

Public Document Pack

SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD THURSDAY, 9TH JUNE, 2016

A MEETING of the SCOTTISH BORDERS COMMUNITY PLANNING STRATEGIC BOARD will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on THURSDAY, 9TH JUNE, 2016 at 2.00 PM

J. J. WILKINSON,
Clerk to the Council,
3 June 2015

BUSINESS		
1.	Apologies for Absence.	
2.	Order of Business.	
3.	Declarations of Interest.	
4.	Minute (Pages 1 - 8) Approve Minute of Meeting of Community Planning Strategic Board held on 3 March 2016. (Copy attached.)	2 mins
5.	Action Tracker (Pages 9 - 10) Consider Action Tracker for Strategic Board decisions. (Copy attached.)	2 mins
6.	Scotland's Charter for a Tobacco Free Generation (Pages 11 - 20) Consider paper by Interim Joint Director of Public Health on the actions to support the adoption of the Charter. (Copy attached.)	15 mins
7.	Responding to the Community Empowerment (Scotland) Act 2014 - Consultation on Community Planning Draft Guidance and Regulation (Pages 21 - 94) Consider a response to the consultation paper from Scottish Government on Community Planning Draft Guidance and Regulation. (Copy attached.)	15 mins
8.	Community Planning Partnership Governance Review (Pages 95 - 102) Consider report by SBC Chief Executive on proposed amendments to the governance arrangements for the Scottish Borders Community Planning Partnership which are in line with the requirements of the Community Empowerment (Scotland) Act 2014. (Copy attached.)	15 mins

9.	Draft Strategic Assessment Presentation of summary and key findings.	20 mins
10.	Reducing Inequalities in the Scottish Borders 2015 - 2025 (Pages 103 - 114) Consider summary of the Strategic Plan and current position under each of the 5 key inequalities themes, including actions and performance measures. (Copy attached.)	15 mins
11.	An Introduction to Co-Production (Pages 115 - 148) Consider report by SBC Chief Social Work Officer on the Co-production toolkit entitled "An Introduction to Co-production." (Copy attached.)	10 mins
12.	Scottish Borders Third Sector Interface Community Planning Improvement Programme (Pages 149 - 156) Consider update on the Improvement Plan. (Copy attached.)	5 mins
13.	Dates of Next Meetings <ul style="list-style-type: none"> • 8 September 2016 – 2.00 p.m. • 24 November 2016 – 2.00 p.m. • 2 March 2017 – 2.00 p.m. • 8 June 2017 – 2.00 p.m. 	
14.	Any Other Items Previously Circulated.	
15.	Any Other Items which the Chairman Decides are Urgent.	

NOTES

1. Timings given above are only indicative and not intended to inhibit Members' discussions.
2. Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.

Membership of Board:

Councillor D. Parker – Chairman (Leader, Scottish Borders Council)
Councillor S. Bell (Executive Member for Economic Development, Scottish Borders Council)
Councillor C. Bhatia (Depute Leader - Health Service, Scottish Borders Council)
Councillor J. Brown (Executive Member for Community Planning, Scottish Borders Council)
Mr T. Burrows (Chairman of Eildon Housing Association)
Councillor M. J. Cook (Executive Member for HR and Corporate Performance, Scottish Borders Council).
Mr P. Duncan (Chairman of Live Borders)
Mr A. Perry (Scottish Fire and Rescue representative)
Councillor G. Edgar (Vice-Chairman of SESTRAN)
Mrs M. Hume (Third Sector Representative)
Mr A. Jakimciw (Chairman of Borders College)
Chief Superintendent I. Marshall (Divisional Commander, Police Scotland)
Councillor S. Mountford (Chairman of SBHA)
Mr A. McKinnon (Regional Director - South of Scotland, Scottish Enterprise)
Mr J. Raine (Chairman of NHS Borders)
Dr D. Steele (Vice Chairman of NHS Borders)
Ms R. Stenhouse (Chairman of Waverley Housing)
Not available for meetings (Convener of Berwickshire Housing Association)

Copies also sent for information to:-

Scottish Borders Council - Ms T. Logan, Chief Executive; Mr P. Barr, Depute Chief Executive (Place); Mrs J. McDiarmid, Depute Chief Executive (People); Mr T. Patterson, Joint Director of Public Health, SBC/NHS; Mr R. Dickson, Director Corporate Transformation and Services; Mr D. Robertson, Chief Financial Officer.
Live Borders – Mr E. Jackson
Scottish Enterprise - Mr D. Rennie
Police Scotland - Chief Inspector A. McLean
Scottish Fire & Rescue – Mr A. Girrity
NHS Borders – Ms J. Davidson, Chief Executive
SESTRAN - Mr A. Macaulay, Partnership Director
Borders College – Mrs L. McIntyre, Principal
Third Sector – Ms M. Walker, Executive Officer
Berwickshire Housing Association – Ms H. Forsyth, Chief Executive
Eildon Housing Association – Mr N. Istephan, Chief Executive
SBHA – Mrs J. Mulloy, Chief Executive
Waverley Housing – Ms M. Ross, Chief Executive

Please direct any enquiries to Jenny Wilkinson
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SCOTTISH BORDERS
COMMUNITY PLANNING STRATEGIC BOARD

MINUTE of MEETING of the
COMMUNITY PLANNING
STRATEGIC BOARD held in the
Council Chamber, Council
Headquarters, Newtown St
Boswells on 3 March 2016 at
2.00pm.

- Present:- Councillors J. Brown (Chairman), S. Bell, C. Bhatia; Mr G. Farries (Scottish Fire and Rescue Service); Mrs M. Hume (3rd Sector Interface); Chief Superintendent G. Imery (Police Scotland)(to para.6.1); Mr T. Jakimciw (Borders College); Mr D. Rennie (Scottish Enterprise)(to para.6.2); Councillor S. Mountford (SBHA); Dr D. Steele (NHS Borders).
- Apologies:- Councillors D. Parker and M. Cook; Mr T. Burrows (Eildon Housing); Councillor G. Edgar (SESTRAN); Mr A. McKinnon (Scottish Enterprise); Mr J. Raine (NHS Borders); Mrs R. Stenhouse (Waverley Housing).
- In Attendance:- Mrs J. McDiarmid (SBC Depute Chief Executive [People]); Mr T. Patterson (Joint Director of Public Health – SBC/NHS); Ms S. Smith (SBC), Clerk to Council.
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1. **CHAIRMAN**

In the absence of the Chairman (Councillor Parker), Councillor Brown chaired the meeting. Councillor Brown welcomed Mr David Farries, the new Local Senior Officer for Midlothian, East Lothian and the Scottish Borders (Scottish Fire and Rescue Service) to his first meeting of the Board. There followed a round of introductions.

2. **MINUTE**

There had been circulated copies of the Minute of the Meeting held on 26 November 2015.

DECISION

APPROVED the Minute for signature by the Chairman.

3. **ACTION TRACKER**

- 3.1 There had been circulated copies of the Action Tracker for Strategic Board decisions. With reference to the decision at paragraph 10(c) of the Minute of Meeting of 8 March 2015, that the Chief Financial Officer carry out localized costing of the impact of the Community Empowerment Bill on the Scottish Borders and feed this information into the work being carried out by COSLA, there were circulated at the meeting copies of the information received from partners. Mr Rennie advised that Scottish Enterprise had not been included in the analysis as it would be very difficult to disaggregate national budgets to this level. Councillor Bell asked about resources provided by Forest Enterprise Scotland, SNH, SEPA, Historic Environment Scotland, as these were also public organisations and reference needed to be made to them even if figures were unavailable. Clarification was also sought on what was included in the 'other services' heading.

DECISION

AGREED that the SBC Communities and Partnership Manager would liaise with the Chief Financial Officer to find out further information and send this out to the Board Members.

- 3.2 With reference to the decision at paragraph 15(d) of the Minute of Meeting of 11 June 2015, that an amended Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan be considered at this meeting of the Strategic Board, Mrs Hume confirmed that a verbal update on the status of the Plan had been provided to the Community Planning Joint Delivery Team the previous week, but an updated Plan had only just been received. The updated Plan would be available for consideration at the next meeting of the Strategic Board. Mrs Hume then advised the Board of the current Scottish Government review of Third Sector Interfaces (TSIs). Eleven TSIs across Scotland had been identified to participate in the review, including the Scottish Borders TSI, and details should be available shortly. One part of the review would consider where TSIs fitted in to Community Planning so partners may be approached for information.

DECISION

NOTED that:

- (a) **the Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan would be presented to the Strategic Board at its next meeting; and**
- (b) **the Scottish Borders Third Sector Interface was one of eleven Third Sector Interfaces included in a Scottish Government review.**

4. ADAPTATIONS

- 4.1 Mr Nile Istephan (Chief Executive) and Mr Michael Patterson (Property Officer) of Eildon Housing gave a presentation on the operation of the Care and Repair Service run by Eildon Housing. Borders Care and Repair had been set up in late 2004 and opened to the public in January 2005. The Service was a partnership between Eildon Housing Association and Scottish Borders Council. Since its inception the Service had been continually developing and in 2010 had started to manage local Registered Social Landlords (RSL) adaptations to housing stock where a client had been identified as needing work on their house to allow them to remain in their home. This service was also provided to home owners and applied to any type of property. In 2015 the RSLs had agreed to a joint funding bid to Scottish Government for provision of a Stage 3 Adaptation Service which allowed funding to be spread across the 4 main local RSLs through the one Service. Care and Repair also provided a Handyperson service. Services were available for homeowners or tenants over the age of 60 or for disabled owners or tenants of any age. An Occupational Therapist was employed as part of the Adaptations Service to assess a client for their physical needs within their own home. Following this assessment, works were arranged and help provided for the client to apply for grant funding for the works (minimum grant award 80%). Having an Occupational Therapist assigned to the Service allowed a degree of specialism, with the Occupational Therapist working with the team to design and source the most effective aids, which in turn gave a more consistent approach. Adaptations ranged from level access showers, stair lifts, ramp access to a house, to minor items such as grab rails, banister rails or lever taps. These latter items could be fitted free and were mainly put in place to prevent falls or accidents.
- 4.2 Further details were given about Stage 3 RSL adaptations and the funding of the Service. Mr Istephan explained that if any of the RSLs had, for example, a replacement bathroom project for houses, the opportunity could be taken to replace traditional bathrooms with wet-floor shower rooms, if properties were more likely to be rented to elderly tenants. If a tenant moved, then RSLs would look firstly for a new tenant with similar requirements so adaptations were not removed. Adaptations helped older and disabled people to remain at home, and the aim was to avoid inappropriate admissions to care settings such as hospitals or residential/nursing homes. The Handyperson Service carried out safety and security work, such as changing light bulbs, installing door chains/viewers and window locks, home safety checks, and arranging for the Fire and Rescue Service to carry out fire safety checks and fit free

smoke alarms. The Service also carried out “comfort” low-level interventions to prevent accidents, such as fitting draught excluders and curtain rails; hanging curtains and pictures; replacing tap washers and unblocking sinks; moving furniture within the house; plus other minor jobs. The Handyman Service initially worked on 70% direct client arranged tasks, and 30% referral from Social Work or Health Teams, but now 72% of work came via the Social Work and Health Teams.

4.3 The Handyman Service cost £36 per annum for individuals for unlimited access, but the membership number had dropped by 12% in the last year. Although no specific analysis had been carried out, more than one factor was likely to be the cause of the decrease. The Service was stretched, with work which normally took place within a week of request now taking up to a fortnight. It was necessary to balance any increase in uptake with service capacity. The Service was paid for from the Council’s Social Work budget. It was confirmed that the Borders Ability equipment store was a separate project, with the costs of that paid for jointly by the Council and NHS Borders, although the Care and Repair service could fit items from the Ability Store. Moving forward, the Care and Repair service had just completed a 12 month pilot allowing Borders residents to refer themselves directly for assessments. A final evaluation had been completed and was available. This pilot had been supported by the Scottish Government Joint Improvement Team as one of 5 demonstration sites across Scotland. Examples were given of savings which could be made with an adaptation intervention e.g. the life time cost prior to the installation of a shower for a client would have been £56k: with the adaptation, this cost reduced to £32k , a saving of £24k. Not only was there a cost saving but there was the additional benefit to the individual of independence and improved quality of life. Further details were given of the current position with funding, whereby bids had to be made each year for the amount estimated to be needed. Only 68% of funding requested had been granted. This meant that by the end of 2015, all funding had been spent and there was an estimated £220k of adaptations on the waiting lists across the 4 RSLs. Notification of new funding for 2016/17 was not expected to be announced until June 2016. Two alternate visions were then given for the future of Borders Care and Repair.

4.4 Mr Istephan explained that while the Care and Repair Service was mature and had a certain sophistication about it, there were anxieties that it could do so much more in terms of volume and range of services. It was a preventative service but it would only be possible to promote it further if it had the capacity to meet demand. Support was required from the Community Planning Partnership to lobby the Scottish Government about its process for Stage 3 Adaptations funding which did not allow for sufficient forward planning. Further funding was required to develop the Service and whether this came from the Integrated Care Fund or elsewhere, the important factor was spending money here allowed savings in other budgets later. While funding had not reduced from Scottish Government, demand was increasing, and the national budget was over-subscribed. Ms Smith advised members of the Slips, Trips and Falls project within the Fire and Rescue Service and the possibility of that project taking on some of the lower level adaptations. Mr Istephan confirmed that he had met with Mr Girrity of the Fire and Rescue Service about this and Mr Farries confirmed that a pathway was clearly established with the Fire home safety visits.

DECISION

AGREED:

- (a) to support the Care and Repair Service in its bid to establish a more stable funding process with Scottish Government to allow greater long term planning; and**
- (b) that the SBC Communities and Partnership Manager, LSO Farries of the Fire and Rescue Service, and Mr Patterson of the Care and Repair Service take forward the possibility of the Fire and Rescue Service assisting with**

some minor adaptations as part of their home safety visits and a report be brought back to a future meeting of the Strategic Board in due course.

5. GOVERNANCE OF COMMUNITY PLANNING PARTNERSHIP

5.1 With reference to paragraph 2.2 of the Minute of 26 November 2015, there had been circulated copies of a discussion paper by the SBC Chief Executive presenting a draft proposal to enhance the governance arrangements for the Scottish Borders Community Planning Partnership. The proposal would also support the delivery of its priorities, the management of future business and the new arrangements required under the Community Empowerment (Scotland) Act 2015. As part of the review of governance arrangements for the Community Planning Partnership (CPP), the SBC Director of Strategy and Policy and the Communities and Partnership Manager had met with each of the Community Planning partners at the end of 2014 and had discussed various aspects of the CPP. The CPP Joint Delivery Team had met on 15 December 2015 to consider the findings of the CPP governance review and the implications of the Community Empowerment (Scotland) Act 2015. A number of issues were raised in the discussions including concern about the size of the Strategic Board once the Act was fully enacted; a lack of guidance for CPP members, their role and how they could be involved in active contribution; the level of CPP engagement with the communities of the Scottish Borders; concern regarding over reliance on SBC to lead and contribute; how partners were held to account, challenged and scrutinised; how decision making was an inclusive process; and lack of clarity around roles and discussion with CPP.

5.2 The Community Empowerment (Scotland) Act 2015 had made a number of significant changes covering community planning, giving it a statutory purpose focused on improving outcomes. Specific duties had now been placed on CPPs to act with a view to tackling inequalities of outcome across communities; the Single Outcome Agreement was to be replaced with an overarching Locality Outcomes Improvement Plan (LOIP), supported by a subset of locality plans; and the number of public sector bodies subject to these duties was expanded. Running the CPP and making sure it worked effectively was now a shared enterprise with named governance partners: NHS Board, Scottish Enterprise, Police Scotland, and Scottish Fire and Rescue Service; while participation with communities lay at the heart of community planning. It was proposed that the core membership of the Strategic Board be reduced to the named governance partners in the main, with the Board scrutinising the progress of the LOIP, the 5 locality plans, and considering reports from each organisation on how they were contributing to the agreed priorities. A performance management framework would be developed to allow monitoring and evaluation of the LOIP and locality plans. An annual planning and development day would be held for all CPP partners which would be used to set the strategic direction and priorities for the LOIP, based on an annual strategic assessment, national priorities and other key strategic documents. The CPP Joint Delivery Team would continue to be accountable to the Strategic Board and would oversee the development and delivery of the LOIP and the locality plans, which would happen through Themed Delivery Teams (3 currently: Economy and Low Carbon; Reducing Inequalities; and Future Services). As well as the 3 Themed Delivery Teams there were also the Children and Young People's Leadership Group and the Community Justice Group.

5.3 It was proposed to bring back a further report to the June meeting of the Strategic Board with the details of the proposed governance structure. Members considered various aspects of the proposals including the criteria for membership of the Strategic Board. It was explained that the starting point for the Board make up had been the named governance partners in the Community Empowerment (Scotland) Act 2015 and as a result of discussions with existing partnership organisations. In terms of operational delivery, all partners would be involved in the Joint Delivery Team and the Themed Delivery Teams. The proposed annual meeting involving all partners would be the foundation for the LOIP, and an effective network of information communication would be required to ensure sufficient sectoral representation and involvement. With

regard to community involvement, the SBC Communities and Partnership Manager had been in discussion with the Chair of the Community Councils Network to consider how best he could be involved; it was also envisaged that there would be greater community involvement at locality level. It was explained that only the Strategic Board would be a formal Committee of Council and not the Joint Delivery Team or Themed Delivery Teams as these were operational in nature. Members discussed the possibility of have private sector representation on the Board but there was difficulty in getting someone from the private sector who could represent the whole of the private sector. Mrs Hume confirmed the wide ranging nature of the many different voluntary organisations in the Borders and the discussions the Third Sector had had around representation. Some concern was also expressed around allowing substitutes which could lead to a lack of continuity, as well as the issue of not putting specific funding into a joint budget.

DECISION

AGREED that a further report on governance for the Community Planning Partnership be considered at the meeting in June 2016.

6. REDUCING INEQUALITIES FOR YOUNG PEOPLE

6.1 SBC Depute Chief Executive – People advised the Board that the Scottish Borders contained 5 areas of deprivation which were within the most deprived in Scotland, affecting 3.5% of the population. Household income in the Borders was below the national average. Working was ongoing in Hawick, both in the High School and across the town. In the High School there were programmes looking at raising ambition (48% increase in pupils from the most deprived areas staying on to S5 and S6); mentoring for girls; maternal and ante-natal. Early years centres across the Borders were increasing opportunities for Services to interact with the more vulnerable. An additional £920k of welfare benefits had been accessed through the Maximisation of Income Officer. Help was being provided for women who smoked during pregnancy (23% compared to a national average of 20%) including an offer of carbon monoxide monitoring. 176 pregnant women had been referred to smoking cessation classes and that was followed up with smoke free for babies awareness. There was targeted work in Burnfoot to increase the numbers of mothers who were breastfeeding. Examples were also given of improvements in speech and language, as well as maths development, as part of 27 30 month assessments. In 2013/14, 78.7% of primary school children had no obvious signs of dental decay and by 2015 84% of P7 children were caries free (national level, 75%).

6.2 The Service Director Children & Young People advised that all of this work was done in partnership, with the whole child now being considered so outcomes on successes and achievements were not just academic but social and health, including mental health. Head Teachers now wanted to accept that at one point every child would have a vulnerability and they needed to be ready to deal with this. There was a 5 year trend of improving attainment, including the % of leavers attaining literacy and numeracy. Examples were given of the types of analyses available to Head teachers on a weekly basis, not just for their own school, but for others, which allowed Head teachers to learn from and support each other. Other areas with improved outcomes included positive destinations; reduction in exclusions; youth unemployment – with the 16 – 24 year old group improving by 52% over the previous year. Work was ongoing to ensure that trends for attainment were going up across all Deciles and the gap between Deciles 1 and 10 was not widening.

DECISION NOTED.

MEMBER

Chief Superintendent G. Imery left the meeting during the above item of business. Mr D. Rennie left the meeting at the end of the item of business.

7. **INTEGRATED CHILDREN & YOUNG PEOPLE'S PLAN 2015 - 2018**

With reference to paragraph 11 of the Minute of 26 November 2015, there had been circulated copies of the final version Integrated Children & Young People's Plan 2015 – 2018. SBC Depute Chief Executive – People advised the Board that an action plan was being developed to put the Integrated Plan into effect. The draft Integrated Plan had gone out to consultation before Christmas, with feedback leading to the production of two easy read versions (one for adults and one for children) as well as the inclusion of additional photographs of children with disabilities, including complex needs.

DECISION

NOTED the Integrated Children & Young People's Plan 2015 – 2018.

8. **COMMISSIONING SERVICES FOR CHILDREN & YOUNG PEOPLE**

There had been circulated copies of a report by the SBC Depute Chief Executive – People advising the Board of the work of the Children and Young People's Leadership Group on a Commissioning Review of Children and Young People's services. Within the Scottish Borders, the Children and Young People's Leadership Group (CYPLG) set the strategic direction for the integrated planning and delivery of services for children and young people. The CYPLG had produced an Integrated Children & Young People's Plan 2015-2018 which identified key priorities. In order to plan and deliver on these key priorities, it had been agreed to undertake work to understand the totality of current spend on children and young people's services. Analysis of this budget spend would then lead on to the development of a streamlined delivery of children and young people's services; improved responses to, and outcomes for, children and young people; greater assurance that resources are targeted towards the areas of greatest need within the Strategic Plan; budget savings from increased efficiency and avoidance of duplication; and improved partnership working and the ability to level in additional resources. Stakeholder involvement, including work with young people, was planned as part of the project and a detailed communications plan was being developed to this effect. In order to commence any new services from April 2017 this work would need to be completed by September 2016. Contracts with services currently commissioned by the CYPLG had therefore been extended to March 2017 to allow for completion of the review. The overall aim of the review was to prevent duplication and ensure that spend was being channelled to deliver the priorities in the Integrated Plan. In response to a question about transitioning arrangements, the Depute Chief Executive confirmed that she had met with the Principal of Borders College recently and work was being taken forward on that.

DECISION

AGREED to receive a further report on the outcome of the review of Commissioning Services for Children & Young People in Autumn 2016.

MEMBERS

Councillor Bhatia and Mr A. Jakimciw left the meeting.

QUORUM

The meeting was inquorate from this point onwards, but continued on an informal basis.

9. **ALCOHOL AND DRUGS PARTNERSHIP ANNUAL REPORT**

There had been circulated copies of a report by the Interim Director of Public Health on the Alcohol and Drugs Partnership (ADP) Annual Report 2014 – 15. The Borders ADP was a partnership of agencies and services involved with drugs and alcohol and provided strategic direction to reduce the impact of problematic alcohol and drug use. The ADP was required to produce an annual report on its 2012 - 2015 Delivery Plan. This Annual Report was prepared according to Scottish Government Guidance and provided information relating to a self-assessment of ADP processes and structures and resulting actions for the ADP; core outcomes, core indicators and local indicators;

and an update on work to progress Ministerial Priorities for 2014 - 15 and address priorities for 2015 -16.

DECISION

NOTED the Alcohol and Drugs Partnership Annual Report 2014-15.

10. HEALTH AND SOCIAL CARE INTEGRATION

With reference to paragraph 6 of the Minute of 26 November 2015, the SBC Depute Chief Executive People advised the Board that the Health and Social Care Integrated Joint Board was due to become a legal entity on 1 April 2016. The Strategic Plan for Health and Social Care Services was due to be presented to the Integrated Joint Board the following week and would come back to the Community Planning Partnership in due course. Input and feedback from the public had helped shape the final version of the Strategic Plan, which would be delivered with funding from NHS Borders, the Council and the Integrated Care Fund.

DECISION

NOTED.

11. DATES OF NEXT MEETINGS

There had been detailed on the agenda the dates for the meetings of the Strategic Board for 2016/17.

DECISION

NOTED.

12. ANY OTHER BUSINESS

Accounts Commission Update Report on Community Planning

The SBC Communities and Partnership Manager advised that the Accounts Commission had published that day an update report on Community Planning. A copy of this report would be circulated to members by email. Appendix 1 to the report gave a summary of progress against previous recommendations.

DECISION

NOTED.

The meeting concluded at 4.15 p.m.

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SCOTTISH BORDERS COUNCIL

ACTION SHEET

COMMUNITY PLANNING STRATEGIC BOARD - November 2012 onwards

Notes:-

1. Paragraphs Marked with a * require full Council approval before action can be taken
2. Items for which no actions are required are not included

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
26 November 2016				
12. Scottish Borders Third Sector Interface Pilot Community Planning Improvement Plan	Para 9 – AGREED that the final Improvement Plan would be presented to the Strategic Board once it was received back.	Third Sector	Morag Walker	On agenda 9/6/16. 
3 March 2016				
5. Action Tracker – Localised Costing of Community Planning	Para 3.1 – AGREED that the SBC Communities and Partnership Manager would liaise with the Chief Financial Officer to find out further information and send this out to the Board Members.	SBC	Shona Smith	Completed. 
6. Adaptations	Para 4.4(b) - AGREED that the SBC Communities and Partnership Manager, LSO Farries of the Fire and Rescue Service, and Mr Patterson of the Care and Repair Service take forward the possibility of the Fire and Rescue Service assisting with some minor adaptations as part of their home safety visits and a report be brought back to a future meeting of the Strategic Board in due course.	SBC	Shona Smith	Completed – launch of the Living Safely in the Home took place at Cheviot Area Forum on 1 June which included all partners. 
7. Governance of Community Planning Partnership	Para 5.3 – AGREED that a further report on governance for the Community Planning Partnership be considered at the meeting in June 2016.	SBC	Shona Smith	On agenda 9/6/16. 

AGENDA ITEM NO. AND TITLE	DECISION REQUIRING ACTION	ORGANISATION	RESPONSIBLE OFFICER	OUTCOME
9(b). Commissioning Services for Children and Young People	Para 8 – AGREED to receive a further report on the outcome of the review of Commissioning Services for Children & Young People in Autumn 2016.	SBC	Jeanette McDiarmid	Not yet due.

KEY:

No symbol	Deadline not reached
	Overdue
	<1 week to deadline
	Complete – items removed from tracker once noted as complete at meeting.

Sponsored by: Dr Tim Patterson, Interim Joint Director of Public Health

Prepared by: Kevan Sanderson, Health Improvement Lead

**COMMUNITY PLANNING PARTNERSHIP
STRATEGIC BOARD**

9th June 2016

Scotland's Charter for a Tobacco-free Generation

1. Purpose

This paper outlines the requirements of *Scotland's Charter for a Tobacco-free generation* and the invitation from ASH Scotland to the Community Planning Partners to adopt the Charter principles. The principles of the Charter have been endorsed by the Children and Young People's Leadership Group, the NHS Borders Clinical Executive Strategy Group, Scottish Borders Council Corporate Management Team and the Community Planning Partnership Joint Delivery Team.

2. Background

In 2013 the Scottish Government launched the Tobacco Control strategy for Scotland- *Creating a tobacco-free generation*. A generation free from tobacco, as the Scottish Government has defined it, means that by 2034 the smoking prevalence among the adult population will be 5% or lower.

There is also a target to reduce the proportion of children exposed to second-hand smoke in the home from 12% in 2012 to 6% by 2020. This goal can be accomplished by encouraging a shift in social attitudes so that choosing not to smoke is the norm.

ASH Scotland have recently launched a Charter to bring awareness to the goal of creating a tobacco free generation, *Scotland's Charter for a Tobacco-free generation*. The Charter is aimed at organisations whose work directly or indirectly impacts on young people and families and aims to ensure that the next generation grows up free from tobacco. The Charter supports the achievement of the Governments target by providing a useful tool to engage those working with children and young families in smoking prevention.

The Charter is comprised of six key principles that encourage and enable discussion within organisations to examine how their own policy and practice can best contribute to the tobacco-free goal. The principles are:

1. Every baby should be born free from the harmful effects of tobacco

2. Children have a particular need for a smoke-free environment
3. All children should play, learn and socialise in places that are free from tobacco
4. Every child has the right to effective education that equips them to make informed positive choices on tobacco and health
5. All young people should be protected from commercial interests which profit from recruiting new smokers
6. Any young person who smokes should be offered accessible support to help them to become tobacco-free.

ASH Scotland has invited Scottish Borders Community Planning Partners to endorse publically the Charter principles. An early commitment would put the Borders in the position of being among the first CPPs to declare support for the Charter. There is a clear advantage to be gained by doing so as a partnership. It would provide an aspirational partnership commitment opportunity, linking both partners to the Scottish Government tobacco control strategy, reinforce the roles that partners play in supporting a tobacco free generation and provide a uniform route to communicate culture change both locally and nationally.

The Scottish Borders Joint Tobacco Control Planning Group is a multi-agency group with the remit of addressing the three themes (prevention, protection and cessation) set out in the national Tobacco Control Strategy and the recently developed action plan includes a number of actions that are supportive of the Charter's principles.

Smoking prevention work with children and young people is currently undertaken by a smoking prevention worker based alongside the Scottish Borders Smoking Cessation service-Quit4Good. Their role is to develop and deliver a range of smoking prevention projects and initiatives for children and young people working alongside key partners in schools and youth work settings and with Integrated Children's Services. This work is overseen by the Scottish Borders Joint Tobacco Control Group and managed within the Joint Health Improvement Team.

In early years, there are opportunities for further prevention work in the context of improvements planned in support for women who smoke during pregnancy. Cessation support is increasingly linked to the promotion of Smoke Free Homes. This is also promoted through other engagement opportunities in early years settings.

SBC regulatory services are represented on the Tobacco Control Group and able to support the actions relating to retail and trading standards.

3. Key Considerations

By signing the Charter (Appendix 1) organisations are pledging to "review our personal views, policy and practice so we can confidently help protect children from tobacco and so reduce the burden of tobacco on our communities".

Once an organisation or partnership has signed the Charter pledge ASH Scotland will contact them to establish current plans and activities relevant to the Charter principles. There would also be an expectation to commit to a number of additional actions and provide an update on progress towards these new actions.

A comprehensive list of actions which support each of the principles has been developed (Appendix 2). For many of these actions, activities are already underway that can support delivery.

4. Summary

In order to support the Charter's principles an action plan has been developed to include the following areas:

- Raising awareness of the dangers of second hand smoke across a wide range of settings
- Provide guidance on smoke free homes for parents and prospective parents
- Promote smoke free environments where children play, learn and socialise
- Promote and support the development of tobacco policies in nurseries/toddler groups, Schools, Youth work settings and workplaces.
- Improve referral pathways to smoking cessation support for young people
- Support Trading Standards to reduce the supply of tobacco to young people

These actions involve supporting and working with a range of individuals, professionals and services who work with children and families.

5. Recommendations

The Community Planning Partnership Strategic Board is asked to:

- Support the principles of *Scotland's Charter for a Tobacco-free Generation* as a partnership and the associated actions to implement the principles.
- Note that actions to support the adoption of the Charter principles will be overseen by the Scottish Borders Joint Tobacco Control Group and that annual reports on progress will be provided
- If supportive of the Charter, Community Planning partners are also asked to indicate how they would like to signal their commitment to the Charter for example through a public signing.

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Scotland's Charter for a tobacco-free generation

I / We the undersigned:

- know that because tobacco related disease kills half of all long-term smokers we can make a real impact on health by protecting children from tobacco
- can help prevent childhood addiction to nicotine that can make quitting later in life more difficult
- want to ensure that all young people, no matter what disadvantages they may suffer in life, can be free from the physical, mental and financial harms caused by tobacco
- know that by working together we can change any culture that supports the supply of tobacco to young Scots, to create a generation free from tobacco by 2034.

By supporting this Charter we pledge to review our own personal views, policy and practice so we can confidently help protect children from tobacco and so reduce the burden of tobacco on our communities.

The principles we support:

- 1 every baby should be born free from the harmful effects of tobacco
- 2 children have a particular need for a smoke-free environment
- 3 all children should play, learn and socialise in places that are free from tobacco
- 4 every child has the right to effective education that equips them to make informed positive choices on tobacco and health
- 5 all young people should be protected from commercial interests which profit from recruiting new smokers
- 6 any young person who smokes should be offered accessible support to help them to become tobacco-free.

Signed

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Charter for a Tobacco- Free Generation- Smoking Prevention Actions 2016 – 2020

June 2016

Indicator: No of 13/15 year olds who are regular smokers			
Outcomes	Local Actions	Lead	Deliverable 2016 – 18
1.Youth Involvement and peer education			
Indicator: No. of young people’s groups engaged with; No. of participants in prevention programmes			
a) Increased youth participation in smoking prevention programmes	Consult with young people to ensure their views on tobacco Control and related activities are considered and represented	CYP Leadership group	Views & experiences of young people are gathered in course of work with youth groups and schools. Partnership with Engagement & Participation Officer CYP Services to develop active engagement with YP
a) Increased knowledge and confidence and capacity of young people to deliver prevention messages to their peers	Integrate tobacco messages into any existing peer education and mentoring programmes, including link with substance misuse education	Education	Deliver tobacco specific peer education and mentoring as appropriate aligned with other programmes
2.Campaigns and communications			
Indicator: No. of collaborative projects; No. of sign-ups to Smoke Free Homes			
a) Increased exposure of young people to messages which challenge smoking as the social norms	Identify any relevant campaigns & initiatives planned and plan accordingly & link with Active schools programme	CLD & JHIT JHIT	Collaborative work between prevention post & Active Schools, PE Departments and Fire Service to embed messages in core programmes & activities Review and refresh Smoke Free Homes campaign

b) Raise awareness of the dangers of second-hand smoke across a wide range of settings	Provide guidance on smoke free homes to parents and prospective parents	JHIT, Money Advice Services, Housing Associations	Review and refresh Smoke Free Homes campaign
3. Curriculum development			
Indicator: Policy in place as part of Health and Wellbeing curriculum			
a) Increased exposure of children and young people to settings, messages and skills development opportunities which enhance the opportunity to make positive lifestyle choices	Work with High Schools to develop and support delivery of an integrated educational programme across the curriculum	Education, JHIT & School nursing	Standardise school tobacco policy. Pathways in place to access information and support for cessation
4. Prevention programmes for key priority groups			
Indicator: No. of awareness / training sessions delivered with target groups			
a) Increased priority given to programmes for vulnerable groups (LAAC, Young Offenders)	Continue work with Wheatlands Residential Home and other transitions support services to raise awareness of the issues of tobacco use. Build capacity of staff to work on tobacco issues through tobacco awareness sessions Provide policy development support to Wheatlands	CYP services JHIT LAC nurse	Refresh training and information for staff and carers as required Maintain focus on looked after young people, young carers and LGBT young people. Training for youth services
5. Training and resources			
Indicators: No. of awareness activities delivered; No. of participants			
a) Increase knowledge and confidence of youth focussed staff to deliver tobacco prevention	Engage with youth services throughout the Borders to support staff to work on tobacco issues with targeted groups of young people Engage with Borders College to support staff to work on tobacco issues with targeted groups of young people	JHIT & CLD	Maintain links between prevention worker and College, incldg student bodies to support prevention initiatives Maintain links with youth services Provide training as required Promote awareness of

			prevention resources
b) Increase youth friendly resources to support tobacco prevention	Review resources produced by Fife Regulatory Services for local use as appropriate	Regulatory Services	Implement new legislation on package, promotion and sales as appropriate
6. Smoke Free Policies			
Indicators: CPP partner organisations have policies in place; No. of communications with target audiences (public, service users and staff)			
a) Reduced exposure of young people to role models and settings which reinforce smoking as the norm	Review schools no smoking policies and work with targeted schools and youth organisations to develop a local framework to support their implementation	Education JHIT CLD	See above re school policy
b) Increased compliance with NHS Borders smoke free policy	Review policy as necessary to clarify position on e-cigarettes as part of harm reduction for patients & staff. Support Clinical Boards with policy implementation	HS&R NHS B JHIT	Policy agreed and disseminated across Clinical Boards Support for implementation
c) Scottish Borders Council to implement smoke free policies across their properties and estate	Promote awareness of policy with staff, public and elected members	SBC Health and Wellbeing / Public Health /Live Borders	Small Change Big Difference campaign in SBC Awareness raising and signposting to sources of support to quit smoking through SBC comms channels
d) Scottish Borders Council to consider extending smoke free policies to other outdoor areas (e.g play parks)	Explore opportunities to work with local communities on smoke free agenda	SBC	Engagement with Community Councils on Smoke Free Engagement with young people as at (1)
7. Second hand smoke			
Indicator: No. of EY/ CYP staff attending SHS Awareness Training; No. sign-ups to SFH; No of community groups participating in awareness sessions			
a) Reduced exposure of children to second hand smoke	Promote smoke free message through Early Years work	Early Years group	CPP sign up to Scotland's Tobacco Free Generation Charter.
b) Increased knowledge and confidence of the community and staff to deliver second hand smoke	Promotional messages and awareness raising with	CYP Leadership group	Second Hand Smoke Awareness Training for Early

prevention messages	community and staff , opportunistic as resources allows Raise awareness of legislation (on smoking in cars)		Years and CYP workforce
8.Enforcement and control of tobacco sales			
Indicators: Sales to young people			
a) Decreased access to cigarettes for under 18s	Ensure testing at point of sale as resources allow	Regulatory Services	Continuation of current annual test purchasing
b) Increased retailer and public awareness and compliance with the Tobacco and Primary Medical Services Act	Continue to promote prevention messages at every opportunity	“ Youth services	Ongoing
c) Reduced prevalence and sales of illicit tobacco	Work with Police Scotland and HMRC to reduce availability of illicit tobacco	Regulatory Services	Ongoing

RESPONDING TO THE COMMUNITY EMPOWERMENT (SCOTLAND) ACT – CONSULTATION ON COMMUNITY PLANNING DRAFT GUIDANCE AND REGULATION

Report by SBC Chief Executive

SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP

9 June 2016

1 PURPOSE AND SUMMARY

- 1.1 **The purpose of this report is to consider and agree the response to Scottish Government’s consultation paper on Community Planning Draft Guidance and Regulation.**
- 1.2 At the time the Community Empowerment (Scotland) Act 2015 was passed it was recognised that many parts of the legislation would come into force at different times and that this would involve secondary legislation (orders and regulations) and guidance. It was estimated that this process would be completed by late summer 2016. In March 2016 the previous Scottish Government issued a series of consultation papers on aspects of this secondary legislation and guidance. This included a consultation paper on Community Planning Draft Guidance and Regulation. The report sets out the proposed response to this consultation paper and also highlights other actions that will assist in complying with the Guidance.

2 RECOMMENDATIONS

2.1 It is recommended that the Strategic Board:

- a) Agree the response to the Community Empowerment (Scotland) Act 2015 Part 2 Community Planning Consultation on Draft Guidance and Regulation as set out in Appendix 2.**
- b) Agree that a report is prepared for the Community Planning Partnership Board that would set out the process for implementing the key elements of the draft Guidance. This would include the:**
 - Creation of a plan with timelines for the development and implementation of the Local Outcome Improvement Plan (LOIP) and the five locality plans;**
 - Establishment of a briefing process to ensure that Community Planning Partners are aware of their responsibilities as set out in the draft guidance. This would include briefing notes and presentations to partner governance boards;**

- **Identification of community bodies that represent the interests of people experiencing inequalities of outcome, and the ways in which they may wish to be involved, recognising that not all groups will want to be involved and that some groups may present themselves through the participation request process.**

3 BACKGROUND

- 3.1 The Community Empowerment (Scotland) Act 2015 received Royal Assent on 24 July 2015. The aim of the legislation is to involve and to give greater say to communities in the delivery of public services and to give more power to communities to assist them in improving the well-being of their local areas. The Act consists of a range of varied topics including some which were added to during the legislative phases of the Bill.
- 3.2 There are eleven parts to the legislation which are as follows:
1. National Outcomes
 2. Community Planning
 3. Participation Requests
 4. Community Rights to Buy Land
 5. Asset Transfer Requests
 6. Delegation of Forestry Commissioners' Functions
 7. Football Clubs
 8. Common Good Property
 9. Allotments
 10. Participation in Public Decision-Making
 11. Non-Domestic Rates
- 3.3 At the time the Act was passed in July 2015 it was recognised that many parts of the legislation would come into force at different times and that this would involve secondary legislation (orders and regulations) and guidance. It was estimated that this process would be completed by late summer 2016.
- 3.4 In March 2016 consultation papers were launched by the previous Scottish Government including one on Draft Guidance and Regulation on Community Planning <https://consult.scotland.gov.uk/community-empowerment-unit/community-planning-guidance> (see Appendix 1). The closing date for responses is 13 June 2016.

4 COMMUNITY PLANNING

- 4.1 The Community Empowerment (Scotland) Act 2015 places duties to support shared leadership and collective governance on five named community planning partners, i.e. the local authority, NHS, Police Scotland, Scottish Fire and Rescue Service and Scottish Enterprise. The Act also expands the number of public sector bodies that are subject to community planning duties.
- 4.2 The Community Empowerment (Scotland) Act 2015 places Community Planning Partnerships (CPPs) on a statutory footing and imposes duties on them around the planning and delivery of local outcomes, and the involvement of community bodies at all stages of community planning.

Tackling inequalities will be a specific focus. CPPs are required to:

- Prepare and publish a local outcomes improvement plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement,
- Identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the local outcomes improvement plan),
- Review and report publicly on progress towards their LOIP and locality plans, and keep the continued suitability of these plans under review, and
- Identify community bodies that represent the interests of people who experience inequalities of outcome and how they wish to be involved.

4.3 The Scottish Government has published the Draft Guidance and Regulation on Community Planning <https://consult.scotland.gov.uk/community-empowerment-unit/community-planning-guidance> . Community Planning Partnerships must have regard to this guidance in undertaking community planning. Other organisations and individuals involved in community planning are also encouraged to take account of this guidance.

4.4 The Scottish Government's consultation paper on the Community Empowerment (Scotland) Act 2015 Part 2 Community Planning Consultation on Draft Guidance and Regulation sets out its expectations (see Appendix 1) for Community Planning partners in applying the following key principles of effective community planning which are:

- Shared leadership.
- Governance and accountability.
- Community participation and co-production.
- Understanding the needs, circumstances and opportunities within local communities.
- Focus on key priorities.
- Focus on prevention.
- Tackling inequalities.
- Resourcing improvement.
- Effective performance management.

4.5 The draft Guidance and Regulation also sets specific requirements for developing and implementing the local outcomes improvement plan and locality plans. The consultation on the draft Guidance comprises nine questions. This includes specific questions on:

- Whether there are common short/medium-term performance expectations which every Community Planning Partnership (CPP) and partner should be expected to meet.
- Whether CPPs should be required to review and if necessary revise their plans after a specific period of time in every case.
- The latest date by which CPPs must publish progress reports on their local outcomes improvement plans and locality plans, and
- The maximum population size of locality plan areas which in the

draft Guidance is up to 30,000.

- 4.6 The draft response is shown in Appendix 2. It is considered that a report is now prepared by the Community Planning and Partnership Manager for the Community Planning Partnership Board that would set out the process for implementing the key elements of the draft Guidance. This would include the:
- Creation of a plan with timelines for the development and implementation of the Local Outcome Improvement Plan (LOIP) and the five locality plans;
 - Establishment of a briefing process to ensure that Community Planning Partners are aware of their responsibilities as set out in the draft guidance. This would include briefing notes and presentations to partner governance boards
 - Identification of community bodies that represent the interests of people experiencing inequalities of outcome, and the ways in which they may wish to be involved, recognising that not all groups will want to be involved and that some groups may present themselves through the participation request process.

5 IMPLICATIONS

5.1 Financial

There are no direct financial implications arising from this report.

5.2 Risk and Mitigations

- (a) There are reputational risks that could occur if the Scottish Borders Community Planning Partnership does not have appropriate arrangements in place to fulfil its responsibilities arising from the implementation of the Community Empowerment (Scotland) Act

5.3 Equalities

- (a) It is too early yet to carry out an equality impact assessment on this work but any new processes and policies associated with the Community Empowerment (Scotland) Act 2015 will need to be equality impact assessed.

5.4 Acting Sustainably

- (a) No decision is required as yet that will have economic, social, or environmental implications.

5.5 Carbon Management

- (a) There are no effects on carbon emissions.

5.6 Rural Proofing

- (a) Rural areas are treated similar to urban areas in the implementation of the Community Empowerment (Scotland) Act 2015.

5.7 Changes to Scheme of Administration or Scheme of Delegation

(a) There are no changes to be made.

6 CONSULTATION

- 6.1 The Community Planning Joint Delivery Team has been consulted on the report and comments received have been incorporated into the final report.

Approved by

Name
Title

Signature

Author(s)

Name	Designation and Contact Number
Douglas Scott	Senior Policy Adviser 01835 825155

Background Papers: None

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Douglas Scott can also give information on other language translations as well as providing additional copies.

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Community Empowerment (Scotland) Act 2015

Part 2 Community Planning

Consultation on Draft Guidance and Regulation

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Foreword

High quality public services which work together and with Scotland's communities are essential to support a fair and prosperous society. Building on this, the Scottish Government has undertaken a major programme of reform and improvement across our public services. Our approach continues to be informed by the findings of the Christie Commission on the Future Delivery of Public Services in 2011, giving us consistent and clear strategic direction built around the four pillars of reform: partnership; prevention; people; and performance.

It is an approach which demonstrates that we are focused on putting people and communities at the centre of public service delivery and policy making. In particular, it is designed to target the causes rather than the consequences of inequalities; and to make sure that our public services are sustainable in the face of significant constraints on public spending imposed by the UK Government in Westminster, and reflect the changing shape of our society.

Community planning is a key driver for public service reform at local level. It brings together local public services and the communities they serve. It provides a focus for joint working, driven by strong shared leadership, directed towards distinctive local circumstances. And this focused joint working provides powerful potential to address often deep-rooted causes of inequalities, and to use preventative approaches to manage future demands on crisis intervention services.

This statutory guidance provides a renewed vision for community planning, which builds on the provisions in the 2015 Act and the shared ambitions of COSLA and the Scottish Government. The guidance supersedes the Statement of Ambition which COSLA and the Scottish Government agreed in 2012; and also policy statements which the National Community Planning Group, Scottish Ministers and COSLA leaders have issued since then.

The expectations in this guidance are intended to be ambitious and to be challenging. They recognise that community planning partnerships (CPPs) are undertaking an improvement journey. It is therefore important that CPPs understand how closely their own performance matches these expectations and have a clear understanding of the nature and extent of improvement support required to make these ambitions real. But this ambition is important if community planning, alongside health and social care integration and community justice is to make the most of its potential as a principal driver of public service reform locally across Scotland.

Part 1

What is the purpose of community planning?

1. Under the 2015 Act, community planning is about how public bodies work together and with the local community to plan for, resource and provide or secure the provision of services which improve local outcomes in a local authority area, with a view to reducing inequalities. Effective community planning is built upon a series of principles, articulated in Part 2 of this guidance and which reflect the dimensions outlined below.
2. Effective community planning brings together the collective talents and resources of local public services and communities to drive positive change locally. Local statutory community planning partners provide strong shared leadership for community planning, so that the CPP sets an ambitious vision for local communities and ensures that is delivered. The voices of communities themselves, especially those experiencing socio-economic disadvantage, are integral to successful community planning. Their needs and aspirations, and their own capacity to make change happen (with support where needed), are reflected in the local priorities the CPP sets, in how community planning partners shape services and direct resources, and in how the CPP reviews progress made.
3. Effective community planning focuses on where partners' collective efforts, can add most value for their local communities, with particular emphasis on reducing inequalities. The CPP has a clear and ambitious vision for its local area. This focuses community planning on a small number of local priorities where the CPP will add most value as a partnership – in particular by improving outcomes for its most vulnerable communities and moderating future demand for crisis services. The CPP is clear about the improvements it wishes to make locally on these priorities, and is committed to prevention and early intervention as a way to contribute to these improvements.
4. Effective community planning makes the most of collective resources to deliver change where it matters most for local communities. The CPP and its partners understand how their collective resources support their ambitions. They deploy the right resources to meet the CPP's improvement targets and offer better prospects for vulnerable people in future. Partners look for opportunities to work together to use collective resources in more effective and efficient ways to improve outcomes. They align their collective resources to better support the CPP's ambitions. The CPP and its partners keep under review whether partners are deploying the right resources to meet their ambitions, take corrective action where necessary and report progress annually to their communities.

5. Effective community planning is committed to achieving its ambitions and strives for continuous improvement. The CPP and its partners are committed to delivering on their ambitions for communities in their area. They understand how well they're performing, and act nimbly wherever appropriate to improve performance. There is genuine challenge and scrutiny in community planning, built on mutual trust, a shared and ambitious commitment to continuous improvement, and a culture that promotes and accepts challenge among partners. The CPP is organised to provide a strong platform which supports and encourages vibrant strategic decision-making and action locally. And the CPP is transparent in demonstrating to its communities the progress it is making to improve outcomes.

What difference does the 2015 Act make to community planning?

6. In summary, the Act makes significant changes to community planning legislation, previously contained in Part 2 of the Local Government in Scotland Act 2003. Community planning now has a clear statutory purpose focused on improving outcomes. It is explicitly about how public bodies work together and with the local community to plan for, resource and provide services which improve local outcomes in the local authority area, all with a view to reducing inequalities. These reforms recognise that:
 - it is unlikely that any public sector body can most effectively meet its own business requirements by working in isolation.
 - public bodies need to work closely with each other and their local communities in order to make the biggest difference in the outcomes for which they are responsible.
 - how public sector bodies and communities do this should reflect often distinctive local conditions.
7. The 2015 Act requires CPPs to:
 - prepare and publish a local outcomes improvement plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement
 - identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the local outcomes improvement plan)
 - review and report publicly on progress towards their LOIP and locality plans, and keep the continued suitability of these plans under review.

8. The 2015 Act expands the number of public sector bodies that are subject to community planning duties. Statutory partners under the 2003 Act are the local authority; the Health Board; Scottish Enterprise / Highlands and Islands Enterprise; Police Scotland; the Scottish Fire and Rescue Service, and the Regional Transport Partnership. Schedule 1 to the 2015 Act expands this list to include:
 - Historic Environment Scotland
 - the health and social care Integration Joint Board for the area
 - a National Park authority
 - the board of management of a regional college
 - a regional strategic body under the Further and Higher Education (Scotland) Act 2005
 - Scottish Environment Protection Agency
 - Scottish Natural Heritage
 - Scottish Sports Council (i.e. Sportscotland)
 - Skills Development Scotland
 - VisitScotland.
9. The 2015 Act places specific duties on community planning partners, all linked to improving outcomes. These include:
 - co-operating with other partners in carrying out community planning
 - taking account of LOIPs in carrying out its functions;
 - contributing such funds, staff and other resources as the CPP considers appropriate to improve local outcomes in the LOIP and secure participation of community bodies in community planning.
10. Under the 2015 Act, running the CPP and making sure it works effectively is a shared enterprise. It applies duties to support shared leadership and collective governance on specified community planning partners, i.e. the local authority, NHS, Police Scotland, Scottish Fire and Rescue Service and Scottish Enterprise or Highlands and Islands Enterprise. These duties include:
 - facilitating community planning
 - taking all reasonable steps to ensure the CPP conducts its functions effectively and efficiently.
11. The participation of and with communities lies at the heart of community planning, and apply in the development, design and delivery of plans as well as in the review, revision and reporting. The 2015 Act and this guidance make it clear that consultation is no longer enough and that CPPs and community planning partners must act to secure the participation of communities throughout.

12. So CPPs must take all reasonable steps to secure the involvement in community planning of any community body which it considers is likely to be able to contribute to it, to the extent that the community body wishes. They must in particular have regard to community bodies which represent those communities experiencing socio-economic disadvantage. And statutory community planning partners must contribute such funds, staff and other resources as the CPP considers appropriate to secure participation of community bodies in community planning.
13. Whilst the provisions in the 2015 Act sets out statutory duties on CPPs and community planning partners, effective community planning requires more than simply complying with these duties. CPPs and community planning partners need to apply the principles of effective community planning set out in Part 2 of this guidance, as without them then community planning is unlikely to make the difference to people and communities that it can and should.

What is the scope of the guidance?

14. Scottish Ministers have published this guidance under section 15 of the 2015 Act. CPPs and community planning partners listed in Schedule 1 to the Act and the relevant local authority must have regard to this guidance in undertaking community planning. Other organisations and individuals involved in community planning are also encouraged to take account of this guidance.

PART 2: PRINCIPLES OF EFFECTIVE COMMUNITY PLANNING

Shared leadership

Summary of Expectations

- Partners demonstrate collective ownership, leadership and strategic direction of community planning.
- Partners use their shared leadership role to ensure the CPP sets an ambitious vision for local communities; the CPP involves all partners and resources that can contribute towards delivering on that vision; and that partners deliver on it.
- The CPP is clear about how they work with public service reform programmes (including health and social care integration and community justice reforms).

Why Strong Shared Leadership is needed

15. Shared leadership is needed to ensure collective ownership for effective community planning in an area. Strong shared leadership provides a CPP with a clear strategic direction and stretching ambitions for local communities, and also momentum to drive progress and secure continuous improvement.

Who Shared Leadership Applies to

16. Shared leadership is a corporate responsibility for each partner body. The effectiveness of this depends on the drive and enthusiasm which leaders within partner organisations personally demonstrate to how their organisation engages in community planning. This includes the body's senior management, board members and political leaders.
17. While traditionally community planning has tended to be seen as a council-led exercise in which other bodies participated but did not lead, effective community planning now requires every community planning partner to contribute to strong shared leadership. This includes those partners which participate while not having statutory community planning duties under the 2015 Act (e.g. the Third Sector Interface, community representatives, housing associations).

What Strong Shared Leadership Involves from CPPs

18. Within the CPP, one key feature of strong shared leadership is ensuring it has a [clear vision for local communities](#), built on a strong and up-to-date [understanding of local needs, circumstances and opportunities](#), shaped by effective [community participation](#). Another is to ensure a positive committed response in delivering that vision, in how partners work together and with communities to set and achieve ambitious progress on collaboratively agreed key priorities. This includes their commitment to [prevention](#) and to ensuring sufficient collective [resource](#) is in place to deliver on agreed priorities.

19. CPPs should also ensure they are clear about how community planning can and should add value to, and in turn benefit from, other public service reforms. In particular, CPPs should consider how their work can most effectively work alongside, and gain from, health and social care integration and community justice reforms.
20. CPPs and community planning partners need not limit their focus on collaboration to within their own area. They should consider where there may be opportunities to build connections across other areas, wherever this can support efforts towards improving outcomes or working more efficiently.

What Strong Shared Leadership Requires from Community Planning Partners

21. A community planning partner will demonstrate strong leadership both through how it engages in the work of the CPP, which includes how it uses opportunities that community planning can provide to pursue its own outcome responsibilities, and in how it reflects priorities agreed by the CPP in its own work.
22. The Act imposes statutory duties on community planning partners. Each partner must co-operate with the other partners in carrying out community planning (section 14(2)), and provide such funds, staff and other resources as the CPP decides is appropriate to deliver on its commitments (section 14(3)). Community planning partners must also take account of the agreed LOIP in carrying out its functions (section 14(5)).
23. Each partner should be ambitious and creative in its approach to community planning. It should view community planning as more than a responsibility with which they must comply. Community planning also provides an opportunity to engage with other partners and pool collective [resource](#) in order to drive improvements in outcomes in which they have interests which may be both shared and interdependent, and which can contribute to achievement of the partner's own organisational objectives.
24. In doing so, partners should ensure that their ambition and creativity covers all of their responsibilities which can contribute to, or be supported by, community planning. For instance, community planning can be used to target priorities which can assist NHS Boards in pursuing prevention, anticipation and supported self-management across all their services, in line with Scottish Government's 2020 Vision for healthcare in Scotland. And within local authorities, for instance, housing and local transport services may be relevant to supporting community planning priorities. And the development planning role of planning officers can be important in helping to set a framework for the local infrastructure which can underpin long-term community planning ambitions.

25. The specific contribution of statutory and non-statutory partners to local community planning will depend on the extent to which the CPP's local [priorities](#) reflect the individual body's role and responsibilities. So CPPs should understand the specific contributions that individual partners can make to improving each of its agreed outcomes. This includes engaging with bodies which are not statutory partners and which have previously not been closely involved in community planning, wherever this can add value to delivering one or more of these local outcomes.
26. As a result, a CPP may agree that particular community planning partners need not comply with a duty related to a particular local outcome, or need comply only to the extent as is agreed (section 14(1)). This would most likely arise where the CPP recognised that a particular community planning partner had no relevant contribution to offer to deliver a particular local outcome.
27. Each community planning partner is jointly responsible for fulfilling the ambitions the CPP agrees to. As a result, objective on-going reviews of progress and recalibration of needs and ambitions, with mutual challenge wherever needed, are fundamental elements of effective and proactive shared leadership. CPPs should not view these as simply a function of formal governance.

Some Approaches for Applying Shared Leadership

28. The Christie Commission report highlighted the role of leaders in ensuring the involvement of front-line staff and communities in the transformation of service provision. This requires a sustained personal effort by leaders to shift organisational cultures and operations towards an all-inclusive change agenda. At an operational level this includes proportionate local autonomy and development support where needed for professionals so that they are empowered and supported to work with the local community and across professional boundaries to collaboratively develop local responses.
29. A recent report¹ encapsulates characteristics for effective shared leadership among public sector leaders well. It suggests that the best public sector leaders of the future “will demonstrate a series of new abilities and behaviours that encompass multiple skill sets. They will be adept at connecting people, information and resources to deliver through complex networks. They will operate with a default level of transparency towards their colleagues and citizens, and use social media to engage both continually. Their decisions will be informed by evidence and they will test out their thinking by iterative processes as part of innovation.”

¹ Deloitte, *The State of the State 2015-16: Recalibrating Government* (p.18)

Governance and accountability

Summary of Expectations

- The CPP understands what effective community planning requires, and the improvement needs for it and its partners.
- The CPP and its partners apply effective challenge and scrutiny in community planning, built on mutual trust, a shared and ambitious commitment to continuous improvement, and a culture that promotes and accepts challenge among partners.
- The CPP organises itself in an effective way, which provides platforms for strong strategic decision-making and action, and effective scrutiny and challenge.
- The CPPs and partners can demonstrate, including to local communities through annual progress reports, how they are working effectively in partnership to improve outcomes as part of how they are held to account.

Why Strong Governance and Accountability is Needed

30. Governance and accountability should provide assurance that community planning in an area is working effectively for the benefit of local communities and in line with statutory duties set out in the 2015 Act.
31. Ensuring community planning is effective is first and foremost the responsibility of the CPP and its partners. It is vital that the CPP takes responsibility for its own [performance](#) and improvement. Can the CPP demonstrate it is making a difference, reducing [inequalities](#) in outcomes, applying [preventative](#) approaches and using its collective [resources](#) to get the maximum benefit for communities? All community planning partners should contribute towards strong [shared leadership](#) which sets an ambitious vision and supporting targets for community planning in the area, and drives progress towards these.

What Strong Governance and Accountability Requires from CPPs and Community Planning Partners

32. The most effective scrutiny and challenge in community planning is embedded as an integral part of how the CPP conducts its day-to-day business. To make this happen on an on-going basis, all community planning partners need to test and scrutinise progress, and wherever necessary challenge each other, in effective ways which support continuous improvement. This provides accountability by partners to each other within the CPP, and includes challenging each partner on whether and how they are contributing to the CPP's priorities in its LOIP and locality plans. This challenge may take place in formal meetings, or in more private settings if doing so is likely to result in positive progress.

33. In any case, community planning partners need to hold and demonstrate the skills and culture that are needed to create effective challenge, within an operating culture in which they can both build and maintain good on-going relations and hold colleagues to account for their respective contributions and performance.
34. Another key aspect of effective governance is the management of risk. The CPP should discuss and agree what potential risks the community and the partnership is exposed to, including failure to improve outcomes and reduce inequalities and develop a risk management strategy to monitor and manage these risks appropriately, including any mitigating actions for each identifiable risk to success.
35. The CPP and its partners should be clear about how effectively they are performing, and identify and address improvement needs. Community body perspectives can be important for informing this understanding of performance. And self-assessments can help CPPs diagnose strengths and improvement needs, and provide a catalyst for further improvement actions.

Specific Statutory Governance Duties

36. Section 13 of the Act places a duty on certain community planning partners (the local authority, NHS board, enterprise body, Police Scotland and SFRS) to take reasonable steps to ensure that the CPP carries out its functions under Part 2 of the Act efficiently and effectively. This duty provides a formal focus on a small group of key and influential partners in the CPP to drive effective community planning. These partners should be able to demonstrate how, individually and together, they fulfil this duty. Nevertheless, the day-to-day practical responsibility to ensure community planning works effectively falls to all community planning partners, and not just those listed in section 13.
37. Each CPP will have a top-level board or committee, which should provide strategic leadership and oversight of how the CPP conducts its business and fulfils its ambitions. In some cases, this Committee will also exercise executive functions. In others, a separate board comprising non-executive members might be established to provide this strategic leadership and oversight.
38. It is up to each CPP to decide how it organises itself. In doing so, it should ensure that its structure provides a place or places for both strategic decision-making involving senior representatives of community planning partners with high levels of authority, and strategic leadership and oversight involving senior figures (those who have the appropriate skills which might include elected members and public body board members) who can hold senior executives to account for how they drive community planning. It should also ensure that everyone involved in community planning is clear about their own respective role and responsibilities.

Accountability to Local Communities

39. The CPP is accountable to communities for the progress it makes towards its community planning ambitions for the local area. Effective [community participation](#) requires the CPP to demonstrate clearly ways in which it has improved local peoples' lives. Section 14(4) makes it clear that each community planning partner must provide such information about local outcomes as the partnership request which includes contributions to the published annual report.
40. Sections 8 and 12 of the 2015 Act require the CPP to publish annual reports which, respectively, describe progress made towards ambitions in their LOIP and locality plans. The annual progress report on the LOIP should also include an assessment of how the CPP has participated with community bodies during the reporting year and how effective that has been in enabling community bodies to shape and influence community planning (s.8(2)(b) refers). CPPs should publish these progress reports [within 4 months following the end of the reporting year], providing partners and communities with an assessment of progress that is accurate and current is crucial to secure on-going effective participation.

Formal Lines of Accountability

41. As well as accountability to each other within the CPP, community planning partners are subject to other formal lines of accountability. These include to their own organisation's board, Scottish Ministers, the Scottish Police Authority (in the case of Police Scotland), the Scottish Fire and Rescue Service Board, or to the communities that elected them (in the case of local authorities).
42. Those who hold public bodies to account, principally elected members and Scottish Government, should test partners on how they are working effectively in partnership and especially through CPPs to improve outcomes and reduce inequalities as part of how they do so. By the same token, organisations' boards, Scottish Ministers, elected Councils, the Scottish Police Authority and Scottish Fire and Rescue Service Board should hold partners to account on these issues within the context of their regional or national remit and responsibilities. The CPP itself should make clear how it is using collective [resources](#) to improve local outcomes and reduce inequalities on its priority themes, as part of how it reports to its local communities.

Specific Statutory Duties to Facilitate Community Planning

43. Section 13 of the Act places a duty on certain community planning partners (the local authority, NHS board, enterprise body, Police Scotland and SFRS) to facilitate community planning. It is for these partners to agree for themselves how this is done. Even where it is agreed that most facilitation functions fall on one partner (as, for instance, local authorities have historically tended to lead this role), responsibility for ensuring the CPP is properly managed and supported falls upon all of the partners listed in section 13.

44. Coordinating and managing partnership working can be complex, given the range of leadership boards, locality or thematic groups, national reform activity and other forums in any given area which either fall within the CPP or affect its work. [Shared leadership](#) is needed to ensure collective ownership of effective community planning and to provide strategic direction for activities.
45. The partners with facilitation duties should decide which local partnership working arrangements are most appropriate for their area. In some cases, for instance, a CPP may choose to delegate and channel its business, including planning, investment and review, to area committees. In all cases, the partners should ensure these arrangements are streamlined as far as possible and aligned with their local improvement priorities.

Community participation and co-production

Summary of Expectations

- The CPP and community planning partners work with community bodies to ensure that all bodies which can contribute to community planning are able to do so in an effective way and to the extent that they wish to do so.
- The CPP and community planning partners have a clear understanding of distinctive needs and aspirations of communities of place and interest within its area, as a result of effective participation with community bodies.
- Effective community participation informs decisions about the CPP's priorities, how services are shaped and resources deployed; this includes working with community bodies on co-production where these bodies wish to do so.
- Effective community participation informs how the CPP manages and scrutinises performance and progress, and how it revises its actions to meet its ambitions as a result of its performance management.
- The CPP embraces the principles of effective co-production which is aimed at combining the mutual strengths and capacities of all partners (including community bodies) to achieve positive change.

Introduction

46. The CPP and its community planning partners should demonstrate a clear commitment to securing effective participation with community bodies throughout community planning, by engaging actively with communities of place and interest. Not only can effective community participation assist the CPP to secure improved outcomes and reduced inequalities. It can also stimulate improved self-esteem raised aspirations within these communities, and capacity to try to do more.
47. This commitment to securing effective participation from community bodies should be led, planned and managed effectively at a partnership level, with strong shared leadership from partners. Approaches should be informed by the National Standards for Community Engagement and supported by such tools and frameworks as are appropriate. Leaders should promote a culture throughout their respective organisations which is committed to the ideal of communities as equal partners, and support innovate ways to involve and empower communities.

Identifying Community Bodies

48. The 2015 Act requires CPPs and community planning partners both to engage with those community bodies which are likely to be able to contribute to community planning, and to participate with these bodies in community planning to the extent that those bodies wish to do so (section 4(3) and (6)).

49. Section 4(9) defines “community bodies” for this purpose. These are bodies, whether or not formally constituted, established for purposes which consist of or include that of promoting or improving interests of any communities however resident or otherwise present in the area of the CPP.
50. Formally constituted bodies can include, for example, community councils, tenant or resident associations, and local business associations. These bodies can support the interests of **communities of place** and **communities of interest** (e.g. young people leaving care; vulnerable adults; the local business community; those with protected characteristics such as disabled people; or people from black and minority ethnic communities.)
51. The CPP should also engage with third sector organisations, where doing so can support effective participation from community groups that can contribute to community planning. Third Sector Interfaces should support effective community planning, by building links between third sector bodies and the CPP.
52. A substantial number of community bodies are also regarded as third sector organisations². While the CPP may determine that it cannot engage with every community body in the way and to the extent that each body might wish, it should be open and transparent in making clear to bodies why it has reached the decisions it has in order to support how it fulfils its broader duty to secure effective community planning.

Applying this Principle

53. The CPP and its partners should shape their engagement activity with a view to securing active, constructive and ongoing participation from community bodies. This will inform, for instance, when and how this activity is undertaken, and what local information and other support the CPP and partners provide to facilitate effective participation. Effective links may be made for example, with statutory consultation requirements on the development plan.
54. Securing participation from communities requires commitment from the CPP and partners to strengthen the capacity of community bodies, wherever this is needed to build effective community involvement in decision-making, policy development and service provision. Community capacity building is especially important to secure the participation of those sections of the community which are otherwise less engaged than other sections in community planning. This includes in particular community bodies which represent the interests of persons who experience inequalities of outcome which result from socio-economic or other disadvantage. Community planning partners should seek to maximise the impact of community learning and development by focusing activity on the most disadvantaged communities.

² The third sector includes volunteers, charities, social enterprises, mutual, voluntary groups, community groups, sports associations and others. They are neither public or private sector and are focused on achieving social goals.

55. Section 14(3)(b) gives a statutory basis to this requirement, by requiring community planning partners to contribute such funds, staff and other resources as the CPP considers appropriate to secure that participation. The CPP should ensure that there is a particular focus on supporting the participation of those people who face additional barriers to involvement. The CPP and its partners – including Third Sector bodies and, importantly, community bodies themselves – should view capacity building as a shared responsibility.
56. Through their engagement and capacity building activity, the CPP and partners should develop and maintain a strong understanding of local needs, circumstances and opportunities. These needs and aspirations are likely to be complex and constantly evolving, and so the CPP and its community planning partners will need to maintain ongoing engagement with community bodies. In turn community bodies and the communities they represent should feel that their voices have been heard and change has taken place as a result of their involvement.
57. Techniques such as charrettes, an innovative multi-disciplinary approach to development in the built environment or use of the Place Standard which supports the delivery of high quality places in Scotland and to maximise the potential of the physical and social environment in supporting health, wellbeing and a high quality of life, can support effective community engagement which is central to the delivery of successful, sustainable places.
58. Partners should collaboratively align their community participation activity. The aim is to: pool community engagement expertise and resources; reduce engagement fatigue amongst communities; provide a more efficient use of community as well as public partner resource; and maximise the impact of community participation in community planning.
59. The CPP should ensure that its structure and organisation ensure a strategic, full and clear role for community bodies in its organisation and in its decision-making across all levels. From this and how the CPP more broadly secures participation from community bodies in community planning, community needs and aspirations should strongly inform the CPP's understanding of local needs and circumstances as well as its [clear vision for local communities](#) and the priorities it sets for improvement in its LOIP. These decisions may not fully satisfy the wishes of every community body, so the CPP should be transparent and provide reasoning for their choice of actions.
60. The perspective of communities is also important for decisions on how to deliver and [resource](#) actions to achieve ambitions in the LOIP. This is especially true when tackling multi-faceted and deep-rooted challenges which result in cumulative impact and poorer outcomes for some sections of the community, in these circumstances it is particularly important that interventions are shaped around the needs, circumstances and aspirations of targeted groups.

61. CPPs should work with communities to consider and, where appropriate, develop opportunities to co-produce services with communities where those communities wish and have the capacity to do so. In simple terms, this means working with rather than doing to people and communities, to achieve better outcomes. This can harness communities' ambitions to fulfil their own potential, building on their knowledge, experience, talents and aptitude; and from this, support positive outcomes. It can be an effective way of pursuing [prevention](#).
62. Section 4(6)(c) requires CPPs to take such steps as are reasonable to enable communities bodies who wish to participate in community planning to do so. In line with section 14(3)(b), community planning partners should provide such resources as the CPP considers appropriate to secure the participation of community bodies in community planning. This should include support where needed to support community bodies to engage in co-production (reflecting the duty in section 4(6)(c)).
63. One example of how CPPs can gain a community perspective is by using Participatory Budgeting as a tool for enhanced community engagement and as a development of participatory democracy. Participatory Budgeting gives local people a direct say in how and where public funds can be used to address locally identified requirements by providing the opportunity to identify preferences and allocate spend within defined parameters.
64. A commitment to community participation is also important to how the CPP monitors [performance](#) and progress against its ambitions, how it ensures sufficient challenge and scrutiny of this progress, and how it revises its actions to meet these ambitions in response. Intelligence about the views and experiences of local communities should form part of a portfolio of evidence which underpins the CPP's approach to effective performance management. This, for instance, should enable the CPP to review and evaluate how well local people feel they are involved in local decision making and how well local services are meeting their needs and aspirations. It should also assist the CPP to identify progress towards ambitions in specific communities of place or of interest that might be masked in data that covers the whole CPP area.
65. This intelligence about the views and experiences of local communities may be built in a variety of ways. However it should include opportunities for community bodies to participate fully within the CPP's formal monitoring channels.
66. CPPs should establish an on-going monitoring and evaluation processes (including the annual progress report to their communities) as a means to communicate, explain and encourage further community participation in community planning. CPPs should describe the extent to which they have been effective in enabling community bodies to contribute to community planning in this progress report (section 8(2) of the 2015 Act refers). This measure of participation and impact is designed to encourage CPPs to place communities at the centre of community planning so that community perspectives can contribute throughout.

67. Effective community participation requires the CPP to demonstrate clearly ways in which it has improved local peoples' lives. The CPP is [accountable](#) to communities for the progress it makes towards its community planning ambitions for the local area. Section 14(4) makes it clear that each partner must provide such information about local outcomes as the partnership requests which could include contributions to the published annual report.
68. Sections 8 and 12 of the 2015 Act require the CPP to publish annual reports which, respectively, describe progress made towards ambitions in their LOIP and locality plans. Progress reports should provide communities with an assessment of progress that is accurate and current. The annual progress report on the LOIP should also include an assessment of how the CPP and community planning partners have participated with community bodies during the reporting year, and how effective that has been in enabling community bodies to shape and influence community planning (s.8(2)(b) refers).

Understanding of local communities' needs, circumstances and opportunities

Summary of Expectations

- The CPP has a strong understanding of its local areas, including differing needs, circumstances and opportunities for communities (geographical and communities of interest) within its area.
- This understanding is built on appropriate data and evidence from partners and community perspectives flowing from effective community engagement.

Introduction

70. For a CPP to focus its energies on local priorities and understanding the impact of its interventions on local communities, it must have a clear and evidence-based understanding of local needs, circumstances and opportunities. This understanding should capture both the area overall and differing needs and circumstances of communities within its area. This includes both *communities of place* and *communities of interest*.

Developing this Understanding

71. The CPP should be effective in mobilising the knowledge and resources of all relevant local and national agencies to develop this clear understanding of local needs, circumstances and opportunities, underpinned wherever possible by robust and relevant evidence. This evidence may take the form of data and information from community planning partners. It could, for example, draw from work such as a strategic assessment or needs analysis with detailed evidence and data referenced or annexed where appropriate.

72. The CPP should consider a broad range of sources in identifying intelligence to inform its understanding. For example performance information held in Community Profiles being developed by the Improvement Service will allow the CPP to compare outcomes in its area with those elsewhere in Scotland.

73. Intelligence obtained for other purposes (e.g. information held by equality groups pertaining to groups with protected characteristics, local NHS priorities, development planning) can also be relevant in a community planning context. Further, partners should be willing to share data and other intelligence which helps to build that local picture.

74. Also important is evidence from [communities](#) themselves. The CPP must use engagement with communities (including the business and third sectors) to establish their perspectives; both of needs and opportunities within the area and how they differ for particular sections of the community. Strong and up-to-date evidence as a result of community engagement and participation is powerful in shaping decision making that improves outcomes and tackles inequalities.

75. Whilst the CPP should consider how it can draw on most suitable evidence from the wealth and variety of information and data available, it should not use the absence of perfect data as a reason not to take action on an issue.

Applying this Understanding

76. The CPP should use its understanding for a number of purposes which flow from statutory duties under sections 4, 5, 6, 9 and 10 of the 2015 Act. In other words, the CPP's understanding should inform its [vision and priorities](#) for the local area and its approach to [tackling inequalities](#) within the area, including those neighbourhoods to be targeted for [locality planning](#). The CPP should be capable of monitoring this understanding over time to drive and demonstrate continuous improvement as part of effective [performance management](#).
77. As part of how they determine how outcomes vary across their area and to understand those localities in which communities experience poorest outcomes (and to comply with section 9(1) of the Act), CPPs should establish what they understand to be localities across their area. How CPPs frame these localities should reflect their understanding of local identity. They may define localities by a formal definition, such as an electoral ward, community council area or postcode district. Alternatively, they may draw locality boundaries based on other factors which influence people's sense of local identity, such as accessibility to schools and other local services, or travel to work areas. In all cases, CPPs should identify localities in accordance with criteria which Scottish Ministers set out in Regulations.
78. While this guidance focuses on how community planning partners within a CPP develop the understanding of local needs, circumstances and aspirations for the purposes of community planning, that same understanding can also be used to inform other plans, including development plans and local transport strategies.

Focus on key priorities

Summary of Expectations

- The CPP uses its understanding of local needs, circumstances and opportunities to establish a clear and ambitious vision for its area and identify local priorities for improvement.
- The CPP is clear about the improvement it wishes to make locally in terms of better outcomes for specific communities, reducing the gap in outcomes between the most and least deprived groups and moderating future demand for crisis services.
- The LOIP places a clear emphasis on identifying local priorities which focus on how the CPP will add most value as a partnership to improve outcomes and tackle inequalities, and the CPP targets activities around these priorities.

Applying this Principle

79. Community planning is not expected to be a place from where all public sector activity for a local area is co-ordinated and steered. Its focus should be on where the collective efforts of community planning partners and communities can add most value in improving local outcomes and tackling inequalities and where problems that need addressed are cross-cutting.
80. Each CPP should translate its [understanding of local needs, circumstances and opportunities](#) to establish a clear and ambitious vision for what improvements in outcomes and reductions in inequalities it wants to ensure for its area. The CPP will then translate this vision into a LOIP which provides a clear and unambiguous expression of jointly prioritised outcomes and of what will be different for communities over short, medium and long terms as a result of partners' improvement actions. Section 6(1) and (2) of the 2015 Act sets out what must go in a LOIP. Framing this vision and ensuring its delivery should be an on-going focus for strong [shared leadership](#) by community planning partners.
81. In setting and implementing its vision, the CPP should focus partners' collective energy on where their efforts can add most value for their communities, with particular emphasis on [tackling inequalities](#). This collective response should recognise that multiple and cumulative negative outcomes tend to befall the same communities; that the reasons for these negative outcomes can be complex and inter-linked, and that co-ordinated collective responses are therefore likely to be most successful in overcoming these.

82. A CPP is likely to find that it can make best impact by concentrating its ambitions and efforts on a small number of these complex and deep-rooted challenges, rather than a wide range of outcomes. In framing its ambition on this response, the CPP should recognise the high costs which partners typically will already incur in providing the crisis services required to deal with the impact of negative outcomes, and which an effective response could moderate.
83. That collective response should also reflect, and wherever reasonably possible take advantage of, assets already available in local communities on which action can be built. These might, for instance, relate to physical assets (such as school or library buildings) that communities can use. Community cohesion, in forms such as civic identity and strong sense of mutual care and responsibility among fellow citizens - can in itself be a strong asset, and a valuable foundation for further interventions by public services or with communities themselves.
84. The CPP has both the power and responsibility to make choices as to where it prioritises its efforts. So, for instance, it need not feel compelled to act to ensure improvement or steady state against every outcome affecting local communities, provided it can justify why it is focusing its energies on other priorities. However, it must be transparent to local communities about the priorities it sets (which it will do through its LOIP and where it undertakes [locality planning](#)).
85. The CPP and community planning partners should consider opportunities to use the distinctive purposes and contributions of the LOIP and other plans, such as development plans and local transport strategies, in order to provide an aligned and complementary approach to pursuing shared local priorities.

Focus on prevention

Summary of Expectations

- The CPP and partners plan prevention and early intervention approaches as core activities which help people and communities to thrive and contribute to addressing poor outcomes and moderating future demand for services.
- The CPP places strong emphasis on preventative measures to achieve ambitious improvement goals on the local outcomes it prioritises.
- CPP partners provide resources required to support preventative measures to the scale required to fulfil these ambitions.
- The CPP works with local communities and uses a close understanding of local needs, circumstances and opportunities to design services and focus resources to where it has greatest preventative benefit.

Introduction

86. Prevention encapsulates actions which prevent problems and ease future demand on services by intervening early. Evidence presented to the Christie Commission³ estimated that around 40% of local public service spending in Scotland is focused on meeting 'failure demand', that is short-term spending that is the result of a failure to respond effectively to a need when it first arises. A preventative system is centred around, and is responsive to, what people value through every life stage. Those who design or deliver public services are always aiming to reduce or eliminate the need for future interventions and asking: "*how can we act earlier?*"

87. Effective preventative and early intervention approaches, which can moderate future demand for crisis intervention services, are therefore essential and integral to community planning: to improve outcomes for all; to reduce inequalities and ensure fair life chances for all, and to maintain the financial sustainability of local public services. They are particularly relevant to addressing local priorities agreed by the CPP to tackle outcome inequalities.

Applying this Principle

88. Preventative and early intervention approaches can take a number of forms. In a community planning context, these approaches are most likely to be targeted towards at risk groups (as opposed to *universal prevention* which is directed towards the whole population).

³ Report of the Commission on the Future Delivery of Public Services, 2011

89. At its earliest stage (sometimes called *primary* or *targeted prevention*), the purpose of preventative action is to reverse a trend before a potentially negative outcome takes hold. *Early intervention* action (sometimes called *secondary prevention*) involves targeted action towards high risk individuals or households, to deal with emerging concerns before they trigger a crisis response. Both of these types of intervention are designed to reduce the likelihood of high risk individuals and households requiring the intervention of crisis services.
90. Preventative activity can also be directed towards pulling individuals, households and communities out of a crisis setting. So-called *recovery-based prevention* focuses on building the assets and strengths that already exist in people and communities, in order to help them achieve positive outcomes. Targeted employability support and re-integration of former offenders into the community are examples of recovery-based prevention activity.

Planning for Prevention

91. Effective preventative approaches start with a shared recognition by CPP partners about which individuals, households or communities experience particularly poor outcomes; together with the nature and cost of crisis intervention services for which they have responsibility, and an understanding of factors which can moderate demand for these. It is by directing action and aligning [resources](#) to moderate this demand that CPP partners can most effectively pursue prevention.
92. CPPs should recognise the role that communities can perform in primary prevention. Their input, based on their [understanding of local needs, circumstances and opportunities](#), can help focus public sector resource to where it has greatest preventative benefit. Communities can also provide an important part of the response, through co-production of local preventative activity.
93. Strong [shared leadership](#), including mutual trust, is a prerequisite for effective prevention. Partners should recognise the likely demands on public services and human lives without this intervention.
94. A decisive shift towards prevention and early intervention requires CPP partners to agree shared strategic ambitions, followed by clear and on-going commitment to implement these. This can be challenging to fulfil and maintain, not least to find resource (e.g. budgets, staff, knowledge, buildings and community capacity), to direct towards prevention in the face of tightening resources and competing demands, including for crisis intervention services – when the returns from investment in prevention may take several years to become evident.
95. For example, preventative action which moderates future demand for one CPP partner's crisis intervention services may require investment by another partner. In these cases, strong collective leadership may be needed to drive the CPP's strategic ambitions, with mutual trust and honesty among partners to work through how investments in preventative activity should be resourced.

96. CPPs may choose to take forward preventative approaches by testing pilot projects and new models of service delivery. This can provide an effective way of taking forward prevention, provided there is commitment to testing the pilots, with further development of model and scaling up of effective projects.

Tackling inequalities

Summary of Expectations

- The CPP has a strong understanding of which households and communities in its area experience inequalities of outcome which impact on their quality of life.
- The CPP focuses its collective energy on where its partners' efforts can add most value for its communities, with particular emphasis on reducing inequalities.
- The CPP develops locality and thematic approaches as appropriate to address these, with participation from community bodies representing the interests of persons experiencing inequalities.
- The CPP should build the capacity of communities, particularly those experiencing inequality, to enable those communities, both geographic and of interest, to identify their own needs and opportunities; and support their efforts to participate effectively in community planning, including in the co-production of services.

Introduction

97. The importance of tackling inequalities is built into both the Christie Commission report and the Scottish Government's Public Service Reform agenda. They recognised that public services are important to us all, but are of particular importance in improving the lives of the vulnerable and disadvantaged in our society. With our public services facing increasing pressures, in part to deal with the consequences of disadvantage and vulnerability, and with significant constraints on public spending imposed by the UK Government in Westminster, our public services more than ever need to meet the needs of the people and the communities they seek to support.
98. Community planning has a particularly important role in tackling inequalities. Multiple negative outcomes tend to befall the same households and communities, whether those communities are geographic or of interest. History tells us that piecemeal approaches which target one outcome at a time tend to have limited success.
99. Addressing multiple negative outcomes requires multi-faceted responses which address their collective impact on affected communities. Community planning brings together the partners who can respond in this integrated way. It is through the prism of addressing socio economic inequality that CPPs can prioritise their efforts towards where they can make the biggest difference to peoples' lives, enabling them to thrive, with local services designed responsively to changing local needs and circumstances.

100. The 2015 Act now reflects this recognition about the role of community planning in tackling inequalities. It includes a specific duty on CPPs when carrying out their functions under Part 2 of the Act to act with a view to reducing inequalities of outcome which result from socio-economic disadvantage (section 5), unless the CPP consider it would be inappropriate to do so.

Applying this Principle

101. It is for each CPP to identify which communities in its area experience inequalities of outcome which impact upon the quality of life for those communities, and the extent of these inequalities. It should establish this as a central part of how it builds its [understanding of local needs, circumstances and opportunities](#).

102. Inequalities are not always experienced in neat concentrations of people in communities. They may apply to particular communities of place, communities of interest or even individual households. So the CPP will need to use its understanding of the distribution and extent of such inequalities to be able to tackle these effectively and efficiently. In all cases, the CPP and its partners should recognise the multi-faceted and inter-connected nature of inequalities facing these communities, as it works through approaches to reduce these.

103. The CPP should then reflect this understanding of inequalities in setting its local priorities. It may choose to focus one or more of its priorities on improving outcomes for particular communities experiencing poorer outcomes. Where the CPP instead sets a local priority around an outcome theme (e.g. employability or healthy life expectancy), it should consider interventions which reduce inequalities as well as improve outcomes.

104. CPP partners should then deploy [resources](#) in ways that will have most impact in targeting inequalities in outcomes. The duties on locality planning in sections 9-12 of the Act reflect the fact that inequalities of outcome are often most stark when disaggregated to small neighbourhood level, showing the value of targeting and customising services to particular communities.

105. Effective [engagement with communities](#) should be integral to approaches to tackle inequalities. Communities will often be best placed to understand their needs and shape responses which can address these effectively. CPPs should build the capacity of communities, particularly those experiencing inequality, to better enable those communities to identify their own needs and aspirations and support their efforts to participate throughout community planning, including in the co-production of services, to the extent that the community wish to.

106. The Act places a duty on community planning partners around this. Section 14(3)(b) requires community planning partners to contribute such funds, staff and other resources as the CPP agrees in order to secure the participation of community bodies in community planning, having regard in particular to those representing the interests of persons experiencing inequalities. The CPP may find that understanding how other communities in their area successfully articulate their views can provide valuable insights that can help them work with those communities who need it most.
107. Although CPPs must act with a view to reducing inequality, this does not mean that every single action a CPP takes must in and of itself demonstrably act to reduce inequality. Section 5 of the 2015 Act recognises this, by providing that a CPP need not comply with the duty to act with a view to reducing inequalities if it considers that it would be inappropriate to do so. This allows CPPs to, for example, undertake measures to support local economic development such as encouraging the growth of business sectors that require highly skilled and highly rewarded employees. It is reasonable to expect that securing such employment contributes to improving outcomes in the area, and can sit within a portfolio of priorities for that CPP which otherwise places a strong emphasis on tackling inequality.

Resourcing improvement

Summary of Expectations

- The CPP and its partners understand how their collective resources are supporting shared local priorities, and whether together these are sufficient and the right resources to enable the CPP to meet its improvement targets.
- Partners demonstrate strong shared leadership by working with other bodies to use collective resources in more effective and efficient ways to improve outcomes and reduce inequalities.
- Partners deploy sufficient resource to meet agreed ambitions for the CPP's local priorities.
- Partners align their collective resources in ways which support its local priorities effectively and efficiently.
- The CPP and its partners keep under review whether partners' deployment of resources remains appropriate for meeting its ambitions, and take corrective action where necessary.

Introduction

108. Making the most effective use of public service resources to improve outcomes and tackle inequalities depends on more than how public sector bodies use their own resources. It requires bodies collectively to provide sufficient resource to meet agreed ambitious improvement targets for the themes they prioritise for improvement.

109. It also requires partners in the CPP to target collective resources effectively and efficiently towards these priorities, including by eliminating gaps and duplications in service cover. This is particularly true for helping those communities experiencing deep-rooted and multi-faceted inequalities of outcomes, towards whom numerous public sector bodies direct significant resource.

Applying this Principle

110. Strong [shared leadership](#) is important to effective and efficient resourcing. Each community planning partner should be clear about which communities experience poorer outcomes which is has responsibility for improving. It should also ensure it understands what factors contribute to these inequalities.

111. Each community planning partner should use this understanding to identify opportunities to work proactively with other partners to use collective resources in ways which deliver mutual benefits, by fulfilling their own business requirements in ways which deliver improved outcomes on shared local priorities for CPPs.

112. Shared leadership is also important in the CPP setting, so that partners collectively are clear and ambitious about how they resource expected improvements to their local priorities, and about getting the best returns from these investments.
113. Once a CPP has [agreed its priorities](#) for improving local outcomes and tackling inequalities, each of which has ambitious improvement targets, it needs to work through how to fulfil each of these ambitions, what resource is likely to be needed, how it should be deployed, and what form this resource should take. In this context, "resource" has a broad meaning, including people and physical assets as well as finances.
114. In most cases, this consideration is likely to start with the CPP understanding and keeping under review how its partners are contributing to each of its local priorities. As a minimum, the CPP should build up this understanding as a broad picture, by identifying what the most significant resource contributions from each partner are towards each of its ambitions.
115. The CPP should use this understanding to work through whether collective resources are being used as effectively and efficiently as possible to support its priorities, and whether the quantum and make-up of that resource remains likely to be appropriate for meeting the CPP's agreed ambitions.
116. Partners should also align their community participation activity to reduce potential resource wastage, reduce engagement fatigue amongst communities and provide a more efficient use of community as well as public partner resource. So, for instance, what is the scope for investing in preventative activity? Might alternative delivery models be more effective? Are there opportunities to invest in building community capacity and co-production?
117. The CPP needs to agree which partners provide these resources, including any redirection of resource from elsewhere if it considers this necessary to meet its agreed ambitions. Section 14(3) of the 2015 Act places a duty on community planning partners to contribute such resources as the CPP agrees in order to deliver its ambitions.
118. As a general expectation, partners should contribute resource for each priority in line with the extent to which their organisation has responsibility for improving outcomes covered by that priority. This should include investment in [prevention](#) wherever this is appropriate. These decisions may require strong shared leadership, when the returns from investment in prevention may take several years to become evident.
119. Community planning partners should recognise the impact of actions by other organisations on future demand for services they provide. So a partner should be willing to invest in preventative activity by other partners in order to moderate future demand for its own crisis intervention services; and indeed should seek opportunities to pursue this.

120. The CPP should take appropriate steps to assure itself that the ambitions it has agreed can and will be met. It should use active and on-going performance management which tests progress towards its priority outcomes, to review whether partners' deployment of resources remains appropriate for meeting its ambitions. It should act on this review, agreeing changes to how partners allocate and use resources where necessary.
121. Where a community planning partner is unable or no longer able to meet collaboratively agreed resource delivery requirements whether as a result of changing external factors or circumstances out with its control (e.g. flooding; major developments for the local economy) then it should explain the change and impact on their resource contribution to the partnership. The CPP can then decide whether any changes are required to how they take forward their agreed priority. This is in keeping with section 7(2) which imposes a duty on the CPP to keep the LOIP under review and where appropriate revise it.

Effective performance management

Summary of Expectations

- The CPP has a deep-rooted commitment to continuous improvement.
- The CPP has effective processes and skills to understand and scrutinise performance.
- The CPP acts wherever appropriate to improve performance in light of this understanding and scrutiny.

Introduction

122. Continuous improvement in performance is as relevant and important for a partnership like a CPP as it is for an individual organisation. The Best Value duties to which community planning partners are subject in how they conduct their business are equally relevant in the community planning context.

123. Effective performance management provides evidence about the current state of service provision, so that partners understand the needs and circumstances of the local area, monitors improvements made and supports the determination of whether existing priorities agreed by the CPP remain valid. Effective performance management should provide assurance on whether and how quickly outcomes are improving and stimulate corrective action where required to address underperformance. It should support a culture within which partners hold each other to account for their contribution to improving outcomes, and assist them to demonstrate how they are making a difference.

Applying this Principle

124. Effective performance management requires both the right cultures to operate across the CPP, in terms of a deep-rooted commitment to on-going improvement, and effective processes, skills and authority to understand performance and act appropriately on that understanding. Performance management should be embedded as an integral and on-going part of how community planning in an area works. It is therefore the responsibility of all community planning partners (and not just those partners with specific governance duties under section 13 of the 2015 Act).

125. As a matter of culture, each community planning partner is expected to demonstrate Best Value in how it fulfils its own organisational objectives. It should likewise deploy these expectations to a partnership setting in the CPP, so the partnership can establish and maintain a strong track record for delivering on its ambitions.

126. This requires strong [shared leadership](#) by senior managers, board members and political leaders to reinforce the importance of effective performance management as a fundamental aspect of how the CPP works to improve outcomes for and with local communities. Characteristics they should display include having a clear understanding of progress made; recognising achievements; driving efforts to improve performance; learning lessons from good and under-performance in shaping future actions, and taking steps to moderate risks to future performance.
127. The CPP needs to have in place arrangements which enable it to understand how it is performing and impact on local communities. The performance management frameworks which operate within a CPP should include a blend of performance evidence which improves understanding of the specific added value of the partnership, how the partnership is contributing to improving local outcomes and what the contribution of individual partners is to the locally agreed priorities.
128. Performance information should use a portfolio of evidence which combines data on local outcomes and service performance with experiences of local communities and service users. This includes how well local people feel they are involved in local decision making and how the CPP will identify improvements in specific communities that might be masked in data that covers the whole CPP area.
129. CPPs should use performance and other information to review and report on their assessment of whether progress has been made in improving local outcomes in both their LOIP and in locality plans. It should also inform the assessment in their LOIP report of the extent to which their efforts to secure participation has been effective in enabling community bodies and communities to contribute throughout community planning.
130. Each CPP will need to determine which performance data it should monitor, aligned to its own local priorities. As a result, the nature of data used for performance management and how they are used will vary from one CPP area to another, depending on where each focusing its efforts. Even so, nationally collected performance information should often be valuable to CPPs, supplemented by local evidence where appropriate. Each community planning partner should consider what information it holds which might be helpful to the CPP, and share that in line with the duty in section 14(4) of the Act.
131. Since the focus of community planning is to improve local outcomes, performance management frameworks should similarly have an emphasis on understanding progress in terms of outcomes. Even so, the CPP may consider it appropriate to supplement this with other information, including input and output data and qualitative evidence. This can be particularly useful to help CPPs understand on a close to real-time basis if they are likely to be on track to meet their medium to long-term outcome ambitions.

132. The CPP will need to be able to analyse performance information and use that understanding to inform follow-up actions. So each CPP should ensure its structure and operations provide the forums where there is both the expertise to interpret performance information and the authority to act on it. This might include taking mitigating action where necessary to address risks to ambitions, for example by redirecting additional resource to a priority outcome. It also includes understanding what is working well in terms of service redesign and interventions to achieve improvements in outcomes for its most disadvantaged communities, and where corrective steps may be required. And there should be both the authority and expectation that partners will challenge each other on their respective contributions to CPP priorities where necessary.

PART 3: SPECIFIC GUIDANCE ON STATUTORY PLANS

Local outcomes improvement plans

Purpose

133. Section 6(1) of the 2015 Act requires each CPP to produce and publish a Local Outcomes Improvement Plan (LOIP). The LOIP is a key element in the delivery of public service reform at local level. It provides a vision and focus, based on agreed local [priorities](#), towards which CPPs and community planning partners ensure pace of change and decisiveness in impact for communities; develop new and different ways of working and behaviour; take a more systematic and collaborative approach to performance improvement; and apply strong [governance, accountability](#) and operating arrangements. In all of this, the LOIP provides a shared and explicit plan for local communities in each CPP area, which binds its signatories.
134. The LOIP also provides the focal point for the issues on which the CPP and partners account publicly to local communities for community planning in their area, in accordance with section 8 of the 2015 Act. This includes on their understanding of local needs, circumstances and aspirations; which themes they prioritise and why; how ambitious and realistic their aspirations are; their impact in meeting these aspirations, and how they involve community bodies in their work.

Content

135. Each new LOIP must demonstrate a clear, evidence-based and robust strong [understanding of local needs, circumstances and aspirations](#) of its local communities (section 6(2) of the 2015 Act refers). This should demonstrate understanding of how these needs, circumstances and aspirations vary for different places and population groups in its area. As part of this demonstration of understanding, the CPP should set out in the LOIP which communities in its area (geographical communities and/or communities of interest) experience significantly poorer outcomes, relative to other communities either in the CPP area or in Scotland overall. It should also outline how [participation](#) with local communities and the business and third sectors has helped to develop and influence this understanding.
136. The LOIP should then translate that understanding of local needs, circumstances and aspirations into a genuine plan which reflects the CPP's priorities for improving outcomes and tackling inequalities in their area. The LOIP should set out clear and agreed [priorities](#) for improving local outcomes and on [tackling inequalities](#), and demonstrate a robust link between these and the CPP's understanding of local needs, circumstances and aspirations. It should show how each local outcome relates to one or more of the National Outcomes, in line with section 4(4) of the 2015 Act.

137. The LOIP should state clearly and specifically what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short (1 year) and medium (3 years) terms. These short-, medium- and long-term outcomes and targets should be both ambitious and realistic.
138. In order to provide assurance that these outcomes and targets are both ambitious and realistic, the CPP should set out what steps will be undertaken over the medium term, either in the LOIP or in publicly accessible supporting documentation. This information should show how CPP partners are deploying [resources](#) in support of the agreed outcomes, especially in ways which promote [prevention](#), the reduction of inequalities, and the building of community capacity.

Engagement with Community Bodies

139. The LOIP should be clearly based on active participation by communities and community bodies. Section 6(3) of the 2015 Act requires the CPP to consult both such community bodies, and such other persons, as it considers appropriate in preparing its LOIP. Consultation on the draft LOIP is a specific duty for the CPP. It does not replace the broader duty on the CPP regarding securing the [participation](#) of community bodies beforehand (section 4(6)(b) refers) (such as in [informing and influencing the CPP's understanding of local, needs and aspirations](#); which outcomes the CPP should prioritise; and how partners should direct resources in support of proposed ambitions in the draft locality plan).
140. The CPP should define as appropriate for consultation any community body which it considers can contribute to community planning. Communities in this context can include residents or businesses located in the area. It should include in particular those community bodies which can represent the interests of persons in the CPP area who experience inequalities of outcome which result from socio-economic disadvantage. These persons may reflect communities of place and/or of interest.
141. The CPP may choose to consult local communities directly. In this case, it should consider what steps might be valuable in helping to secure participation in the consultation from those sections of the local population who experience inequalities of outcome which result from socio-economic disadvantage.
142. The CPP can choose, if it so wishes, to include other bodies in its consultation. These might for instance include other public sector bodies which are not statutory community planning partners. Which bodies the CPP includes, if any, are for it to decide.
143. Having undertaken the consultation, the CPP should analyse the feedback and take account of it, to the extent that the CPP considers appropriate, in finalising its LOIP.

Signing Off

144. Each CPP should have its LOIP in place and signed off for 1 October 2017. This deadline reflects the significant preparatory work involved in developing and testing the plan, including to secure the effective participation of communities.
145. The LOIP is a shared expression of ambitions and related commitments for communities in the CPP area. So every community planning partner listed in Schedule 1 and the relevant local authority whose responsibilities include the CPP area should agree its content. The CPP may choose to include other bodies as signatories, for instance the local TSI, community or representative groups or public sector bodies which are not already statutory partners. Since the LOIP is an expression of commitments on local priorities, the separate signature of Scottish Ministers is not required.
146. By agreeing the LOIP, statutory partners are jointly responsible for ensuring the CPP delivers on commitments in the plan. They are also individually responsible for how they act as partners to help ensure that these commitments are fulfilled. The CPP can agree that other signatories can also be jointly and individually responsible for its delivery, if the plan makes this clear.

Reviewing and Updating Plan

147. The CPP must ensure that its LOIP remains up-to-date and appropriate for delivering improvement on themes which reflect local needs, circumstances and aspirations. Section 7(2) of the 2015 Act requires the CPP to review the LOIP from time to time. The CPP may then revise the LOIP, where it considers this appropriate.
148. Each CPP should interpret this section as if it also applies to their Single Outcome Agreement (SOA) ahead of the commencement of Part 2 of the 2015 Act. As a result, the CPP should consider whether their existing SOA meets the statutory requirements and expectations in guidance for LOIPs. If the CPP is satisfied that the content of the SOA and the way in which it has been developed fully meet these requirements and expectations, then it may adopt the current SOA as its new LOIP. In this case, the CPP's statutory partners should sign off the current SOA as the new LOIP.
149. In other cases, however, the CPP should replace or revise the SOA. In doing so, the CPP should take such steps as it considers appropriate to ensure it has an up-to-date LOIP which fulfils the requirements of the 2015 Act and expectations for LOIPs in this guidance.

Locality plans

Purpose

150. The 2015 Act places specific duties on CPPs, the relevant local authority and community planning partners listed in Schedule 1 around locality planning. There are two main reasons for these provisions. The first is that working within a locality or neighbourhood enables CPPs and their partners to [tackle inequalities](#) for communities facing disadvantage in particularly well targeted and effective ways. The second is that it is often easiest for community bodies to [participate](#) in community planning at locality or neighbourhood level, where it can have most relevance to their lives and circumstances.

151. Locality planning alone is unlikely to be enough to fulfil the duty on CPPs under section 5 of the 2015 Act, to act with a view to reducing inequalities of outcome which result from socio-economic disadvantage. The CPP may want to target support for disadvantaged neighbourhoods in other ways too. The CPP should also fulfil this duty for those communities which are not neighbourhoods, where they experience disadvantage on outcomes. This includes communities of interest and specific households facing particular disadvantage.

152. The CPP may also choose to apply locality planning approaches to other or all neighbourhoods in their area (section 10(2) refers). This can for instance be an effective ways of involving local communities in identifying local priorities, and in shaping and delivering responses to these.

Identifying Localities

153. The CPP should use its [understanding of local needs, circumstances and opportunities](#) to identify those localities for which it should undertake locality planning (section 9(3) and (4) refer). While the nature of inequality may vary from one CPP area to another, there is in every area some variation in the outcomes experienced by different communities.

154. It is for the CPP to decide which neighbourhoods should be subject to locality planning. However, each CPP should undertake some. And where a CPP has several localities in which communities experience significantly poorer outcomes than either the rest of the CPP area or Scotland as a whole, then it must undertake locality planning for each of these.

155. It is for the CPP to map localities for the purpose of locality planning. Each locality area must conform with criteria set in regulations.

156. Beyond that, the CPP can determine locality boundaries for itself, provided it does so in a way which ensures a that the locality area constitutes a natural community. For these purposes a natural community will reflect a sense of local community identity and promote community cohesion, as these can be important factors for encouraging communities to participate in locality planning.

157. The CPP may choose to do this through use of formal boundaries (e.g. electoral ward area; community council area; postcode district). Or it may take account of other factors which can influence local civic identity and attachment (e.g. school catchment areas; accessibility to GP practices and other local services; local travel to work areas).
158. In practice, we expect CPPs will often identify small communities (with populations of fewer than 10,000 residents) as localities for the purposes of locality planning. Localities of this size will often be more effective in encouraging community participation in locality planning, and in enabling plans and actions to be targeted closely to distinctive local needs and circumstances.
159. Provided other criteria are satisfied, the localities may, but need not, be the same as localities in the CPP area which are identified for the purposes of health and social care integration under the Public Bodies (Joint Working) (Scotland) Act 2014.

Content

160. A locality plan under section 10(1) of the Act is a plan to improve outcomes in that locality. Because this locality has been identified because it contains communities who experience significant inequalities of outcome from socio-economic disadvantage, the starting point for the plan should be about how outcomes can be improved so as to reduce these inequalities.
161. Each locality plan under section 10(1) should demonstrate a clear, evidence-based and robust understanding of needs, circumstances and aspirations of communities in the locality. The plan should then translate that understanding of local needs, circumstances and aspirations into a genuine plan which reflects the CPP and community's shared priorities for improving outcomes and tackling inequalities in their area. Its content should reflect the perspectives and ambitions of local communities and the business and third sectors.
162. The plan should set out clear priorities for improving local outcomes and tackling inequalities, agreed by the CPP and community. It should make clear what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short (1 year) and medium (3 years) terms. These short-, medium- and long-term outcomes and targets should be both ambitious and realistic.
163. The CPP should set out which actions will be undertaken over the short- and medium-terms, agreed by it and the community, either in the locality plan or in publicly accessible supporting documentation. This information should show how CPP partners are deploying [resources](#) in support of the agreed outcomes, especially in ways which promote [prevention](#), the reduction of inequalities, and the building of community capacity.

Engagement with Community Bodies

164. Section 10(4) of the 2015 Act requires the CPP to consult both such community bodies, and such other persons, as it considers appropriate in preparing its locality plan. Consultation on the draft plan is a specific duty for the CPP. It does not replace the broader duty on the CPP regarding securing the participation of community bodies (section 4(6)(b) refers) (such as in informing and influencing the CPP's understanding of local, needs and aspirations; which outcomes the CPP should prioritise; and how partners should direct resources in support of proposed ambitions in the draft locality plan).
165. The CPP should define as appropriate for consultation any community body which it considers can contribute to community planning, as it does for consultation on its LOIP. It should also consider consulting directly with communities.
166. Having undertaken the consultation, the CPP should analyse the feedback and take account of it, to the extent that the CPP considers appropriate, in finalising its locality plan (section 10(5) refers).

Signing Off

167. Each CPP should have its mandatory locality plan(s) in place and signed off for 1 October 2017. This deadline reflects the significant preparatory work involved in developing and testing the plan, including to secure the effective participation of communities.
168. The locality plan is a shared expression of ambitions and related commitments for communities in the identified locality. So every community planning partner listed in Schedule 1 and the relevant local authority whose responsibilities include the CPP area should agree its content. The CPP may choose to include other bodies as signatories, for instance the local Third Sector Interface, community or representative groups or public sector bodies which are not already statutory partners. The separate signature of Scottish Ministers is not required.
169. By agreeing the locality plan, statutory partners are jointly responsible for ensuring the CPP delivers on commitments in the plan. They are also individually responsible for how they act as partners to help ensure that these commitments are fulfilled. The CPP can agree that other signatories can also be jointly and individually responsible for its delivery, if the plan makes this clear.

Reviewing and Updating Plan

170. The CPP must ensure that its locality plans remain up-to-date and appropriate for delivering improvement on themes which reflect local needs, circumstances and aspirations. Section 11(2) of the 2015 Act requires the CPP to review the plan from time to time, which it should do with close involvement with relevant community bodies. The CPP may then revise the locality plan, where it and the community bodies consider this appropriate.

Regulation

171. The proposed regulation in respect of locality plans focuses on population as the sole basis for determining a locality, with the guidance making it clear that each CPP should use their local understanding of needs, circumstances and opportunities to determine their localities.

172. Each community planning partnership must divide the area of the local authority into smaller areas, section 9(1). The smaller areas must be of such type or description as may be specified by Scottish Ministers by regulation, section 9(2). Each CPP is to identify each geographic locality in their area where persons experience significantly poorer outcomes than those experienced elsewhere in other localities within that area or generally by people section 9(3).

173. The proposed draft regulation is enclosed in the pages immediately following and is the subject of questions 6, 7 and 8 in the consultation.

2016 No.

COMMUNITY EMPOWERMENT

**The Community Planning (Locality Planning) (Scotland) Regulations
2016**

<i>Made</i>	- - - -	***
<i>Laid before the Scottish Parliament</i>		***
<i>Coming into force</i>	- -	***

The Scottish Ministers make the following Regulations in exercise of the powers conferred by section 9(2) of the Community Empowerment (Scotland) Act 2015⁽⁴⁾ and all other powers enabling them to do so.

Citation and commencement

1. These Regulations may be cited as the Community Planning (Locality Planning) (Scotland) Regulations 2016 and come into force on [].

Localities

2.—(1) For the purposes of section 9(2) of the Community Empowerment (Scotland) Act 2015 a locality must be—

- (a) an electoral ward; or
- (b) a geographic area with a population which does not exceed 30,000.

(2) In this regulation “electoral ward” has the meaning given by [section 1](#) of the [Local Governance \(Scotland\) Act 2004](#)⁽⁵⁾.

[Authorised to sign by the Scottish Ministers]

St Andrew’s House,
Edinburgh
[]

⁽⁴⁾ 2015 asp 6.
⁽⁵⁾ 2004 asp 9.

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations describe the localities into which community planning partnerships must divide local authority areas for the purpose of carrying out locality planning.

PART 4: GUIDANCE ON OTHER PROVISIONS IN PART 2 OF THE ACT

Others

Duties on Scottish Ministers to Promote Community Planning

174. The duty under section 16 requires Scottish Ministers to promote community planning when they are carrying out any of their functions which might affect either community planning or a community planning partner as per section 16 of the Act. Ministers and Scottish Government officials will promote community planning in a range of contexts. These include in pursuing Public Service Reform; as part of related policy development work; and in engaging with community planning community planning partners which report to Ministers.

Establishment of Corporate Bodies

175. Section 17 of the 2015 Act sets out the circumstances in which a CPP may trigger a Ministerial order-making power to establish the partnership as a legally distinct corporate body.

176. The provision recognises that CPPs may wish to innovate and develop their collaborative working relationships and arrangements. The CPP may also wish to set itself up as a corporate body so it can hold its own budget, employ its own staff and own its own buildings.

177. Section 17 allows a CPP the opportunity to seek agreement to be established as a distinct legal entity, independent from any one partner. To be valid, the application must be made jointly by each of the partners in the CPP that are listed in section 13(2). These partners are subject to a shared responsibility to take reasonable steps to ensure the CPP carries out its functions effectively and efficiently. The application must specify the functions to be undertaken by the corporate body, details of any consultation undertaken and the outcome of that consultation.

178. Scottish Ministers will consider any valid joint application received. They may then, if they so wish, make regulations which establish the CPP as a body corporate. In considering an application, Ministers will want to take account of a number of factors, including governance of the incorporated body and the impact on how other community planning partners undertake community planning and otherwise fulfil their functions. Any regulations made by Ministers will be subject to scrutiny and approval by the Scottish Parliament.

PART 5: KEY MESSAGES FROM PRINCIPLES OF EFFECTIVE COMMUNITY PLANNING

Shared leadership

- Partners demonstrate collective ownership, leadership and strategic direction of community planning.
- Partners use their shared leadership role to ensure the CPP sets an ambitious vision for local communities; the CPP involves all partners and resources that can contribute towards delivering on that vision; and that partners deliver on it.
- The CPP is clear about how they work with public service reform programmes (including health and social care integration and community justice reforms).

Governance and accountability

- The CPP understands what effective community planning requires, and the improvement needs for it and its partners.
- The CPP and its partners apply effective challenge and scrutiny in community planning, built on mutual trust, a shared and ambitious commitment to continuous improvement, and a culture that promotes and accepts challenge among partners.
- The CPP organises itself in an effective way, which provides platforms for strong strategic decision-making and action, and effective scrutiny and challenge.
- The CPPs and partners can demonstrate how they are working effectively in partnership to improve outcomes as part of how they are held to account.

Community participation and co-production

- The CPP and community planning partners work with community bodies to ensure that all bodies which can contribute to community planning are able to do so in an effective way and to the extent that they wish to do so.
- The CPP and community planning partners have a clear understanding of distinctive needs and aspirations of communities of place and interest within its area, as a result of effective participation with community bodies.
- Effective community participation informs decisions about the CPP's priorities, how services are shaped and resources deployed; this includes working with community bodies on co-production where these bodies wish to do so.
- Effective community participation informs how the CPP manages and scrutinises performance and progress, and how it revises its actions to meet its ambitions as a result of its performance management.
- The CPP engages community bodies in on-going monitoring and evaluation of progress made towards ambitions in their LOIP and locality plans. It also actively engages community bodies in monitoring and evaluating the effectiveness of its community engagement and how it is acting to support effective community participation.
- The CPP embraces the principles of effective co-production which is aimed at combining the mutual strengths and capacities of all partners (including community bodies) to achieve positive change.

Understanding of local communities' needs, circumstances and opportunities

- The CPP has a strong understanding of its local areas, including differing needs, circumstances and opportunities for communities (geographical and communities of interest) within its area.
- This understanding is built on appropriate data and evidence from partners and community perspectives flowing from effective community engagement.

Focus on key priorities

- The CPP uses its understanding of local needs, circumstances and opportunities to establish a clear and ambitious vision for its area and identify local priorities for improvement.
- The CPP is clear about the improvement it wishes to make locally in terms of better outcomes for specific communities, reducing the gap in outcomes between the most and least deprived groups and moderating future demand for crisis services.
- The LOIP places a clear emphasis on identifying local priorities which focus on how the CPP will add most value as a partnership to improve outcomes and tackle inequalities, and the CPP targets activities around these priorities.

Focus on prevention

- The CPP and partners recognise prevention and early intervention approaches as core activities which help people and communities to thrive and contribute to addressing poor outcomes and moderating future demand for services.
- The CPP places strong emphasis on preventative measures to achieve ambitious improvement goals on the local outcomes it prioritises.
- CPP partners provide resources required to support preventative measures to the scale required to fulfil these ambitions.
- The CPP utilise the local community understanding of local needs, circumstances and opportunities to design services and focus resources to where it has greatest preventative benefit.

Tackling inequalities

- The CPP has a strong understanding of which households and communities in its area experience inequalities of outcome which impact on their quality of life.
- The CPP focuses its collective energy on where its partners' efforts can add most value for its communities, with particular emphasis on reducing inequalities, so that the aspirations of people and communities .
- The CPP develops locality and thematic approaches as appropriate to address these, with participation from community bodies representing the interests of persons experiencing inequalities.
- The CPP should build the capacity of communities, particularly those experiencing inequality, to enable those communities, both geographic and of interest, to identify their own needs and opportunities; and support their efforts to participate effectively in community planning, including in the co-production of services.

Resourcing improvement

- The CPP and its partners understand how their collective resources are supporting shared local priorities, and whether together these are sufficient and the right resources to enable the CPP to meet its improvement targets.
- Partners demonstrate strong shared leadership by working with other bodies to use collective resources in more effective and efficient ways to improve outcomes and reduce inequalities.
- Partners deploy sufficient resource to meet agreed ambitions for the CPP's local priorities.
- Partners align their collective resources in ways which support its local priorities effectively and efficiently.
- The CPP and its partners keep under review whether partners' deployment of resources remains appropriate for meeting its ambitions, and take corrective action where necessary.

Effective performance management

- The CPP has a deep-rooted commitment to continuous improvement.
- The CPP has effective processes and skills to understand and scrutinise performance.
- The CPP acts wherever appropriate to improve performance in light of this understanding and scrutiny.

PART 6: LINKS TO OTHER RELEVANT LEGISLATION, STRATEGIES AND SUPPORTING DOCUMENTATION

Community [Empowerment](#) and Engagement – the Community Empowerment (Scotland) Act 2015, and easy read of the Bill Policy Memorandum

The Local Government in Scotland Act 2003 [part 2 community planning](#), [explanatory notes](#) and [guidance](#)

[Community planning advice notes](#) (Advice supporting the 2003 Act re amongst other things, partnership models and structures, partnership working, community engagement, performance management)

[Scotland Performs](#) measures and reports on progress of government in Scotland in creating a more successful country, with opportunities for all to flourish through increasing sustainable economic growth. Scotland Performs identified seven targets which are supported by 16 national outcomes.

[Commission on the Future Delivery of Public Services](#) (2011)

[Review of Community Planning and Single Outcome Agreements – Statement of Ambition](#) (March 2012)

[Best Value guidance](#) (includes Best Value themes for public bodies re vision and leadership, effective partnerships, governance and accountability, resource use and performance management)

[Scottish Public Finance Manual](#) (provides guidance to the Scottish Government and other relevant bodies on the proper handling and reporting of public funds. It sets out the relevant statutory, parliamentary and administrative requirements, emphasises the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety.)

[Agreement on joint working on community planning and resourcing](#) (Single Outcome Agreement as focal point for collaboratively agreed community planning and deployment of resource)

[Improvement Service – CPP Self Assessment](#) (links to governance and accountability, use of evidence and resources, community engagement, performance management and communication)

[NCPG letter– next steps – May 2012](#) (Strengthening duties and accountability providing information re partnership working and resource sharing)

[NCPG Letter – July 2014](#) - (Outlines key principles and focus on small number of priorities to gain traction and address greatest need.)

CPP Audit

[The role of community planning partnerships in economic development](#) – November 2011, survey of 32 CPPs to assess whether CPPs have made a difference to local communities.

[Audit Scotland – improving community planning in Scotland](#) – March 2013, drawing on audits of 3 CPPs, to provide a contribution to how community planning can be improved.

[Community planning - Turning ambition into action](#) – November 2014 based on 5 further CPP audits, this provides an assessment of local and national progress.

Other Relevant National Strategies and supporting documentation, etc.

[Strategic Guidance for CPPs: Community Learning and Development](#) (2011)

The [Health and Social Care Integration](#) site gives more information about this major reform. Integration Joint Boards are named partners in community planning.

The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) allows health boards and local authorities to integrate health and social care services in the area of the local authority.

Supporting materials to assist Community Planning Partnerships

[National Standards on Community Engagement](#) (Scottish Community Development Centre are currently working with stakeholders to refresh, the 2005 standards developed as a practical community engagement tool, providing details about standards, principles and indicators.)

[Place Standard](#) – tool which provides a framework to structure conversations about the physical as well as social aspects of place

[Third Sector Interface Community Planning Improvement Programme](#) (Improvement programme to amongst other things, support improved effectiveness of TSIs in Community planning; support understanding and impact of sector in community development)

[West Lothian engaging communities toolkit](#) (Example of how one CPP have taken forward engagement)

Examples of other supports to CPPs

[CPP Self Assessment](#) – targeted support for self-assessment and improvement planning in CPPs.

[CPP outcomes profile](#) Tool to help CPPs assess if the life of their community is improving over time, interpret what is happening and why and prioritise what they are going to do about it.

[CPP Board Member Guidance](#) – to help understand expectations for community planning, roles, responsibilities, skills and behaviours required.

Data analysis tools(examples)

[Community profiler](#) – designed to analyse change in outcomes for the most and least deprived communities across Scotland over time.

[Viewstat](#) – displays data on a map from over 600 indicators, including health, education, safety, economic participation, housing and income.

[Welfare Reform Dashboard](#) – provides data on welfare reform by council and neighbourhood area.

Case Studies

[What Works Scotland](#) - to support effective public service delivery in Scotland enhancing learning, comparison and sharing. 4 Case study areas focus on: 1. Community planning, health and social care integration, road safety and prevention. 2. Vulnerable children and school, community and family hubs. 3. Place based initiative, poverty. 4. Neighbourhood and inequalities.

PART 7: How To Respond

Responding to this Consultation

We are inviting responses to this consultation by 13 June 2016

Please respond to this consultation using the Scottish Government's consultation platform, Citizen Space. You can view and respond to this consultation online at <https://consult.scotland.gov.uk/community-empowerment-unit/community-planning-guidance> .

You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 13 June.

If you are unable to respond online, please make sure you complete the Respondent Information Form (see "Handling your Response" below) and send it with your response to:

CommunityPlanningGuidance@gov.scot

Community Planning & Empowerment Unit
The Scottish Government
Area 3-J South
Victoria Quay
Edinburgh
EH6 6QQ

If you have any queries please email CommunityPlanningGuidance@gov.scot or telephone Iain Murray on 0131 244 4956.

Handling your response

If you respond using Citizen Space, you will be directed to the Respondent Information Form. Please indicate how you wish your response to be handled and, in particular, whether you are happy for your response to be published.

If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form included in this document with your response. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Next steps in the process

Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material, responses will be made available to the public at <http://consult.scotland.gov.uk>. If you use Citizen Space to respond, you will receive a copy of your response via email.

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so.

Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to:

David Milne
David.Milne2@gov.scot
Community Planning & Empowerment Unit
The Scottish Government
Victoria Quay
Edinburgh
EH6 6QQ

Scottish Government consultation process

Consultation is an essential part the policymaking process. It gives us the opportunity to consider your opinion and expertise on a proposed area of work.

You can find all our consultations online: <http://consult.scotland.gov.uk>. Each consultation details the issues under consideration, as well as a way for you to give us your views, either online, by email or by post.

Consultations may involve seeking views in a number of different ways, such as public meetings, focus groups, or other online methods such as Dialogue (<http://ideas.scotland.gov.uk>)

Responses will be analysed and used as part of the decision making process, along with a range of other available information and evidence. We will publish a report of this analysis for every consultation. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review
- inform the development of a particular policy
- help decisions to be made between alternative policy proposals
- be used to finalise legislation before it is implemented

While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.

Community Planning under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Guidance and Regulation



RESPONDENT INFORMATION FORM

Please Note this form **must** be returned with your response.

Are you responding as an individual or an organization? (required)

- Individual
 Organisation

What is your name or your organisation's name? (required)

What is your phone number?

What is your address?

What is your postcode?

What is your email?

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference: (required)

- Publish response with name
 Publish response only (anonymous)
 Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes
 No

Community Planning under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Guidance

Questions

Q1: The guidance identifies a series of principles for effective community planning. Do you agree with them? Should there be any others?

Please explain why.

Q2: The draft guidance sets out common long-term performance expectations for all CPPs and community planning partners. Each CPP will adopt its own approach towards meeting these expectations, reflecting local conditions and priorities. Even so, do you think there are common short- or medium-term performance expectations which every CPP and partner should be expected to meet? If so, what are they?

Q3: The 2015 Act requires CPPs to keep under review the question of whether it is making progress in the achievement of each local outcome in their LOIP and locality plan(s). CPPs must from time to time review their LOIP and locality plan(s) under review, and to revise them where appropriate. Even with this, do you think the statutory guidance should require CPPs to review and if necessary revise their plans after a specific period of time in every case? If so, what should that specific period be?

Yes No

Please explain why.

Q4: What should the statutory guidance state as the latest date by which CPPs must publish progress reports on their local outcomes improvement plans and locality plans?

4 months 6 months Other

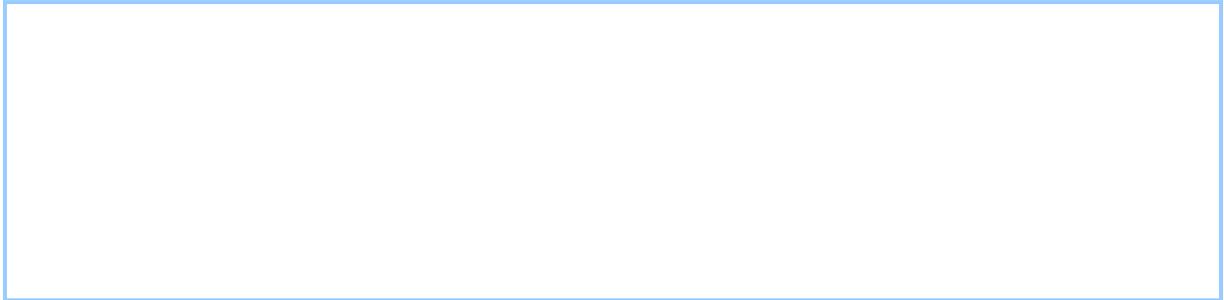
If other please provide timescale. Please explain why.

Q5. Do you have any other comments about the draft Guidance?

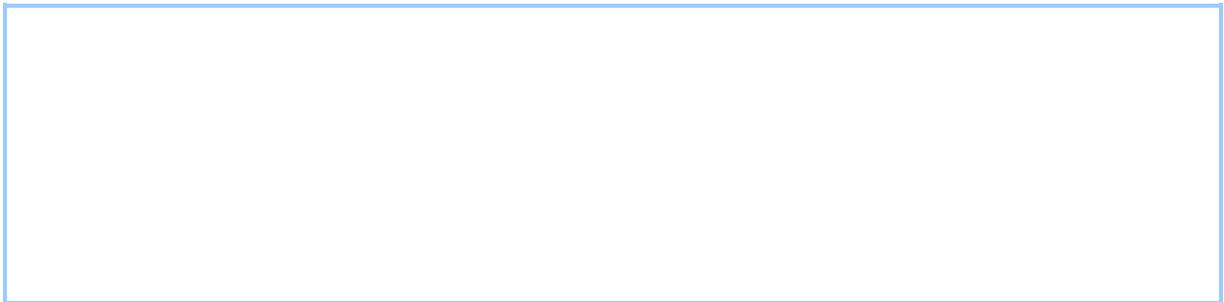
Q6. We propose that the draft regulation for locality planning should set one criterion only, which is a maximum population permissible for a locality. Do you agree? What are your reasons?

Q7: The draft regulation sets a maximum population size for localities subject to locality planning of 30,000 residents. It also proposes an exception which allows a CPP to designate a local authority electoral ward as a locality even where its population exceeds 30,000 residents. Are there circumstances in which these criteria would prevent a CPP from applying a reasonable approach to locality planning? What difference would it make to how localities were identified for the purposes of locality planning in the CPP area(s) in which you have an interest, if the maximum population size were set at (a) 25,000 residents or (b) 20,000 residents?

Q8: Do you have any other comments about the draft Regulation?

A large, empty rectangular box with a thin blue border, intended for the user to provide their response to question Q8.

Q9: Are there any equality issues we should be aware of in respect of local outcomes improvement plans and locality plans?

A large, empty rectangular box with a thin blue border, intended for the user to provide their response to question Q9.



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Community Planning under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Guidance and Regulation



RESPONDENT INFORMATION FORM

Please Note this form **must** be returned with your response.

Are you responding as an individual or an organization? (required)

- Individual
 Organisation

What is your name or your organisation's name? (required)

Scottish Borders Community Planning Partnership

01895 825155

What is your phone number?

What is your address?

c/o Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose

What is your postcode?

TD6 0SA

What is your email?

c/o DScott@scotborders.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference: (required)

- Publish response with name
 Publish response only (anonymous)
 Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes

No

Community Planning under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Guidance

Questions

Q1: The guidance identifies a series of principles for effective community planning. Do you agree with them? Should there be any others?

Please explain why.

We agree with the principles for effective community planning as set out in the Consultation Paper. It is also considered that there is a need to provide more guidance on:

- How the national priorities and resource distribution decisions of national statutory partners and other national public sector partners can be reconciled with local priorities and resource requirements arising from the work of Community Planning Partnerships.
- Cross border relationships with neighbouring Community Planning Partnerships.
- The role of independent contractors e.g. GPs and pharmacists, in relation to the Community Empowerment Act.

Q2: The draft guidance sets out common long-term performance expectations for all CPPs and community planning partners. Each CPP will adopt its own approach towards meeting these expectations, reflecting local conditions and priorities. Even so, do you think there are common short- or medium-term performance expectations which every CPP and partner should be expected to meet? If so, what are they?

The performance expectations will depend on the social, economic, environmental and /or service issues to be addressed by Community Planning Partnerships. This could result in outputs and outcomes that result short and medium term performance indicators. However it is recognised that many of the issues to be addressed by Partnerships such as tackling inequalities and economic development will need long term solutions. It is considered that short and medium term performance milestones will be required to measure progress on these longer term issues. These performance milestones also need to recognise the additionality of partners working together.

Any common short or medium term performance expectations should be referenced in other Scottish Government guidance for national bodies operating in the local

areas e.g. NHS Local Delivery Plan guidance.

Q3: The 2015 Act requires CPPs to keep under review the question of whether it is making progress in the achievement of each local outcome in their LOIP and locality plan(s). CPPs must from time to time review their LOIP and locality plan(s) under review, and to revise them where appropriate. Even with this, do you think the statutory guidance should require CPPs to review and if necessary revise their plans after a specific period of time in every case? If so, what should that specific period be?

Yes No

Please explain why.

It is considered that a three year cycle would be an appropriate planning timescale to review LOIPs and locality plans. This would give enough time to show change. Also it would allow for time lags in the availability of official statistics that are being used for performance purposes. The statutory guidance would provide a discipline for partners to adhere to, and would enable them to factor this into their business planning processes.

Q4: What should the statutory guidance state as the latest date by which CPPs must publish progress reports on their local outcomes improvement plans and locality plans?

4 months 6 months Other

If other please provide timescale. Please explain why.

A lot of official statistical data is used for performance purposes is available only on an annual basis. For this reason it is considered that annual progress reports should be given at least 6 months to be published but the timescale should be decided by the Community Planning Partnership locally.

Q5. Do you have any other comments about the draft Guidance?

Scottish Government regulations for NHS major service change (Informing, engaging and consulting people in developing health and community care services CEL 4 (2010)) need to be coherent with Community Empowerment Act (CEA) principles and guidance.

Q6. We propose that the draft regulation for locality planning should set one criterion only, which is a maximum population permissible for a locality. Do you agree? What are your reasons?

No, it is considered that Community Planning Partnerships should have the flexibility to decide their own criteria for the definition of locality planning areas including population thresholds. In rural regions such as the Scottish Borders, which has a mixture of small towns and rural communities, this is considered vital because Community Planning Partnerships are in the best position to decide on what is practicable based on experience in their local areas.

Q7: The draft regulation sets a maximum population size for localities subject to locality planning of 30,000 residents. It also proposes an exception which allows a CPP to designate a local authority electoral ward as a locality even where its population exceeds 30,000 residents. Are there circumstances in which these criteria would prevent a CPP from applying a reasonable approach to locality planning? What difference would it make to how localities were identified for the purposes of locality planning in the CPP area(s) in which you have an interest, if the maximum population size were set at (a) 25,000 residents or (b) 20,000 residents?

See answer to question 6. The locality areas to be used will depend on

practicalities such as:

- historical political arrangements,
- their relevance to local communities,
- towns and their relationship to surrounding rural communities, and,
- the resources and capacities in public and local organisations for the management and provision of local services.

This means that relevant localities could vary in population size, including beyond the proposed 30,000 threshold.

Q8: Do you have any other comments about the draft Regulation?

Community Planning Partnerships should have the discretion to decide their own locality areas which means there is no need for a draft Regulation. This is particularly important for rural regions such as the Scottish Borders, with their wide range of communities.

Q9: Are there any equality issues we should be aware of in respect of local outcomes improvement plans and locality plans?

It is important that when local outcome improvement plans and locality plans are being developed that engagement takes place with equality groups.

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**COMMUNITY PLANNING PARTNERSHIP GOVERNANCE
REVIEW 2014/15**

Report by Tracey Logan, Chair of CPP Joint Delivery Team

CPP STRATEGIC BOARD

09 JUNE 2016

1 PURPOSE

- 1.1 This paper presents a membership proposal that will enhance the governance arrangements for the Scottish Borders Community Planning Partnership and support the delivery of its priorities, the management of future business and the new arrangements required under the Community Empowerment (Scotland) Act 2015.

2 RECOMMENDATIONS

- 3.1 **It is recommended that the Scottish Borders Community Planning Partnership Strategic Board agree the proposed membership and enhanced governance arrangements for the Scottish Borders Community Planning Partnership as detailed in Sections 4 and 5 of this paper.**

3 BACKGROUND

- 3.1 On 3 March 2016, the Scottish Borders Community Planning Partnership Strategic Board considered the findings of the 2015 CPP governance review, the proposals from the CPP Joint Delivery Team regarding governance arrangements and the implications of the Community Empowerment (Scotland) Act 2015. The Board agreed to receive a further report on governance at its next meeting in June 2016. This paper sets out how these proposals will be implemented.

4 GOVERNANCE PROPOSALS – STRATEGIC BOARD

- 4.1 The CPP Strategic Board will consist of a core Board which will meet 4 times in 2016/17 and also attend the annual development day. Running the Community Planning Partnership and making sure it works effectively is now a shared enterprise with five named governance partners. This core Strategic Board will remain as a formal committee of Scottish Borders Council, and while there will be other Groups in the Community Planning Partnership family (Appendix 1), these will not be formal committees of Council.

- 4.2 The membership of this core Board will consist of:

5 named governance partners

- Scottish Borders Council (Leader plus 4 Elected Members)
- NHS Borders (Chair and Vice Chair)
- Scottish Enterprise
- Police Scotland
- Scottish Fire & Rescue Service

Plus

- Borders College (Regional Chair)
- 1 representative from Registered Social Landlords
- 1 representative from the Third Sector
- Integrated Joint Health & Social Care Board (Chair)
- Scottish Government (Director)

Note: It is recognised that due to other commitments, it may not be possible for named representatives to attend all meetings, therefore substitutes (with full voting rights) will be allowed from each organisation where a named representative is absent.

- 4.3 The core CPP Strategic Board will meet 4 times in 2016/17 to approve and then scrutinise the progress of the Local Outcomes Improvement Plan (LOIP), the 5 Locality Plans and to receive presentations or reports from each organisation on how they are contributing to the agreed priorities. It will also approve the monitoring, progress and evaluation of a performance management framework (based on the current Economy & Low Carbon Framework) that will accompany the LOIP and Locality Plans. The core Board will ensure that the agreed CPP priorities will be articulated in the corporate planning documents of all partners, and accountability is demonstrated for the delivery of these priorities.
- 4.4 Participation with communities lies at the heart of community planning, with CPP's having a particular regard to community bodies which represent those

communities experiencing socio-economic disadvantage. Statutory partner bodies must also contribute funds, staff or resources to secure that participation.

4.5 There will be an extended Strategic Board which will meet for an annual planning and development day to set the strategic direction and priorities for the Local Outcomes Improvement Plan (LOIP) based on an annual Strategic Assessment, National Priorities and other key strategic documents. The membership of this extended Strategic Board will consist of the core Board as detailed above, plus a representative from:

- Skills Development Scotland
- Sustran
- Health & Social Care Integration Joint Board
- Scottish Natural Heritage
- Scottish Environment Protection Agency
- Historic Environment Scotland
- Live Borders
- Visit Scotland
- Community Council Network

4.6 All partners (Appendix 2) will be invited to the annual development day in order to consult with appropriate community bodies and take account of community representation in the development of the LOIP and the 5 Locality Plans.

5 GOVERNANCE PROPOSALS – JOINT DELIVERY TEAM

5.1 The CPP Joint Delivery Team will manage all operational functions of the Community Planning Partnership, and will oversee the development, publication and the delivery of the new Local Outcome Improvement Plan and Locality Plans, which replace the Single Outcome Agreement under the expanded duties of the Community Empowerment Act.

5.2 The Joint Delivery Team will have delegated authority from the CPP Strategic Board to direct activities, scrutinise performance, evidence change and report progress to the Board in regards to the programmes of work undertaken by the Themed Delivery Teams.

5.3 It will also provide recommendations to the CPP Strategic Board on strategic issues and the allocation of partnership contribution, and will oversee and influence the strategic direction of Community Justice, the Children and Young People's Leadership Group, the CPP Equalities Panel and the CPP Engagement Group. The membership of the Joint Delivery Team will consist of:

5 named governance partners

- Scottish Borders Council
- NHS Borders
- Scottish Enterprise
- Police Scotland
- Scottish Fire & Rescue Service

Plus

- Borders College

- Skills Development Scotland
- Registered Social Landlords
- Sustran
- Live Borders
- Third Sector
- Integrated Joint Health & Social Care Board
- Scottish Government
- Community Council Network

6 GOVERNANCE PROPOSALS FOR THE THEMED DELIVERY TEAMS

6.1 Accountable to the CPP Joint Delivery Team will be a number of Themed Delivery Teams (currently 3: Economy & Low Carbon, Reducing Inequalities and Future Services Reform). Each of these will have delegated responsibility for the delivery of the specific priorities within the LOIP and Locality Plans. The membership of the themed delivery teams will be extended as follows:

- Skills Development Scotland (Economy & Low Carbon)
- Health & Social Care Integration (Reducing Inequalities)
- Scottish National Heritage (Economy & Low Carbon)
- Scottish Environment Protection Agency (Economy & Low Carbon)
- Historic Environment Scotland (Economy & Low Carbon)
- Live Borders (TBA)
- Visit Scotland (Economy & Low Carbon)

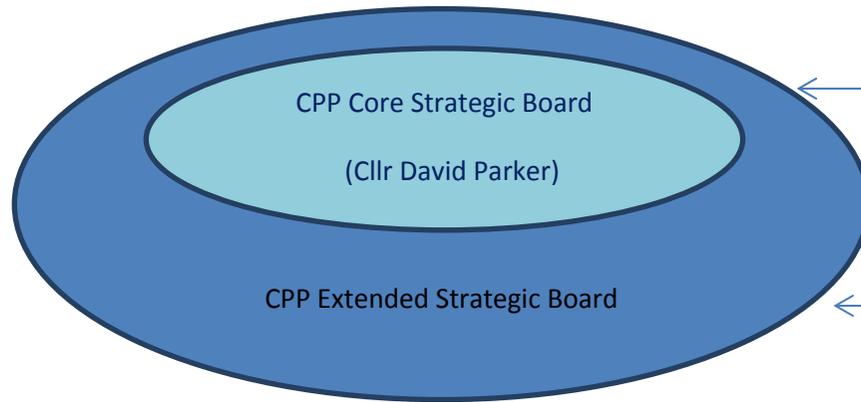
7 REVIEW OF GOVERNANCE ARRANGEMENTS

7.1 The guidance for the Community Empowerment (Scotland) Act 2015 is expected to be published in September 2016. If there are any governance implications within the guidance the CPP Board will be informed.

7.2 There will be a review of these enhanced governance arrangements in two years, or at the request of the Strategic Board.

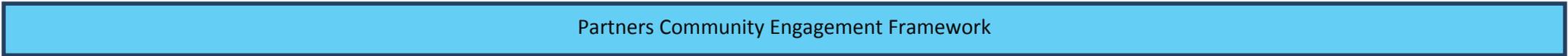
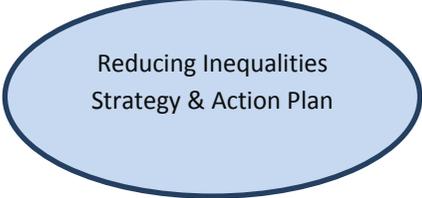
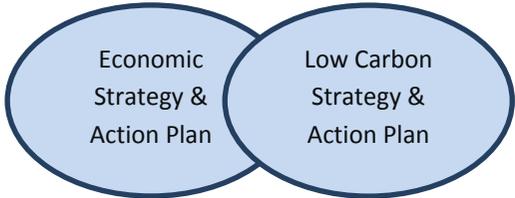
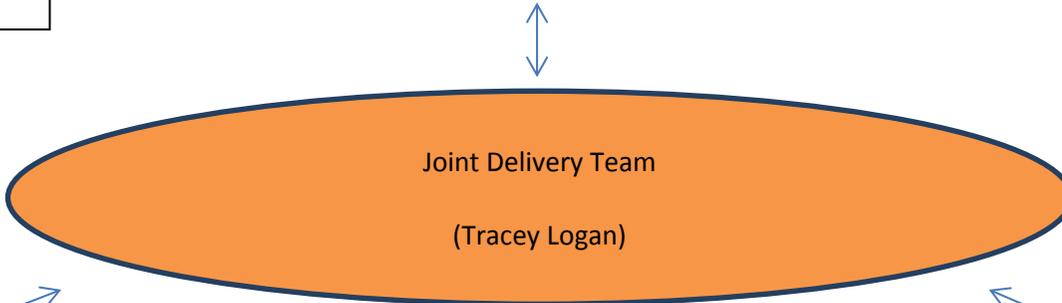
Tracey Logan
Chair – CPP Joint Delivery Team

Our vision: "By 2023, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action"



CPP Core Strategic Board - will meet 4 times per year, plus annual development day with **all** partners

Extended Strategic Board - **all** partners will meet for annual development day



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Appendix 2

CPP Core Strategic Board	Extended CPP Strategic Board - Core Board plus	CPP Joint Delivery Team
SBC (Leader plus 4 Elected Members)	Skills Development Scotland	SBC
NHS Borders (Chair and Vice Chair)	Scottish Natural Heritage	NHS Borders
Scottish Enterprise	Scottish Environment Protection Agency:	Scottish Enterprise
Police Scotland	Historic Environment Scotland:	Police Scotland
Scottish Fire and Rescue	Live Borders (Chair)	Scottish Fire & Rescue Service:
Borders College (Regional Chair)	Visit Scotland	Borders College
1 rep from RSL's	Community Council Network (Chair)	Live Borders
1 rep from Third Sector	Sestran:	1 rep from Third Sector
Integrated Health & Social Care Board (Chair):	Integrated Health & Social Care	1 rep from Integrated Health & Social Care Board
Scottish Government (Director)		1 rep from Community Council Network
		Public Health
		Registered Social Landlords
		Scottish Government
		Sestran
		Skills Development Scotland

Economy & Low Carbon	Reducing Inequalities	Future Services Reform
Buccluech Estates	Scottish Fire & Rescue Service	Registered Social Landlords
Borders College	Scottish Enterprise	Borders College
Third Sector	SBC	Scottish Enterprises
Registered Social Landlords	NHS Borders	NHS Borders
Scottish Enterprise	Third Sector	Scottish Government
SBC	Registered Social Landlords	Skills Development Scotland
NHS Borders	Public Health	Third Sector
Sestran	Health & Social Care Integration	SBC
Visit Scotland	Safer Communities	Scottish Fire & Rescue Service
Skills Development Scotland		
Scottish National Heritage		
Scottish Environment Protection Agency		
Historic Environment Scotland		

reducing inequalities

IN THE SCOTTISH BORDERS 2015 - 2025
STRATEGIC PLAN SUMMARY, JUNE 2016

COMMUNITY PLANNING PARTNERSHIP



On 26th November 2015, the Scottish Borders Community Planning Strategic Board considered a Consultative Draft Strategic Plan in relation to reducing inequalities. The comprehensive draft plan provided an overview of the key issues that cause inequalities, current issues in the Scottish Borders, and the vast range of national policies and local strategies and plans that are focused on reducing inequalities. However, the actions within the Draft Strategic Plan were required to be further defined to ensure that the Strategic Board could see, over time, the progress being made. Since November:

- Scottish Borders Council has led a Strategic Assessment on behalf of the Community Planning partners (CPP), presenting the most currently available data sets. This has involved a range of partners and involved a multi-agency workshop in April where partners were able to examine the data and define the key issues for Borders;
- The Children and Young People's Leadership Group has developed a new Integrated Children and Young People's Plan (2015-2018);
- A range of other partnerships, for example Safer Communities and the Local Housing Strategy Partnership, have developed and finalised plans for the next few years;
- The Reducing Inequalities Delivery Team consulted widely with key partners and partnerships on the draft strategic plan to identify **where value can be added** to already existing strategies and action plans and critically, **what additional actions are required**.

This document presents a summary of the Reducing Inequalities Delivery Team's current position under each of the 5 key inequalities themes (Employment & Income; Health & Well-being; Attainment, Achievement & Inclusion; Housing & Neighbourhoods; Keeping People Safe) and presents a set of clear actions and performance measures to ensure that:

By 2025, inequalities in the Scottish Borders are reduced

The Community Planning Partnership (CPP) will focus on 5 key themes known to impact upon inequalities:

Employment & income	Health & wellbeing	Attainment, achievement, & inclusion	Housing & Neighbourhood	Keeping People Safe
Key issues, from “Know Borders” Strategic Assessment 2016, in relation to the 5 key themes:				
<p>Borders has lower GVA per capita than Scotland (lower value jobs)</p> <p>We have consistently lower wages (& greater need for in-work benefits)</p> <p>Although rates of child poverty are lower than Scotland, there are some areas where it is as high as 27.8%</p> <p>Although Borders workforce is more qualified than Scottish (NVQ), a developing and diversifying local economy will require new skills and knowledge from workforce</p>	<p>Although child obesity (P1) is slightly lower than Scotland, no significant reduction since 03/04</p> <p>71% of adults in the Borders are overweight compared to 65% for Scotland (BMI of 25 or more)</p> <p>5.5%, diabetes prevalence (5.2% for Scotland)</p> <p>15% of the adults have ‘Non-limiting long-term illness’ (14% for Scotland).</p> <p>% of adults with a ‘limited long-term illness’ in the Borders is 36% (Scotland = 31%)</p> <p>Borders rate of hospitalisation for Coronary Heart Disease(CHD) is reducing but is now slightly higher than Scotland</p> <p>People within our most deprived areas score worse when asked about level of happiness, depression, anxiety and sleep disturbance;</p> <p>Rates of emergency hospitalisations have increased by 11% between 2002 and 2013 (1% increase for Scotland)</p>	<p>Attainment of pupils from deprived areas is below Borders attainment, although improving</p> <p>Areas of Borders where only 78% of school leavers sustain a positive destination (SB = 92.7%)</p> <p>Proportion of school leavers with ‘no passes at SCQF Level 3 or better’ has increased.</p> <p>At 31 July 2015 the proportion of children looked after in the Scottish Borders in residential accommodation was 16.9% compared to 9.9% for Scotland.</p> <p>In 2015, the rate per 1000 of children in on the Child Protection register is 1.5 compared to 3 for Scotland, although the number increased from 2014 (from 16 to 28)</p> <p>Number of young people participating in youth work, number of family learning opportunities and number of adult learning completions dropped between 13/14 and 14/15, although outcomes improved</p>	<p>Between 2005-2015:</p> <ul style="list-style-type: none"> Average house price increased by 29.2% (£133,112 to £171,942) volume of house sales decreased by 36.3% (2,757 to 1,755) Overall the housing market value decreased by 17.8%, worse than the decrease of 12.3% for Scotland. <p>42% of dwellings are in need of repair, compared to 28% for Scotland</p> <p>43% of households in the Scottish Borders experience fuel poverty (36% for Scotland)</p> <p>In 2014/15 1.2% of households made a homeless application (1.4% for Scotland), predominantly single person, male</p> <p>In 2012, the average household size in Borders was 2.14 people compared to 2.18 for Scotland. By 2037, the average household size for both Scottish Borders and Scotland is to drop to 1.98 and 2.03 persons per household respectively.</p>	<p>Domestic Abuse / Gender Based Violence are issues in the Scottish Borders (80 per 10,000 in 14/15) as well as for Scotland as a whole (112 per 10,000)- both increasing</p> <p>Crimes per 10,000 are down from 332 in 13/14, to 280 in 14/15 (Scotland = 479)</p> <p>In recent years the Borders rate of alcohol related deaths has increased, against a downward trend for Scotland</p> <p>Accidental Dwelling Fires attributed to suspected alcohol or drug use is higher than the Scottish average.</p> <p>More people are killed or seriously injured as a result of a road traffic accident in the Scottish Borders compared to the Scottish average.</p> <p>Between 12/13 and 13/14 the number of hospital admissions due to unintentional injury or death increased by 5.7% (Scotland by 1.9%)- highest rates amongst under 5s and over 75s)</p> <p>Scottish Borders has more falls accidents in the over 75 age group than the Scottish average.</p>

Employment & income	Health & wellbeing	Attainment, achievement, & inclusion	Housing & Neighbourhood	Keeping People Safe
Current key partnership plans and strategies				
<ul style="list-style-type: none"> • Scottish Borders Economic Strategy Action Plan 2023 • Borders Railway Blueprint Action Plan • Tackling Poverty & Achieving Social Justice Strategy 2013-18 	<ul style="list-style-type: none"> • Health & Social Care Strategic Plan 2016-19 • Alcohol & Drugs Partnership (ADP) Delivery Plan 2015-18 • Integrated Children & Young People’s Plan 2015-18 (inc Early Years) 	<ul style="list-style-type: none"> • Integrated Children & Young People’s Plan 2015-18 • Corporate Parenting Strategy 2014-18 • Community Learning & Development Strategic Plan 2015-18 	<ul style="list-style-type: none"> • Local Housing Strategy 2017 – 22 • Fuel Poverty Delivery Plan (FPDP) 2013-2016 • Strategic Housing Investment Plan (SHIP) 2017-22 	<ul style="list-style-type: none"> • SB Safer Communities Action Plan 2016 -20 • SB Equally Safe Strategy & Delivery Plan (2016-20) • Community Justice (CJ) Transition Plan 2016, and Outcomes Improvement Plan (April 2017)
How do these plans focus on reducing inequalities?				
<p>The SB Economic Strategy and the Borders Railway Blueprint will help improve the economy generally, bringing more and higher value jobs to the Scottish Borders</p> <p>The Tackling Poverty strategy aims to minimise the impact of poverty and financial exclusion, and ensure people are equipped to cope with the challenges they currently face</p>	<p>The H&SC Strategic plan has “early intervention and prevention” and “reducing health inequalities” as 2 of its key objectives (there are 9)</p> <p>The APD Delivery Plan focuses on 7 core outcomes that will help reduce social, health & economic inequalities</p> <p>CYP Plan also addresses the well-being and health of, especially, the most vulnerable children and young people</p>	<p>CYP Plan focuses on: Early Years collaborative, Increasing the Raising Attainment for All programme, Closing the gap, Inclusion for All, Developing the Young Workforce</p> <p>Corporate Parenting Strategy focuses on improving life experiences, opportunities & outcomes for Looked after children</p> <p>CLD Plan focuses on employability, volunteering, emotional health & wellbeing, rural transport, information sharing, partnerships to support reducing inequalities</p>	<p>Actions within the new LHS will ensure that:</p> <ul style="list-style-type: none"> - The supply of housing meets the needs of communities - More people live in good quality, energy efficient homes - Less people are affected by homelessness - More people are supported to live independently in their own home <p>FPDP aims to prevent and reduce the effects of fuel poverty, an issue for Borders</p> <p>SHIP- key plan targeting affordable housing investment</p>	<p>Strategic assessment has shown that the following issues need to be tackled in Borders, helping to reduced inequality :</p> <ul style="list-style-type: none"> • Gender based violence • Crime and ASB • Substance misuse • Poor Driver Behaviour • Accidents in the home <p>Equally Safe focuses on preventing & eradicating violence against women and girls, addressing gender inequality</p> <p>CJ Plan will take a wide view of issues e.g. families, housing, employment, health, inclusion</p>

Employment & income	Health & wellbeing	Attainment, achievement, & inclusion	Housing & Neighbourhood	Keeping People Safe
What <u>more</u> needs done?				
<p>The CPP needs to focus on helping people access these job opportunities, removing barriers, and ensuring appropriate skills of current and future workforce</p> <p>Tackling Poverty strategy requires updated in the current economic context and ongoing welfare reform</p> <p>Page 106</p>	<p>Evidence/good practice indicates a focus on issues such as diabetes will have a positive impact in the med /long term & has potential to reduce inequalities, & the burden on health and social care services- strategic approach is required</p> <p>We need to improve inclusion and participation in sport, physical activity and culture, especially for our most vulnerable young people</p> <p>A need has been identified for targeted work in relation to Parenting and Play focused on all-age health and well-being</p>	<p>Our most vulnerable young people need to be supported throughout their education to gain and sustain employment</p>	<p>Build CPP understanding, especially amongst the Reducing Inequalities theme, on Housing issues and identification of cross cutting issues</p> <p>There is a need to develop specific strategic plans in relation to the housing needs of <i>older people</i> and <i>homelessness</i></p> <p>CPP should maximise funding available from the Scottish Gvt in relation to alleviating Fuel Poverty</p>	<p>Build CPP understanding, especially amongst the Reducing Inequalities theme, and make valuable connections e.g. around keeping children and young people safe</p> <p>Long term sustainability of Domestic Abuse services needs to be addressed</p> <p>Integrate Community Justice into CPP, ensuring that a partnership approach is taken to prevention and reducing offending</p>
What outcomes do we want to achieve?				
<p>More working age people, including school leavers, are supported to enter and sustain quality employment</p> <p>Where work is not possible, income will be maximised to improve quality of life</p>	<p>The inequalities in health and wellbeing between the most and the least deprived people and communities across the Borders are reduced</p>	<p>Inequalities in educational outcomes, attainment and inclusion between the most and least deprived children in Borders are reduced (including vulnerable groups)</p> <p>More young people are equipped with the knowledge and skills to proceed to adult working life</p>	<p>Every person in the Scottish Borders lives in a home that meets their needs</p>	<p>Scottish Borders is the safest place to live, work and visit</p> <p>Understanding of community justice is improved; services are more joined up and accessible; interventions prevent and reduce the risk of further offending; life chances are improved</p>

Employment & income	Health & wellbeing	Attainment, achievement, & inclusion	Housing & Neighbourhood	Keeping People Safe
Specific actions now required :				
<p>A1: Develop a Strategic Plan for Employability in the Scottish Borders (including Developing the Young Workforce) LEAD: Borders Learning and Skills Partnership/SBC Strategic Housing & Employability Services</p> <p>A2: Review and Implement the Tackling Poverty & Social Justice Strategy LEAD: Strategic Partnership against Poverty/SBC Strategic Housing & Employability Services</p> <p>A3: Continue to deliver the Welfare Reform Programme LEAD: Strategic Partnership against Poverty/SBC Strategic Housing & Employability Services</p>	<p>A4: Develop and implement a Public Health Inequalities Action Plan with a focus on: preventable illness (especially Diabetes), mental health, inclusion and well-being LEAD: Public Health</p> <p>A5: Implement Early Years Strategic Action Plan and develop Early Years Centres LEAD: Early Years Group</p> <p>A6: Develop and Implement a Play Strategy for Scottish Borders to support families at risk of health inequalities A7: Develop and Implement a Parenting Strategy to support families at risk of health inequalities LEAD: CYP Leadership Group</p> <p>A8: Develop and Implement a Children and Young People’s Sport, Physical Activity and Culture Strategy, with a focus on inclusion and participation LEAD: CYP Leadership Group</p>	<p>A9: Deliver “Developing the Young Workforce”, ensuring alignment with SB Employability Strategy & focus on the most vulnerable (A1) LEAD: CYP Leadership Group</p>	<p>A10: Presentation of LHS development to RI Delivery Team (including Reducing Inequalities contribution statement) LEAD: Local Housing Strategy Group (LHSG)</p> <p>A11: Develop a Strategic Plan to address the housing needs of older people LEAD: LHSG</p> <p>A12: Develop a Strategic Plan to reduce homelessness (<i>explore creating a health & homelessness plan</i>) LEAD: LHSG (with Public Health)</p> <p>A13: Update Fuel Poverty Delivery Plan, with a focus on maximising funding LEAD: LHSG</p>	<p>A14: Presentation of Action Plan to RI Delivery Team and ensure key links are made LEAD: Safer Communities</p> <p>A15: Develop a sustainable, partnership approach to the delivery of Domestic Abuse services LEAD: Domestic Abuse Pathway Board</p> <p>A16: Implement the Community Justice Outcomes Improvement Plan, linking it across the 5 inequalities themes and embedding it into the CPP LEAD: Community Justice Strategic Board</p>
<p>When delivering these actions, the CPP will:</p> <ul style="list-style-type: none"> • Focus resources on areas of greatest need to reduce inequalities, through core service delivery and programmes • Maximise impact of locality planning to reduce inequalities, engaging with & involving communities & stakeholder at every opportunity • Enhance capacity of staff to address inequalities and support individuals and families, through training and tools 				

How will we demonstrate that inequalities have been reduced?

The CPP commits to reviewing the most up to date data annually and amending its action plans accordingly, should any longer term issues become apparent. A framework has been produced for each of the 5 inequalities themes and is presented on the following pages.

The majority of data within the framework are from national sources, available on an annual basis (but with a lag in some cases). Some data sets become available at “intermediate zone” i.e. at a “sub” Scottish Borders level, which is a useful way of “health- checking” the Scottish Borders averages and seeing whether or not they hide issues that need to be tackled (often, this local area data has a further time lag in becoming available).

Page 1 of 8

					
better than Scottish average	worse than Scottish average	Positive long term trend	Negative long term trend	Little long term change	Data not available at sub-Borders level

EMPLOYMENT AND INCOME

Outcomes	Key Indicators	Scottish Borders	Scotland	SB/Scotland	SB Long term trend	Source
More working age people, including school leavers, are supported to enter and sustain quality employment	Residence Based Full-Time Median Weekly Pay - Gross for Males	£548	£561			NOMIS 2015
	Residence Based Full-Time Median Weekly Pay - Gross for Female	£426	£474			NOMIS 2015
	Workplace Based Full-Time Median Weekly Pay - Gross for Males	£471	£563			NOMIS 2015
	Workplace Based Full-Time Median Weekly Pay - Gross for Female	£429	£475			NOMIS 2015
Where work is not possible, income will be maximised to improve quality of	Claimant Count	1.9%	2.3%			NOMIS March 2016
	Population income deprived	10.1%	13.2%			SIMD 2012, SG
	Employment Rate	76.2%	73.1%			NOMIS 2015
	Working age with no qualifications	5.7%	9.4%			NOMIS 2015
	Children Living in Poverty (percent)	10.9%	15.3%			HMRC 2012

- Borders wages have, over the last 3 years, remained relatively unchanged, after a sharp rise between 2012 and 2013, and they have not caught up with Scottish averages, which have increased more gradually over time.
- Those who live in the Borders but who can travel out with the area to jobs earn more than those who live and work in the Borders, and there is still a gap between male and female earnings in the Scottish Borders.

Worst Intermediate Zone/Locality	Best Intermediate Zone/Locality	Scottish Borders Gap
2.7%	0.9%	1.8%
23.4%	5.0%	18.4%
27.8%	4.5%	23.3%

Claimant count is provided at Ward level and shows areas of the Borders where the rate is above the current national average

There are areas where the **% of population who are income**, and **% children living in poverty** are well above the Scottish average, even though the Borders average compares favourably to the Scottish average

HEALTH AND WELLBEING

Outcomes	Key Indicators	Scottish Borders	Scotland	SB/Scotland	SB Long term trend	Source
The inequalities in health and wellbeing between the most and the least deprived people and communities across the Borders are reduced Page 110	Male life expectancy (in years)	78.7	76.6	✓	👍	NRS 2011
	Female life expectancy (in years)	82.0	80.8	✓	👍	NRS 2011
	All-cause mortality among the 15-44 year olds (rate per 100,000)	82	101	✓	👍	NRS 2012-2014
	Patients discharged from hospital with Coronary Heart Disease (CHD)- rate per 100,000	452	440	✗	👍	ISD 2011-13
	Alcohol-related hospital stays (rate per 100,000)	465	672	✓	👍	ISD 2014/15
	Body Mass Index - primary 1	9.1	10.1	✓	👎	CHSP-S 2013/14
	Body Mass Index - adults	71%	65%	✗	👎	SHeS 2012-14
	Prevalence of type 2 diabetes	5.5%	5.2%	✗	👎	Scottish Diabetes Survey 2014
	Fruit & Veg consumption	23%	21%	✓	👎	SHeS 2012-14
	Screening uptake: breast (50-70)	76.4	72.5	✓	👎	ATOS, 2010-12
	Screening uptake: bowel (50-74)	61.1	56	✓	👍	ATOS 2011-13
	Mental Health Scores (% with scores of 4 or higher)	19%	15%	✗	👎	GHQ12
	Early years Scorecard gap measurement + parenting and play indicators (programme participation rates and outcomes of programmes)					
	Smoking quits					
	Sign ups to "Smoke Free" homes					
Number of community food initiatives						

- Coronary Heart Disease, Body Mass Index (Adults), Diabetes and Mental Health indicators are all worse than the Scottish average
- Indicators in red are still to be confirmed as part of strategy development

Worst Intermediate Zone/Locality	Best Intermediate Zone/Locality	Scottish Borders Gap
74.7	83.6	8.9
79.1	89.5	10.4
199 (2011-13)	0 (2011-13)	199
638	234	404
1490 (13/14)	123 (13/14)	1367
21.4%	0%	21.4%
23%	12%	11%

There are significant difference in health outcomes for people in some areas of the Borders, with rates significantly higher than Scottish averages

ATTAINMENT, ACHIEVEMENT AND INCLUSION

Outcomes	Key Indicators	Scottish Borders	Scotland	SB/Scotland	SB Long term trend	Source
<p>Inequalities in educational outcomes, attainment and inclusion between the most and least deprived children in Borders are reduced (including vulnerable groups)</p> <p>More young people are equipped with the knowledge and skills to proceed to adult working life</p>	S6: % of pupils achieving 5+ awards Higher or above	34.3%	29.3%			LGBF 2014/15
	S6: % Pupils from <u>deprived</u> areas achieving 5+ awards at Higher or above	11.8%	12.8%			LGBF 2014/15
	No passes at SCQF level 3 or better	1.5%	1.7%			Scottish Gvt 2014/15
	Positive Destinations- school leavers' initial destination	95.3%	92.9%			SDS 2014/15
	Positive Destinations: school leavers- 6 months on	94%	91.7%			SDS 2013/14
	Secondary School exclusion rate (per 1000 pupils)	37.2	49.6			Scottish Gvt 2014/15
	Looked After children cared for in foster/family placement rather than residential accom.	83%	90%			LGBF 2014/15
	Higher Education: Full time student success rate	75%	71%			Borders College 14/15
	Claimant Council 18-24	3.9% (310 young people)	3.4%			NOMIS March 2016
	CLD Participation: youth work	2426	n/a	n/a		SBC 2014/15
	CLD Participation: family learning;	632	n/a	n/a		SBC 2014/15
	CLD Participation: adult learning	615	n/a	n/a		SBC 2014/15
	Participation amongst vulnerable groups (link to CYP Performance Framework)					TBC

- In terms of general educational attainment, Scottish Borders is above Scottish averages. Trends are generally upwards in all areas (including positive destinations) although the % of pupils from deprived areas achieving 5+ Highers is lower than the Scottish average (but has improved over the last 3 years).
- As of end March, the Claimant Count for 18-24yr olds was slightly higher than the Scottish average and hasn't come down much over the longer term (staying above the 16-64 year old rate). This shows that younger people are bearing the brunt of Scottish Borders unemployment
- Placing children within a family setting (rather than residential) is an ongoing but important challenge if outcomes are to be improved
- Although the numbers participating in Community Learning and Development are down, outcomes have improved for those participating (based on local information)
- Indicators in red are still to be confirmed as part of strategy development

Worst Intermediate Zone/Locality	Best Intermediate Zone/Locality	Scottish Borders Gap
11.8	34.3%	22.5%
78.3%	100%	21.7%
60 young people*	10 young people*	50

There are still fewer young people from deprived areas achieving 5+ Highers.

Some areas of the Borders achieve only 78% of positive destinations (6 months on), compared to 100% in some areas.

*because numbers are low, rates are difficult to calculate, so actual numbers have been given, at ward level

KEEPING PEOPLE SAFE

Outcomes	Key Indicators	Scottish Borders	Scotland	SB/Scotland	SB Long term trend	Source
<p>Scottish Borders is the safest place to live, work and visit</p> <p>Community Justice Outcomes TBC</p> <p>Page 113</p>	Recorded incidents of domestic abuse- rate per 10,000 population	79.9	112			Police Scotland (2014/15)
	Recorded crime- rate per 10,000 population	280	479			Recorded Crime in Scotland (2014/15)
	Recorded Anti-Social Behaviour (ASB) incidents- rate per 1000 population	106.46	n/a	n/a		Police Scotland/Safer Communities team (2014-15)
	% of ASB incidents that are alcohol related	18.3%	n/a	n/a		Police Scotland/Safer Communities team (2014-15)
	Number of road users killed/seriously injured as a result of a Road traffic accident	68	3.6% of Scotland's accidents			Police Scotland/Statistics Scotland 2014
	Under 5 home accidents- rate per 1000 under 5s	11.1	7.2			ISD (2013/14)
	Over 75s falls- rate per 1000 over 75s	36.9	34.4			ISD (2013/14)
	Rate of accidental dwelling fires per 100,000 dwellings	141.6	195.5			SFRS (2014/15)
	% dwelling fires: suspected alcohol/drug use	22%	14%			ADP (2014/15)
	<p>Community Justice- indicators TBC as part of Outcomes Improvement Plan development (April 2017)</p>					
<ul style="list-style-type: none"> Recorded Anti-social behaviour is a combination of <i>incidents recorded by Police Scotland</i> and <i>incidents recorded through the Safer Communities team</i>. There are no comparable Scottish figures as each area in Scotland is set up slightly differently to deal with ASB Rates of accidents for under 5s and falls for over 75s are both higher in the Scottish Borders than Scotland, and increasing Although the rate of dwelling fires has come down, the % where drug/alcohol use is suspected is increasing The number of people killed or seriously injured (KSI) as a result of a road traffic accident has come down in 2014 to 68 (from 80 in 2013), after a few years of increasing. In 2013, our KSI numbers accounted for 4.3% of the total Scottish KSI, but the % is now back to where it was in 2011/12 at 3.6%. 						

Worst Intermediate Zone/Locality	Best Intermediate Zone/Locality	Scottish Borders Gap
194.4 (T&L)	65.55 (Tw d)	128.85
<i>Local information to be confirmed</i>		
1.02* T&L	0.36* Tweeddale	0.66
9.19* T&L	3.96* Tweeddale	5.23
<p>ASB rates are significantly higher in Teviot & Liddesdale</p> <p>*The rate per 1000 <i>total population</i> for under 5 yr old accidents and over 75 yr old falls is highest in Teviot & Liddesdale (note that the rates used in the left hand table are rates per relevant population i.e. under 5, to allow for national comparison)</p>		

For any queries on the information presented within these tables, email performance@scotborders.gov.uk or Tel: 01835 826542

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An introduction to co-production

Report by SBC Chief Social Work Officer

Community Planning Partnership Strategic Board

9 June 2016

1 PURPOSE AND SUMMARY

1.1 This report presents the co-production toolkit entitled 'An introduction to co-production'. The toolkit was discussed by the Joint Delivery Team on 18 May and agreement received for its presentation to the Strategic Board. It has been developed, under Scottish Borders Council's Transformation programme, to support staff to use a co-productive approach when commissioning, designing, delivering and/or assessing services.

1.2 Co-production is a proven way of working in partnership with communities to commission, design, deliver and/or assess public services and support the improvement of outcomes. It has been used successfully across the Partnership with some examples given within the document itself.

1.3 An introduction to co-production has been developed by a working group involving Council, Public Health and Third Sector officers.

2 RECOMMENDATION

2.1 It is recommended that the Community Planning Partnership Strategic Board agrees and adopts the Introduction to Co-production.

3 BACKGROUND - WHAT IS CO-PRODUCTION?

3.1 Co-production means that the people who use the services are equally involved alongside professionals in the planning and delivering of services. The New Economics Foundation defines it as "...delivering public services in an equal and reciprocal relationship between professionals, people using their services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change." Or more simply, "Co-production is about combining our mutual strengths and capacities so that we can work with one another on an equal basis to achieve positive change."

4 SBC CORPORATE TRANSFORMATION

4.1 Co-production was initially identified as a good way of working that could be used across the Council to support the meaningful involvement of communities in the development, design and/or delivery of a service. It is not a new concept and there are already areas of good practice across the Community Planning Partnership. It was recognised that the development of guidance to support this approach would be of benefit across the Partnership as a whole, and sits very naturally with the Community Planning Partnership's Community Engagement Framework. In order to progress this, the project was assigned to the Corporate Transformation programme.

5 BACKGROUND - WHY CO-PRODUCE?

5.1 Neither the Community Planning Partnership nor the community have all the resources required to address the needs of the area. Recognising these resources and bringing them together in partnership can be beneficial to both. It is important to stress that co-production is different from consultation in that it is a collaborative working relationship with shared decision making and equality between partners.

6 DEVELOPMENT

6.1 In order to make sure the toolkit meets the needs and expectations of Partners, a working group, led by Elaine Torrance, has been established to take the project forward. Membership includes representatives from the Council, Public Health and the 3rd Sector

7 IMPLEMENTATION AND REVIEW PLAN

7.1 An Implementation and Review Plan, supported by an e-learning module, has been developed for use within the Council. The content of the module, and the Plan itself, can be shared with Partners for use within their own organisations if required.

8 COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015

8.1 The Community Empowerment Bill received Royal Assent and became an Act on 24 July 2015. Different parts of the Act are coming in to force at different times. Part 11 of the Act (Non-domestic rates) came in to force on 31 October 2015, Part 1 (National outcomes) and sections of Part 4 (Community rights to buy land) came into force on 15 April 2016.

8.2 The aim of the Act is to empower community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them. Co-production very much supports this aim by involving community groups/individuals in the commissioning, design, delivery and assessment of services.

8.3 It is expected the co-production approach will support the development of locality plans under part 2 of the Act (Community Planning) and outcome

improvement processes initiated under part 3 of the Act (Participation requests). Both parts of the Act are expected to come into force in October 2016.

Approved by

**Elaine Torrance
Chief Social Work Officer**

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An introduction to co-production

SCOTTISH BORDERS COMMUNITY PLANNING PARTNERSHIP



An introduction to co-production

Scottish Borders Community Planning Partnership is continuing to develop its collective approach to community engagement to change the way it works in order to continue to deliver high quality, and improved services, over the coming years.

We have seen the value, and benefits, of co-production when planning and delivering services in areas where this approach is already being used. By adopting a Partnership-wide approach to co-production we are seeking to make sure that more of our services are co-produced in the future. The Partnership-wide approach to co-production will also support us in our work with our local communities when delivering the Community Empowerment (Scotland) Act 2015.

The Introduction to Co-production should be used alongside our Community Engagement Toolkit when planning, delivering and evaluating co-production activities
www.scotborders.gov.uk/communityplanning.

This toolkit has been designed with staff in mind but other people, and organisations, may also find it useful. However, we know that reading about co-production will only go so far in making the changes needed to adopt a co-productive approach. We hope that you will be able to use the ideas in the toolkit to talk with colleagues and your line manager about what you, and the organisation, need to do to make co-production happen.

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Introduction

Adopting a co-production approach means that we will work in partnership with people who live and/or work in the Borders to help us we deliver the best possible services.

Co-production is not new to Scottish Borders Community Planning Partnership and is the approach that we will take, wherever we can, within all of our partner organisations. Co-production recognises the huge benefit of working with people and communities.

What is co-production?

Co-production is an approach that combines our mutual strengths and capacities so that we can work with one another on an equal basis to achieve positive change.

It is about involving people in the planning, delivery and review of public services, helping to change relationships from dependency to genuinely taking control. This involves active dialogue and engagement to create something jointly, thereby achieving better results or outcomes.

What co-production is and is not

✓ Co-production IS:	X Co-production is NOT:
Partners respecting each other and having equal status.	Just giving people a chance to speak but not using the information.
Working together from the very start to identify and achieve an end result that you both agree on.	Confrontation and 'winning or losing'.
Listening to each other and understanding where everyone is coming from and the particular challenges they face.	A quick fix.
At times deferring to the other on grounds of practicality, economics, ethics, equality of civic rights etc.	Consultation i.e. having a plan and then going out to tell people about it OR even having a plan, asking people's thoughts about it and incorporating these thoughts into a revised plan
Valuing, learning from and building on the different skills, assets, experience and expertise that different people bring to the process.	One partner simply trying to persuade the other to come around to their way of thinking.
Working in ways that best meet the needs of all partners.	Listing problems and expecting someone else to solve them.
Sharing responsibility for developing solutions that work and are deliverable.	A new way to get your personal agenda on the table at the expense of someone else's.
Breaking down barriers between professionals/providers and people using public services.	Having a new forum for public service staff to tell people what is going to happen, or for people to lobby the public sector.
Committing jointly to support and develop the capacity and understanding of all people involved in the process.	
Trust, support and information sharing.	
Sharing responsibility when solutions don't work first time and taking a joint problem solving approach to move forward.	
Talking with and not to.	

What are the benefits?

1. The community are entitled to be partners – particularly when public services relate directly to them and their family
2. The value the community contributes is significant. Communities generate a huge amount of economic value that is unmeasured and may be unrecognised by public services
3. Co-production improves outcomes
4. Co-production can improve value for money – the economic benefits of co-production approaches outweigh the costs

Adapted from Cabinet Office statement

It is likely that neither the local authority nor the community have all the resources required to address the needs of the area. Recognising the resources we have and bringing them together in partnership can be beneficial to everyone.

Communities know things that professionals may not, especially in connection to their local geographical area and/or the demographic makeup of the people that live there. For example the community has:

- Knowledge, skills and understanding
- Energy, time and effort
- Motivation to make things work
- Social relationships within their community
- Expectations and aspirations
- Community leadership

Scottish Borders Community Planning Partnership may be able to provide:

- Financial resources, although external funding may be available for non-statutory services
- Expertise on regulation
- Expert knowledge and skills
- Staff resources
- Leadership, expectations and aspirations



What are the values?

Co-production is a partnership between communities and public services to achieve a valued outcome. The most effective partnerships are based on four clear values: equality, mutual benefit, social relationships and access.

1. Equality - everyone has something to contribute, even though some may have more resources than others. No one group or person is more important than any other group or person.
2. Mutual benefit is important and a key value in co-production. It can be defined as making sure that people receive something back for putting something in and building on people's wish to feel needed and valued. Two way mutual relationships where responsibility, risk and power are shared and decisions are negotiated. All parties involved have responsibilities and expectations.
3. Social relationships matter. Social networks, especially families and communities, are vital for achieving some types of change. Diversity and inclusion are important values in co-production. It is important that co-production partners are proactive about diversity.
4. Access needs to be recognised as a fundamental to co-production. Accessibility is about ensuring that everyone has the same opportunity to take part in co-production fully, in a way that suits them best.

What should we co-produce?

Most things can be co-produced. It doesn't need to be a service in order to be co-produced. For example, a community newsletter or a training programme and its delivery could be co-produced. Or it could be community services and facilities where changes will affect the local community.

It will be most appropriate when:

- There are real choices to be made.
- It is the start of the process before decisions have started to be made.
- There is enough time to involve partners.
- The co-production partners will be able to agree on the outcome to be achieved. It is not necessarily possible to predict this but if you know that partners want something that the organisation is unable to provide co-production may not be appropriate.

Co-production may be with an individual or on a more collective or community basis, and the values of co-production apply. An individual may collaborate with their social worker to get the right support for them. This is a commonly used form of co-production.



Everyone working in the organisation at every level needs to commit to co-production

Co-production on a one to one basis

You asked

Mr B was struggling to manage his own care. He was also feeling very isolated. He made a referral to social work services for support.

We said

The care manager met Mr B to find out what he wanted to achieve and how they could work this out together.

We did

Based on the Mr B's priorities and what he could offer and what the council could offer through their eligibility criteria they came up with the following. Mr B is good with computers and volunteered to help a local organisation set up a data base. He had a lot of information about community activities which he shared with the care manager who then shared with the team.

Based on Mr B's assessed needs the social worker got council agreement to a budget that he uses flexibly to get support in the way that suits him, and that enables him to have a more active life.

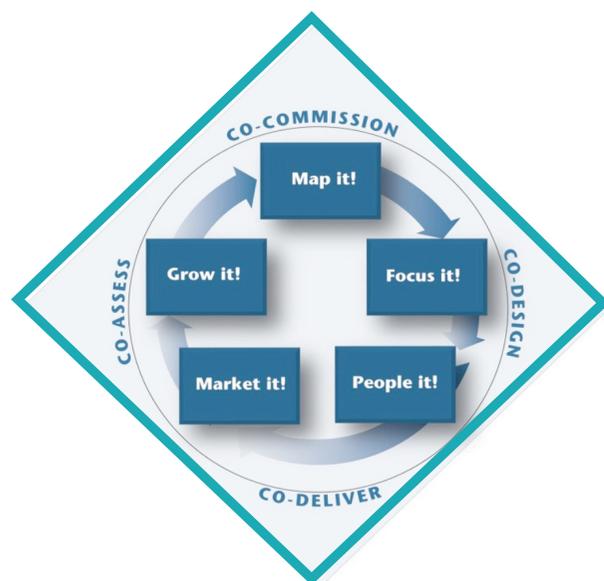
What worked well/what could be improved upon

The approach was based on working jointly, through an open conversation that recognised what each person could contribute.

When and how should we co-produce?

The model below, developed by Governance International <http://www.govint.org/> demonstrates different ways of involving users and communities in public services through co-production. It enables people involved in commissioning and delivering public services to map the co-production taking place, improve approaches and identify potential for extending co-production.

The four **Co's** show how to integrate co-production into service commissioning and delivery, and provides different roles for the community to make use of its strengths and weaknesses.



- Co-commissioning is about service commissioners working with people who use services and local communities in the prioritisation and planning of services delivered by Scottish Borders Community Planning Partnership.
- Co-design is about service providers and the community redesigning services to improve outcomes and possibly reduce costs.
- Co-delivery is about service providers working with service users to improve the service delivery process and taking preventative action with local communities to improve outcomes.
- Co-assessment is about public service providers working with the community as evaluators of service quality and outcomes.

Strategic planning groups may find the model helpful to consider before getting started.

The inner ring, represented by five boxes, provides a guide through the five step co-production journey.

1. **Map it:** what is already being co-produced and which services are doing it? Identify where co-production is already happening within partner organisations and look at where co-production could be used in order to achieve key outcomes.
2. **Focus it:** where can an impact be made? With limited resources available to us it is important to focus on those co-production initiatives which are likely to bring about significant outcome improvements or efficiency savings.
3. **People it:** what is the community already doing, what more do they want to do, do they want to be involved? Co-production requires people who are willing and able to co-produce outcomes or public services. Community capacity building may be required in order for the community to be able to co-produce effectively.

4. Market it: identify incentives for users, communities and staff that will get them started and keep them going! Where new co-production approaches have the potential to be successful it is important to market them appropriately. The financial and non-financial benefits should be identified to encourage everybody that needs to be involved to take part in order to co-produce better outcomes
5. Grow it: showcase the results. Co-production should be embedded in public services and communities through organisational change and governance arrangements; co-production should be promoted throughout the organisation.

The development of this strategic approach to co-production within Scottish Borders Community Planning Partnership supports this step of the co-production journey.



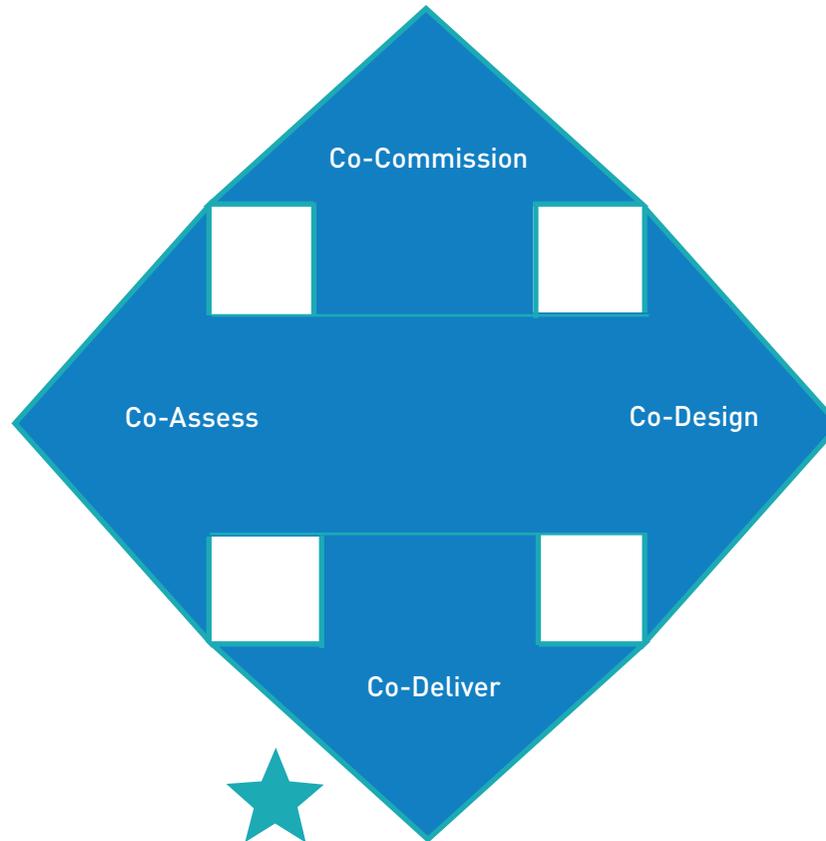
The Co-production Star with examples



People with lived experience of mental illness playing an active role in the design and commissioning of new mental health services.



Young people, who have used care services, act as young inspectors for the Care Inspectorate and their observations are incorporated into Inspectorate reports.



BGH Participation Group worked with staff to explore and introduce a 'sensorium' buzzer system to replace the call bell system used in wards. Introduced in 2013/14 it has reduced noise and the disturbance to patients.



Health champions with a learning disability work with the Learning Disability Service to promote the benefits of a healthier lifestyle. The course was developed jointly between the LD Service and Borders College.

Who is involved in co-production?

Anyone can be involved in co-production and they are the co-production partners. Who the partners are depends on what is being co-produced and who has an interest in it. For example if changes were being made to bus timetables then people that travel on the buses would be one of the partners.

Involving the community and people who use our services as partners can feel like a challenge as it means sharing power to make decisions.

It is important that the people affected by decisions are included. They are valuable to the process, bringing different experiences and perspectives.

In order to fully participate in co-production some community groups or members may require support to develop their confidence, skills and structures. Developing the capacity of community members to participate can provide a lasting benefit to individuals, and potentially to local organisations and the community through their continued involvement in community activity and participation. Organisations such as the local Councils for Voluntary Service provide support for community groups. There may be individuals or groups who it is harder to engage through

traditional methods, for example, people who need literacy or English language support, or find it difficult to attend meetings or events. Different approaches are needed. Examples that have been used include engaging people at supermarkets/pop-up shops, using accessible technology e.g voice activated software to enable an older person with a visual impairment to engage with others without having to leave home.

Some co-production partners may need support in order to help them participate fully in the co-production process. Co-production partners should be asked if they would like any support both at the start and throughout the process, and the partnership then needs to facilitate this. Some examples of support that may be required include:

- Background information, 'what has happened previously'?
- Finance skills to help people understand budget information.
- Coaching on how to speak at meetings and get a point across.

All information should be clear and fully accessible and any special information requirements should be taken into account.

The Local Citizens Panels sit within the Learning Disability Service governance structure. To enable people with a learning disability to fully participate and share ownership of their Panel the service provide support through nominated staff. The local area co-ordinators who provide support have assisted people to develop their skills, for example to use a computer to type a letter on behalf of the group.



The role of co-production partners

Everyone should make sure that the group knows what their role is outside the group and why they are a member of the group. There may be specific roles that would help with the functioning of the co-production partnership.

If a partner is representing a particular group or community they will be letting their group know what is being discussed and may need to feedback to partners. Time should be allowed for representatives to gather the thoughts of those they are representing before any decisions are made.

All partners have a responsibility to keep things on track and support each other. However, there may be specific roles it would be helpful for the partners to allocate, for example chair or facilitator, minute taker. These can be agreed depending on the co-production work and format required.



Developing good working relationships

It is important to facilitate good working relationships between co-production partners. It is important that the right people are involved and that the right support is in place.

Three key ingredients to a good working relationship include:

1. Trust – trust is built by being open, treating all partners with respect and everyone doing what they have agreed to do.
2. Good communication – use plain English, keep everyone informed and give feedback to partners about what is happening.
3. Support – everyone brings something valuable to the group and partners can learn from each other; be aware that some partners may need encouragement to make their views known.

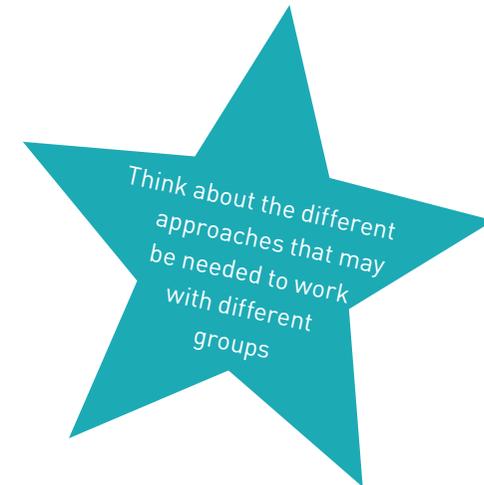
When the partners first get together they should spend time thinking about whether everybody they need is round the table. Things to consider are:

- Stakeholders – are there any key players missing?
- Skills and knowledge – what skills and areas of knowledge are needed and are these represented in current partners? If not who can provide this? New partners, with particular skills and knowledge, can be invited to join the group at any stage or advisors can be brought in as required to fill a knowledge gap.

All partners should know what authority they have within the group and what power the group has.

The group should have an agreed decision making process so that all partners feel in control.

For example, will the final decision of the group be accepted or do they need to prepare a proposal or recommendation for agreement by another committee or individual? Co-production partners need to be clear what these processes are and how they will affect the group.



Co-production with a group

You/we asked

The need for an information service for people with a disability emerged from conversations between people with a personal interest in this service and staff from Borders Voluntary Care Voice (BVCV), NHS Borders and Social Work. A small working group of these interested people met to see what could be possible. A previous information service had recently closed but it had been central Borders focussed and the group were keen to have a Borders-wide service. This action was supported by the Joint Physical Disability Strategy Group.

Together we did

The group planned conversations with people around the Borders using pop up shops, local events etc, and a questionnaire to find out what type of information service people wanted.

Each person has an interest in making this work, and their own background of skills and experience. In addition there are the skills of people who have set up their own business, have experience of making funding

applications, and have personal and professional insight into disability issues. BVCV provided staff time for the conversations around the Borders and for the questionnaire.

NHS Borders and the Council contributed funding. The Social Enterprise Chambers provides a registered base for the organisation.

The small working group became the interim Board of Ability Borders, a Borders-wide information service with a member of staff. NHS Borders and Council representatives attend meetings.

What worked well and what could be improved on?

All members shared responsibility for the outcome and agreed roles and actions to achieve this. An information and training programme is being put in place to increase Board membership. This will increase its capacity and make it more robust for the future.

Setting the Scene

Be clear as a partnership about what is to be achieved and what it will take to get there.

It is important that everyone involved in the work knows what the aim is and what the group will need to do to achieve it:

- Co-production: does everyone know what co-production is and why this approach is being used?
- Ground rules: the co-production partners will come from different backgrounds and will have different skill sets. Does everyone know what is expected of them? Is there an agreement about what acceptable behaviour is in the group?
- Outcomes: what is the group aiming to achieve?
- Tasks: what needs to be done to achieve the outcome?
- Process: how will the tasks be carried out?
- Success: how will you know if you have been successful?

Co-production partners will all have different ways of working so it is important that thought is given to:

- Access requirements: although any meetings will be held in accessible locations it should be checked whether any partners have

other requirements before the meeting, for example a hearing loop, or regular breaks may be required. A lot of information is sent using email but not everyone is able to access information in this format. For information on accessible information contact SAIF (Scottish Accessibility Information Forum)

<http://www.saifscotland.org.uk>

- Location: what suits people? Offices can be intimidating, what about a community café, village hall, e-communication.
- Communication: it should be agreed how people contact each other, how often information will be sent so that partners don't feel overwhelmed.
- Background information: making sure that everyone has the same level of information so they can all participate equally.
- Timing: consider what time of day will be suitable for everyone you want to attend e.g. daytime might not suit carers, community members who work.

There is no reason to expect problems to arise. However things might not go smoothly all the time no matter how much everyone wants this. If you can spot a problem early on then you and the co-production partners can take action to sort it out before it develops. The most common problems tend to arise from a lack of communication.



Philiphaugh Freedom Park

You asked

Philiphaugh Community School and community members asked for better play facilities in Bannerfield, Selkirk.

We said

There are a lot of families living in Bannerfield and very few suitable play areas.

We did

A Big Lottery funding application for £250k was led by Philiphaugh Community School. This was supplemented by other small funding sources including developer contributions, Small Schemes funding and Common Good funding. An SBC project manager led the development and regular meetings were held with the school and community reps to gather their requirements. The school children and residents were asked for their 'wish-list' of play equipment etc...and this formed the basis of design. A local architect was employed to draft the design and 4 suppliers were then invited to interpret this design and bid for the works. The result was an updated and enlarged play area, with new equipment, a multi-use games area, a bike

skills area and a network of pathways to link in time with the Selkirk Flood Protection pathways.

What worked well

Ultimately the community group and school selected the successful design and contractor through the tender evaluation process. In summary, the technical elements of the project were taken forward by specialists (project management, architectural design), but the requirements and sign off were led by the school and community.

Burnfoot Community Hub

You asked

Through a Local Community Action Planning process the community identified the need for a community café, childcare service and children's play areas among the priorities for the area.

In partnership we did

Supported by Scottish Borders Council and other partners, Burnfoot Community Futures (BCF) developed and delivered a Community Hub. The project tackled inequalities through an asset-based, bottom up approach, building on the skills of the Burnfoot community, their determination and their vision for their community. The Community Hub project transformed a derelict/disused building into a sustainable Community Hub using £2.1m raised by the community and managed by BCF.

Working in partnership with a range of local agencies the community created the Hub which includes a nursery suite (aimed at providing day care provision which will support people back into training, education and work), community café (focusing on healthy eating, social interaction and cooking

to a budget), soft play (focussing on active play and linking young families into local services) four office spaces, a multi-function room that can be used as a dance studio, for workshops or training events and a community gardening space.

The project is a prime example of a community led regeneration project with true community empowerment through community asset ownership and community service delivery.

What worked well/what could be improved on

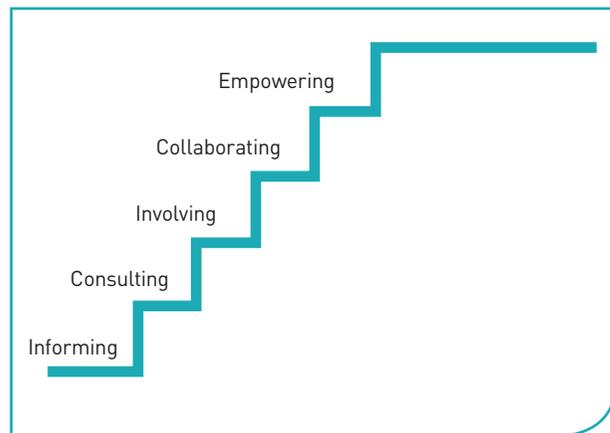
The project was designed and delivered by an approach that was underpinned by what mattered most to the community. This way of working has encouraged a step-change in the way in which the public sector addresses and works with the community in order to deliver common, shared outcomes and help communities to move from ideas to project delivery through a co-commissioning co-designing and co-delivering approach.

Frequently asked questions

How is co-production different to involvement?

See diagram below for the different levels of engagement. Co-production builds on existing methods of community engagement such as public user involvement but aims to go further by supporting truly collaborative working relationships and shared decision making. It is based on a set of values that underpin genuine engagement, equality of partners and that everyone's voice is heard.

Co-production recognises that everyone has different skills and has a direct influence on decision making.



Does this mean more work?

Having people's contribution from the start can help to get it right first time. It is important that all co-production partners are aware of the scope and limitation of the project so that everyone has realistic expectations. A work plan will help in managing the project.

Don't the public want more than we can provide?

People are usually very realistic about what can and can't be provided. By co-producing service design or change partners may be able to help identify some cost effective ways of doing things differently that still achieves what they want.

I have a deadline – how will I be able to keep to my timescales?

The timescale should be referred to when planning the co-production activity, the Community Engagement Toolkit will help you to do this. If the work needs to be completed and reported on by a specific date you may find it helpful to plan backwards making sure that you are allowing time for all the necessary reporting steps. You can work with the group to agree how to operate and still meet deadlines you and they may have.

Taking a co-production approach makes it more likely that you will get things right the first time round, preventing expensive repeat visits or underused services.

Working with people can lead to the identification of new resources or existing resources being better used.

Co-production has benefits for everyone involved. Co-production can:

- Improve the experiences of people using our services,
- Give us the confidence that our services are based on what people need
- Increase the capacity and ability of our community,
- Make sure that we are supporting local communities to make deep and lasting changes in their lives.

Will this mean more time?

If the work is planned and carried out well it doesn't need to take any longer than developing/reviewing a service or policy and then consulting on any proposed changes. Developing relationships and trust, both of which form the basis of good co-production, does take time. But don't assume you are starting from scratch. Many people and organisations are already making steps to co-produce activities locally. It is important to seek them out. It is very hard to get it right all the time but it is important to make a start. Being honest and open about the challenges you are facing and what you feel it is possible to achieve is a useful step in building trust.

Frequently asked questions (cont.)

How do we involve people whose voices are rarely heard?

Some people are more interested in going to meetings and events than others. We should think about our message. If people aren't coming to our events or aren't showing any interest maybe it's because of the content of our message or the language we've used in our invitations and publicity, or that some people find reading challenging. See www.thebigplus.com for more information about literacy support.

Think about people's priorities and what would encourage them to get involved. If we genuinely want to work with a representative section of the community and they are not coming to our events we can go to where they are. Find out what local events are on and meet people there e.g. residents' association meetings, carnivals.

What does the Community Empowerment Act mean for me?

The Act has three main elements that staff and communities should be aware of:

- The strengthening of community planning to give communities more of a say in how public services are to be planned and provided,
- New rights enabling communities to identify needs and issues and request action to be taken on these,
- The extension of the community right to buy.

Part three of the Act gives the community groups the power to ask to be involved with public sector bodies, such as Scottish Borders Council or NHS Borders, in a process to improve service outcomes. Using a co-production approach will help to make best use of everyone's skills that is involved in the outcome improvement process.

What if the co-production partners don't agree?

If people don't agree it may take time to work this through. Taking time at the start to set the scene and agree ground rules may help as people can be reminded of shared values and what they jointly want to achieve. If a relationship of trust has been developed this can assist in working through difficulties.

CLD Learning Community Partnerships

We were asked

Community Learning and Development (CLD) providers and Her Majesty's Inspectorate of Education (HMIe) asked for better joined up planning and delivery of learning in local communities.

We did

We set up Learning Community Partnerships, supported by a Council CLD worker, in each of nine High School catchment areas to jointly create a local Plan, based on an assessment of need in each area.

We involved individuals and community groups representative of CLD learners. We gathered information about learning in the local community in a variety of ways. We spoke to existing CLD learners, visited community groups/events and reviewed existing surveys. Questionnaires were used to gather information in some areas.

Using local knowledge we created a map of what CLD activity was already happening, identified gaps and developed new/additional partnership actions to fill these gaps

What could be improved on?

We want to get better at identifying groups not currently involved in learning, or under-represented on the Partnership. We will go out into the community to speak to learners/potential learners. We will explore inviting community members to attend Partnership planning meetings but we know that this won't be effective for everyone. We know that lack of confidence and/or skills can be barriers for accessing CLD learning. We will therefore use a range of methods to involve less confident and articulate individuals in shaping CLD learning.

Listening to Langlee Community

We asked The Alcohol and Drugs Partnership (ADP) identified the potential to use a community development approach to build local capacity to understand and address alcohol related harm and to increase opportunities for community concerns to be heard. Alcohol related statistics in Langlee (e.g. hospital admissions) are higher than the Borders average.

We collectively did A steering group was established. Training was delivered and the team of community health volunteers, Healthy Living Network and ADP Support Team then undertook the consultation in Langlee where over 130 community views were heard. Following a feedback event and further views from community groups including the Men's Shed, actions work identified for the steering group and partners to take forward.

What worked well and what could be improved on?

The partnership planning and the engagement with local people during the consultation phase worked well. It was

What you said the issues are?	Your ideas to help the situation:	What we did:
<ul style="list-style-type: none"> • Antisocial behaviour • Feeling unsafe • Housing issues 	<ul style="list-style-type: none"> • Address antisocial behaviour • Increase policing in troublesome areas 	<ul style="list-style-type: none"> • Provided feedback on community views to the relevant organisations such as Safer Communities Team, Antisocial Behaviour Unit and Housing Associations
<ul style="list-style-type: none"> • Young people's access to alcohol 	<ul style="list-style-type: none"> • Tightening up on licensing in the area and educating adults about buying alcohol for children 	<ul style="list-style-type: none"> • We are looking at campaigns elsewhere to help plan local action

positive that community health volunteers were interested and involved in the work and, although it was not part of the enquiry, many people spoke very highly of Langlee and see it in a very positive light. Local partnerships helped with dissemination of findings and the project received support from local youth groups who raised similar concerns.

If this work was repeated elsewhere consideration would need to be given to how to ensure ongoing engagement with interested people to, for example, to support attendance at feedback events.

A variety of views were heard throughout the project including concern that there is little to be done to change society's views and culture relating to alcohol. This work helped to challenge this. Use of the community development ensures that engagement with people is best facilitated in places where they are: the project reached over 130 people directly and was positively received by those people who were approached during it.

This work was valuable in identifying different perspectives about alcohol and drinking and has helped to inform the ADP's understanding about how it might work with community groups in other areas.

Community Youth Voice

We/You asked

Young people asked to have a say in services for them in Langlee, and the Community Learning and Development service (CLDS) asked for more coordinated planning of youth services in Langlee to better meet the needs of young people.

We/you said

The youth work offer for young people in Langlee was no longer fit for purpose. Many of the Langlee midi Youth club activities, although excellent, were being offered by other agencies and organisations.

Young people in Langlee did not have an opportunity to voice their opinions, or feed into a body which could support and effect change for them.

Partnership working between CLDS and Voluntary Sector Youth provision (TD1) in Eildon West was lacking locally agreed outcomes and a common purpose.

We did

An outcome focused partnership between CLDS and TD1, was formed and nurtured by having Youth workers from CLDS and TD1 work together for a term in each other's clubs. This afforded all staff, (managers and front line youth workers) an opportunity to work together for the first time.

Skills transference between workers was immediate with both sets of youth workers sharing experiences, protocols and joint aims for the future. This facilitated a need and willingness to develop an approach, based around the co-delivery of a Youth Work offer, for young people living in the Eildon West area.

The primary outcome was the formation of a Community Youth Voice (CYV) which encourages young people to have a say in decisions that affect their local community.

CYV members decide campaigns they would like to work on based on the issues they identify in the Langlee area. Through CYV young people in Langlee now have an opportunity to have their views and opinions

heard by the Langlee Residents Association (LRA) which includes Langlee residents, representation from the local housing associations, Police Scotland, Healthy Living Network, Councillors.

A service level agreement between CLDS and the TD1 was created and jointly managed between the CLDS Youth Worker for the area and the TD1 manager. The introduction of a joint agreed outcome 'To give young people a voice within their area' has facilitated shared planning and delivery. To meet this overall outcome, CLDS and TD1 staff have worked together on achieving agreed short term outcomes. We have shared best practice between our organisations, have a greater understanding and vision of joint Youth Work in Eildon West, and developed a more streamline and focused delivery.

What worked well and what could be improved on?

All partners are working towards sustainable funding solutions for youth work in Eildon West. We have learned from the CYV model, and we are now developing this approach in 'Galashiels central'.

Rutherford Square Refurbishment Project

You asked

Scottish Borders Housing Association (SBHA) owned an amenity housing scheme at Rutherford Square in central Kelso which was for older people but was becoming increasingly difficult to let as a result of the high proportion of small bedsit homes in the scheme. Some of these were empty for long periods of time, impacting on the lives of those residing there and affecting the longer term viability of Rutherford Square. Older people told us that the specialised nature of housing at Rutherford Square and its location being close to local amenities were highly desirable attributes, but the smaller sized flats were no longer suitable for their needs and expected living standards.

We said

SBHA embarked on a major refurbishment programme of Rutherford Square to address this and create desirable homes in an environment that older people aspired to live in. This involved significant investment to carry out major improvement works including changing existing bedsits into self contained one bed flats and upgrading the whole scheme

to modern standards. Existing Tenants were required to move out of their homes while the work was being carried out in order to protect their health and safety.

We did

To give confidence that this significant programme of works would provide better housing that met the needs of older people, Tenants of Rutherford Square and their families/ carers were involved in the planning and design process and took part in a wide range of practical activities with SBHA staff.

SBHA's Project Team held regular meetings with Tenants, bringing them together to make shared decisions on the planning of the project and the future use of facilities within Rutherford Square and co-designing communal areas, as well as empowering Tenants to make individual choices for their own homes. Social events such as "cream tea" afternoons were organised to bring the Tenants together to maintain the established community relationship and help facilitate good working relationships between staff and tenants. Regular Newsletters were produced to keep Tenants informed on the progress of the work

and these were shared with other interested parties such as locally elected representatives and family members.

The main outcome achieved is that all homes in Rutherford Square are now occupied and there is a real sense of community ownership and pride among those living there. Tenant organised events are now regularly held in the communal lounge, bringing Tenants together and reducing the risk of individual's becoming socially isolated.

What worked well/what could be improved on?

Sharing the scope of the project and its limitations at an early stage with Tenants and their families helped them to understand the aims of the project and enabled them to make informed decisions. Likewise, listening to their views and suggestions helped Tenants feel valued and delivered cost-effective improvements and positive lasting changes to homes to enable Tenants to live independently. Working together in this way has provided longer term positive relationships between Tenants and staff.

Homes for people with learning disabilities

You asked

Scottish Borders Housing Association (SBHA) was approached by Scottish Borders Council Housing Strategy Team to ask if a suitable housing solution could be found for a group of people with learning disabilities currently living in a property which was considered no longer suitable for their needs.

We said

SBHA established links with the Council's Learning Disability Service to identify the specific needs of those people seeking alternative housing and identified an empty block of flats within an estate earmarked for regeneration which, if designed appropriately, could provide long term sustainable homes for the group.

We did

Facilitated by the Learning Disability Service, regular consultation meetings with SBHA were held with the group, their families and support providers and Ark Housing to design homes which met the individual needs of the Tenants. It was established early in this process that the aim was to provide 11 long term homes which

enabled the group to live independently with good access to support services.

Solutions were found to reconfigure the block based on the core and cluster model, including the provision of a flat within the block from which support services would be based. Appointed architects and building contractors regularly attended meetings to consult with the group, seek decisions from those moving into the flats on the design and layout to meet individual needs and keep them informed of progress. Scottish Borders Council contributed funding towards the costs of additional specifications identified and Ark Housing helped with arrangements for moving people into their new homes.

The main outcome achieved is that good quality new homes with access to support have been provided for people with learning disabilities. This has enabled them to live independently within the community, while maintaining established relationships with those whom they had previously lived with.

What worked well/what could be improved on?

Working jointly as co-producers in this way helped alleviate apprehensions and anxieties of the group and their families and provided the opportunity to find solutions to overcome potential barriers such as access to homes, the use of facilities in the home and the layout. This enabled the group to move at the same time and settle well into their new homes. A clear vision was established very early amongst all concerned helping to build trust and a shared aim which achieved more than originally planned. Having established this trust, co-partners became more flexible and willing to incorporate changes as opportunities arose and deliver better outcomes for the Tenants..

Want to find out more about co-production?

'Co-production in social care: What it is and how to do it', Guide 51, Social Care Institute for Excellence.

'All Together Now: a toolkit on co-production for disabled people and their organisations' (2012), Independent Living in Scotland.

Co-production Self-assessment Framework: a working reflection tool for practitioners' (2011), New Economics Foundation (NEF)

Governance International:
<http://www.govint.org/>

Scottish Co-Production Network
<http://www.coproductionscotland.org.uk/>

Scottish Information & Accessibility Forum (SAIF)

Accessible information is not just about creating 'Easy Read' or large print versions of documents. SAIF offer an online course, in-house training and downloadable guides to creating clear online and offline information and publications.
<http://www.saifscotland.org.uk>

Literacy support: www.thebigplus.com

Berwickshire Association for Voluntary Service supports, informs, represents and provides services to community and voluntary groups in the Berwickshire area of the Scottish Borders.

The Bridge supports community and voluntary organisations by providing capacity building support and help on a range of issues, including co-production. www.onlineborders.org.uk/community/thebridge

Borders Voluntary Care Voice also offer some local expertise when co-producing health and/or social care services and has public groups which can often 'sense check' your information over and feedback. www.borderscarevoice.org.uk



Review and Share the Learning

As with any community engagement activity it is important to share what has worked well and what hasn't. Being honest about what you have done means that other co-production work can learn from this.

Review and evaluation are an essential part of co-production, and it is important to 'measure what matters'. In particular this means evaluating against the outcomes that people who use services actually want. Sharing the lessons learned within co-production initiatives will support the development of a culture of, and knowledge about, co-production within the Partnership and community. To review your own and the organisations level of co-production practice see the self-assessment in this toolkit.

Co-production Self-assessment

Everyone who committed themselves to being involved in the co-production will want to know whether the outcomes that were agreed at the start of the process have been achieved. This evaluation tool can be used by all stakeholder to plan and evaluate the co-production activity. We have developed a set of questions, based on the National Standards for Community Engagement that can be used when self-assessing our co-production activity. You will need to be aware of these indicators at the start of the activity.

	Yes, what evidence do we have for our answer?	Not sure, include reason for answer	No or not sure: what action are we taking from this?
Involve			
Did we involve all the co-production partners we identified?			
Were co-production partners involved to their satisfaction?			
Support			
Did co-production partners receive appropriate support to take part?			
Planning			
Did we stick to our plan?			
Were there things that we would do differently next time?			
Could we do anything to improve the process?			
Were there any things that we said we'd do but we didn't?			
Methods			
Were there any methods of engagement that didn't work?			

	Yes, what evidence do we have for our answer?	Not sure, include reason for answer	No or not sure: what action are we taking from this?
Were there any methods of engagement identified during the process that were better suited to the group/what we were doing?			
Working together			
Was everyone involved able to work well together?			
Were there any unexpected hurdles that we had to overcome in order for all partners to work well together?			
Sharing information			
Was all information communicated to the satisfaction of all partners?			
Working with others			
Were there any stakeholders identified during the process that should have been identified earlier?			

	Yes, what evidence do we have for our answer?	Not sure, include reason for answer	No or not sure: what action are we taking from this?
Improvement			
Were co-production partners supported to improve their skills, knowledge or confidence?			
Was support required but not provided?			
Feedback			
Were our feedback methods appropriate?			
Monitoring and evaluation			
Did we achieve our aim?			
Were there any unanticipated outcomes?			

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Scottish Borders Third Sector Interface Community Planning Improvement Programme

IMPROVEMENT PLAN – FEBRUARY 2016 update

1. COMMUNICATION

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
1.1 Increase Third Sector awareness and understanding of the Community Planning Process and the role of the TSI, and promote the Community Engagement Framework						
1.1.1 Design and implement awareness-raising programme/ materials which will inform the audience about the functions of the TSI and CPP, and CPP priorities for the Scottish Borders. These will be adapted for targeted groups.	Borders Third Sector Partnership (TSI)	Staff resource Materials	August 2016	Presentation and other promotional materials developed and produced. Newsletter articles produced and published. BTSP website reviewed and improved	The Third Sector has a greater understanding of the TSI, its structure and function in relation to community planning.	BTSP leaflet produced Nov 15 BTSP Conference Report – in Newsletters Feb 16 New website up and running – further development required. To be addressed at next meeting.
1.1.2 Deliver TSI/ CPP presentation at range of events organised by TSI/others. Use continual evaluation to adjust information to meet needs of our audiences.	Borders Third Sector Partnership (TSI)	Staff resource Impact increased by effective evaluation	From July 2016	Series of presentations delivered across the Borders to a range of audiences and evaluated	The Third Sector understands community planning, their place within the process and the changes delivered through the Community Empowerment Bill.	
1.1.3 Host conference regarding the impact of the Community Empowerment Bill, including proposed changes to community planning	Borders Third Sector Partnership (TSI)	Conference overheads Staff resource	22 August 2015	Conference delivered and evaluated		Reorganised to 21 Nov 15 Conference delivered 21/11/15 and evaluated 23/11/15.

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
1.1.4 Work with CPP to ensure the Third Sector understands public procurement policy, particularly with respect to adding value for community benefit. Work with Future Services Reform Community Benefit Group.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	June 2016	Number of Third Sector Organisations informed. Third Sector organisations engaged in tendering for public contracts/sub-contracting .	Increased awareness within Third Sector of how procurement policy can add value to communities	BTSP working with partners on developing surgeries around community benefits. BTSP sending out tenders from local authorities etc for third sector. Working with Community Benefit officer to help shape potential community benefits on local authority contracts, building examples of good practice for local authority
1.2 Raise awareness within CPP of the breadth of Third Sector activity in relation to Reducing Inequalities, Economy and Low Carbon and Future Services Reform.						
1.2.1 Raise awareness of Third Sector organisations having an impact on the CPP priorities for the Scottish Borders, including their locality, focus, remit and outcomes CPP Priorities: <ul style="list-style-type: none"> • Reducing inequalities • Growing our economy and maximising the impact of the low carbon agenda • Future services reform 	Borders Third Sector Partnership (TSI)	Staff resource but should be contained within budgets Risk – lack of engagement from Third Sector organisations Risk – lack of engagement from CPP Partners	Ongoing September 2016	Database of Third Sector organisations active in respect of CPP priorities is developed, maintained and distributed appropriately	Greater awareness and understanding between CPP Partners and Third Sector leading to potential for joint programmes of targeted work with focus on CPP agreed priority outcomes	

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
1.3 Develop a Third Sector/CPP communication strategy which will engage and inform stakeholders						
1.3.1 Deliver information session to increase CPP partners' awareness of TSI and Third Sector	Borders Third Sector Partnership (TSI)	Staff resource	Ongoing September 2015	Information session delivered and evaluated	CPP Partners' awareness and understanding of TSI and Third Sector is increased.	
1.3.2 Build on the Draft Induction Guide for CPP Board Members developed by the Improvement Service to enhance information from the Third Sector for the TSI Plan.	Borders Third Sector Partnership (TSI) CPP	Staff resource	November 2015 ongoing	Induction information produced; Information sessions delivered	Wider CPP stakeholders have increased awareness and understanding of TSI/Third Sector	Draft Induction Guide for CPP Board Members circulated to wider Third Sector and responses submitted. Awaiting on the final Induction Guide for CPP Board members
1.3.3 Put in place a Third Sector Communications Protocol which will support robust two-way communication between CPP and Third Sector.	Borders Third Sector Partnership (TSI) and CPP	Staff resource Risk - Perceived duplication	February 2016 ongoing	Creation and distribution of standard reporting template to all partners attending and reporting on delivery team meetings	Accessible, meaningful, timely, accurate data and communication between CPP and Third Sector are established to ensure improved communications.	Template on BTSP website along with list of representatives. Dates of meetings to be on the site as well.
1.3.4 Develop and agree the CPP/Third Sector Communication Strategy which will support the Community Engagement Framework.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	Ongoing March 2016	Communication Strategy agreed and implemented and aligned with Community Engagement Framework	As 1.3.3	Community Engagement Framework circulated to wider Third Sector. BTSP represents the third sector on the Community Engagement Strategic Group

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
1.3.5 Establish the necessary data management and security procedures for maintaining stakeholder information and communications data.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	Ongoing May 2016	Procedures established and agreed	Trust with respect to data sharing between parties is strengthened through effective use of data security and agreed protocols	This has not been achieved due to national issues with the sector database MILO.
1.3.6 Use of current data will be used to develop Third Sector integration across all priority themes.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	June 2016	Information resource created and in use by CPP Partners and wider Third Sector	All CPP Partners and stakeholders have improved access to information	

2. REPRESENTATION

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
2.1 Ensure correct representation, engagement and participation of the TSI/Third Sector on the various CPP Theme Groups/working groups.						
2.1.1 Establish and publish a shared calendar of meetings and events for CPP and Third Sector/ community engagement. Develop a Terms of Reference for Third Sector Representation on CPP working groups.	Borders Third Sector Partnership (TSI) CPP	Staff resource Information resource	September 2015 currently being reviewed and updated	Calendar maintained and published	Third Sector is better able to feed in relevant information in time for its consideration when decisions are being made by CPP.	Terms of reference completed Template BTSP website along with list of representatives.

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
<p>2.1.2 Continue to liaise with the Third Sector Forum to identify individuals with appropriate knowledge and skills base to represent the interests of the Third Sector at specific CPP Theme/working groups. Terms of Reference reviewed/agreed</p> <p>Establish a formal agreed framework for 2-way communications re Third Sector involvement in CPP groups and methods for its management</p>	<p>Borders Third Sector Partnership (TSI)</p> <p>Borders Third Sector Partnership (TSI)</p>	<p>Risk: Representatives attending CPP meetings fail to feed back;</p> <p>Staff/travel cost implications for third sector organisations involved;</p> <p>Staff resource to ensure all CPP representatives give feedback and that this is communicated to the wider Third Sector through effective networks</p>	ongoing	<p>Representatives identified by TSI and proved by Third Sector Forum, notified to CPP Manager.</p> <p>Terms of Reference for Third Sector Forum representatives agreed including mechanism for any training/induction.</p> <p>2-Way communication process set up and working effectively</p>	<p>Third Sector is consistently informed of the CPP processes, joint planning opportunities and decision making processes, and vice versa.</p>	
<p>2.2 Work with CPP Partners to ensure Third Sector involvement in the design of local service delivery, including supporting the wider third sector to effectively participate in and support new initiatives e.g. Scottish Borders Council Localities approach to improvement in services</p>						
<p>2.2.1 Support the development of the Locality Framework across each of the 5 localities which includes development of Local Action Plans</p>	<p>Borders Third Sector Partnership (TSI) and CPP</p>	<p>Staff resource</p>	<p>June/July 2016 and on-going as introduced</p>	<p>Information provided on local community facilities and services.</p> <p>Evidence of BTSP involvement as key Stakeholder and link to engagement of wider third sector/community in Local Action Plans/Local Outcome Improvement Plans.</p>	<p>CPP have better information and understanding of community assets</p> <p>Local communities/third sector are more involved in service delivery and improvement.</p>	<p>This has now been superseded by the Community Empowerment Act and Local Outcome Improvement Plans. Awaiting further information from CPP.</p> <p>Continued awareness of Community Empowerment Act following on from Third Sector Conference in November 2015.</p>

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
2.2.2 Identify and engage Third Sector 'champion' (SBC Elected Member) for inclusion in all communication.	CPP SBC (Elected Members) Borders Third Sector Partnership (TSI)		June 2016	The 'Third Sector Champion' is a pivotal resource in terms of communications and promotion of the Third Sector to CPP and vice versa	Role of Third Sector as an important stakeholder is recognised and promoted by 'Third Sector Champion'.	
2.3 Work with CPP to raise awareness of the Community Engagement Framework and promote its use						
2.3.1 Support an awareness campaign to alert the Third Sector and wider community of the new Framework document	Borders Third Sector Partnership (TSI)	Staff resource	September 2015 Ongoing	Newsletters Website info Online Borders Events and presentations	Third Sector/local communities are more able to engage with CPP and public policy development	
2.3.2 Support local communities/third sector to review local Action Plans at Area Forums and share their own plans	Borders Third Sector Partnership (TSI)	Staff resource	September 2015 and ongoing	Attendance by wider community at Area Forum meetings Increased partnership working	Local democracy strengthened, activity is better co-ordinated	Promote dates in newsletters

3. ACCOUNTABILITY

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
3.1 Develop a targeted approach to gathering evidence of the impact of the third sector based on local demand						
3.1.1 Identify and collect evidence of impact of the Third Sector upon CPP priorities. Demonstrate value of the contribution the sector brings.	Borders Third Sector Partnership (TSI)	Staff resource	September 2016	Information collated	Improved understanding of the diverse and invaluable impact of the Third Sector	TSI Evaluation will influence this outcome.
3.1.2 Communicate evidence of the impact of Third Sector organisations with CPP Partners	Borders Third Sector Partnership (TSI)	Staff resource Common template to facilitate impact reporting	October 2016	Information disseminated	Opportunities for targeted partnership working between CPP partners and Third Sector organisations are increased.	Link to 1.2.1
3.2 Work with CPP Partners to review the governance and accountability arrangements of the TSI in accordance with national compliance. Ensure these are effective and clearly communicated to the Third Sector.						
3.2.1 Raise Third Sector awareness of proposed changes and promote engagement in consultation	Borders Third Sector Partnership (TSI) CPP	Community Empowerment Act will potentially have significant resource impact and cost implications	March 2016 (as per Community Empowerment guidance)	The implications of the Community Empowerment Act upon governance are communicated and consulted upon	Clearer understanding across the CPP and Third Sector with respect to governance and accountability of the CPP, following the changes imposed by the Community Empowerment Act	
3.2.2 Review of governance 2013 arrangements per Audit Scotland Action Plan and impact of Community Empowerment Act	Borders Third Sector Partnership (TSI) with CPP	Staff resource	March 2016	Governance arrangements reviewed and approved		

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes	Achievements
3.3 All partners should be pro-active in submitting reports to the CPP Board for update, decision and/or information on achieving outcomes						
3.3.1 Report on 3-4 key actions that each CPP partner is undertaking to deliver some/all the 3 priorities of the CPP	CPP	Common template to facilitate reporting for the Third Sector	August 2015 and ongoing	Outcomes-focussed 1 page highlight reports provided to CPP Strategic Board and circulated to Partners/stakeholders	Deeper understanding by all partners of what each CPP Partner offers Improved awareness of Third Sector as to how they can work in partnership through CPP	Awaiting update from CPP
3.3.2 Reports provided to CPP on the effects and implications of changes in national and local policy on the Third Sector in the Borders (e.g. H&SC Integration, Universal Credit, Welfare Reform)	Borders Third Sector Partnership (TSI)	Staff resource	February 2016 and ongoing	Reports provided	CPP has greater understanding of how changes can impact on the Third Sector	Reports provided <ul style="list-style-type: none"> •Reducing Inequalities •Social Isolation •Community/ Social Transport •Welfare Reform