

# Glasgow's Single Outcome Agreement 2013

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This document is a summarised version of a full version which can be found online at  
[www.glasgowcpp.org.uk/soa](http://www.glasgowcpp.org.uk/soa)

# Foreword



**Bailie Aileen Colleran**

**Chair of Glasgow Community Planning Partnership**

I am proud to present Glasgow Community Planning Partnership's Single Outcome Agreement 2013.

This Single Outcome Agreement (SOA) sets out some of the shared priorities for partners in the city for the next 10 years which are dealing with:

- > alcohol
- > youth employment; and
- > vulnerable people.

We will also focus on tackling inequalities within specific neighbourhoods.

Producing this agreement required dedication. I would like to thank all partners in the Glasgow Community Planning Partnership for their ongoing commitment to developing and implementing this for the city.

We began drafting our SOA by considering a wealth of evidence and considering the views of residents in agreeing our outcomes for individuals and communities.

We will now move forward with the delivery of this agreement, continuing to work with residents to transform service delivery for Glasgow's communities.

There are many challenges ahead, but I believe working together to deliver these services, we can create the best possible outcomes for our residents. And fundamentally we can change people's lives for the better.



# What is Community Planning?

Quite simply, it is about better partnership working. Community Planning brings together key public, private, community and voluntary representatives to deliver better, more efficient public services. All local authorities in Scotland are obliged to set up Community Planning Partnerships (CPPs). In Glasgow, our partnership was established in 2004.

## **Who are involved?**

At a citywide level, partners include Glasgow City Council, NHS Greater Glasgow and Clyde, Glasgow Housing Association, Police Scotland, Scottish Fire and Rescue Service, Strathclyde Partnership for Transport, Glasgow Chamber of Commerce, Skills Development Scotland, Scottish Enterprise, Glasgow Colleges, Job Centre Plus and the Third Sector Forum. We have also established local partnerships across the city, providing membership opportunities to a broader range of partners, including local residents.

## **What do we do?**

City partners already work together to address the needs of Glasgow's citizens. However, Community Planning brings the added dimension of jointly planning services to guarantee the most effective, co-ordinated delivery. This includes engaging with local residents about the services they receive. Communities play a key role in shaping the Community Planning agenda.

## **What is a Single Outcome Agreement?**

A Single Outcome Agreement (SOA) is an agreement between a CPP and the Scottish Government which sets out the joint priority outcomes for each area, and how the CPP will work towards achieving them.



# Introduction



Glasgow's new Single Outcome Agreement (SOA) outlines a small number of key priorities and outcomes that will deliver better services for people in Glasgow. The agreement is a 10 year plan that sets out the additional value that CPP partners can achieve by planning, resourcing and delivering services with local communities.

The CPP priorities outlined in this SOA relate to alcohol, youth employment and vulnerable people. There is also a focus on tackling inequalities in specific neighbourhoods, referred to as our Thriving Places approach.

This SOA will also improve and add to a wide range of existing plans for the city, helping to create an integrated approach to addressing local and national priorities.

## Background

The financial situation that public services, businesses, communities and individuals are faced with poses many challenges. For public services, there is less funding available now and for many years to come.

The 2011 Christie Commission Review highlighted, that public bodies must change the way they operate both individually and the way they work together. This means that public bodies need:

- > **to be more flexible and imaginative in the ways they organise services; and**
- > **to change the way they work with others, including communities to do this.**

We recognise that a preventative or early intervention approach to service delivery can bring the greatest benefit for the people of Glasgow.

We will not be able to cope with the increasing demand on our services unless we change the way we operate to a preventative approach. This will be challenging, take time, and need considerable commitment from all partners but it represents a real opportunity to influence lasting change in the city.

We have examples of partnership working where we have changed how services are delivered and outcomes achieved, by shifting to prevention and early intervention. One example is 'One Glasgow' which is already demonstrating a deeper collaboration between Community Planning partners to make better use of resources, accelerate service integration and build sustained system change.

This reform programme will provide a template for the CPP to achieve significant change across a range of priority areas over the next few years, including those outlined in this SOA.

# Our vision

“Glasgow is a thriving, inclusive and resilient city; a city where all citizens can enjoy the best possible health and well-being, and have the best opportunities to meet their potential.”

## Changing public sector landscape

The development of our new SOA coincides with wide scale reform in the public sector in Scotland and the UK, and also the national review of Community Planning. Some of the key developments reshaping Community Planning and the design and delivery of services include:

- > the move to single Scottish Police and Fire and Rescue Services;
- > the proposed integration of Adult Health and Social Care;
- > welfare reform; and
- > the proposed Community Empowerment (Scotland) Bill.



### Looking forward

There are many challenges facing Glasgow. Inequality and poorer outcomes persist for a significant number of individuals and communities. With fewer resources and competing demands, we need to work together in smarter and more effective ways.

However, creating this SOA has also highlighted the city's key strengths – our people, neighbourhoods, institutions and businesses. We will build on these strengths to deliver our priorities and outcomes.

Partners are ambitious for the city and have successfully attracted big events, businesses and investment projects to Glasgow, over the past few years.

The 2014 Commonwealth Games offers a unique opportunity to build a lasting legacy. Our ambition is to build on the energy and community engagement which will result in better services and outcomes for everyone.

### Our priorities

To achieve better outcomes we need 'new ways of thinking' and a degree of courage and creativity in our approach. Partners have agreed to focus on three key priorities that contribute to inequality which are:

- > **alcohol;**
- > **youth employment; and**
- > **vulnerable people.**

These priorities reflect residents views from extensive consultation set up by CPP partners in the city. Our priorities have also been heavily influenced by evidence available to partners. For example, the Marmot Report (2010) and the work of the Glasgow Centre for Population Health (GCPH) have both illustrated the stark inequalities in the city.

According to the Scottish Index of Multiple Deprivation almost half of Scotland's 5% most deprived neighbourhoods are in Glasgow.

### Our way of working

We will apply the following principles to take forward our SOA priorities, outcomes and activities.

- > **Early and effective intervention**  
We will prevent problems and reduce demand on services by intervening early.
- > **Equality**  
We will tackle inequality amongst individuals, groups and neighbourhoods.
- > **Sustainable change**  
We will work with communities to achieve lasting change by developing services that are properly planned and resourced and can be delivered and maintained for as long as they are needed.





# Our priorities: Alcohol



## The issue

Alcohol misuse is a major social problem, affecting the entire community. It places significant demands on CPP partners, in terms of budgets and operational resources. It also badly affects the lives of thousands of Glaswegians in terms of health, jobs, education, crime, violence, anti-social behaviour, fire and housing.





## Our response

Alcohol misuse can be better addressed through a strong partnership response. The CPP can bring additional collective resources to support outcomes and deliver local solutions. Partners will also work with the Scottish Government and national bodies to influence the national policy, legislative and cultural agendas.

Our high level outcome for the alcohol priority is:

**“Working with the people of Glasgow to create a healthier relationship to alcohol.”**

This will be supported by underpinning outcomes that focus on two major dimensions:

- > **reducing the accessibility of alcohol in communities; and**
- > **reducing the acceptability of misusing alcohol.**

Partners have agreed to pursue a range of activities that will impact upon these outcomes. These will be detailed in full within the SOA Implementation Plan which will be ready by spring 2014.

## The evidence

Glasgow has the highest alcohol-related hospital admissions in Scotland. We have the highest alcohol-related death rate. Alcohol-related deaths have nearly tripled since the early 1980s and hospital admissions more than quadrupled. We have one of the fastest growing liver cirrhosis death rates in the world and experienced a substantial rise in alcohol-related harm.

Four-fifths of people brought into police custody are under the influence of alcohol. In 2010, there were almost 29,000 alcohol-related crimes and offences.

The harm caused by use of alcohol includes:

- > **an increase in the number of deaths and in the number in poor health;**

- > **child development and child protection issues;**
- > **major burdens of care for family members as well as services;**
- > **social disorder and domestic violence;**
- > **economic and employment related issues; and**
- > **environmental problems, for example, litter, vandalism or graffiti.**

## The costs

The 2010 published Scottish Government study ‘The Societal Cost of Alcohol Misuse in Scotland for 2007’ estimated a national cost of £3.6 billion. A separate study for Glasgow, by Alcohol Focus Scotland, estimated the cost in the city in 2010 to 2011 as follows.

- > **Health Service: £40 million**
- > **Social Care: £56 million**
- > **Crime: £152 million**
- > **Productive Capacity: £116 million**
- > **Total Costs: £365 million a year**

Health service costs include hospital admissions, Accident and Emergency attendances, ambulance journeys, outpatient attendances, alcohol services, prescription costs and GP consultations. Crime costs include drink-driving and drunkenness. It also includes offences where alcohol was a contributory factor, such as breach of the peace and violence.

Social care costs include the estimated level of social work caseloads due to problem alcohol use, the volume of community service orders and probation orders related to alcohol; and care home expenditure for people with alcohol addictions.

**“The total cost of alcohol harm is equal to £615 for every Glaswegian for 2010 to 2011.”**

### What we will do

A great deal of work is taking place to address alcohol problems, which have been relatively effective. The Glasgow Alcohol and Drug Partnership is developing and driving forward a strategy to tackle alcohol and drugs issues. The 'Ripple Effect' programme has produced community specific reports which have helped to focus the interventions of communities and agencies in addressing identified problems.

However we need a far more sustained and co-ordinated approach to education, diversion and protective service intervention to truly change the city's damaging relationship with alcohol.

Partners have agreed to reduce the accessibility of alcohol in communities. Some of the ways we will do this will include:

- > **working to influence the development and delivery of the new 2013 Licensing Strategy for Glasgow**
- > **working with communities to identify and respond to alcohol related problems;**
- > **working with the licensed trade to promote responsible consumption of alcohol; and**
- > **working with the public to reduce the habit of 'preloading' of alcohol.**

Partners have agreed to reduce the acceptability of misusing alcohol. Some of the ways we will do this will include:

- > **promoting cultural change towards alcohol. This will include social marketing initiatives, public communication and engagement which will focus on the needs of young people;**
- > **promoting a healthier approach to alcohol, including more alcohol free social activity and greater prominence of alcohol-free drinks in corporate entertainment;**

- > **promoting participation in alcohol free activities for young people and adults; and**
- > **progressing programmes which engages clients in initiatives which reduce offending behaviour linked to alcohol misuse.**

We will create a policy to improve the way we share public information and the key actions being taken to address alcohol challenges. We will also engage with communities to find out what impact the activities in this SOA are having on them.

The CPP will capture and better understand the current profile of spend by all partners around dealing with alcohol related issues in the city, including that currently invested in early intervention and prevention activities and services.

By shifting to more early intervention activities over the lifetime of the SOA, it is expected that this will help to minimise the health, social and economic impact of alcohol. It will reduce the burden of costs, including health, social care, policing, public order and other service areas.

### Success measures

For our alcohol outcomes, we will track progress over the ten year period by monitoring a series of indicators that:

- > **measure the health impact of alcohol**
- > **measure the wider societal impact of alcohol (such as crime and anti-social behaviour); and**
- > **measure the impact upon individuals, families, and communities**

### Accountability and reporting

The Alcohol and Drug Partnership will be responsible for co-ordinating the development, delivery and monitoring of activities and outcomes around the alcohol priority.



# Our priorities: Youth Employment

## The issue

Addressing youth employment is our second priority for Glasgow. Despite significant investment in a range of existing programmes, the unemployment rate for young people is higher than for any other age group.





### Our response

Community Planning Partners in the city will work together to add value to the existing support provided to help young people into work. We will work together to achieve an ambitious high level outcome around youth employment and make sure:

**“all young people aged 16 to 24 are supported to progress into and sustain employment.”**

This will be supported by underpinning outcomes that focus on three major dimensions:

- > **increasing the number of employers recruiting young Glaswegians;**
- > **all young people developing the skills, attitude and resilience for employment; and**
- > **all key employability partners using an agreed information hub.**

CPP partners have agreed to pursue a wide range of additional activities that will impact upon these outcomes. These will be detailed in full within the SOA Implementation Plan which will be published by spring 2014.

### The evidence

The number of 16 to 24 year olds claiming unemployment benefit, in Glasgow, increased from 3,585 in November 2007 to 6,710 in April 2012. This is a rate of 8.1% which is above both the Scottish and UK figures.

The numbers who have been unemployed for 12 months or more doubled between 2010 and 2012. And despite recent progress, a disproportionate number of young Glaswegians leave school with no positive destination, with 11% failing to go on to further education, training or employment.

Youth unemployment is also concentrated in the most deprived neighbourhoods such as Parkhead and Dalarnock, where the rate is eight times more than that for Newlands and Cathcart.

### The costs

There are clear economic and social reasons for supporting our young people into work. In financial

terms, Glasgow cannot afford the cost of youth unemployment. The Scottish Government estimates the lifetime cost of a single group of young people failing to be in regular employment to be in the region of £2 billion.

The Association of Chief Executives of Voluntary Organisations (ACEVO) Commission on Youth Unemployment carried out a study in 2011 titled 'Youth unemployment: the crisis we cannot afford.' This UK report calculated the average amount of benefits paid to 16 to 17 year olds costs £3,559 a year and the average benefits paid to 18 to 24 year olds costs £5,662 a year.

Applying these figures to Glasgow equals to £69 million a year in benefits paid out and incomes lost to key claimant groups (spring 2011 information).

### What we will do

Tackling unemployment amongst the young is a major challenge for the city particularly when skills, experience and qualifications are key to getting and keeping a job. There is significant existing support activity in Glasgow to address youth employment issues, which CPP partners will build upon through this SOA. This includes:

- > **the Glasgow Youth Employability Partnership, which is reducing youth unemployment and supporting vulnerable young people;**
- > **the Youth Gateway is improving before and after school transitions and outcomes for 16 to 19 year olds, by getting support from various agencies to support young people into employment;**
- > **Commonwealth initiatives, including apprenticeships, graduates and the Commonwealth Jobs Fund; and**
- > **voluntary and not for profit sector support aimed at both pre and post school leavers.**

Excluding the Department for Work and Pensions (DWP) and other national budgets, it is estimated that local partners in Glasgow spend about £54 million a year on supporting youth employment initiatives.

There is also a large investment by national bodies such as Skills Development Scotland

and Job Centre Plus who support our young people through national programmes such as the new Employability Fund, Opportunities for All funding, Modern Apprenticeship funding and the DWP Work Programme.

We will carry out a full audit of the entire public, private, voluntary and education sectors investment to support youth employment initiatives. This audit will allow us to ensure that we are making the best use of all available assets and are working together as best as we can. If we are not, the Community Planning Partnership will add value to the process by delivering greater integration of services and budgets.

Partners have already identified a number of ways in which it can provide additional support to young people aged 16 to 24 to progress into and sustain employment. Some of the ways we will do this will include:

To increase the number of employers recruiting young Glaswegians:

- > **CPP partners will influence employers' perception of the skills and abilities of our young people in the world of work;**
- > **we will establish a clear Glasgow employer offer and single door entry system for business in relation to recruitment, incentives and in-work support for businesses who employ our young people;**
- > **we will provide support to employers to address issues that affect the recruitment of young people and from keeping them in a job. This support could include advice and assistance around a range of issues facing young employees such as literacy and numeracy, mental health, alcohol or drugs, offending, physical disability or debt issues;**
- > **we will also address any skills gaps to encourage employers to consider our young people for job opportunities.**

For ensuring that all young people develop the skills, attitude and resilience required for employment:

- > **we will make sure the right activities are available so young people can improve their skills so they are ready**

**and able to meet job opportunities**

- > **we will extend the age limit of the Youth Employment Partnership to 24 year olds rather than just 16 to 19 year olds**
- > **we will provide the right opportunities for young people to develop enterprise skills and to start-up and sustain their own businesses and social enterprises;**
- > **evidence also suggests workers will need to make career changes since the 'job for life' no longer exists for most people - we will therefore build young people's resilience to cope with and progress through the labour market; and**
- > **we will provide increased support for employment opportunities for vulnerable young people.**

We will develop a Glasgow data hub which will be used by all partners to track young people's journey into employment and provide information on barriers for disadvantaged groups. This will help us make decisions on resource allocation and when to implement early intervention measures. It will also support employers to identify suitable local labour.

### Success measures

For our youth employment outcomes, we will track progress over the ten year period by monitoring a series of indicators that:

- > **measure the unemployment rate of young people**
- > **tracks the employment rate for 16 to 24 year olds; and**
- > **measures the number of young school leavers entering and sustaining positive destinations such as further education, training, employment or volunteering**

### Accountability and reporting

The Youth Employment workstream of the Glasgow Works Partnership will be responsible for co-ordinating the development, delivery and monitoring of activities and outcomes around the youth employment priority. They will also work with the three Sector Partnerships to monitor local progress and approaches adopted to deliver the outcomes.



# Our priorities: Vulnerable People



## The issue

Vulnerability is a significant issue for Glasgow, with many individuals and families facing situations where they are subject to increased levels of risk. Key stages in life can trigger vulnerability such as childhood, having a family or old age. Personal circumstances can cause vulnerability, such as sickness, low income or bereavement. Other people's behaviour can cause vulnerability such as prejudice and discrimination.





## Our response

To become a truly thriving, inclusive and resilient city, CPP partners must work better together and in partnership with residents to deliver better outcomes for vulnerable groups and to break the cycle that creates and sustains vulnerability. One of our key aspirations for the ten year SOA is to help build vulnerable people's confidence and resilience so they can actually thrive rather than continue to rely on others for support.

We also want to shift our emphasis on the resources for supporting vulnerable people in the city to a more preventative approach. For example, we spend £290 million (2012 to 2013) on care for older people in Glasgow. Only 5% of this budget focuses on trying to prevent or anticipate risk factors and 95% is spent on providing health and care services.

By shifting the emphasis of our resources, in the long term this will free up more of our budgets to allow us to help residents to be stronger, more confident and able to cope.

The Community Planning Partnership in Glasgow has agreed an ambitious high level outcome around supporting vulnerable people for this Single Outcome Agreement:

**“particularly vulnerable individuals and communities are effectively supported to become more resilient despite the economic context”**

This will initially be supported by outcomes that focus on two aspects of vulnerability, namely, homelessness and housing need, and in-work poverty.

For homelessness and housing need, our outcome is as follows:

- > **we will work together to intervene early to prevent homelessness or reduce the risk of homelessness.**

For in-work poverty, our outcome is:

- > **we will reduce the number of residents affected by in-work poverty.**

Partners have agreed to pursue a range of activities that will impact upon these initial outcomes. These will be detailed within the SOA Implementation Plan which will be ready by spring 2014.

Our response to supporting different vulnerable groups within the city will be flexible over the lifetime of the new SOA. We will assess the impact of any up and coming issues on different vulnerable and at risk groups and respond appropriately. This flexibility will be important given the uncertainties around welfare reform, the economy and the reductions in public spending.

## The evidence

The Scottish Index of Multiple Deprivation (SIMD) 2012 states that over one-in-five Glaswegians are income deprived, compared to 13% nationally. One third of our children are living in poverty, compared to one-in-five across Scotland.

Almost one-in-ten Glasgow children, or 10,415, are known to social work services. The number of children looked after was 3,761 in July 2011, over 23% of the Scottish total.

The number of people prevented from working due to disability or sickness and potentially limiting income is 43,000. Over one-in-four adults in Glasgow, that is 115,000, has a mental health issue. This can lead to increased vulnerability – for example, people with mental health issues are three times more likely to be in debt.

In 2012 to 2013 Glasgow City Council received 8,240 homeless applications. This represents nearly a third of Scotland's total number of homeless applications.



## The costs

The cost of providing care for vulnerable people in Glasgow is significant. For example, the council's social work budget was £597 million in 2012 to 2013.

Some of the costs borne by the council and Health Board in 2012 to 2013 to provide services to potentially vulnerable groups included:

- > **Care for older people (Community Health Partnership) £290 million;**
- > **Mental Health (Community Health Partnership) £135 million;**
- > **Looked after children (Social Work Services) £121 million;**
- > **Homeless (Social Work Services) £75 million;**
- > **Addictions Services (NHS and Social Work Services) £41 million (2011 to 2012).**

Examples of the costs of supporting vulnerable people are as follows.

- > **The average cost of placing a child in secure accommodation is £271,000 a year.**
- > **The cost of placing a youth offender in a young offender's institution is £59,000 a year; and**
- > **Supporting a person with dementia in local authority accommodation is £42,000 a year.**

## What we will do

In the short term, we will concentrate on taking a more collaborative approach using the full weight of our broad partnership to supporting vulnerable people in these groups to cope better with the immediate situations or crisis points they face. In the longer term however, our approach will very much be a preventative one. A key outcome is to improve the quality of life for each individual by supporting them to become more confident, resilient and in control of their own circumstances.

Our response will reflect and build upon a wealth of existing work undertaken in the city to support vulnerable residents. The response within the SOA around vulnerable persons will be part of a wider effort we will make to tackling poverty and deprivation in the city, through our Poverty Leadership Panel Action Plan. This approach will address specific key themes including changing attitudes to poverty, credit and debt, child poverty and work and worth.

Starting with our initial outcomes that focus on homelessness and housing need, and in-work poverty:

To work together to intervene early to prevent homelessness or reduce the risk of homelessness:

- > **Partners will roll out the Housing Options service across Glasgow, which offers personalised housing advice to anyone in housing need;**
- > **we will review the city's collective responsibility to young Care leavers;**
- > **we will provide improved support to children and young people living in temporary accommodation; and**
- > **we will focus on people facing a range of situations that can increase the chance of being homeless in adult life, known as multiple exclusion homelessness. These situations include job loss, debt, mental health issues, addictions and offending behaviours.**

Evidence suggests that in-work poverty is a major issue with more than half of children and adults in poverty living in a household where someone works.

There are significant numbers of working parents on low income whose situation may have changed due to changes in the Tax Credit System, the increasing cost of child care, or due to changing working patterns due to adverse trading conditions for their employer. There is also strong evidence that even a relatively small reduction in the net

disposable income of such families can make them at risks of being in debt, possibly threatening the family home due to rent or mortgage arrears.

To reduce the number of residents affected by in-work poverty:

- > **we will conduct an extensive programme of research to understand in more depth the range of issues faced by Glasgow residents;**
- > **we will develop a new model of in-work support making use of the full range of resources available across the CPP to help secure, sustain and develop individuals employment prospects; and**
- > **CPP partners will encourage employers to maximise terms and conditions for employees, such as offering a living wage, guaranteed contract hours etc., and we will work with employers to determine what factors they view as being critical in recruiting, sustaining and developing employees.**

Partners will focus on targeted, co-ordinated assistance aimed at those in employment on low income or those who are 'underemployed'.

We can work to ensure that residents are accessing all available services and that they are confident to do so. We will explore the provision of alternative delivery models for providing support services.

### Success measures

For our vulnerable people outcomes, we will track progress over the ten year period by monitoring a series of indicators around homeless and housing need and In-Work Poverty. For homelessness and housing need, we will include indicators that:

- > **measure the number of homeless applications in the city;**
- > **track the uptake of Housing Options service; and**

- > **tracks tenancy sustainment levels across all housing providers.**

### Accountability and reporting

The CPP's Vulnerable People working group will be responsible for co-ordinating the development, delivery and monitoring of activities and outcomes around the Vulnerable People priority.

For in-work poverty, we will agree a series of key performance measures in 2014.





# Thriving Places: An intensive neighbourhood approach

Clear evidence shows that inequality persists for some Glaswegians. So there's a commitment in the Single Outcome Agreement (SOA) for us to support specific neighbourhoods and communities to speed up better outcomes for our residents.

The approach we take will be in addition to those outlined for each of the three SOA priorities. The neighbourhood approach recognises that for some communities, the issues are often more complicated and solutions need to be more flexible and focussed.



### Our response

Our Thriving Places approach will centre on CPP partners working much more collaboratively with one another and with specific communities, to make better use of existing resources and assets. This is often referred to as an 'asset-based' approach. Many of these assets are already in place within communities such as buildings, services or residents themselves.

Our approach will focus on the capacity, skills and strengths in a community. CPP partners will work in partnership with residents to plan and deliver services. Partners will also seek to engage and support individuals, groups and communities who would not normally participate in such activity.

The approach taken will be specific to each one of our target neighbourhoods, reflecting the unique circumstances and assets within each community and the ambitions of Community Planning Partners within the local area.

### The evidence

Glasgow is a better place to live, work and visit and our residents' lives have been materially improved since 2004 when the CPP was formed.

However for too many, the improvements have not come about quickly enough, and some inequalities have actually grown over the same period. Glasgow has almost half of the 5% most deprived neighbourhoods (data zones) in the country. 124 of these local data zones have remained 'stuck' in the bottom 5% ranked most deprived areas in Scotland since 2004.

A recent research study shows how complicated the issues are in some deprived areas. While health, education, crime employment, and housing remain key themes, other issues are just as important, including people's aspirations, confidence, and self esteem coupled with issues of neighbourhood territorialism, insularity and stigma.

Research confirms increased investment in conventional public services cannot alone

address inequality in particular communities. Instead, a different approach is required to tackle these issues.

### What we will do

We will adopt a new way of working amongst service providers, working with communities, to make better use of existing resources and assets. We will start by focusing on nine neighbourhoods in the city. These areas of persistent inequality have been identified based on information from the Scottish Index of Multiple Deprivation (SIMD).

These neighbourhoods have been also been cross-referenced against a series of key indicators including child poverty, health and youth unemployment measures.

We have an agreed set of principles for the approach that might be taken in the identified neighbourhoods.

- > **We will respond to local needs in a flexible way, and change the way resources are allocated, if needed.**
- > **There will be a long term focus on partnership working, up to 10 years, if needed.**
- > **There will be joint working at a local community level, more local than many previous approaches.**
- > **There will be a focus on community capacity building and working with 'community anchor' groups or organisations.**
- > **There will be a focus on 'co-production' of services between communities and organisations.**
- > **There will be intensive activity to build social capital and empower communities. We will make the most of the assets in a neighbourhood to do this, from buildings and organisations, to people.**

The outcomes of this type of approach include:

- > **More resilient, sustainable communities which are stable, thriving and growing, and people are proud to live in their neighbourhood;**



- > **Communities will have more aspiration and influence over planning and commissioning local services;**
- > **Communities will work in partnership with the CPP to develop services for local residents; and**
- > **Levels of demand for local services will change as both needs and awareness levels change.**

We will identify conditions that can support residents to influence the development of services in their community. We will start by carrying out an asset mapping exercise in the designated neighbourhoods which will capture all of the positive aspects within these local communities. These might include the physical buildings, the open spaces, the public services delivered, the community groups operating locally, and the talent, energy and enthusiasm of local residents themselves.

We can achieve some early changes which demonstrate CPP partners are listening, changing the way we work and able to respond to local needs in a flexible way.

### Where

We've also considered existing or planned physical and social regeneration in Glasgow.

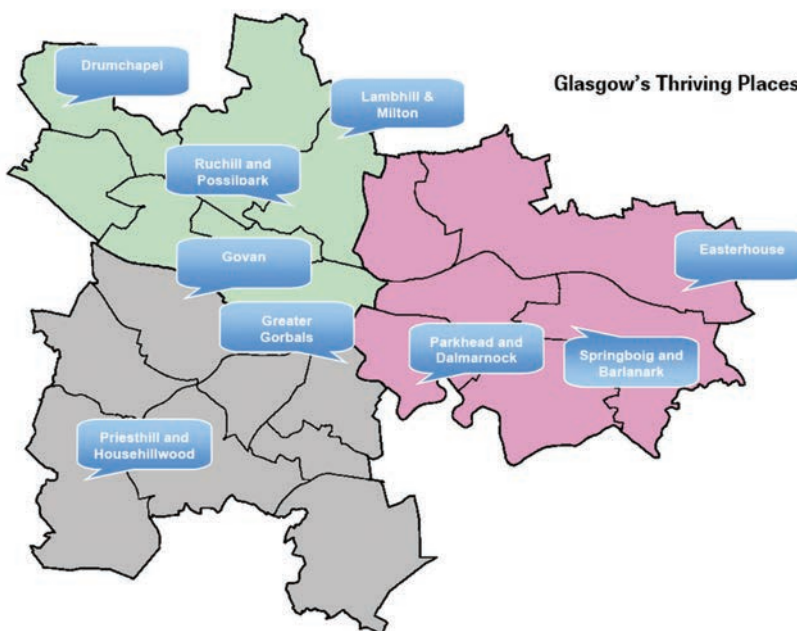
Where appropriate we will tie in the intensive neighbourhood approach with some of the major initiatives taking place in some of our neighbourhoods. The neighbourhoods identified are as follows:

- > **Priesthill and Househillwood**
- > **Greater Gorbals**
- > **Govan**
- > **Parkhead and Dalmarnock**
- > **Easterhouse**
- > **Springboig and Barlanark**
- > **Ruchill and Possilpark**
- > **Drumchapel**
- > **Lambhill and Milton**

### Success measures

We will closely monitor progress in the identified communities over the ten years of the SOA. We expect to see a reduction in the level of deprivation in these neighbourhoods, including those measures tracked through the SIMD.

We will monitor and expect progress in a number of other ways, including increasing levels of local community engagement, involvement, confidence and influence amongst residents. We will also monitor local neighbourhood satisfaction levels.





# Underlying principles

We have identified three principles to support the development activity in our Single Outcome Agreement, which are:

- > **prevention;**
- > **equality; and**
- > **sustainable change.**



### Prevention

The commitment to prevention by the CPP can be defined as:

**“actions which prevent problems and ease demand on services by intervening early, whereby delivering better outcomes and value for money for local residents”**

There is often a high cost to the public purse of having to respond to complicated issues surrounding individuals and communities. It is better to intervene at an earlier stage rather than deal with the consequences. One of the objectives is to re-invest savings in other key aspects of service delivery.

It's estimated the public purse typically spends around five times more dealing with the consequences than prevention. A number of new ways of working are being designed to shift this balance.

This shift will only come about through re-thinking the approaches taken to invest and plan public services, particularly at a time of on-going austerity and reform. For some time, we have been planning for the anticipated impacts of these challenges. In 2011, we established our reform and improvement programme branded 'One Glasgow'.

One Glasgow will deliver a sustained system change, accelerate service integration and improve the delivery of shared priorities and outcomes.

One Glasgow is demonstrating and delivering:

- > **a shift to prevention and early intervention;**
- > **a deeper collaboration between CPP partners and communities, to make better use of resources;**

- > **accelerated service integration and sustained system change; and**
- > **evidence based approaches and targeted services based on need and where there is the greatest benefit.**

The One Glasgow approach is working to make sure that CPP partners:

- > **maintain or improve outcomes in the city while delivering services with fewer resources;**
- > **redesign services through collaboration and joint working;**
- > **streamline service provision by de-cluttering a complicated public service landscape; and**
- > **redirect resources to more effective service approaches in the city.**

The One Glasgow work programme fits closely the city's CPP priorities, and also mirrors key national policy agendas and some of the Scottish Government's national policy priorities. The current programme includes a focus on:

- > **early years, children from birth to 8 years old, now including the Early Years Collaborative;**
- > **reducing offending;**
- > **improving outcomes for vulnerable older people aged 65 and over; and**
- > **independent living, addressing equality.**

Over time, One Glasgow will expand to include other up and coming issues for the partnership that require a similar approach. This process will start by applying many of the One Glasgow principles to the three priority areas in this SOA.



#### Equality

Glasgow is Scotland's largest and most diverse metropolitan area. Although outcomes are generally improving for residents, they are not improving fast enough for the poorest and most disadvantaged communities in the city. Often this includes those who may face barriers because of their race, gender, age, disability, sexual orientation or religion or belief.

Our ambition for equality within this SOA can be defined as:

**“the creation of a fairer Glasgow for all and reducing any disadvantage or discrimination experienced by local residents, and promoting equal opportunity”**

A key driver within this SOA is to seek to tackle inequality in the city in whatever form it manifests itself, be it amongst individuals, groups or neighbourhoods.

Our outcomes and associated implementation plans should include clear and co-ordinated approaches to reduce these inequalities wherever they exist and all residents should be given equal opportunity to benefit from any improvements in service delivery.

We want to make sure that all our residents feel safe, secure and confident in using any new services, and this includes removing barriers that occasionally prevent some residents from accessing these, such as their location, time of day, access or cultural sensitivities.

We will undertake an Equality Impact Assessment of the SOA process, from the initial design through to the development and delivery of our implementation plans.

#### Sustainable change

Our commitment to lasting change through the SOA can be defined as:

**“working with communities to achieve transformational and lasting change by developing services that are planned and resourced appropriately, and can be delivered and maintained for as long as is required”**

This approach is not about committing intensive resources for a short period of time, although this might be an appropriate approach under certain circumstances. Neither is it about creating a fixed financial resource which is often ring-fenced and time limited. Instead, this approach is about partners and communities identifying and agreeing new ways of working together, ensuring that they are supported long term until they eventually become mainstream working practices.





# Engagement

We will work more closely with residents to develop services. It is our ambition to move to a 'co-production' model between partners and communities to design activities and agree our Implementation Plans.





### Our response

The Community Empowerment (Scotland) Bill will have a big influence on the way public bodies work with communities on service delivery, asset management and budgeting. We are looking to secure a model of community engagement that is fit for purpose and reflects the ambitions for the city for the next 10 years. We are also exploring models of empowerment and co-production of services between providers and residents to build on the experiences and early lessons learned.

For example, the council has recently adopted a policy to support residents who want to form groups to manage local community facilities such as Community Centres. Glasgow Housing Association (GHA) has introduced local area committees so tenants have genuine control over area budgets and local priority setting. CPP partners are looking at models of community budgeting that will give local people greater influence over the shaping and resourcing of services in their area.

A restructuring of Community Planning is resulting in more opportunities, through our new structures, to make local decisions and have meaningful discussions. This will result in a broad range of community representation working with officers from partner agencies to secure better local outcomes.

### Engagement in the SOA process

This SOA has been developed through extensive consultation and engagement across our partnership.

Each priority was selected by reviewing evidence about the scale of these issues and the impact on people's lives. Much of the evidence came directly from information we each hold, research carried out by various agencies, and from the observations and experiences of front line service providers. However, much more has come from extensive feedback and consultation work

carried out by us through gathering residents views on our priorities and the services we provide.

Regular partner consultation includes the CPP Neighbourhood Management Survey, the council's Household Survey, Police Scotland's public consultation process, GHA Customer Satisfaction survey, the Community Council network and the Public Partnership Forums. For example, alcohol and its links to anti-social behaviour frequently come out near the top of local priorities when consulting on local neighbourhood issues.

### Local engagement

Implementing the SOA priorities and outcomes are the most important aspects of the delivery of this ten year plan. The three Sector Partnerships will work with a wide range of partners, local residents, and their representatives groups to examine potential ways for delivering better services.

We will test the impact of changing services locally. This will be done by connecting with many of the representative networks citywide and locally, including Community Councils, Tenant and Residents Groups, Equality Networks, Public Partnership Forums, youth groups, and the voluntary sector.

Our Thriving Places approach, outlined earlier, also represents a major opportunity for communities and their representatives to secure decision-making responsibility and accountability. It will work best where there is recognition and engagement of local assets, be they community groups, individuals or third sector organisations. Joint working between the CPP partners and residents will strengthen community resilience and capacity building. Our aim is to transfer some of the responsibility for service development and delivery to residents or local groups.



### Capacity building and support

Success will depend on the community having the knowledge, skills and structures to work with us to share the responsibility for managing assets and delivering services. The key to its success will be the level of support we provide to the community to build their skills and expertise. Glasgow's Learning Partnership will have a key role to support activity on building capacity within communities and encourage work with key local assets. A new Community Learning and Development (CLD) strategy will be developed which will be integrated with and be a key element of our community engagement strategy for this SOA.

### Implementation

Approval and agreement of Glasgow's new Single Outcome Agreement for Glasgow will signal the start of a 10 year commitment to achieving the outcomes. This agreement sets out the high level priorities and outcomes, and describes in very broad terms the types of activity that will be delivered against each new outcome.

To translate the broad outcomes and activities of this SOA into real actions, we will develop specific Implementation Plans for each element of the SOA. Implementation Plans will be agreed at two levels:

**Strategic implementation:** At the city level we will agree in more detail the resources and approaches we will commit to support the delivery of each priority and outcome. We expect to sign off city implementation plans in spring 2014 and will update these each year as part of an annual review and reporting process.

**Local implementation:** We will also develop and deliver a series of local implementation plans for the new SOA by early 2014. The plans will describe in more detail how we will work across the three new Sector Partnerships to deliver on the priorities and outcomes in the SOA.

These plans will provide more local detail about how partners will integrate services and how we will commit resources. Local implementation plans will also contain specific proposals for our 'Thriving Places' areas. These plans represent a significant opportunity to be closely involved with voluntary, business and community sector representatives to take a significant lead in developing local solutions around each outcome.

Some of the most effective local services around specific priorities in the city are delivered by voluntary groups in the community. A real opportunity exists to place local service providers at the heart of the approach to delivering outcomes for local residents.

### Success measures

We will know if this model of engagement and involvement is working by monitoring some key measures over the lifetime of this SOA. This will include increased satisfaction that community engagement is seen as worthwhile, resource effective, making an impact and crucially that there is an increased interest in getting involved from within communities. These engagement measures will be adopted as part of the performance management process for this SOA and will be monitored at citywide and sector level.



# Performance management and accountability

## Performance Management Framework

We will create a detailed performance management framework as part of this ten year Single Outcome Agreement. This will set out the agreed high level outcome measures, some of which are described earlier in this document. These measures will track progress over time and capture the real difference we will achieve by delivering upon these outcomes. Each outcome indicator will have an established baseline, as well as short term, medium term and long term targets. Supporting our headline measures will be a number of other local outcome and output indicators that will monitor and track progress across each priority and sector.



## Accountability and responsibility

Accountability and responsibility for achieving our outcomes will be delivered on two levels.

For the three priorities of alcohol, youth employment and vulnerable people, a named group will take responsibility for monitoring the delivery of outcomes and activities at a city level. These groups will also work with CPP partners to regularly refresh the implementation plans that will help deliver the outcomes.

Each group will report back annually on progress at a citywide level on the progress made using the performance management framework. They will be expected to provide a detailed account of the key activities being delivered that contribute to the outcomes. These groups will also work with our three Sector Partnerships to monitor progress at local level.

Each of the three Sector Partnerships will be responsible and accountable for delivering the local implementation plans. This will include reporting on progress made against each of the local activities within the plans, and will be contained within annual reports to the CPP.

It is expected that by delivering against local activities, each sector implementation plan will contribute to the collective citywide impact upon each of the outcome indicators outlined in the performance framework.

Sector Partnerships will track and report on progress in each of the targeted 'Thriving Places' neighbourhoods that fall within their boundaries.

## Reporting arrangements

A citywide report will be produced and presented to the CPP Strategic Board every year that includes an update on progress against each of the key indicators in our performance framework. This report will also explain how we are contributing to each of the activities set out in the SOA Implementation Plans. An annual report for each of the three Sector Partnerships will also be produced.

There will also be a version of our annual report for our residents. This will demonstrate the added value and progress of partnership working. It will also show the impact being made by us on outcomes for individuals and communities, including those stated in our SOA.





If you require this document in another language or format, please contact us to discuss your needs:

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This document is a summarised version of a full version which can be found online at  
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