

The Community Planning Improvement Board (CPIB) was established at national level to support Community Planning Partnerships to deliver their statutory duties.

The recently refreshed board has made a commitment to work with CPPs to understand what works, share best practice, define challenges and identify the supports and innovation needed to make community planning work more effectively for, and with, local communities.

- Please note the workstreams of the board and the key leads for each.
- Please contact the Board with information on best practice, or challenges by e-mailing: [Emily.Lynch@improvementservice.org.uk](mailto:Emily.Lynch@improvementservice.org.uk) or [Rona.Gold@argyll-bute.gov.uk](mailto:Rona.Gold@argyll-bute.gov.uk)

The boards work programme for 2019-2021 has been designed to support improvement in community planning. A draft work programme is attached.

There are six work-streams, each of which is being led by a CPIB member:

1. Strengthened leadership and influence (***DCC Malcolm Graham, Police Scotland***)
2. Innovative approaches to joint planning, service design and resourcing (***James Russell, Skills Development Scotland***)
3. Community participation, particularly hard to reach groups, vulnerable and communities of interest (***Ella Simpson, EVOC***)
4. Effective decision making and good governance (***David Martin, SOLACE***)
5. Availability of high-quality local data and insights to support decision making (***Phil Couser, NHS NSS and Gerry McLaughlin, NHS Health Scotland***)
6. Supporting innovation, improvement and sharing best practice (***Sarah Gadsden, Improvement Service***)

It is anticipated that a community planning review will be undertaken by Scottish Government under an 'improvement' banner aligned to the CPIB work-streams.



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

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

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



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

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
<p><b>1. Evidencing Good Practice in Community Participation</b> 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><b>2. Defining 'What Good Looks Like'</b> 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><b>3. Identifying and targeting Improvement Support</b> 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><b>4. Evaluating approaches to Community Participation</b> 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.

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



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

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

Activity	Lead Responsibility	Contribution	Support or resource needed	Timescale	Links to other Workstrands
<b>1. Leadership &amp; Brokerage</b> a. <b>Data Delivery Group</b> – provide influence to improve the information governance environment and access to pan public sector data. b. <b>Public Health Reform</b> – 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. <b>Child Poverty National Partners group</b> – 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. <b>Local Brokerage</b> – 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	
<b>2. Improvement Support</b> 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				6.2
<b>3. Evidencing what is working well</b> a. <b>Child Poverty National Partners group</b> – take learning from Inverclyde pilot, apply to further requests for support from LA/NHS Boars, and share with CPPs and used to influence future work plans. b. <b>Improvement Support</b> - learning from all the above listed Improvement Support will be shared via the CPIS website. c. <b>Organisational issues</b> – 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 <b>Information Governance &amp; Communication</b>	NSS				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><b>1. Sharing Best Practice via the Community Planning Managers Network</b></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><b>2. Co-ordinated programme of Support</b></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><b>3. Further development of the Community Planning in Scotland Website</b></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><b>4. Evidencing Good Practice in relation to the Resourcing of Community Planning</b></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><b>5. Helping people connect across the public service landscape</b></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

