member of the network, you will be invited to learning events, network meetings and be able to take part in discussions and information sharing on the website. In order to ensure the network is effective in developing practice around co-production in Scotland, members are encouraged to contribute to the network by sharing their learning and experience through the online discussions, attending meetings and sharing useful information and case studies.

Scottish Community Councils website <http://www.communitycouncils.scot> This site supports and promotes Scottish community councils through advice and resources, and real success stories of the impact that they can have on their community. This website is for anyone interested in community councils as well as both new and experienced community councillors. The site has up to date information on news, events, guidance, and grants that are related to community councils as well as advice on how to be a community councillor.

Social Impact Pledge <http://www.communityscot.org.uk/social-impact-pledge/> This is a Scottish Government Initiative, aimed at increasing the social impact of public service organisations across Scotland. The Social Impact Pledge asks public service organisations to commit to increasing their social impact by making a public commitment to changing three aspects of their current operations or policies.

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Kinharvie Institute <http://www.kinharvie.org.uk> The Institute provides bespoke solutions to support organisations engage and empower communities. This includes facilitated, participative community meetings for 5-500 people to share information, consult communities and/or make group decisions. They also provide process design support to help community workers seeking to facilitate genuinely participative and meaningful meetings which engage communities in the decisions which affect their lives.

3. Effective decision making and good governance

Partnership Checklist - <http://www.improvementservice.org.uk/self-assessment-in-community-planning-partnerships.html> Two partnership checklists have been developed to support CPPs to critically review their 'fitness for purpose' in achieving shared outcomes.

CPP Board Member Guidance - <http://www.improvementservice.org.uk/cpp-board-member-guidance.html> - This series of notebooks provides information, guidance and support to CPP Board members.

Good Practice Principles for Performance Management in Community Planning - <http://www.cpsupport.scot/index.html> These principles include guidelines for partners, partnerships and for national policy makers in relation to performance management arrangements within Community Planning

4. Innovative approaches to joint planning, service design and resourcing

No resources currently focus on joint planning, joint service design or joint resourcing

5. Availability and use of high-quality local data and insights to support decision making

Community Planning Outcomes Profile <http://www.improvementservice.org.uk/community-planning-outcomes-profile.html> The Community Planning Outcomes Profile aims to provide better and more consistent data to CPP boards to support them in the assessment, interpretation, understanding and prioritisation within communities. It shows the overall pattern of outcomes in each CPP area against a core set of outcome areas, and highlights which communities are faring well below average for your area and for similar communities across Scotland

Data Intelligence <https://nhs.uk/services/data-intelligence/> NHS National Services Scotland provide support in relation to compiling and using the potential of Scotland's national health and care datasets. This includes supporting decision makers with information, intelligence and tools to assist in planning and managing local health and care services.

Local Intelligence Support Team (LIST) <http://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Local-Intelligence-Support-Team/> The Local Intelligence Support team (LIST) are working alongside local partners to offer wider access to analytical and information support than would otherwise be available and to support them to be ambitious and challenging in the approaches they take. The LIST service provides local decision makers with meaningful and actionable intelligence, leading to improved outcomes for service users and patients by using platforms such as Source, DISCOVERY and (soon to be launched) SPIRE.

Business Analysis Framework - <http://www.improvementservice.org.uk/business-analysis.html> This is designed to help councils and their partners carry out more effective and formalised business analysis. The Framework offers bite-size learning materials, including templates, guidance notes and tutorials, to assist councils and their partners in the analytical phase of business change projects. Tools and techniques within the framework include: demand analysis, process mapping, gap analysis, risk assessment, impact analysis and requirements documentation.

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Informing investment to reduce inequalities <http://www.scotpho.org.uk/comparative-health/health-inequalities-tools/intervention-tools/informing-investment-to-reduce-health-inequalities-iii> The tool allows local areas to model the health and inequality impacts of a range of 'upstream' and 'downstream' policies and interventions. Different targeting strategies can be modelled as can disinvestments and some interventions.

Scottish Public Health Observatory (ScotPHO) <http://scotpho.org.uk/> The ScotPHO website provides data on a wide range of health outcomes and the determinants of health for local areas. There are also a range of tools, methodological and research papers, guides to data sources and other forms of support available. The ScotPHO Online Profiles Tool (OPT) provides access to various public health related indicators grouped in a suite of specialist profiles. The tool allows: interactive functionality, selection of geographical areas (e.g. NHS Board, local authority, intermediate zone) and inter-area comparisons using spine charts. The profiles are intended to increase understanding of local health issues and to prompt further investigation, rather than to be used as a performance management tool. The information needs to be interpreted within a local framework; an indicator may be higher or lower in one area compared to another, but local knowledge is needed to understand and interpret differences.

Statistics.gov - <http://statistics.gov.scot> A range of official statistics about Scotland for information and re-use. Explore the datasets by theme, organisation, or geography. Search for datasets, places or postcodes.

The Scottish Index of Multiple Deprivation <http://www.gov.scot/simd> The Scottish Government's official tool to identify areas of multiple deprivation in Scotland.

Effectiveness evidence <http://www.healthscotland.scot/improve-policy-and-practice/identify-effective-actions> This is planned work. The Evidence for Action Team within NHS Health Scotland produces synthesised evidence of what works to improve health and reduce health inequalities. It is planning to engage with CPPs to assess need in this area.

Data Lab - <https://thedatahub.com/> The Data Lab enables industry, public sector and world-class university researchers to innovate and develop new data science capabilities in a collaborative environment. Its core mission is to generate significant economic, social and scientific value from big data. With a Scotland-wide presence and Hubs in Aberdeen, Edinburgh and Glasgow, it is in close proximity to leading industry and university institutions with world-class research in informatics and computer science. Hubs are focused on building relationships locally and delivering a range of activities that span across the three key areas: collaborative innovation; skills and talent; and community building

Scottish Government Linkage Project - <https://www2.gov.scot/Topics/Statistics/datalinkageframework/Funded-Linkage-Projects> The Scottish Government is committed to improving Scotland's future through the production of high quality data, analysis and evidence to inform policy and support improved service delivery. One approach we are taking to achieving this is through data linkage; [Joined Up Data for Better Decisions](#) outlines our strategy for better use of data that already exists in Scotland including the establishment of a Data Linkage Framework, with the [Guiding Principles for Data Linkage](#) supporting the creation of a culture where legal, ethical and secure data linkage is accepted and expected. In collaboration with our public sector partners, the Scottish Government has developed a process to enable responsible, efficient and effective data linkage in line with the Data Linkage Framework. This approach is being delivered through the [Scottish Informatics and Linkage Collaboration \(SILC\)](#); a public sector partnership initiative. The Scottish Government has provided funding for 60 linkage projects (Scottish Government and Public Sector) to be supported through SILC, with advice and assistance provided by [eDRIS](#), a SILC partner.

eDRIS - <https://www.isdscotland.org/Products-and-Services/EDRIS/> The electronic Data Research and Innovation Service (eDRIS) is a one stop shop for research and linkage of health and administrative data and provides a single entry point and end to end support to help researchers answer key questions about our society. Any publicly held data can be requested for research, planning and evaluation projects. eDRIS is part of Information Services Division (ISD) and supports the [Health Data Research UK \(HDRUK\)](#), [Administrative Data Research Centre \(ADRC\)](#) and [Scottish Government Linkage Projects](#)

6. Supporting innovation, improvement and sharing best practice

Community Planning in Scotland Portal - <http://www.cpsupport.scot/support-for-cpps.html> - This website provides information on support available to Health and Social Care Partnerships (HSCPs), Community Planning Partnerships (CPPs), and other community partners who are working to improve outcomes for individuals and local communities across Scotland. On the website, you will find links to online tools and information provided by national improvement agencies and specialist organisations, as well as the contact details of who to speak to, if you would like to access tailored support. The website also offers a coordinate responses to online requests from across national improvement agencies for those who are unsure of who is best placed to provide the type of support required. This information will be updated by each of the national improvement agencies on a regular basis to reflect developments in the support available.

Community Planning in Scotland Knowledge Hub network - <https://khub.net/group/communityplanningnetworkinscotland> is a knowledge hub for people working in community planning. Here you can share good practice, ask questions and find advice from colleagues working in community planning from all over Scotland.

Community Planning Managers Network – this is a network of Community Planning Managers to share practice and address common challenges

Facilitation and consultancy - Improvement Service - The Improvement Service offers facilitation support at many different levels, including; supporting round table conversations; assisting collaborative teams working beyond single organisations at a senior level to address complex systemic issues; supporting organisations and partnerships to work toward improvement. This involves developing and sustaining high-quality relationships fostered by authenticity, openness and trust. Facilitators use a variety of methods which can include approaches like co-operative learning, graphic facilitation, open space technology, dialogue work and action inquiry. The IS currently works with local authorities, at different levels within CPPs, TSIs, “Place” Boards and has a sound knowledge of local and national priorities and challenges. Our consultancy support may include bespoke facilitation but seeks to determine the most appropriate intervention, identifying and mobilising those who are best placed to offer what is required, drawing from a wide variety of expertise and skill.

Facilitation and consultancy - NHS Health Scotland NHS Health Scotland provides a range of consultancy and facilitation to meet the needs of individual CPPs and Health and Social Care Partnerships. This work can entail reviewing and giving feedback on strategic documents to ensure that an area is addressing health inequalities in their plans and decision making, facilitating discussions and prioritisation sessions.

Strategic engagement and consultancy NHS National Services Scotland provide bespoke services in relation to data intelligence and programme management.

Kinharvie Institute - The Institute offers consultancy services to organisations seeking to initiate change processes or to get thumbtack on track if they are foundering. The Institute's staff will work with organisations to understand the change(s) required and then provide tailored advice, and if necessary a process, to ensure planned changes are successful.

CivTech - <https://civtech.atlassian.net/wiki/spaces/CIV/overview?mode=global> CivTech® harnesses new technologies to drive daring and innovation in the public sector. It brings together private sector innovation, public sector organisations and citizens to develop more efficient and effective services, which will translate to new, better, faster and easier experiences for everyone.