



Report To:	Inverclyde Alliance Board	Date:	6 December 2021
Report By:	Louise Long, Chief Executive, Inverclyde Council and Chair of Inverclyde LOIP Programme Board	Report No:	
Contact Officer:	Andrina Hunter Corporate Policy, Performance and Partnerships Manager	Contact No:	Ext 01475 2042
Subject:	National Community Planning Improvement Board – Research on Community Planning: Progress & Potential		

1.0 PURPOSE

1.1 The purpose of this paper is bring to the Alliance's Board's attention the recent report 'Research on Community Planning: Progress & Potential' developed by the Scottish Community Planning Improvement Board (CPIB)

2.0 SUMMARY

2.1 The Community Planning Improvement Board provides leadership and improvement support for Community Planning in Scotland, with senior level membership drawn from key statutory Community Planning partners.

2.2 The recent CPIB research focusses on the critical role Community Planning has played during COVID 19 and the role that partners can achieve through Community Planning to support COVID recovery across local communities. Information from Community Planning Partnerships, including Inverclyde Alliance, is included in the full research report(Appendix 1).

2.3 Key findings from the report:

- The pandemic required a whole systems response across Scotland
- Empowerment delivers results
- Community Planning Partnerships provided the key vehicle for multi-agency working at a local level.
- Community Planning must not lose the gains made in the last 15 months
- Given the anticipated increase in inequalities and associated demand from Covid and national and local priorities, Community Planning needs to be rebalanced to support a more targeted approach

2.4 To support local and national recovery, the CPIB has identified the three areas of focus for Community Planning to meet future expectations:

- Re-Focusing Priorities
- Involving and empowering communities
- Re-establishing and developing new relationships, structures and reducing bureaucracy

- 2.5 In 2022, Inverclyde Alliance will commence the development on a new Local Outcome Improvement Plan for 2023 onwards and the recommended areas of focus will be integral to the plan development and involvement of key partners, and the wider engagement and involvement with our communities through locality planning.

3.0 RECOMMENDATIONS

- 3.1 To request Inverclyde Alliance Board notes the report.
- 3.2 To request Inverclyde Alliance Board endorses the inclusion of the three areas for focus in the development of the new LOIP.

Louise Long
Chair, Programme Board
Chief Executive, Inverclyde Council

4.0 BACKGROUND

- 4.1 The Community Planning Improvement Board provides leadership and improvement support for Community Planning in Scotland, with senior level membership drawn from key statutory Community Planning partners.
- 4.2 Through its relationship with key Community Planning stakeholders, the CPIB has played an instrumental role in building a strong evidence base around where Community Planning and CP partners are working well together and achieving positive outcomes for their communities, and also on the nature of issues and barriers to progress.
- 4.3 The CPIB recently undertook research on the critical role Community Planning has played during COVID and the role that partners can achieve through Community Planning to support COVID recovery across local communities.

This research focussed on:

- A brief assessment of how and how far Community Planning in Scotland has strengthened in recent years
- How Community Planning has reached a new level in co-ordinating and supporting local responses to the Covid-19 Pandemic
- How Community Planning is ideally placed to perform a pivotal role in driving local recovery and renewal interventions in the coming years
- What CPPs and their partners need to focus on to do this effectively

- 4.4 The findings of this research are summarised as follows. Appendix 1 contains the full report.

1. The pandemic required a whole systems response across Scotland. It needed all the Community Planning partners to work together, and with the third sector and communities, to deliver an effective response at local levels.

2. Empowerment delivers results. Community Planning has responded with pace, agility and impact during the pandemic. This has been assisted by empowerment and greater flexibility at both local and national levels, for example, enabling rapid and flexible responses across local communities and supporting work to direct national funding and resources to where it is needed most e.g. Connecting Scotland.

3. Community Planning Partnerships provided the key vehicle for multi-agency working at a local level. Existing relationships, infrastructure and ways of working have been fundamental within local emergency and resilience planning structures, supporting rapid and co-ordinated community led responses and joined up planning and delivery by key partners. Community Planning enabled partners to work together in ways that reflect local needs and circumstances, empower communities and front-line staff, and forge holistic approaches. The focus on place and knowledge of the local community, a keystone of community planning approaches, was essential to this.

4. Partnerships must not lose the gains made in the last 15 months. From a public service reform perspective, we must build on the momentum we have created from the pandemic and use it as a catalyst for further reform. This is particularly pertinent as we mark the ten year anniversary of the Christie Commission and reflect on the progress made, and what more Community Planning can do to deliver on the Christie recommendations in terms of community empowerment, partnership and the focus on improved outcomes

5. Given the anticipated increase in inequalities and associated demand from Covid, national and local priorities will need to be rebalanced to support a more targeted approach. This will be particularly important as we strive to balance a range of demands on services and supports across communities and investing in those things that we know will make the difference for future generations. This may require a rebalancing of local and national policy priorities policy towards a narrower set of priorities, including a meaningful shift from universality towards greater targeting. This

will be essential if we are to encourage the more ambitious approach to preventative investment advocated for by Christie.

4.5 The work of Inverclyde Alliance is contained within the report and highlights the range of effective partnership working and local responses delivered to support our local community.

4.6 The report highlights three key areas of focus for Community Planning Partnerships as they progress.

Re-Focusing Priorities: aligning and refocussing priorities and targets in Local Outcomes Improvement Plans and locality plans to play into longer term recovery plans

Involving and empowering communities: Strengthening relationships with communities and embracing the value that volunteers, community bodies and third sector organisations can play in recovery and renewal efforts

Relationships, structures and bureaucracy: Building on the expansion and strengthened quality of partnership working and relationships that have driven cohesive action for at-risk communities during the crisis and promoting delivery models which emphasise empowerment

4.7 In 2022, Inverclyde Alliance will commence the development on a new Local Outcome Improvement Plan for 2023 onwards and these recommended areas of focus will be integral to both the plan development, involving key partners and the wider engagement and involvement with our communities through locality planning.

5.0 IMPLICATIONS

5.1 Legal: none at present
Finance: none at present
Human Resources: none at present
Equality and Diversity: none at present
Repopulation: none at present
Inequalities: none at present

6.0 CONSULTATIONS

6.1 n/a

7.0 LIST OF BACKGROUND PAPERS

7.1 n/a

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 Date: October 2021



FAO: Chairs of Community Planning Partnership Boards (By Email)

Dear CPP Chair

Community Planning Improvement Board – Research on Community Planning: Progress & Potential

I'm writing as chair of the Community Planning Improvement Board (CPIB) to share our recent research into the critical role Community Planning has played during Covid and the significant contribution community planning can make to Covid recovery plans in Scotland.

Community Planning has flourished during the COVID response, with partners working flexibly across boundaries to co-ordinate support for local communities. There is an opportunity to build on this momentum and to identify new opportunities by which Community Planning structures can continue to achieve improved outcomes for local communities as part of the COVID recovery period. This is particularly pertinent as we mark the ten-year anniversary of the Christie Commission and reflect on the progress made to date. Community Planning provides a key vehicle to deliver on the Christie vision, driving local partners to work together to deliver collectively for their communities.

The CPIB provides leadership and improvement support for Community Planning in Scotland, with senior level membership drawn from key statutory Community Planning partners. Through its relationship with key Community Planning stakeholders, the CPIB has played an instrumental role in building a strong evidence base around where Community Planning and CP partners are working well together and achieving positive outcomes for their communities, and also on the nature of issues and barriers to progress.

The recent CPIB research on the critical role Community Planning has played during COVID and the role that partners can achieve through Community Planning to support COVID recovery across local communities is enclosed in Annex 1.

The key messages highlighted in this research are as follows:

- **The pandemic required a whole systems response across Scotland.** It needed all the Community Planning partners to work together, and with the third sector and communities, to deliver an effective response at local levels.

- **Empowerment delivers results.** Community Planning has responded with pace, agility and impact during the pandemic. This has been assisted by empowerment and greater flexibility at both local and national levels, for example, enabling rapid and flexible responses across local communities and supporting work to direct national funding and resources to where it is needed most e.g. Connecting Scotland.
- **Community Planning Partnerships provided the key vehicle for multi-agency working at a local level.** Existing relationships, infrastructure and ways of working have been fundamental within local emergency and resilience planning structures, supporting rapid and co-ordinated community led responses and joined up planning and delivery by key partners. Community Planning enabled partners to work together in ways that reflect local needs and circumstances, empower communities and front-line staff, and forge holistic approaches. The focus on place and knowledge of the local community, a keystone of community planning approaches, was essential to this
- **We must not lose the gains we have made in the last 15 months.** From a public service reform perspective, we must build on the momentum we have created from the pandemic and use it as a catalyst for further reform. This is particularly pertinent as we mark the ten year anniversary of the Christie Commission and reflect on the progress made, and what more Community Planning can do to deliver on the Christie recommendations in terms of community empowerment, partnership and the focus on improved outcomes
- **Given the anticipated increase in inequalities and associated demand from Covid, national and local priorities will need to be rebalanced to support a more targeted approach.** This will be particularly important as we strive to balance a range of demands on services and supports across communities and investing in those things that we know will make the difference for future generations. This may require a rebalancing of local and national policy priorities policy towards a narrower set of priorities, including a meaningful shift from universality towards greater targeting. This will be essential if we are to encourage the more ambitious approach to preventative investment advocated for by Christie

To support local and national recovery, the CPIB has identified the following areas of focus for Community Planning to meet future expectations:

- **Re-Focusing Priorities:** aligning and refocussing priorities and targets in Local Outcomes Improvement Plans and locality plans to play into longer term recovery plans
- **Involving and empowering communities:** strengthening relationships with communities and embracing the value that volunteers, community bodies and third sector organisations can play in recovery and renewal efforts
- **Relationships, structures and bureaucracy:** Building on the expansion and strengthened quality of partnership working and relationships that have driven cohesive action for at-risk communities during the crisis and promoting delivery models which emphasise empowerment

We would welcome your reflections on these key findings and areas of focus, including any examples from your own CPP you would like to share.

The CPIB has a key role in supporting Community Planning to make a significant contribution to Scotland's recovery. The role of the CPIB has recently been refocused to ensure it is well positioned to help build on the progress achieved to date, and to respond effectively to the opportunities and challenges facing Community Planning during these unprecedented times. The CPIB priorities for 2021-2023 are available on the [CPIB website](#).

The CPIB is keen to actively engage with partnerships to ensure its work programme is informed by local priorities and experiences and we would welcome your thoughts on the priorities identified. We will continue to keep Community Planning partners updated with progress and provide regular opportunities to contribute to work as it develops. CPIB members will also continue to share progress updates within their organisations and sectors therefore members of local CPPs may also be contributing to the CPIB work via this route.

I look forward to hearing from you and learning more about your experiences and improvement priorities. If you would have any questions, please contact myself or Emily Lynch (Emily.Lynch@improvementservice.org.uk) and we will be happy to assist.

Yours sincerely



Sandra Black

Chair of CPIB on behalf of Solace Scotland and Chief Executive of Renfrewshire Council

Community Planning Improvement Board
COMMUNITY PLANNING: PROGRESS AND POTENTIAL
May 2021

Introduction

This report sets out:

- *A brief assessment of how and how far Community Planning in Scotland has strengthened in recent years*
- *How Community Planning has reached a new level in co-ordinating and supporting local responses to the Covid-19 Pandemic*
- *How Community Planning is ideally placed to perform a pivotal role in driving local recovery and renewal interventions in the coming years*
- *What CPPs and their partners need to focus on to do this effectively.*

Evolution of Community Planning Following Statutory Reforms Pre-Covid

1. New statutory reforms to Community Planning, in Part 2 of the [Community Empowerment \(Scotland\) Act 2015](#) and accompanying [Statutory Guidance](#), came into force in December 2016. These provisions introduced a statutory basis for Community Planning; built on public sector partners working together and with community bodies to improve outcomes – especially with a view to tackling inequalities of outcome – on locally identified priorities.
2. This statutory purpose is critical. The success of Community Planning is defined by the impact that partners make for their communities by working together; not by structures, procedures or how Board meetings are conducted. The Act also applies statutory duties on CPPs and named public sector organisations to ensure Community Planning fulfils this purpose effectively.
3. The Community Planning Improvement Board (CPIB), through its relationship with key Community Planning stakeholders, has played an instrumental role in building a strong evidence base around where Community Planning and CP partners are working well together and achieving positive outcomes for their communities, and also on the nature of issues and barriers to progress and where improvement support is needed to drive change.

How Community Planning Has Progressed since the Act

4. We have gradually gained a picture of how much stronger Community Planning has become in light of these duties
5. A summary of this progress is provided in [Annexe A](#). In addition to evidence produced through the work of the CPIB, this also reflects:
 - 27 Best Value Audit Reports (BVARs) of local authorities, which the Accounts Commission has published since June 2017
 - a 2018 impact report by Audit Scotland, which summarised national and local progress against improvement recommendations in previous audit reports on Community Planning
6. This evidence points to steady and continuing improvement in Community Planning. However, based on this considerably more progress would be needed to meet fully the expectations of the 2015 Act and statutory guidance.

How Community Planning Has Responded to the Pandemic

7. Community Planning has come into its own during the Covid-19 Pandemic. Based on self-reported feedback from CPPs (see [Annexe B](#)), Community Planning has played a critical role in supporting emergency response efforts. Existing relationships, infrastructure and ways of working have been fundamental within local emergency and resilience planning structures, supporting rapid and co-ordinated community led responses and joined up planning and delivery by key partners.
8. ***Mobilising Communities.*** In many cases, communities responded much more quickly than the public sector and organised themselves to deliver assistance on vulnerable people in a matter of days. Community Planning provided essential support via recruiting, co-ordinating and supporting volunteers and community groups; and establishing online community hubs offering support and guidance and signposting to further resources. The community led response has enabled a more rapid and targeted delivery of support to those most in need, despite challenges (volume of volunteers and capacity to support community groups). This is valuable learning for CPPs in why and how they support empowerment in future.
9. ***Using and refocusing existing partnership infrastructure and relationships.*** Partnerships developed prior to the pandemic facilitated a smooth transition to emergency operations (e.g. one Community Planning Manager noted many of the members of a local Emergency Management Team were members of the area's CPP and had already build familiarity and trust). Existing partnerships have been used and refocussed across a range of social and economic recovery themes, drawing in new partners including business and the private sector. Thematic partnerships worked well at the start of the pandemic, springing into action despite the fact that the local CPP Board was effectively out of action at this point.
10. CPPs have also brought together partner recovery plans and identified areas where partners could join efforts. Many CPPs have looked to alter the way they operate to become more flexible and adaptable, recognising the fluidity of current and evolving pressures. This is particularly evident in relation to locality planning.
11. ***Using the knowledge and expertise of the Third Sector Interface (TSI).*** Many CPPs drew heavily on the knowledge, connections and expertise of TSIs to mobilise communities, co-ordinate volunteers and to provide support. Some reflected that there had been a strengthening of the relationship with the TSI and a greater parity of esteem as a result of the pandemic response.
12. ***Co-ordinating and connecting local and national responses.*** CPPs have played a key role in co-ordinating and connecting local and national responses. This was particularly important given the volume and frequency of new guidelines from the Scottish and UK Governments, the speed with which national guidelines were altered, and the need to ensure communities, community groups and partner organisations all had access to the latest guidance and support.
13. ***Reviewing and resetting existing LOIPs.*** Many CPPs have taken stock with communities to ensure alignment with other local recovery plans, and ensure priorities within their Local Outcome Improvement Plan best reflect circumstances for their area and communities in light of the Pandemic. A number of issues will have come into starker relief – such as exacerbated inequalities, the need for social and economic recovery and renewal, the importance of community resilience. As a result, many CPPs are likely to refresh their LOIP in order to update their local priorities, the extent of progress required or the way these are addressed.

Looking Ahead: A Pivotal Role for Community Planning

14. Community planning and the close local partnership working it embodies are ideally placed to underpin recovery and renewal efforts across Scotland. The same collective responses by local public and third sector partners that have supported community efforts and helped people at risk during the Pandemic will continue to be vital as energies shift to recovery.
15. We cannot adequately safeguard the wellbeing and life chances of our vulnerable communities now and in future if we return to traditional models of service delivery built on silo-based, service-specific interventions. Local partners need to work together and with communities to understand what matters most to people and then shape comprehensive, holistic and seamless interventions that make a particular positive difference for those of our fellow citizens who need that support most. Recognition of this is already driving national policy on recovery from Covid and more widely (e.g. Scottish Government responses to the Advisory Group on Economic Recovery¹ and Social Renewal Advisory Board²; its Climate Change Plan³).
16. Community Planning provides an ideal space in which public services, other partners and communities themselves can contribute meaningfully to these national priorities and others. What is more, through Community Planning these partners can do so in ways that reflect local needs and circumstances, empower communities and front-line staff, and forge holistic approaches that connect and add value across a range of outcomes for a local area.

Areas of Focus for Community Planning to Meet Future Expectations

17. **Re-Focusing Priorities:** CPPs should now be planning and organising for economic and social renewal in light of the Pandemic, with continued particular emphasis on safeguarding wellbeing and tackling inequalities, already established by the LOIP. Approaches shaped to the distinctive needs of Place and communities of interest will feature prominently in this. In many cases, CPPs will now or shortly be considering how they align and refocus priorities and targets in LOIPs and locality plans to play into longer term recovery efforts.
18. **Involving & empowering communities:** CPPs will want to strengthen relationships with communities. In many cases this will involve embedding recent and current positive actions in listening and responding to communities' needs. In particular, CPPs should work to secure trust of communities. Partnerships that were well embedded within their local communities were more easily able to respond and had already earned the buy-in and trust of the local community. The example of North Ayrshire (also taken forward elsewhere in Scotland) on embedding Kindness into the work of local public services has supported effective locality-based interventions.
20. CPPs will want to embrace the significant value that volunteers and organisations in all sectors can play in recovery and renewal efforts, and help overcome challenges facing all sectors. Recent experience has also demonstrated the value of Third Sector Interfaces as a strategic partner for CPPs that are committed to strengthening relationships with communities and to economic and social renewal; and the value of working with the private sector and local businesses
21. More specifically, the Pandemic has highlighted issues exist around digital inclusion for households and communities, including accessibility for them of information and support through IT and the extent of local broadband provision.

¹ [Economic Recovery Implementation Plan](#), Scottish Government (August 2020)

² [Social Renewal Advisory Board: Initial Response](#), Scottish Government (March 2021)

³ [Securing a Green Recovery on a Path to Net Zero: Climate Change Plan 2018–2032 - Update](#), Scottish Government (December 2020)

22. ***Relationships, structures and bureaucracy.*** CPPs and partners will want to build on the expansion and strengthened quality of partnership working that have driven cohesive action for at-risk communities during the crisis. This includes embedding the improved communication, awareness and trust between partners and sectors – including the third sector which has responded rapidly and decisively to the crisis and local private sector which could offer longer term gains in partnership working. CPPs and partners can apply learning from delivery models using locality-based, multidisciplinary teams. These models, with trust placed in front-line staff and communities to go ahead and get things done, can continue to facilitate nimble (and often community-led) action to respond to local needs and priorities as part of longer term Community Planning. They can also continue to identify gaps and minimise duplication in delivery across partners and community groups, by co-ordinating local communications and support activity.
23. The recent [joint statement](#) by the outgoing Cabinet Secretary for Communities and Local Government and COSLA President on progress with the [Local Governance Review](#) set out the importance of strengthening local democracy through the community, functional and fiscal empowerment of all Scotland's communities and public services. Discussions with Local Authorities and other partners are now proceeding at Official level on their place-based proposals for alternative governance arrangements. Following the parliamentary elections, the Review may continue to provide opportunities for CPPs and partners to propose new powers, where these can assist delivery of local priorities or empowerment for local communities. CPP partners might for instance consider where there might be opportunities to improve how local partnership arrangements like Local Resilience Partnerships, Children's Services Partnerships, Integration Joint Boards and CPPs themselves work and align their activity, to add collective value and minimise duplication of effort. The involvement of Community Councils has also been an important aspect of this work so far.
24. They can also reflect on where there might be scope to use Community Planning as a golden thread that connects local with regional and national ambitions. Many national priorities (including on economic recovery, social renewal and Climate Change targets) rely on the same qualities of partnership working and community engagement that Community Planning embodies. So Community Planning can be highly valuable in pursuing national priorities at local level, whether through CPPs incorporating these within these own priorities or by Community Planning providing a space that hosts and supports this wider partnership work.
25. CPPs can build on significant progress made in data sharing between partners during the Pandemic, particularly in relation to data protection requirements inhibiting partners' ability to share intelligence to allow help to be directed to vulnerable households. CPPs have identified some aspects of data sharing and collection that might be revisited (e.g. for Public Health Scotland and Local Authorities in sharing Test and Protect data concerning households who are required to isolate; frequency, coordination and timescales for Scottish Government requests for data).
26. ***Influencing evolving national policy and advocating role of community planning.*** Recent experiences have brought to life the enhanced impact that Community Planning can make in facilitating close partnership working in practice. At the same time, the importance of close partnership working across agencies and sectors and with communities is increasingly driving national policy priorities. As well as social, economic and environmental renewal, this is playing through in work to [Keep the Promise](#) for care-experienced children and young people, the recent [Independent Review of Adult Social Care](#) that is built on a collaborative, enabling and preventative approach, and much more.
27. These developments create a valuable symbiosis, where the ways of working embodied within Community Planning can drive our pursuit of many of Scotland's national, regional and local ambitions in

ways that embrace the skills and capacities of many players and build action in holistic ways that cut across specific policy priorities and reflect specific local circumstances.

28. This symbiosis demonstrates the value of Scottish Government recognising the power of local partnership working through Community Planning through which public sector bodies can discharge responsibilities for delivering major policy priorities, especially whole-system approaches for improving outcomes or enhancing the wellbeing and life chances of at-risk communities. CPPs and Community Planning partners should be offered, and should in turn seize, opportunities to contribute actively to evolving Scottish Government policy.
29. Many CPPs value the direct connection that Location Directors can make to the wider work of Scottish Government. As focus switches to recovery and renewal, the involvement of Location Directors to Community Planning is likely to become still more valuable and there is scope to reflect on how this can work best for all parties.

SUMMARY OF PROGRESS MADE IN STRENGTHENING COMMUNITY PLANNING FOLLOWING REFORMS IN COMMUNITY EMPOWERMENT (S) ACT 2015 (PRE-COVID)

Summary of findings drawn from CPIB work, Accounts Commission BVARs and Audit Scotland Impact report

Community Empowerment

- + Councils are increasingly showing **leadership** around the Community Empowerment agenda, including in partnership with others.
- + There are several examples of **community-led action plans**.
- + There is extensive use of Charrettes and other **community engagement activity** across many CPPs.
- *Practices in some councils still seem to be focused on **consultation and engagement, not empowerment**.*
- *Many communities do not feel that their **voices are actively influencing** decision-making by public bodies*
- ***Challenges** in implementing CPPs' commitment to **Community Engagement** because of factors such as: **lack of capacity within communities; Resource constraints for partners; the range and complexity of communities CPPs are seeking to reach***

Planning for Improvement

- + LOIPs are **evidence-based** and clearly focused on **prevention and reducing inequality-related negative life outcomes**.
- + CPPs have been effective in using **City Region and Growth Deals** to support CPP strategic objectives, particularly for addressing economic disadvantage; and in aligning **Children's Services Planning** with their wider work.
- + Councils and partners are increasingly making more effective **use of data and intelligence** on community needs when setting priorities and targeting resources.
- *Some CPPs have made slower progress than others in **developing locality plans**.*
- *A continued **lack of alignment between national policy objectives and local improvement priorities** within CPPs, with national priorities often 'trumping' local partnership priorities when difficult choices have to be made.*
- *Challenges in **integrating community planning priorities with other significant programmes of change** such as health and social care integration and Regional Improvement Collaboratives (RICs).*

Delivering on Plans

- + Many examples of (often innovative) projects and programmes that are making a **real difference in communities**.
- + There appears to be an increasing focus on CP partners working together to **tackle inequalities caused by poverty and disadvantage** within many communities, with efforts being made to 'join-up' activity in this area with wider national and local work.
- + Positive examples of CPP partners **strategically aligning their resources** (especially staff time and activity) around shared priorities.
- + Positive **operational joint working** in key areas such as community safety and working to improve outcomes for vulnerable young people.

- LOIPs often not yet backed up by **practical change delivery programmes** with agreed actions, allocated resources and clear measures of success.
- Difficulties in **pooling resources** (especially money) from organisations towards agreed priorities where internal priorities outcompete shared priorities.
- Difficulties encountered in **integrating** corporate and single-agency **delivery and planning models** with new locality/community-based planning arrangements (although a number of councils have been reviewing their locality delivery and governance arrangements in light of the 2015 Act).
- Limited evidence of CPPs **learning** from each other and **sharing innovation**.

Partnership Working

- + Most councils work well with their partners; **widespread support and commitment** to community planning among councils and partners.
- + Community planning continues to be seen as an **important vehicle for co-ordinating multi-agency work** in areas of shared interest; increasingly seen as useful for engaging jointly with communities to improve outcomes at local level.
- + Generally councils make good use of council-wide, locality and specific interest group **consultation arrangements**, using a wide range of consultation methods.
- *The culture and behaviour within CPPs often still fails to demonstrate effective **collaborative leadership**, with councils still being seen as the lead agency for driving and managing community planning.*
- *Difficulties in establishing **robust CPP governance arrangements** through which partners can and do truly hold each other to account for their performance.*
- *The level and quality of **third sector involvement** still varies considerably. In some areas, the TSI is finding it difficult to engage with the plethora of planning and delivery groups in place to support Community Planning.*

EXAMPLES OF THE ROLE COMMUNITY PLANNING IS PLAYING IN COVID RESPONSE AND RECOVERY

Mobilising Communities

Aberdeenshire: Early engagement with community groups in Buchan to understand what activities they were planning and how the various partners from the CPP could support those activities. An active network of community groups and CP partners evolved from this, which enabled swift and efficient communication, discussions on communities' needs, sharing of resources and support among partners. Also Local Voices (an online forum for households with income under £15k per year and at least one child) and Lived Experiences Online Forum (to tackle isolation and included weekly wellbeing calls) allowed residents to inform reshaping of local services and support around their needs and in the face of constraints imposed as a result of lockdown.

Angus: A lot of work with frontline staff has taken place, and the CPP wants to keep this level of empowerment and allow people to go ahead and get things done. Small pots of SG money available meaning people didn't have to go through massive processes. Many have taken a digital by default stance however, in Angus this has caused concern as through listening events local community people have expressed that they do not wish for this to become a permanent way of doing things. Many prefer face to face support and want this to be put back in place. Utilising our Community Councils and building their capacity is a key priority not just to support through COVID but to build on the work done through the Local Governance Review. We have a pilot projects underway to explore the long term sustainability and further develop local skills.

Argyll and Bute: Communities were supported and mobilised through the CPP in a variety of ways. Volunteer groups were supported with expenses and insurance. People who wanted to volunteer who were not currently part of an existing local group were given the opportunity to volunteer to support those who needed help. A supermarket pre-paid card scheme was set up for volunteer groups to purchase food for those shielding. Regular catch-ups were also held with community groups to answer questions and identify areas where the CPP / Council/ Care for People Partnership could address and respond to local issues.

Community groups also worked with Education and the wider Food team helping deliver free school meals and food parcels to those who were vulnerable. Examples of this included Arrochar Mountain Rescue Team and HM Coastguard, particularly on the islands.

Dumfries and Galloway: Over 2,000 volunteers have come forward during the pandemic. The Council, NHS, Health and Social Care Partnership and Third Sector Interface have been successfully working together through new Locality Hubs to make the best use of resources, with the new South of Scotland Enterprise, Police Scotland and Scottish Fire and Rescue Service contributing in both traditional and innovative ways. Food has been a key issue - currently, around 3,000 food parcels are going out on a weekly basis and during the peak of the pandemic last year there were about 7,000 food parcels being delivered; a new partnership approach combining tackling poverty and inequality has been developed to provide support for those most vulnerable people.

Dundee: Community led response supported by CP was effective, with the CPP key in helping identify gaps and build capacity. Faith in Community Dundee and TSI created an emergency food network with 23 different agencies providing emergency food. Using existing partnership contacts to coordinate and minimise duplication, they provided a quick, coherent local response. An information website was created by one group, with everyone's contributions.

East Lothian: Well over 1000 volunteers supporting shielding and vulnerable people.

East Renfrewshire: A key element of the community planning response, which compliments the council's humanitarian support is the coordinated community response via The Community Hub. This was led by the local third sector interface and was and still is the first point of contact for those looking for support (out with statutory support) and those offering their assistance. Weekly humanitarian planning meetings with council staff continue to ensure a collaborative approach with the third sector and communities that makes best use of the resources available. The Community Hub model will continue to develop and be key as we move towards recovery and their support offer will change accordingly.

Edinburgh: In April 2020, the Scottish Government launched the Ready Scotland volunteers appeal in response to the Covid-19 pandemic. In Edinburgh, 5550 people signed up through Scotland Cares and were routed to Volunteer Edinburgh. Volunteer Edinburgh understood that it was important to "capture" these prospective volunteers (many of whom were new to volunteering) and to engage them to help meet an emerging support need from shielded and other vulnerable individuals.

Volunteer Edinburgh established the Community Taskforce Volunteers (CVTs) programme and developed from scratch, a robust, remote on-boarding process to enable the safe management and deployment of these volunteers. This process was developed with the expectation that the help of CTVs would be required beyond the immediate lockdown period and subject to funding, could potentially be developed to provide on-going ad-hoc support to people in need. There are currently 467 active CTVs. The CTV programme was set up to support people impacted by the pandemic. By providing easy access to reliable, trained and insured volunteers who can respond to ad-hoc support requests, some of the most vulnerable people in Edinburgh have been helped, particularly those who had no familial or neighbour support.

As of 28 June 2021, 5740 deployments of CTV support have been delivered. This has included 1479 shopping tasks, 1210 dog walking tasks, 97 prescription collections/delivery, 128 gardening tasks, 65 waste/recycling tasks and a variety of other one-off, practical tasks. In addition to providing support directly to members of the public, Community Taskforce Volunteers have been able to support statutory sector partners. A successful partnership has been forged with NHS Audiology to collect and deliver directly to patient's homes, repaired hearing aids. To date 492 hearing aids have been delivered. Engaging volunteers in this task has reduced the return time to patients by 6-9 days.

During winter 2020, Community Taskforce Volunteers were involved in supporting the Health and Social Care Partnership flu vaccination clinics across the city. 561 shifts were undertaken by CTVs, donating 2244 hours of volunteer time. Since the start of the COVID

vaccination clinics Community Taskforce Volunteers have undertaken 1326 shifts to provide support in community clinics, equivalent to 5304 hours of support.

In South West Edinburgh, the GoBeyond network enablers, Space and Broomhouse Hub, Big Hearts Community Trust and Whale Arts, are starting a conversation with the people who live and work there, about the area adopting a people led strategy to create a 'Community Wealth Building Locality', based on Wellbeing Economics and a greener recovery. This will be supported by the community anchor organisations mentioned, as well as embedded into the distributive and creative network that GoBeyond can facilitate, to involve many local and smaller community groups and initiatives, and led by people in local communities. The conversation will also involve the City of Edinburgh Community Planning Partners, Business and Scottish Government, about what this might mean for their understanding of the locality and the opportunities to 'build back better' and to be part of the growing community wealth and wellbeing economy approach locally and internationally.

Falkirk: CP will play an important role in recovery, with focus on grassroots and community engagement.

Fife: Found that place-based, community led approaches worked well to deliver emergency services at the start of the pandemic and that they will be crucial again in the recovery process. Helping Hand scheme for volunteers established in Fife. During the course of the pandemic Helping Hand has been inundated with requests from organisations, staff, volunteers and local people looking to help in their community. Although this has been great, a challenge with this has been coordinating offers and requests for help and also ensuring that all volunteers have something to do. In addition, Ready Scotland has also been rolled out which has meant that Helping Hand has had to make some changes and adapt. Helping Hand has been a success and the partnership wants to build on the momentum and sense of community connection.

Inverclyde: Community planning partners, the third sector and communities worked together to develop a pipeline of support to help individuals with shopping, food, prescriptions, escorts, repairs, digital support, dog walking and many bespoke requests for support that come from the community during the pandemic. This included the establishment of a shielding helpline, humanitarian assistance centre and helpline for anyone requiring support regardless of their circumstances, a prescription collection service, the distribution of food parcels to support those in need, keep in contact and welfare calls to local people and the development of a resource pack containing information on how to access food and support services. There was a coordinated and consistent approach to communications between all partners within the public and third sector to ensure that the community were kept up to date at all times regarding the support that was available.

In addition, a social movement, 'Inverclyde cares' is being developed to promote kindness and compassion. It is a partnership between services and communities and creates opportunities for acts of kindness, building on the resilience and capacity that communities demonstrated to look after each during the first lockdown.

Midlothian: CPP board took on the role of community resilience coordination at the outset, meeting weekly initially to ensure immediate response systems were pulled together. This

enabled swift creating local resilience hubs led by community councils, anchor community organisations supported by the Council CLD team and third sector front line staff, alongside adult health and care teams. Hundreds of local volunteers were enabled to direct their efforts to those most in need for food, medicine, social isolation, emergency repairs, banking and access to money. The initial collective response demonstrated how rules and boundaries could be adjusted swiftly in the face of the crisis. Resilience work was delegated to the partnership's "Care for people" multi agency group including community groups and third sector partners. This groups put systems of longer-term support in place and responded to the shielding groups' requirements. The CPP Board then turned its collective attention to the employment issue arising and a joint pledge was created and approved by the board committing all partners to co – working in practical ways to get Midlothian residents back into work.

The resulting joint working group under the Improving Opportunities theme of the CPP includes Colleges, DWP, and SSSA, Council, NHS, Third sector, employer's organisations, SDS and training providers. The shared action plan is now well underway, with initial successes including the retention of 100 pupils who had planned to leave for work (in the height of phase 1 lockdown) at the end of s4 in a vocational learning programme and remaining on the secondary school roll. A tripartite Kickstart programme has been created with 30 jobs in the council, 30 in the third sector and 30 in SME private sector employers.

North Ayrshire – Partner managed to set up Community Support Hubs really quickly – going live on 23rd March. Partners worked together with volunteers and staff redeployed from elsewhere. This was aligned to the locality model already in place. See [here](#) for more information on one of these Hubs, in the Three Towns locality area. As this separate [report](#) describes, pre-existing work by North Ayrshire to drive a commitment to Kindness has supported accelerated impact from the work of the Three Towns Hub.

The Community Planning website was already well established as a central point for information. This was developed during the lockdown period with daily updates on what shops were open, who was providing deliveries, how partner services were operating and signposting to community support hubs. It was vital to quickly establish a reliable and responsive information service. Partners and communities supported this by providing updates and cascading the messaging.

The CPP also developed "Community Books" for each locality. Not just COVID focussed, it gives people information on all the links to information they may need in a crisis such as GP, Money Advice, etc. An online community centre was developed through Facebook. There were an overwhelming number of responses to volunteering.

North Lanarkshire: Communities responded very quickly at a locality level and mobilised resources and local knowledge to respond to immediate need. Community Support approaches were developed very quickly through partners working together to respond to national requirements and local need. Strategic group established to coordinate response (LA, NHS, and third sector interface), this has now evolved to become a Recovery and Renewal Group with direct link into Silver command and Resilience Partnership as required. Operational Locality Response (and later recovery) Teams were quickly established to support local community and voluntary sector response efforts and volunteering focusing on referral processes for community assistance, consistent

messaging, guidance and protocols and funding coordination and support for community and voluntary sector organisations.

Outer Hebrides: In a region where communities are traditionally self-reliant, neighbours quickly formed groups, many before statutory responses had been established, to cover their immediate area and set up WhatsApp and Facebook groups. Resident associations, local trusts, churches, and community councils have been reaching out to support their immediate community e.g. prescription & food delivery. Some of these local groups have been willing to be part of the larger, more formal co-ordinated response. While up-take of support (e.g. food parcel delivery) has been high, older indigenous communities have been slower or more reticent to accept aid. The TSI and third sector have supported statutory agencies to identify those who are not known to, or held on defined lists by, public sector bodies to ensure their immediate needs are being met.

Perth and Kinross: Communities responded much more quickly than the public sector and organised themselves to deliver food/prescriptions/check in on vulnerable people in a matter of days. 1000 volunteers registered and 70+ community organisations working with them. PKC led on support for those identified as shielding or otherwise vulnerable to try to complement local activities. They are now in the process of redrafting a Volunteering Strategy to try and capitalise on this level of interest and involvement. Of the 1000 registered: 302 happy to volunteer long term, 126 happy to be involved in a wellbeing helpline, 160 happy to help with ongoing food distribution, and 136 (with PVG) happy to help with prescription delivery. Greater ability for council and partners to be more proactive and less risk averse by placing more trust in communities. In recovery phase, resource will require a greater ask of partners and communities. Striving towards Trusted CP scheme. With emergency response powers enacted during lockdown, a community support webpage was created with information regarding funding, community groups, shielding, volunteering etc. A helpline and email were set up, staffed by people from community service.

2 Sisters Outbreak; The COVID-19 outbreak in Coupar Angus was a major incident during the pandemic where CPP partners came together to contain an outbreak of COVID-19. Within two weeks of the first positive test a total of 201 cases were recorded in Coupar Angus (174 from factory workers and 27 from close contacts). The factory was closed, and all workers had to self-isolate for a period of two weeks to contain the virus. The key challenges facing partner agencies were communications, food and welfare.

Communications - The workforce of over 700 permanent employees and around 300 agency staff were almost all foreign nationals, many of whom had limited English. 17 different languages in total were spoken across the affected group. Employees lived in communities across Tayside and in response partners, including the Council, PKAVS, NHS Tayside and partners from across Tayside so a range of approaches were required.: By continuing to reinforce clear and simple messages and reassuring affected individuals and families we were able to reduce community transmission and prevent the need for a local lockdown.

Food and Welfare - Over 100 households in Perth and Kinross had door to door checks in the first 24 hours and these continued throughout the period. Each household received a food parcel and information on testing and welfare support in Polish, Romanian and Bulgarian. Within 48 hours of the outbreak, the Council and community volunteers had

delivered over 700 food parcels and completed a doorstep welfare check to every affected household in Perth and Kinross. Colleagues in Angus and Dundee also completed welfare checks and delivered food parcels where necessary. Comprehensive information on restrictions was provided and crisis cash grants were given to people in serious financial difficulty.

Renfrewshire - Local interface engaged quickly with a volunteer data base set up. Extremely high number of volunteers have come forward and the hope is that the partnership engages with these people going forward. Many elderly volunteers have come forward however, concerns over whether they would be able to continue providing their help due to own health and shielding. In terms of empowerment, people have been able to just get on and do things, as they've been able to avoid the decision-making channels they have been using so far. Want to ensure groups that have worked well are sustained going forward. Neighbourhood hubs have been set up and are responding to the needs of people. As this has been successful, partnership is now exploring ways that this can be rolled out and become business as usual. See [here](#) for more information on Renfrewshire's Neighbourhood Hubs.

The effective partnership working that developed in response to the pandemic was highlighted in a recent report by the Carnegie Trust. The report highlighted the significant work that had been co-ordinated with all partners to ensure vulnerable people received support in relation to food, medicine, isolation: - 7 neighbourhood hubs were established in partnership with Renfrewshire HSCP, Renfrewshire Leisure and Engage Renfrewshire. Volunteering is integral to the approach being developed in Renfrewshire. A local food network was established to support community food provision and regular resilience meetings were held with community partners to remove barriers and support activity. The hubs supported the Connecting Scotland programme, which provided digital devices and connectivity to those most vulnerable, and also provided cultural and creative, befriending and connection opportunities for local people.

Partners are now working together to embed this work into a more permanent model, with a key focus on continuing to develop partnership working at all levels across Renfrewshire's communities.

Scottish Borders: The response within the Borders from our communities and Resilient Teams was outstanding - Resilient Teams across the Borders were mobilised within a few days of lockdown and more Teams were established over the following weeks. The Emergency Planning Team supplied community volunteers and groups with appropriate PPE to support them in the tasks they were undertaking. Community Councils and sub-groups were also keen to support and liaised and worked in partnership with the Resilient Teams. These teams knew what was required at a very local level, and delivered food parcels, medication, food vouchers and also assisted with online shopping distribution. Many individuals described themselves as being "good neighbours" rather than volunteers and supported those within their communities. Community Assistance Hubs were set up in the first week of lockdown and were supported by community planning partners to provide a single point of contact for those seeking support. These Hubs have proved valuable and are continuing, with weekly community meetings to develop further partnership working at all levels.

Shetland Islands: Fantastic community response. CPP role was really to support the communities to respond in the way that fitted their own locality. Large numbers of volunteers which was coordinated through Red Cross and Third Sector response. Issues around data and connectivity. Communities don't have equal access to the internet which has been a real challenge. Shetland Islands are about to begin a round of community conversations working with community organisations listening to their experiences and how they think these new ways of working can be sustained.

South Ayrshire: There was a huge response from community groups to the pandemic in South Ayrshire. Groups such as St Meddans, Symington Village, Troon Harbour Group, Newlife Prestwick, Ballantrae Support Group and Coylton Community Support, plus many other others, helped to deliver frontline services such as food parcels, medication and phone calls to vulnerable/isolated people.

South Lanarkshire: The community response was phenomenal and led by local communities and organisations who mobilised quickly to support those in need. There were approximately 47 groups/organisations providing support to their communities. At a local level, the CPP took on a supporting role, through facilitation, building capacity, nurturing relationships/groups and problem solving. Work was undertaken to map community provision across the area. Gaps were quickly identified and areas where better collaboration between groups was required. Work was undertaken by Community Development Officers to develop local response networks and to forge links between the various community responders to ensure a more cohesive approach.

Along with the local responses and the recruitment of local volunteers, approximately 1,500 central volunteers came forward and were supported by VASlan (the local TSI) to identify local volunteer opportunities. In many of the areas the local private sector was also involved including a number of businesses offering their help, this included for example, vehicles (including LGV's), equipment and staff, such as drivers.

In response to the pandemic, a Community Wellbeing Helpline which provided support regarding any identified need was established and whilst this was delivered via the council, a partnership approach was taken, for example Scottish Fire and Rescue Services delivered prescriptions and community responders provided a range of supports to meet the needs of local people. Individual referral processes were agreed with each of the community response groups who supplied and delivered food, prescriptions and other interventions. Many communities, mostly in our rural area were well supported locally and did not use the Wellbeing Helpline.

Examples of support provided through the Helpline included help with money worries, power top ups, general wellbeing and mental health, getting online and finding a dog walker. As time went on, the helpline was expanded to support the delivery of other services that had ceased/were challenging to deliver as a result of the pandemic such as the supply of hearing aid batteries, sanitary provision and passing on information to new mothers on behalf of the NHS.

The council used food fund monies to support the community responders and is operating a temporary food hub to manage the logistics of food supply. There was strong support in three key areas: CPP support; Third Sector/Community delivery response; and Linking need with community responders.

West Lothian: A good example of community mobilisation and community planning on the ground is the West Lothian Community Food Hub. A range of third sector organisations were very quick to respond to getting emergency food to people in the early stages of the pandemic. They then came together to form a food hub managed by third sector organisations, with funding from the council. There are around 33 community food providers involved, who are working together to ensure that all vulnerable people that need access to food can get it. The day to day operation of the hub is being run by the foodbanks. A video has been developed to demonstrate the work of the food hub over the last few months – <https://vimeo.com/453969458/b29097d9ff>

Close links with the TSI have been essential, as they have been responsible for coordinating the 1,200 volunteers who came forward.

Using and refocusing existing partnership infrastructure and relationships

Aberdeen: New partnerships have been formed. Oil companies have come forward and shown willingness to support and help. In October, an online event will take place with the business community in Aberdeen. A platform has been developed to give business a menu of options about how they might be able to support the partnership. This will help link businesses with longer term goals of the partnership e.g. apprenticeships, getting access to digital devices etc. and help create a new way of working. Aberdeen also developed a group for the council and HSCP to work together (not a part of the formal structure). Group has been meeting weekly to discuss resources for communities. This has been very helpful in terms of integrating resources around locality areas. There will be a review of locality planning structures, potential to integrate HSCP with CPP Aberdeen Locality group.

Aberdeen, Aberdeenshire & Moray: The Grampian Assistance Hub was launched to provide people across Grampian with a one-stop source of support and information on how to access social, practical and emotional support on Coronavirus (COVID-19). Set up by range of partners including all three local authorities, Police Scotland, NHS Grampian, Red Cross, volunteers and community groups.

Aberdeenshire: Council, NHS Grampian and other agencies set up a programme to deliver fresh food produce to some of the most disadvantaged rural households. They shared data to identify the households most in need. Achieved positive outcomes, supported by open and trusting working among partners.

Angus: In the early weeks of the outbreak, Angus Council set up an emergency response team, HAART (Humanitarian Assistance Angus Response Team) to coordinate efforts between the council's community team and VAA (Voluntary Action Angus) to deliver support to the community, particularly those who were shielding, and/or vulnerable. This included food parcels, prescriptions etc. This approach was so successful that the CPP have now used it to inform how community planning and partnership working are taken forward in the future. The pandemic has been a catalyst for change, with structures which didn't work well before being removed and the board, executive and wider partnership are now all working together. The change in structures has been positive, with everyone working well together. Interested in exploring the combining of structures further. A Task and Finish group has been formed to explore this using a demand management model; with wrapping around of services based on listening events and survey feedback. In addition, the mapping of customer pathways has begun which will feed into the planned service design sessions. The purpose of this will be to ensure everything is aligned. Also looking at utilising community councils and other existing groups to get message across about accessing services.

Argyll and Bute: Good relationships established through the CPP enabled quick work of partners to create the required initial response. In Argyll and Bute this included a Caring for People Partnership led by Public Health, Argyll and Bute Council (Community Planning and Development team), TSI and also included community response groups and SFRS as key partners.

This Caring for People Partnership were able to link with local groups to ensure prescriptions and food were delivered to those who needed assistance. The Fire Service

were also able to assist with checking on those who were shielded where contact was not able to be made. More recently, some fire stations are now being offered as testing centres. Public Health worked closely with the Caring for People Partnership to develop the strategy for the delivery of prescriptions by volunteers.

In November 2020, the Building Back Better (Communities) Group initiated a consultation asking Covid-19 community response groups and the wider community to share their experiences of the pandemic, including the impacts and the positives that could be built upon or strengthened in the future. The Building Back Better (Communities) Group is a sub-group of Argyll and Bute Council's overall Recovery Framework, established to ensure that the role of the community in responding to the pandemic, the impacts and the strengths of this, are included as part of the learning and development to Build Back Better. The current membership has lead officers from the Third Sector Interface, Argyll & Bute Council and NHS Highland. Key themes addressed by this group include Income Maximisation, Food, Volunteers and Volunteering, Social Isolation and Mental Health, Resilient Communities, Young People and Communication. It is seen that the CPP is the main body for which to embed the work of the Building Back Better group.

Dumfries and Galloway: There was a regional Community Food Providers Network which met occasionally, as the CPP's Locality Plan is focused on food sharing. From the start of the lockdown this Network was strengthened with more regular meetings on Zoom – participants were Dumfries and Galloway Council, Community Health Development Practitioners within the NHS, Third Sector Interface and the Community Food Providers. The focus has been on delivering emergency food to individuals and families in need across the region: people financially at risk, short term isolators, including those who are advised to self-isolate via Test and Protect, marginalised groups and people who have experienced physical barriers to accessing food and other essentials.

Since the cessation of shielding support, Community Food Providers have continued to meet referrals for those people who have been identified as being at extreme risk of severe illness from COVID-19 and require continued support with food provisions. The Network has been involved in determining the allocation of Hardship Fund monies to the Groups; and the Council has continued to pay for Fareshare registrations from its Anti- Poverty Budget as a result of the Network's influence.

A new Community Planning COVID Recovery Group has been established, chaired by the TSI; and a COVID Recovery Plan, developed initially by the Local Resilience Partnership then developed into a wider approach, complementing the Economic Recovery Plan.

Dundee: Made use of existing partnerships in order to facilitate the emergency response. Indeed, many members of the Emergency Management Team were also existing members of the CPP in Dundee, allowing a smooth transition to emergency planning mode. Pre-existing relationships meant trust already existed between partners and so work could get started a lot quicker. Communication between partners has improved with the ability to draw together cohesive responses. CP was important in helping identify gaps and build capacity. Dundee learnt that partnerships which were well embedded within their local communities were more easily able to respond and also had already earned the buy-in of the local community. Without these pre-existing relationships, the response would have been much slower/less effective. Due to restrictions brought in by Covid, plus the fact that many members of the CPP were also Emergency Management Team members, the CP Board

have not been able to meet frequently and certainly weren't available at the start of the crisis. However, the thematic partnerships were able to get up and running almost immediately and were self-sufficient enough to do vital work without the direction of the board.

East Lothian: Overall great partnership work happening with the help of good relationships between council and partners at both strategic and operational level. This contributed to good partnership working at local level. Built good working relationships at strategic level in last few years with Police. Since the pandemic, held weekly council management meetings to get updates and discuss key issues such as new restrictions. These helped cement good cooperation both at strategic and operational level.

East Renfrewshire: Community planning partners agreed to review operating structure to become more flexible and adaptable, as a direct response to the impacts of the pandemic. This video was produced to share and celebrate the early work of the partnership which was important when the number of formal meetings had very much reduced to allow a focus on action. When we did meet as a full partnership, this was online which worked well, with some partners feeling this format allowed for more open discussion.

Edinburgh: The Local Homelessness Resilience Group, a multi-agency group, comprising representation from the City of Edinburgh Council, Public Health and homeless support organisations (Streetwork, Cyrenians, Social Bite) was initially formed for the purpose of developing plans to support Edinburgh's homeless community during periods of adverse weather. At the outset of the pandemic, the membership of this established forum was widened and repurposed to focus on safeguarding this vulnerable community during the COVID lockdown period. During this period, in excess of 150 homeless persons were provided with accommodation, food and access to support. From a community planning perspective, this maximised the opportunities for housing stability, multi-agency effort centred on securing and accessing longer-term housing/repatriation (where appropriate), training and employment, immunisations and methadone programmes. The Edinburgh Partnership Local Outcome Improvement Plan (LOIP) Delivery Group, incorporating No One Left Behind, were presented with an issue needing a partnership response. The Hospitality industry in Edinburgh had been majorly impacted by COVID and was struggling to reopen and to recruit and retain staff. Absences due to COVID outbreaks were also a concern. In response, a short life working group was put in place under the LOIP Delivery Group to co-ordinate a collective response. This included:

- the Department of Work and Pensions creating 5 sector based work academies for 60 clients on Universal Credit to get the necessary skills and tickets to enter the industry;
- Edinburgh College adjusting their Skills Boost hospitality courses to respond to the higher level skills shortages;
- NHS Lothian working with Lothian buses to provide vaccination buses to reduce COVID absences in staff with a focus on those under 30;
- Skills Development Scotland providing PACE (redundancy support) to quickly retrain people made redundant to stop them becoming unemployed (this included extensive work with Edinburgh airport);
- University of Edinburgh promoting offers with students who were staying for the summer or returning early;

- the Chamber of Commerce surveying hospitality members to better understand the issues to respond from an evidence base. This led to increased recruitment into the industry and support for the City Centre recovery.

It was acknowledged early in the pandemic that waste build up at high rise flats would be an issue. With people stuck indoors for extended periods and increases in home deliveries there was a significantly higher risk of fire. To address this, Lothian Fire and Rescue Service met monthly with officers from the City of Edinburgh Council to agree additional actions that could be undertaken. This included communicating with and educating residents about the dangers and the Council increasing waste collection at identified premises.

Falkirk: More aware of different groups and developed trust between groups. Some partner relationships have been significantly strengthened. Working better together than previously and more aware of each other's strengths than before.

Fife: Challenging times have shown CPP in action; despite not always following formal procedures. There are nine thematic partnerships in Fife; they are all being encouraged to think about the way they work and what their priorities will be going forward.

Glasgow: As the emergency phase of the pandemic gave way to the recovery phase, Glasgow set up a Social Recovery Taskforce to ensure that issues such as poverty and inequality were tackled as part of the Covid recovery in Glasgow. The Taskforce brings together representatives from community planning partners, third sector and voluntary organisations, to look at how the city can rebuild and recover socially from coronavirus. From this a partnership was created between Glasgow Disability Alliance and Glasgow City Council to build on existing work and implement the recommendations of GDA's report.

Glasgow City Council were asked as part of SOLACE to hold Community Listening Events. This work has spurred a specific piece of Community Engagement to inform the SRT. They will also work in partnership with the Economic Recovery Taskforce.

Inverclyde: Inverclyde's Community Planning Partnership has developed a Covid-19 Partnership Recovery Plan to document partnership arrangements for recovery from the pandemic for Inverclyde. Three sub-groups have been established to focus on recovery activities across key areas and each recovery group has developed a detailed action plan. The three sub-groups are economic recovery, humanitarian recovery and education, sport and culture recovery. Progress is reported to every meeting of the Community Planning Partnership.

Midlothian: Working with partners such as the DWP, Edinburgh College and the Third Sector to improve employability in their area, with a specific focus on school leavers and those with barriers to employment. This focuses on large public-sector employers offering apprenticeships, training schemes and volunteering opportunities, whilst offering additional support to help others into employment in other organisations. Some highlights of what has been achieved working together so far include:

- 108 s4 pupils for the 6 Midlothian secondary schools who had planned to leave at 16 to seek work remained on the school roll and took up a programme of vocational learning / personal development managed by the Community learning service with support from

schools, FE and SDS colleagues. this prevented them entering the labour market at a time of crisis /lockdown and involved around 80 of them taking Foundation apprenticeships as part of continuing learning and qualifications to make them more competitive in the labour market

- Partnership agreement signed between Council and Regional DYW board embedding DYW staff in the high schools working collaboratively with Community learning, SDS, College and employers to increase connections between schools and the labour market
- Shared Kickstart bid by Council and third sector to deliver 60 local places under this DWP funded programme, with the council, acting as the Gateway for 30 places in third sector and taking on 30 young people itself (at living wage rates)
- Partnership delivery of PACE service to 8 local businesses making redundancies involving SDS, Community learning, DWP and College
- Shared jobs page created on the Economic Development “locate in Midlothian” webpage <https://locateinmidlothian.co.uk/jobs/> which is being used by employers to advertise live vacancies, with links to DWP/SDS / City region deal/ Council / College and third sector Employability services
- The Employability Pledge signed up to by the CPP in June 2020.

North Ayrshire: Partners supported the community support hub work, financially, with local intelligence and relationships and with staff and volunteer time. Following a period of focusing partner work on immediate pandemic responses, we then recommenced our usual meeting schedules, moving to on-line. A number of these meetings involve members of our community who may not have access to digital devices, sufficient data or the confidence or skills to participate. We have addressed these issues by providing devices/data to individuals via schemes such as Get Connected, as well as loaning out devices, and providing training.

North Lanarkshire – At an early stage of pandemic when focus was very much on response, action came from established relationships and a need for action rather than official CPP structures. As outlined above a Response, Recovery and Renewal Group was established to coordinate and support response efforts and then plan for recovery with the community and voluntary sector. Locality operational teams supported work across the 9 distinct areas of NL through local community and voluntary sector response efforts and volunteering focusing on referral processes for community assistance, consistent messaging, guidance and protocols and funding coordination and support for community and voluntary sector organisations. However, as we moved from initial reaction to more proactive and planned approaches we have started to reflect response and recovery across key partnership workstreams and structures and to use learning from uniform future partnership approaches. The pandemic highlighted ‘Community Planning’ in action and demonstrated that when we need to we can work differently, quickly and flexibly to act and respond to community need and to work with communities to make a difference.

Orkney Islands: Initial response to the crisis has been primarily Council led. However, now that the focus is moving towards recovery, several resilience groups have been set up. CPP now working closer together with council groups, relationships strengthened over time however, there is still room for improvement in terms of better aligning the work of partners. Delivery groups are still working on their usual priorities however, prioritising work and having increased focus on what needs to be done immediately. The recovery phase has

seen huge engagement from the business community. Businesses supported to set up their own steering group and report directly to the board.

Outer Hebrides: Partners in Uist, Barra and Harris collated information about support available for residents. Worked to make this available to as many people as possible and especially those who had no on-line access and who might be vulnerable but who were not necessarily on 'shielding lists' or known to public agencies. In Uist, for example, a Community Information & Services booklet was delivered to every household.

Perth & Kinross: Move to locality-based delivery model for services using multidisciplinary teams i.e. the potential to shift to 5 localities and 5 hubs would make delivering food parcels easier and more efficient than using 1 central model. Locality decision making worked very well; Council funding to support investment and delivery of locality action plan used to support local groups responding to COVID related issues. Given enough support and resource, locality decision making can be done efficiently and effectively. Devolved decision making and resource at a locality level comes with political and cultural issues. The need to respond quickly due to COVID allowed for less risk averse behaviour of information sharing between partners than before. Partners have also been flexible and responsive in redeploying staff to support the emergency response. For example, within the council, when lockdown began, parking attendants were re-tasked to collect and deliver prescriptions, deliver food packages to the shielding & vulnerable, as well as deliver technology i.e. iPads (Connecting Scotland project). They have only recently gone back to their day jobs.

Scottish Borders: Scottish Borders had an established Resilient Team network across the Borders, and therefore were able to ask for assistance within days of first lockdown.

Community Assistance Hubs were set up in the first week of lockdown and were supported by community planning partners to provide a single point of contact for those seeking support. These Hubs have proved valuable and are continuing, with weekly community meetings to develop further partnership working at all levels.

Looking at failings and where things haven't joined up but also looking at what has worked well will be key. During the pandemic, discovered people that were not receiving services prior to Covid-19 however, they are vulnerable groups and going forward this information needs to be captured as the CPP has a responsibility towards these people and ensuring that they are okay in the future. Challenge going forward is how to hold on to these people and ensure that they do not get lost along the way. Should this be local knowledge, stored in a database or picked up by community resilience teams? Even though the earlier response to the pandemic hasn't always gone through the CPPs, CPPs have a role in the resilience work. It is important to bring the right people to the table.

Shetland Islands: Specified partners were all heavily involved along with the TSI. The Resilience Partnership consists of the main CP partners so when Community Planning meetings were suspended the Resilience Partnership was still meeting most days. Management and Leadership Team (5 specified partners + public health) met regularly which was very focussed and provided leadership which has helped partnership working and resilience planning. Care for People Team had brought together people from across organisations in a way that had maybe been a gap before. Reflecting on whether there is a

longer-term role as an executive group that can be linked to partnership planning. A project called “Anchor” which provides support to vulnerable households has been vital in providing support to those who were vulnerable or shielding in this crisis.

South Ayrshire: Officers South Ayrshire Council quickly established, coordinated and managed a comprehensive community resilience response. Whilst this was principally Council led, partners were involved in the response. CPP meetings took place during the pandemic, with a focus on COVID-19 response. For the Strategic Delivery Partnerships (SDPs), discussion took place on what each of the SDPs were doing in relation to their current position and responding to the COVID-19 pandemic and if there were any areas of focus that need to change.

South Lanarkshire: In relation to the Community Planning Partnership Board, meetings were reconvened online in July 2020 and the Board considered a range of COVID-19 updates at that meeting. The Partnership’s Progress Group started meeting again during May 2020 to share information/address challenges re the pandemic response. Before COVID the Board were in the midst of a governance review and have now agreed significant changes to how the Board operates and is structured. This includes working with communities to develop our new LOIP priorities and work has also started to support communities to develop new ‘Community Partnerships’ at a locality level. These structures will link directly with the CPP Board on a strategic level and with Neighbourhood Planning groups at a local level.

As a result of the local partnership activity, newly formed groups and some co-ordination groups continue to prepare for any future spike in the pandemic and to continue to assist in a post COVID future. Some partnership areas have been looking at more sustainable food provision which has included for example the establishment of community larders.

VASlan and the Third Sector Chief Officers Group have established a Business Continuity and Strategy Group to capture the key learning from the community responses and to build on this work for the future. The council has retained the Wellbeing Helpline and this continues to be supported by community responders. A local food network involving community food organisations in South Lanarkshire has been established with support from the council to respond to food insecurity. Whilst a partnership food network existed before the pandemic, the network has been reshaped as new organisations have emerged and new initiatives were developed to respond to new food insecurity challenges caused by the COVID-19 pandemic. As the council has been regularly liaising with local food organisations to ensure food provision since March 2020, it is now supporting the development of the network by organising regular meetings and facilitating information sharing. The local food network aims at increasing collaboration between organisations and encouraging a partnership approach to tackle food insecurity.

West Dunbartonshire: There are five Delivery & Improvement Groups (DIGs) that operate within West Dunbartonshire; the flourishing DIG, the independent DIG, the nurtured DIG, the empowered DIG and the safe DIG. In normal times, the DIGs report back to Community Planning West Dunbartonshire, however as a result of the pandemic there have been no meetings of the CPWD for several months, but that hasn’t stopped the DIGs from assisting both the emergency response and recovery. The various DIGs have worked with local partners to improve employability, support frail and vulnerable people, provide additional support to those experiencing abuse, and community justice.

West Lothian: Similar to other areas, the immediate response to the pandemic was largely council-led. West Lothian CPP Board did not meet formally in the initial months, but quarterly meetings began again in September. Although the Board did not meet formally, partners did have ongoing discussions that grew organically from the start of the pandemic, building on existing CPP structures. An Economic Recovery and Growth Plan was developed and an economic recovery group continues to meet weekly to allow partners to gather and share data and ensure joined up approaches, reducing duplication and maximising resources to support businesses and local people seeking employment or training opportunities. This has rationalised a number of different groups that had been meeting into one group. A Health & Wellbeing/Anti-Poverty working group was set up to gather evidence of activity in response to social needs related to COVID-19, to understand the COVID-19 policy landscape and also the potential policy and financial barriers and challenges. This process captured key activity during the first phase of the pandemic and helped to identify future needs which will support the CPP in planning for the future. A community survey was carried out to ask for feedback on initial emerging priorities and additional issues. The initial work has highlighted broad themes which were reported to the CPP Board and have assisted discussion on determining the role of the CPP in recovery.

Using the knowledge and expertise of the Third Sector Interface (TSI)

Aberdeenshire: There is a strong partnership approach to the Third Sector in Aberdeenshire with the TSI Aberdeenshire Voluntary Action, local third sector groups, Aberdeenshire Council and Rural Partnerships forming the Third Sector Strategy Group. In November 2020 they celebrated third sector week which included Covid response work in Aberdeenshire communities. Examples of this can be seen in these videos – <https://www.youtube.com/watch?v=2GuwBfRRSgl&feature=youtu.be>, <https://youtu.be/vrvsFg0tmO8>, <https://youtu.be/CYaNlyhwzcl>

Angus: Demand for local TSI was so high that the council were looking into extra support for call handlers. This work is further developing under the Transforming Services work through which we have developed a charter and principles underpinning how we will continue to collaborate and share services – <https://www.youtube.com/watch?v=rU7vb8iXuF8&feature=youtu.be>

Argyll and Bute: The CPP through the Caring for People Partnership built on the close relationship with the TSI with the use of the volunteer database and promotion of volunteering opportunities. The TSI's input was actively sought into plans and strategies and they were key, active members with a lead role in both the Care for People partnership meetings, Test and Protect meetings and Building Back Better (Communities).

Dumfries and Galloway: The TSI database of volunteers was key to be able to register and approve volunteers quickly and efficiently at the start of lockdown with the Council issuing identify cards; and the Engagement Officers have supported the creation of locality hubs, where local representatives of key public sector partners came together to co-ordinate activity. Support for digital connectivity has also been developed with the TSI, the Council and Enterprise Agency, with long term arrangements now being put in place for the TSI to lead this work.

East Renfrewshire: The local TSI (Voluntary Action East Renfrewshire) has played a key role in the local Humanitarian response to the pandemic, coordinating the community response (The Community Hub) from the outset and working at pace. They are now working closely with the local vaccination programme team to offer transport solutions to those in need working with a number of local providers and routing all requests via their established Community Hub number. The council have aligned staff to help establish and develop the Hub model.

Edinburgh: Recognising the disproportionate impact of the COVID pandemic on those struggling with the consequences of social inequality and poverty, during May 2020, the City of Edinburgh and Edinburgh Voluntary Organisations Council set up Locality Operational Groups (one in each of our 4 localities) and a Task Force to oversee its work. Brigading capability and capacity across public and voluntary sectors, each LOG has 6 voluntary sector members and 6 members from across the Council. The Groups sought, received, and reviewed referrals from agencies within their respective areas, with a focus on families and children and young people, who had not or did not currently meet the threshold for traditional support. The LOGs identified a lead agency to engage with appropriate support service(s), predominantly third sector partners, to ensure that vulnerable individuals and families received support. Since April 2020 over 250 referrals have been dealt with. Information gathered about emerging needs is fed into the Task Force and this is then shared with the Children's Partnership to assist in planning. This allows key decision makers to have real time information about emerging challenges in communities. One example has been digital poverty issues and an increasing recognition of the need for a more joined up City approach to supporting families to have access to and support to manage digital devices.

The Beat Hunger campaign was developed as an innovative approach to tackle food inequality and poverty and to empower the most vulnerable citizens within the North East of the City to make positive life choices. The initiative was funded from the Police Scotland's Deputy Chief Constable's Local Partnership and Initiative fund with support from retail partners including Edinburgh Community Foods, Capital Wholesalers, Asda and Tesco. Working in partnership with Edinburgh North East Foodbank, phase 1 focused on distributing 'Beat Boxes' to the most vulnerable within the locality (83 boxes distributed). As context, each box provided fresh and long-life ingredients provided by retailers, along with cooking utensils, a bespoke community cookbook created by Michelin starred chef, Martin Wishart, and a suite of literature covering family, financial and mental health together reading materials and activity ideas for children. Predicated on referrals from partners including, Community Renewal, Dr Bell's Family Centre, Castleview Primary School, Edinburgh City Mission and the City of Edinburgh Council, phase 2 supported 28 vulnerable families over a 4 week period (112 boxes distributed). Recognising the school holidays as an acute period, phase 3 capitalised on Edinburgh Community Foods' provision of school holiday food support boxes, with the contents having been supplemented with literature on mental health support and online safety (350 boxes distributed). Recognising the imperative of community voices, feedback was sought and has been overwhelmingly positive.

It was through using the strength of the Edinburgh Partnership collective efforts that a quick and effective response was achieved to make a difference and gain further strategic traction around the Fair Work agenda.

Falkirk: Very good relationship established between council and TSI. Pandemic response set up by council with help of TSI. Started by doing some of same work i.e. directory of community groups, but then took up joint approach. Partnership work happened naturally, with help of grass root.

Inverclyde: Volunteering was a significant part of the response to the pandemic within Inverclyde. CVS Inverclyde in their role as the TSI co-ordinated the majority of the volunteer response locally. This included 'Volunteer Inverclyde', an initiative to link local people with volunteering opportunities arising from Covid-19. Working in partnership with the CVS Inverclyde (the local TSI organisation), we created a single point of contact for residents in need during the coronavirus pandemic. A phone line which was operational 7 days per week helped people to access provisions, support and advice. Through our unique partnership with CVSI, those individuals whose needs could be better met within the community were referred to the Volunteer Coordinator. Hosted by CVSI, the Volunteer Coordinator spoke with each person to identify their needs and sign post them to the relevant 3rd sector organisation(s). Where appropriate, the Volunteer Coordinator would arrange for a volunteer to deliver food parcels, purchase additional fresh items to supplement food parcels, collect prescriptions and support access to other emergency provisions. The partnership with CVSI and the support of the diverse local 3rd sector provided the people of Inverclyde with a collaborative and holistic approach to support during difficult and unprecedented times.

North Ayrshire: There was a joint approach with the TSI to supporting local organisations. Fortnightly meetings took place between NAC officers with remits for funding, community development and social enterprise along with Third Sector colleagues. This was to share information about funding opportunities and organisations in need of help. We created a joint spreadsheet so we could track successful applications, and consequently identify gaps and opportunities. We also shared which organisations we were working with, to prevent duplication. NAC officers helped the TSI with outreach work to local organisations to establish need.

North Lanarkshire: TSI in NL has been a key and important partner throughout the pandemic. As outlined above a focused response and recovery partnership approach was established very early on with key CPP's (NHS, LA and TSI) to coordinate efforts to supporting community response. An action plan outlined key priorities and responsibility for delivery at any given time. The TSI was involved in managing the community assistance referral process, coordinating volunteer offers, communicating key messages and supporting work to engage the voluntary sector to understand and respond to their support needs. In terms of referrals the councils Financial Inclusion Team responded to and coordinated access to food requested through community assistance helpline while VANL supported and coordinated local approaches to accessing prescriptions, shopping, dog walking and befriending calls. They also worked with partners to develop protocols, support vol sector access to available funding and engage with the com and vol sector to assess and respond to their support needs.

Renfrewshire: Engage Renfrewshire, the TSI in Renfrewshire, worked together with Renfrewshire Council to identify the most appropriate third sector recipients for Scottish Government funding support for Covid-related activity. Council staff joined Engage's daily meeting during the early months of Covid to co-ordinate response and also share knowledge about local third sector activity. Engage Renfrewshire undertook all activities

relating to the recruitment of volunteers to support Neighbourhood Hubs set up by community planning partners in Renfrewshire. Engage Renfrewshire has played a key role in the group supporting community food responses to the Covid crisis and has also periodically facilitated meetings for third sector groups to share their experience, needs and future plans during the pandemic. Engage Renfrewshire has also played a key role in ensuring that local third sector groups have been able to access digital devices through the Connecting Scotland programme.

Scottish Borders: The Borders TSI joined the weekly Community Assistance Hub meetings and distributed key covid-19 messages out to communities, community councils, community centres and village halls. They have also assisted with digital champion support, transporting individuals to hospitals, vaccination appointments and dispersed micro-grants on behalf of national organisations and local wind-farms.

South Ayrshire: The Council and TSI (Voluntary Action South Ayrshire VASA) worked closely together to provide support to communities through the creation of the South Ayrshire Lifeline. To help coordinate volunteering across South Ayrshire the Council worked in partnership with VASA to promote and react to volunteering requests during the pandemic. Officers worked alongside VASA to develop volunteering opportunities and training throughout the pandemic. This partnership has helped form positive relationships and Community Planning Partners have agreed to continue to develop this partnership approach to volunteering to help establish a sustainable South Ayrshire volunteering network.

South Lanarkshire - Council and TSI worked closely to mobilise and support communities. Along with the local responses and the recruitment of local volunteers, approximately 1,500 central volunteers came forward and were supported by VASlan to identify local volunteer opportunities.

They were instrumental in managing the volunteer experience throughout the pandemic and they developed a new volunteer registration portal which ensured that all volunteer information was captured. By using their in-house Salesforce platform, they ensured swift communication of any volunteering opportunities to all volunteers as they became available. Voluntary groups were able to benefit from the efficiency of this system with one local organisation, LEAP receiving over 60 notes of interest within one hour of “broadcasting” their need. VASlan’s links with voluntary groups within the four main areas of South Lanarkshire further assisted with sharing information and ensured new and emerging groups received the support needed to provide necessary services to the community. VASlan initiated a community response group directory via their website to provide contact details and the type of support services available and has worked with a range of specialist providers to adapt their services to encompass revised and safe methods of service delivery during the pandemic. They were also able to support various groups with funding that supported local initiatives around the provision of food and distribution, volunteer expenses, activity packs and sundry equipment to support their applications to national funding sources.

West Lothian: Good links with the TSI, who coordinated the 1,200 volunteers as well as information sharing through their online Resource Hub. The TSI is working closely with NHS Lothian to support a local vaccination programme. There has been a strong response from volunteers to help out with this.

Co-ordinating and connecting local and national responses.

Angus: As lots of new groups have been formed local people often get confused about who they should receive support from and CPP played a key role in providing better coordination of these groups. For example, in some cases local people can receive up to three or four different food packs from different groups. Funding streams should be coordinated. A new function is being put in place to coordinate funding and lead the work of the Angus Response to Covid (ARC) team. This will complement the service redesign the Community Planning Partnership is working through. This will reshape the way we set actions and activity with an initial 2 pilots underway focusing on Woman's services and an Angus Transport Network.

Argyll and Bute: Good relationships established through the CPP enabled quick work of partners to create the required initial response. In Argyll and Bute this included a Caring for People Partnership led by Public Health, Argyll and Bute Council (Community Planning and Development team), TSI and also included community response groups and SFRS as key partners. This Caring for People Partnership were able to link with local groups to ensure prescriptions and food were delivered to those who needed assistance. Some of the community response groups are also active members of Local Area Community Planning Groups and have fed in their experience and updates to these meetings. The CPP through its links to partners and communities has played a key role in the local response.

Dumfries and Galloway: External funding is being monitored to give an overview of the region; ensure there is no duplication in effort and that communities most in need receive the support required. National Policy developments and local data and developments are published in a weekly Bulletin for all Councillors, MPs and MSPs and shared with partners. Updates on COVID are given at every CPP Board meeting.

Glasgow: The support and co-ordination provided by the CPP is important. New groups do not always have the right capacity/knowledge. Similar issues encountered in other areas where people are getting multiple knocks on their doors offering help. Everything needs to be tied to local evidence and needs. Call for a reset in relationship with the Scottish Government and closer working together.

North Ayrshire: One of the main roles of the Community Planning Team was signposting to relevant information. This was done through the Community Planning website with links to COVID support. We also published North Ayrshire wide daily briefings and if the information was available, we would also provide daily locality updates.

North Lanarkshire: It would have been useful at the earlier stages if there was better coordination of funds and a better grasp of what money is coming in and when. I think the approaches improved as LA's developed their response plans and better coordination locally has been built into the recovery planning (i.e., what's coming in and how communities are supported to access support. Again there was a gap between how to engage with and support newly formed groups which are doing a good job at supporting communities but often struggle to understand procedures, language, governance etc. and how more established community structures were able to access and respond to support. At the earlier stages support and opportunities from SG for the com and vol sector was not always as clear as it could be resulting in more work locally to target support to less established groups. Community support should be looked at in a rounded way.

Perth & Kinross: Local Action Partnerships (LAPs) are given a budget to support the delivery of their Locality Action Plan. In March 2020 LAPs agreed to open their budgets to bids from local community groups and voluntary organisations who were responding to needs in their community as a result of COVID-19 and lockdown. From March until the end of September 2020 over 70 different funding bids were supported by LAPs, committing over £180,000 in financial support to a variety of different projects and initiatives.

- *FeldyRoo* received funding to deliver hot meals to vulnerable people who were socially isolated in the Aberfeldy and wider Breadalbane area. The group delivered over 40,000 meals during this period and has received national recognition for their outstanding work in supporting community members during lockdown.
- *Logos* received a small grant to fund a Zoom account so they could deliver their youth activity sessions virtually and prevent young people from becoming isolated. This small grant has had a big impact on young people who could continue using the service in the Strathearn and Strathallan area throughout lockdown.

Food Support in Perth involved numerous organisations in Perth providing support for the most vulnerable during the lockdown period. Groups worked in partnership to set up places to access food throughout Perth city and provided a delivery and check-in service.

Examples of specific activities include:

- Letham4All purchased a larger refrigeration unit to store donated food from local businesses to support families in need of free or discounted food.
- National Christian Outreach Centre delivered 500 hot meals to elderly and vulnerable people living in the Perth area each week for 10 weeks.
- Perth Welfare Society supported people using Zoom, in Urdu and Punjabi, to apply for financial support, such as Universal credit. The group worked with local takeaways to deliver hot meals to vulnerable people in Perth.

Renfrewshire: Renfrewshire community planning have worked together to connect local and national responses. Public and third sector partners have worked together to ensure that local groups were aware of Scottish Government funding and that this funding was accessed by groups in the best position to utilise it effectively. The local volunteering effort was also co-ordinated with the national recruitment of volunteers, to minimise duplication and make the recruitment process smoother for volunteers. A local Food Group was established to connect national food provision with local community response. This provided local groups with supplies to maintain their own food provision and minimised duplication of provision and food wastage. A local panel was established to work with SCVO to deliver the national Connecting Scotland campaign to ensure that devices reached those most in need.

A Local Assistance Team was established in Renfrewshire to deliver national commitments to contact people isolating due to Covid. The Local Assistance Team connected with Neighbourhood Hubs to ensure that there was a response to needs that people raised during these calls. Renfrewshire Council hosted a site for asymptomatic testing in the Johnstone area. Local and national partners worked together to deliver an appropriate site at short notice and local communications resources were deployed to raise awareness and promote take up of testing.

Scottish Borders: Relationships within the CPP proved vital in relation to responding to the pandemic – an example would be the liaison between SBC and Registered Social Landlords to ensure vulnerable tenants were supported, and Fire & Rescue providing venues for NHS Mobile Testing Units.

The co-ordination and communications in relation to funding was difficult to understand at the start of the pandemic. Various funding streams available at the moment. Focus required on keeping track of where money has come from and what the funding will be used for to ensure groups aren't duplicating any work. Optimum position would be to join up efforts and maximise funding.

Shetland Islands: A key role was around the communication of information. Challenge around the national direction and how it fitted into the Shetland context in terms of capacity and proportionality.

South Lanarkshire: Shortly after the Wellbeing Helpline was established, the National Shielding Helpline was set up and much of the work of the team and the community responders then became focused on individuals and families who were shielding. The Wellbeing Helpline provided support regarding any identified need which included for example, provision of food, money worries, general wellbeing and mental health, getting online and finding a dog walker. Individual referral processes were agreed with each of the community response groups who supplied and delivered food, prescriptions and other interventions. The food fund monies were used to purchase ambient food for local community responders who were supporting their communities and other targeted groups such as homeless people and those living in sheltered housing accommodation.

Refreshing/resetting existing LOIPs.

Aberdeen: A short life working group has been formed to lead on the Socio-Economic Rescue Plan which was published in July 2020. While the plan is an immediate and dynamic response to the impact of Covid-19, it will inform the scheduled refresh of the LOIP in 2021. The plan aligns to the LOIP strategic themes of Economy, People and Place. Partners have been asked to prioritise their work around the Socio-Economic Rescue Plan to ensure activity across the partnership is coordinated. A [Route Map](#) for the refreshed LOIP has been published. In 2021, workshops will take place across the partnership and community to see the impact of the current situation on the LOIP and its priorities. Although priorities will likely remain the same, the workshops will give a better understanding of the data and highlight whether priorities remain valid for the future.

Angus: Angus Community Plan will not be refreshed as the priorities within it are still relevant. For example, a priority within the plan is around improving mental health. The action plans within the Community Plan are being reviewed to capture current and forecasted work to support the community's requirements now due to the pandemic. A full review will be carried out in 2022 which will include a review of the partnership, governance and participants.

Argyll and Bute: The LOIP in Argyll and Bute is due for renewal in 2023. The CPP agreed though to focus on 4 cross-cutting themes for the duration of the currently LOIP, in addition to the existing priorities. These 4 cross-cutting themes are Poverty, Social and Digital Isolation, Climate Change and Community Wealth Building.

Dumfries and Galloway: The eight Outcomes in the LOIP are discussed each year when the Annual Report is developed with stakeholders and presented to the Board in November. It has been recognised as a key document in guiding the response and recovery as it focussed on those people already experiencing inequality and has been reaffirmed by national and local research on the impact of COVID, including the Social Advisory Review Panel Report.

Dundee: Plan to review and update current outcomes, progress and targets.

East Lothian: The CPP is taking the lead in terms of economic recovery: drive economic development strategy, working with local communities, businesses etc.

East Renfrewshire: Partners agreed in September to focus on key priorities linked to local pandemic impacts focussing on inclusive growth and community wellbeing and connectivity with digital inclusion and tackling poverty being horizontal themes. The current LOIP – FairER plans require review early 2021. One option is to develop a 1-year transition plan to focus on Covid recovery with a three year plan thereafter. Partners will meet to consider this and appropriate governance arrangements early March.

Edinburgh: Edinburgh Partnership, through its LOIP Delivery Group, are in the process of reframing the LOIP to provide a renewed focus to address;

- the shift in strategic the context in the city over the last 12 months with recognition of the need for a strong post pandemic response to recovery which is fair, sustainable and delivers more resilient and healthy places to live; and
- opportunities to build on the strong foundation of collaborative working evidenced in Edinburgh between statutory, voluntary and communities' sectors during the pandemic response.

Significant within this is the reframing of the priority 'a good place to live' to focus on a public health led approach to place to help tackle poverty and reduce health inequalities.

Falkirk: Current LOIP requires review with plan to revise for January 2021. The board have asked to incorporate feedback from community groups, lessons learned and recovery. This is a challenging deadline given lost time for community engagement.

Fife: CPP was due to review progress on their LOIP in the coming year but in light of the Covid pandemic they have decided to pause that work and instead focus on five priority areas in the short term; tackling poverty and food insecurity; building community wealth through local economic development; promoting digital working and inclusion; supporting mental health and wellbeing; and addressing the climate emergency. The plan is to combine this with the refresh of the Council Recovery Plan. Aiming to adopt a 'sprint approach' where actions happens quickly and learning and experiences feed into the refreshed plan. 12 ambitions in the plan for Fife won't change however, some will be updated to reflect the learning and experiences from pandemic.

Glasgow: The Social Recovery Taskforce formed, enabled by the Community Planning Strategic Partnership as part of the council's renewal and recovery programme, brings together representatives from community planning partners, third sector and voluntary organisations, to look at how the city can rebuild and recover socially from coronavirus. They will also work in Partnership with Economic Recovery Taskforce. The work of the group will be used as a vehicle for a refresh on the LOIP and it is anticipated that the work plan of the Social Recovery Taskforce will in turn become the new Community Plan (Glasgow's equivalent of a LOIP).

Inverclyde: A review of Inverclyde's Local Outcome Improvement Plan 2017-22 was carried out in the autumn of 2020. This enabled an assessment to be made regarding whether the LOIP priorities were still the right ones for Inverclyde. The review concluded that population, inequalities and the environment, culture and heritage are still very much priorities for Inverclyde. In addition, the review concluded the "local economy" should be added as a new priority, given that this was a growing issue prior to the pandemic and has been exacerbated by the impact of Covid-19.

North Ayrshire: The LOIP is still considered fit for purpose. It is comprehensive in terms of supporting local communities. We are looking at refreshing the "Fair for All" strategy which is focused on reducing inequalities and Locality Partnership priorities.

North Lanarkshire: CPP was already reviewing LOIP priorities and approaches and this continued throughout the pandemic, however as we moved to recovery approaches effort has focused on ensuring that learning and principles from both local and national review of the impact of the pandemic on communities and opportunities for improved partnership approaches are embedded across partnership priorities and approaches. This work continues.

Perth & Kinross: Creating new overarching 'Perth & Kinross offer' with a series of programmes of delivery under the five Es (Equalities, Empowerment, Education, Economy, and Environment). This includes new focused LOIP to be developed by CPP. Key areas include locality working, improving how communities participate in decision making, mental wellbeing and resilience, climate change, poverty, employability and digital participation.

Renfrewshire: Renfrewshire Community Planning Partnership Executive Group has focused on the individual and collective response of partners to the pandemic and also how this impacts on community planning priorities agreed pre-Covid. A Community Impact Assessment has been carried out during autumn/winter 20/21 and this will feed in to a Social Renewal Plan in spring 2021. An economic recovery plan has also been developed to update the previous economic strategy in the light of Covid.

Scottish Borders: The Community Planning Partnership established a Covid-19 key priorities and action plan during the pandemic to bring together the different strands of work that partners were working together on. The Partnership have agreed last month that a review would now be appropriate, which will look at resetting the Community Plan (LOIP), Locality Plans, performance and governance arrangements in light of the pandemic, including increased levels of poverty and other key priorities that will be part of recovery. This review will be concluded by Spring 2022.

South Ayrshire: The strategic themes in our LOIP were considered, and discussion took place to identify if there are new areas emerging/that will emerge as a result of COVID-19 under the strategic themes. It was agreed that there should be a more co-ordinated approach to the financial impact of the current health crisis with an emphasis on wider family which will be discussed through Children's Services. Financial Impact should also be a priority on its own as a major focus for the CPP – in order to reflect the wider community it was agreed that the strategic theme of '**Closing the Poverty-Related Outcomes Gaps for Children and Young People**' should be redefined as '**Closing the Poverty-Related Outcomes Gaps**' to reflect families and the wider community. Further information can be found in our [2020 LOIP annual progress report](#).

South Lanarkshire: Prior to the pandemic an update of the LOIP was planned for this reporting year. This work has started and will also include initial COVID recovery actions that were agreed by the Board. Some of the themes include: Planning with communities; digital connectivity; mental and physical health. The first stages of community conversations will begin in March 2021 to inform a full review of the LOIP. A pan-Lanarkshire Partnership Economic Recovery Group has also been established.

Shetland Islands: Looked at LOIP and feel that the priorities are right for the longer term. Will do impact analysis on targets and data sets to see the likely impact of COVID.

West Lothian: The CPP developed a new LOIP in 2019 and presented a draft to the CPP Board in early March 2020. This has been put on hold as the CPP reflects on the impact of COVID-19 on communities. Initial consideration has been given to possible changes to the draft LOIP to refocus on COVID priorities and this will be further informed through the work of the Health and Wellbeing/Anti-Poverty Working Group, the Economic Recovery Plan and the Anti-Poverty action plan. It is intended that this will be revisited in early 2021 to ensure that the new LOIP reflects a more robust understanding of the impact of COVID-19 and to ensure that it does not duplicate the activity of all the recovery plans.