

**GLASGOW COMMUNITY PLANNING PARTNERSHIP STRATEGIC BOARD MEETING  
AT GLASGOW CITY CHAMBERS  
ON TUESDAY 22<sup>nd</sup> JUNE 2010 2.00PM**

**AGENDA**

1. Welcome and Apologies
2. Minutes of Last Meeting of 26 February 2010 (attached)
3. Matters Arising
  - a) Review of Support to Community Engagement – Jim Gray
4. Presentation – Community Policing - Ruaraidh Nicolson
5. Total Place (attached) – Report by Anne Connolly
6. Community Residents on LCPP Boards(attached) – Report by Jim Gray
7. Review of Area Co-ordination Group and Local Thematic Structures (attached) – Report by Jim Gray
8. Glasgow Community Champion Awards (attached) – Report by Jim Gray
9. Future Meeting Dates:
  - a) Tuesday 14 September 2010 – 2pm
  - b) Tuesday 14 December 2010 – 2pm



## DRAFT MINUTE

### Meeting of the Glasgow Community Planning Strategic Board on Friday 26<sup>th</sup> February 2010 at Glasgow City Chambers

**Present:** Councillor James Coleman (Glasgow City Council - Chair), George Black (Glasgow City Council), Councillor Tommy Morrison (Strathclyde Fire and Rescue), Andrew Robertson (NHS Greater Glasgow and Clyde), John Neilson for Stephen House (Strathclyde Police), David Fletcher for Sandra Forsythe and Martin Armstrong (GHA),

**Apologies:** Councillor Paul Rooney (Strathclyde Police), Stuart Patrick and Richard Muir (Glasgow Chamber of Commerce), Sandra Forsythe and Martin Armstrong (GHA), Stephen House (Strathclyde Police), Robert Calderwood (NHS GGC)

**Attending:** Jim Gray, Dawn Corbett, Colin Edgar, Allison Eccles, Laura Ramsden and Paul Kilby (Glasgow City Council). Catriona Renfrew (NHS GGC), Heather Voisey (GHA), Brian Sweeney (Strathclyde Fire and Rescue).

#### 1. Welcome and Introduction

Councillor Coleman welcomed everyone to the meeting and delivered the apologies as noted above.

#### 2. Minutes of last meeting – 23<sup>rd</sup> June 2009

The minutes of the previous meeting were agreed as an accurate record.

#### 3. Matters Arising

There were no matters arising.

#### 4. Refocusing Community Planning Priorities

George Black outlined the background to the report, highlighting that following the GCPP Executive Group development session in August 2009, discussions among partners have seen the following key issues emerge:

- The economic climate and difficult financial decisions facing partner agencies as a result of reductions in public sector expenditure
- A mood within the partnership to refocus the CPP's priorities towards early intervention in its broadest sense – dealing with the causes of deprivation rather than the consequences.
- the need to focus on strategy at the expense of discussion on the Fairer Scotland Fund.
- Agreement that decisions by one partner which resulted in adverse implications for other partners - cost shunting - must be avoided
- The opportunities offered by the Shared Services agenda as a route to greater efficiency and a way of meeting the financial challenges facing the public sector, as highlighted by Sir John Arbuthnott's recent report.

#### Community Planning Priorities

George Black advised the board that recent discussions at the GCPP Executive Group identified the need to come up with a single overriding priority for citywide, area and local community planning

structures over the period 2010-2014. Tackling youth unemployment and early intervention had emerged as potential proposals during these discussions. The Strategic Board considered whether to adopt either youth unemployment or both as overriding priorities for the partnership.

Andrew Robertson, John Neilson David Fletcher, Brian Sweeney and Councillor Morrison agreed with the proposal to adopt both as overriding priorities.

### **Citywide Structures**

George Black outlined the proposed process for allocations to former Fairer Scotland Fund programmes for 2010/11 and the proposed future roles for the Strategic Board, Executive Group and establishment of a Core Group as defined within the report.

It was also proposed that the Chief Officer of Strathclyde Fire and Rescue be invited to become a member of the Core Group.

### **Thematic Champions and Local Thematic Structures**

George Black updated the board on recent discussions at the Executive Group regarding the role of citywide thematic champions and local thematic structures. In most cases it is clear which partner organisation were the lead on a particular theme or issue. There was no need to formalise this by appointing one individual as a champion. The Executive Group proposed that the role of the thematic champions should be discontinued.

It was proposed that local thematic structures that have emerged should be subject to a review. This is based upon views within the partnership that there is a crowded landscape locally and these structures are proving difficult for partners to resource. It was also suggested, as in the case of the theme champions, that whilst the themes have been helpful in the past, they can make it difficult to develop a cross cutting approach. Moreover, in a tight financial climate where staff resources have to be used effectively, the partnership needs the right partnership arrangements.

The Chair expressed the view that a simplified structure would be beneficial to the partnership.

### **Area Co-ordination Groups**

The Area Co-ordinating Groups have a key role to play in promoting multi-agency working. It was proposed that Area Co-ordination Groups continue and that a short review be carried out to examine their relationship with other community planning structures.

The board discussed wider issues in relation to the report. The Chair indicated that he would like to see better working between CPPs and CHCPs.

Catriona Renfrew agreed and suggested that it would be helpful to consider consolidating community engagement arrangements and management costs.

George Black expressed a view that the community planning partnership was unable to demonstrate the value that current community engagement arrangements are delivering for the CPP and proposed that these should be reviewed. Catriona Renfrew agreed that a broader review of CPP and partner community engagement activity would be beneficial.

### **Following discussion of the issues outlined above, the GCPP Strategic agreed:**

- That early intervention and youth unemployment be adopted as key overriding priorities for city-wide, area and local community planning structures over the period 2010-2014.
- That the Strategic Board must continue, with a strong focus on strategy and policy, supported by the Executive Group that will act as a filter for these issues. The focus on the FSF will be diminished in line with the status of the resources as a non-ring fenced fund.
- A Core Group will be established with a specific remit to look at capital and revenue resources and the shared services agenda.

- The role of Theme Champions should be discontinued and that thematic structures be reviewed. A short review of Area Co-ordination Groups be undertaken into their relationship with other community planning structures.
- Area Co-ordination Groups and Local Community Planning Partnership Boards will continue, taking account of the proposals in this wider paper.
- That a review be undertaken of community engagement activity carried out by the CPP and by partners. It was agreed that Community Planning staff should meet with CHCP staff to look at the potential linkages. Recommendations should be brought back to the GCPP Strategic Board to inform the future shape and scope of community engagement activity undertaken by the partnership.

**5. Former FSF Funding: Citywide and Local Recommendations 2010/11**

Jim Gray spoke to a report outlining the proposed process for allocation of the Council's Integrated Grant 2010/11 for former FSF grants to support Glasgow Community Planning Partnership's priorities, for both local and citywide initiatives. This process would require to be discussed by the Council's Executive Committee on 5<sup>th</sup> March. In advance of that discussion a view on the proposals was sought from the GCPP Strategic Board.

At its meeting on the 27<sup>th</sup> January 2010, the GCPP Executive Group discussed a report which outlined the proposed process for the allocation of the Council's Integrated Grant 2010/11 for former FSF grants, outwith Glasgow City Council Departments.

Following discussion, the Executive Group agreed that an opportunity be provided to a working group of the GCPP Executive Group to comment on the proposals for citywide allocations, outwith GCC, in 2010/11, prior to their discussion at the GCPP Strategic Board. This group met on 16<sup>th</sup> February 2010 and comments made have been incorporated where possible to the report.

Jim Gray advised the Strategic Board that:

- the Glasgow City Council Executive Committee will be asked to endorse a proposal that acknowledges the role of the GCPP Strategic Board in relation to the allocation of those programmes outwith the Council. In the case of local allocations, LCPP boards will make recommendations regarding all former FSF grants relating to the local programmes they have developed. These local recommendations would subsequently be submitted for final sign-off to the GCPP Strategic Board.
- Jim Gray outlined the proposed allocation of former Fairer Scotland Fund (FSF) programmes supported by the Glasgow Community Planning Partnership. The proposed allocations for 2010/11 were as follows:

GCC led Community Planning Programmes	£19,774,026
Glasgow CPP City Wide Programmes for 10/11	£17,112,594
The 10 Local Community Planning Partnerships	£12,007,349
TOTAL	£48,893,969

This represents a saving of £3,075,031 on the former Fairer Scotland Fund for 10/11.

- The proposals included an increase of £2 million in investment in the Children's Services programme.
- Progress will continue to be made in the move towards an integrated approach to funding the Glasgow Council on Alcohol. This will happen at the earliest opportunity.
- GCPP is currently undertaking two significant pieces of research to inform the future distribution of equality and diversity funding in the city. It is anticipated that this research will be completed by 31<sup>st</sup> March 2010. It is proposed that equality and diversity funding for the local integration networks be continued for the first six months of 2010/11 at the same level as 2009/10. Thereafter, it is proposed that the remaining six months funding for

2010/11 be allocated based on an approach developed as a result of the outcomes of the research.

- It is proposed that Community Engagement funding be allocated to LCPP boards in 2010/11 on the same basis as 2009/10. The proposed allocation for citywide community engagement activity in 2010/11 totals £727,000. This includes the allocations to local boards.

George Black indicated that the additional allocation of £2 million from former FSF programmes and the reconfiguration of other funding resulted in a significant increase in the investment directed towards the Children's Services Programme. This was an example of the CPP acting decisively to focus on this important issue.

Catriona Renfrew reminded the board that not all of this extra investment was being allocated to NHS GGC but rather to the joint Children's Services structures.

The GCPP Strategic Board agreed:

- To note the proposed process outlined in the report for the allocation of former FSF citywide and local GCPP programmes.
- To endorse the recommendations listed in Appendices One and Two of the report and, pending the agreement of Glasgow City Council Executive Committee on 5<sup>th</sup> March, remit the final GCPP agreement of the 2010/11 allocations to the Chair of the GCPP Strategic Board.
- To the change of grant recipient for work around education and prevention of alcohol misuse as outlined in the report.
- To request that a further report be brought to the Strategic Board in relation to the future allocation of Equality and Diversity Funding to Local Integration Networks as set out in the report.

## 6. Glasgow Living Wage

Jim Gray detailed the background to the Glasgow Living Wage and advised the board that:

- The Glasgow Living Wage was launched in March 2009 and set a new guaranteed minimum standard of income for all Council workers, set at £7 an hour.
- Over 140 public and private sector employers, with over 46,000 staff, have now committed to pay their staff a minimum of £7 per hour and have achieved '*Glasgow Living Wage Employer*' status.
- The figure of £7 per hour is based on research carried out by the Joseph Rowntree Foundation which looked at developing a formula for calculating a minimum income standard.
- Glasgow City Council, keen to widen the impact of the policy, has worked within the current legislative framework to encourage contractors to pay the Living Wage.
- The Living Wage had been endorsed by the Director of Public Health for NHS Greater Glasgow and Clyde, in her recent publication "*Report of the Director of Public Health into the health of the Population of Greater Glasgow and Clyde and Priorities for Action 2009 – 2011*".
- At the meeting of Glasgow City Council on Thursday 18<sup>th</sup> February, Glasgow City Council agreed to write to the Cabinet Secretary for Health and Wellbeing, inviting the NHS to adopt the Living Wage for its lowest paid staff and contractors.

John Neilson advised that due to the structure of national pay agreements, Strathclyde Police would be unable to implement any pay increases for staff independently of this structure. The key first

step would be to carry out some background research to calculate how many staff are currently employed by partners at an hourly rate below £7 and the costs involved in implementing the Living Wage.

Catriona Renfrew supported the principle behind the Living Wage and reminded the board that NHS GGC was effected by the same pay agreement issues as the police. Catriona also agreed that further work should be carried out to determine the number of staff and costs involved. Any steps to introduce the Living Wage to third sector organisations funded by the CPP should be done cautiously, getting an accurate picture of the current pay levels in the third sector before developing proposals for wider implementation.

The Chair stated that he wouldn't want to see wage levels in the third sector being pushed down because of the current economic climate and that the Living Wage should be a key part of the discussions around creating a slimmer, more efficient third sector.

The Strategic Board agreed:

- To recognise the benefits of the Glasgow Living Wage as set out in the report and in the Director of Public Health's recent report.
- That partners carry out work to determine the number of their staff and contractors currently paid below £7 per hour and the estimated cost that would be required to implement the Living Wage across their organisation. The outcome of this work should be reported to a future meeting of the Board.
- Agree that officers in the Community Planning Section commence preliminary discussions with representatives in the third sector to determine the current position regarding wage levels in the third sector and to encourage the uptake of the Glasgow Living Wage among third sector employers.

## **7. Community Residents on LCPP Boards**

Jim Gray spoke to a report regarding community resident positions on LCPP boards

The Board were advised that:

- Four community residents are currently appointed to each local community planning partnership board. These residents are from the following constituencies:
  - Community Councils
  - Public Participation Forums
  - Housing sector
  - Equalities
- LCPP boards across the city have identified particular difficulties in securing a resident to effectively represent equalities issues. As Glasgow Equalities Partnership is no longer in place, it has become more difficult to contact relevant individuals to take up these posts. In some areas this has resulted in the position being unfilled and in others, the position occupied by an individual with a tenuous link to equalities issues.

The Strategic Board agreed:

- that a review be undertaken into the effectiveness of current resident participation on LCPP boards and that a report and recommendations be brought to the next meeting of the board.
- that, where applicable, LCPP boards suspend the process to appoint new board members for 2010/11 until the completion of the review and further discussion by the Strategic Board. Where community resident posts remain unfilled and at the discretion of the LCPP board chair, current board members may be asked to continue in their position until the Strategic Board completes its review.

## **8. Strategic Volunteering Framework**

Jim Gray detailed the background to the development of Glasgow's Strategic Volunteering Framework (SVF) and an associated action plan. This has been developed over several years, led by Culture & Sport Glasgow and involving public and voluntary sector partners.

The Board were advised that:

- The Strategic Volunteering Framework aims to build on Glasgow's active volunteering culture and to provide a more consistent approach to supporting volunteering across the city.
- It is considered crucial that a consistent approach to supporting volunteering is adopted now to ensure that the structure is capable of supporting the successful delivery of major events, including the Commonwealth Games 2014.
- The Strategic Volunteering Framework will focus on widening involvement in volunteering from those people who may currently face barriers to participation. This should include the use of volunteering as a tool towards skills development for future employability.

The Strategic Board agreed:

- To adopt the Strategic Volunteering Framework as the city's policy approach to volunteering
- To agree that funding allocated by the Partners towards volunteering support should be in line with the Strategic Volunteering Framework
- To agree that where the Partnership has any influence over external funds, that the Strategic Volunteering Framework should be the reference point where funds are being awarded to support volunteering.
- To support the promotion of volunteering and where appropriate to utilise the partners publicity materials and events to assist in creating a high profile for volunteering.
- That the Strategic Volunteering Framework steering group should review membership and remit and continue to manage the implementation on behalf of CPP.
- That the Steering Group should report on progress to the CPP on an annual basis.

**9. Future Meeting Dates:**

The board noted the future meeting dates as follows:

- |                             |   |     |
|-----------------------------|---|-----|
| - Tuesday 22 June 2010      | - | 2pm |
| - Tuesday 14 September 2010 | - | 2pm |
| - Tuesday 14 December 2010  | - | 2pm |



# **Community Policing in Glasgow**

**Mr Ruaraidh Nicolson**

**Assistant Chief Constable**

**Strategic Development & Organisational Change**



# Community Policing in Glasgow

**New Community Policing Model introduced in 2008**

**A Community Policing Team has been established in each of the 134 Multi Member Wards in the Force area**

**Structure within Glasgow:**

- **10 Communities Units each led by a Communities ...Inspector co-terminus with 10 Local Community ...Planning Partnership areas in the city**
- **21 Community Policing Teams that are aligned to ...Glasgow's 21 Multi Member Wards**

## Significant increase in number of Community Police Officers

Including 100 additional officers for Glasgow supported by Glasgow Community Planning Partnership through Fairer Scotland funding

### Glasgow Divisions:

- 2008: 175 Community Police Officers
- 2010: 620 Community Police Officers

Size of each team based on needs analysis



# The Community Policing Model

**Community Policing Model designed:**

**“To provide a consistent presence of dedicated local police teams that are visible, accessible, skilled, knowledgeable and known to the community”**

**Focus on:**

**Community and police collaboration in identifying public concerns and prompt, effective, targeted action to address those concerns whilst providing community feedback on action taken**



# Finding Sustainable Solutions

## Glasgow's Single Outcome Agreement National Outcome No. 9

*We live our lives free from crime, disorder & danger*

Joint action with the local community and other partners to improve the local environment and quality of life within communities in line with Single Outcome Agreement, Glasgow Community Safety Assessment, Strathclyde Police's Strategic Assessment and local Community Policing Plans.

**Force Priorities**  **Partner Priorities**  **Public Priorities**



# **Public Consultation & Community Engagement**

**Policing Priorities identified at Community Policing level through a variety of consultation and engagement processes**

- ✓ **Annual Force Public Consultation Survey**
- ✓ **Signal Interviews**
- ✓ **Police & Community Meetings (PAC)**
- ✓ **Police surgeries**
- ✓ **etc.....**

# Community Policing Plans

**Established by each Community Policing Team following extensive community consultation**



**Policing Plans Identify the local Community's most significant policing priorities**

# Delivering the Plan



EPIC Action Logs developed to address each

**E**nforcement

**P**revention

**I**ntelligence

**C**ommunication



## **Community Feedback**

**To enhance the quality of information we provide to the public the Force has established web pages for every Community Policing Team. These include information about:**

- 1. Local consultation results**
- 2. Community Policing Plans**
- 3. Local crime and antisocial behaviour statistics (provided at MMW level and updated monthly)**

**Other communication methods such as Housing Association Newsletters & Community Portals are also being used in order to make us more accessible and accountable to local Communities**



## The Results

**The introduction of Community Policing Teams has had a positive impact on helping to reduce crime and antisocial behaviour**

**Recorded levels of Crime and antisocial behaviour are down across most crime groups**

**Glasgow Police Divisions:**

**Group 1 Crimes ( Murder, Attempt Murder, Serious Assaults, Robberies etc)**

**2006/2007**

**2008/2009**

**4,064**

**3,537**

**= 12.9% reduction**



## **Public Perception**

**The public's perception of crime and antisocial behaviour has also been positively influenced by the introduction of dedicated Community Policing Teams**

**Source: Force Public Consultation Survey 2009**

## Question

**Do you have a fear of crime in your neighbourhood?  
(% answering yes)**

**2008 = 41.2%**

**2009 = 38.6%**

## Question

**In the past 12 months have you been affected by  
antisocial behaviour ( % saying they have been)**

**2008 = 43.5%**

**2009 = 38.6%**

## Question

**Do you feel your concerns about local policing issues are listened to and acted upon by local officers? (% answering: Yes, always or most of the time)**

**2008 = 54.9%**

**2009 = 76.5%**



# Community Policing in Glasgow

Questions?

**Report to:** Glasgow Community Planning Partnership Strategic Board,  
22 June 2010

**Report by:** George Black, Chief Executive, Glasgow City Council

**Subject:** One Glasgow – A Total Place Approach

**Contact:** Anne Connolly, Glasgow City Council, phone 0141 287 5678

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## **1.0 Purpose**

1.1 This report sets out a proposal to develop a joint approach to budget planning and financial challenges in the city for consideration and discussion by the Partnership. The proposal, drawing on the Total Place Initiative in England, is based on pooling resources, focussing on specific shared priorities, eliminating duplication, and creating efficiencies.

1.2 In the current financial climate, the Partnership will be focussed on delivering clear joint outcomes and city priorities. The report recommends that the Partnership consider A One Glasgow Approach (Total Place) and suggests an initial strategic agenda which includes:

- Reducing Offending, specifically early intervention approaches and a 'what works' approach to current and future services,
- Joint Investment Plans,
- Training and Employment, particularly for young people; and
- Transport and related services.

## **2.0 Background**

2.1 The public sector in Scotland is facing an unprecedented time of financial restraint. Based on current predictions, the Council is considering funding scenarios based on average real reductions of 12% over the financial years 2011 to 2014. Partners also face similar challenges.

2.2 As public sector bodies, we manage significant financial and other resources in Glasgow. As a guide for discussion, the joint spend of key agencies, such as the Council, NHS GGC, Strathclyde Police and the GHA is in the region of approximately £4.6bn revenue.

2.3 We share 24 joint outcomes set out in the Single Outcome Agreement (SOA) grouped around the five community planning themes. In the current financial climate, the Partnership will want to revisit these outcomes to have a clearer focus on priorities and on the outcomes we can deliver. The outcomes focus on key issues such as:

- Safer Communities
- City Image and Vibrancy
- Life Long Learning
- Health and Health Inequality
- Work and Economic environment

- 2.4 The challenge, if we are to continue to deliver effectively for Glasgow, is to:
- Remain focussed on our shared priorities and ensure we are delivering results.
  - Not create additional cost for another agency through our individual programmes of efficiency or reform.
  - Explore how we can share services and resources and minimise duplication.

- 2.5 The way to achieve this may be to:
- Be clearer about the total costs between our organisations for service provision and the outcomes achieved,
  - Identify and eliminate overlap and duplication between our agencies,
  - Identify joint service reform opportunities; and
  - Reassess and design services from a citizen's perspective.

### **3.0 Total Place Emerging Themes and Benefits**

3.1 Total Place is a UK Government initiative to deliver operational efficiency in the public sector in England. It is a joint programme sponsored by the Treasury and the Department of Communities and Local Government. It takes a "whole area" approach to public services in a city or region and to deliver services at less cost by adopting the approach set out above.

3.2 Emerging themes from the Total Place cities and regions are similar to themes we are working on already in Glasgow including:

- Early intervention for children 0-5 years,
- Young people not in education or employment,
- Offender Management,
- Asset Management; and
- Addiction Services.

3.3 The service reform and efficiency savings which will emerge from Total Place are still being worked through and some may take time to realise. As a guide, initiatives have demonstrated that:

- Birmingham's investment in early intervention for children and families will yield £10 to the city for every £1 it spends,
- For every £1 Birmingham spends on addiction services it will save £9.50 in other public sector services, in line with national figures.
- Manchester estimates that they can save £2m annually by supporting just 1% of their children and their families more effectively.
- Bradford estimates that by a case management approach they can achieve a 10% reduction in re-offending saving £1m annually on the processing cost of offenders.

In addition to any programmes which may benefit the city in the longer term, we would need to focus on short and medium term opportunities which delivered significant financial and service benefits.

## 4.0 Ways Forward

- 4.1 As part of a One Glasgow Approach, the city will need to prioritise a small number of strategic issues as the focus of initial activity. Early informal discussion amongst partners has highlighted a number of potential issues. They reflect the SOA priority themes of safer communities, city vibrancy and work and economic activity. They are presented here for early discussion by the Partnership and include:

### Reducing Offending

The City Council has reviewed its approach to reducing offending and has identified a number of joint actions or approaches that can deliver improvements in this area. It is suggested that the Partnership could adopt this approach, to further its work in relation to the safe theme and key approaches such as early intervention. The Council's key recommendations include:

- a. Sharing of the current GCSS and Police database with council services to improve strategic and operational planning and case management.
- b. Whilst multi-agency forums and partnership arrangements appear to be working effectively, the field of "safety", "the safe theme" and "offending" could be better joined up. We suggest an examination of how the various operational groups and strategic partnerships link together and whether they would benefit from a shared vision.
- c. The reduction in re-offending is the key objective of the Community Justice Authority. Central to this is the aim of improving the response to prison leavers. They would benefit from support from mainstream services. Stable accommodation is also a pre-requisite if we are to increase the chances of reducing re-offending and we recommend a problem solving exercise involving accommodation providers, homelessness services and those involved in benefits administration to see whether the problems associated with short sentences and remand can be overcome.
- d. The link between a reduction in cost to the public services and investment in addiction treatment and rehabilitation has been clearly demonstrated. As such the Council needs to continue its investment in this area.
- e. Action in the early years can reduce offending in the longer term. In particular, we would recommend an investment in evidence based early intervention and action to improve literacy and educational attainment.
- f. "Generative" activities such as community payback can have a positive impact on people who have been involved in offending. We would recommend that this principle is adopted, not just in work with offenders, but more generally across mainstream services.

## **Joint investment Plans**

At a time of limited financial resources, partner organisations need to maximise the potential benefits of any significant capital investment. This is also an opportunity to ensure that any further joint benefits to partners are identified at an early stage. For example, there may be joint asset or relocation opportunities arising from significant developments such as the Southern General Hospital new build and the plans of key agencies to relocate to the East End of the city. It suggested that partners should jointly review their current investment plans and the potential joint benefits of significant investment and programmes.

## **Training and Employment**

Training and employment remain key priorities for the city and partners continue to develop approaches to maximise the opportunities in Glasgow, particularly training opportunities for young people. Current priorities include the Commonwealth Apprenticeship Scheme and the opportunities presented by major public sector investment, such as the Southern General Hospital. It is suggested that partners jointly review current activity to ensure that all opportunities and approaches at this time are cost effective, 'joined up' and deliverable.

## **Transport and Related Services**

The City Council is undertaking a major service reform programme in relation to social transport; the service that transports young people, the elderly and those with special needs to school and day care facilities. It is also leading a work stream of this area with the seven other local authorities in the Clyde Valley as a result of the Clyde Valley Review of Joint Working and Shared Services. Glasgow partners, such as health and the police, have expressed an initial interest in this area as a potential shared service. It is suggested that the Partnership consider this as a priority issue for joint working to develop more efficient and cost effective services which support communities while, at the same time, streamlining a range of services provided by partners.

4.2 There are a number of steps the Partnership can take to explore these areas as part of A One Glasgow approach. They include:

- A high level count of public spending in Glasgow by key partners to arrive at robust figures around our shared expenditure and to attribute this to key services or themes.
- A more detailed session or seminar with partners to develop the strategic areas highlighted in this report and related 'big ticket' issues, overlaps in services and shared priority areas for improvement.
- A deeper dive into the finance and resources of a few of these 'big ticket' issues or shared priority areas.
- An analysis of the service from a citizen's perspective both in terms of quality and of how simple it is to access or to use.
- Identifying 'Asks of Government' that we would need to work in this way, including enabling us to use specified budgets more flexibly and reducing regulation or inspection.

- The development of cost benefit analysis to allow us to more accurately work out the benefits of proposals and business cases to support any shared reform.

## **5.0 Recommendation**

5.1 The Partnership is ask to consider and discuss:

- Developing a shared approach to budget planning and financial challenges in the city; a One Glasgow approach, drawing on the principles of Total Place.
- The priority areas summarised as a strategic agenda for this work including:
  - Reducing Offending, specifically early intervention approaches and a 'what works' approach to current and future services.
  - Joint Investment Plans,
  - Training and Employment, particularly for young people
  - Transport and related services.
- Consider and agree the next steps, drawing on the phased approach set out at paragraph 4.2.



**Report to:** Glasgow Community Planning Partnership Strategic Board

**Date:** 22 June 2010

**From:** Jim Gray, Acting Head of Community Planning

**Subject:** Community Residents on LCPP Boards

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### **Introduction**

1. At the Strategic Board meeting on 26 February 2010, it was agreed that a review be carried out regarding the current provision for community residents on the ten Local Community Planning Partnership (LCPP) boards across the city.
2. This report outlines the findings of the review and sets out a number of recommendations for the future basis of community resident participation.

### **Current Position**

3. Four community residents are currently appointed to each local community planning partnership board. Currently, these residents are from the following constituencies:
  - i. Community Councils
  - ii. Public Participation Forums
  - iii. Housing sector
  - iv. Equalities
4. Community residents on the LCPP board from the equalities constituency were initially asked to :
  - Have an interest in/experience of at least one area of equalities.
  - Act as a key link for residents and equalities groups in their area.
  - Be willing and able to work across the equality strands of age, gender, race, disability, sexual orientation and faith/belief.
  - Monitor progress and ensure that relevant pieces of work/discussion from the CRG are taken forward and channelled appropriately through the appropriate networks.
5. To stimulate community involvement, community residents are currently only eligible to serve for two successive years before standing down.

### **Community Resident Positions in 2009/10**

6. An analysis of the community residents on LCPP boards in 2009/10 has highlighted the following information:

7. **Community Council Boards Members:** The community council members who sit on LCPP boards are chosen by local community council members in each board area, in a process arranged and co-ordinated by the Community Council Resource Centre.
8. This process has worked well in all areas of the city, with the exception of the two LCPP boards in the East. In Baillieston, Shettleston and Greater Easterhouse the community council member stepped down from the board part-way through the year. In East Centre and Calton the community council member was unable to attend any of the LCPP board meetings. In both cases, there was no substitute in place.
9. Otherwise, community council board membership has served to provide a link between LCPP boards and community councils. Representations have been made by community council members proposing that the link with LCPP boards be strengthened. Some issues have been raised regarding the responsibility of community council boards members reporting back to the wider community councils in their areas. Community planning support staff will work closely with the Council's Community Council Resource Centre to assist the members in this part of their role.
10. **Public Partnership Forum (PPF) Board Members:** In 9 out of 10 board areas a member of the local Public Partnership Forum, was in a position to fill the LCPP board position. The exception being the Langside and Linn area where it has not been possible to secure a local resident to fill this position.
11. **Housing/Tenants and Residents Board Members:** In 9 out of 10 board areas a local resident from a housing or tenants and residents group was able to fill the position on the LCPP board. The exception to this was in Pollokshields and Southside Central where the nominated individual stepped down part-way through the year due to personal circumstances.
12. **Equalities Board Members:** Finding a suitable local resident to serve as an effective voice for equalities issues on each LCPP board has been significantly challenging. In 2009/10, 4 of the ten equalities positions on LCPP boards were vacant.
13. The background for the six residents who filled the equalities positions are as follows:
  - an employee of a local voluntary organisation who is not a local resident.
  - One resident without links to any established local equalities groups, although does come from a Greek/Cypriot background.
  - a volunteer from a local Women's Centre
  - a member of a local Residents Association with a knowledge and experience of disability issues.
  - a local resident who works with a local group supporting young people with learning difficulties.
  - A local resident who sits on a local integration network.

### **Analysis**

14. The positions on LCPP boards for local residents from the community councils, Public Partnership Forums and the local housing/tenants constituencies have generally been utilised.
15. As highlighted above, in a number of areas it has been difficult to identify an appropriate individual with an equalities background to serve on the board. The number of vacancies and the background of those residents who do currently serve under the equalities position, may suggest that a volunteer

community resident serving as a board member is not an effective mechanism to ensure that equalities issues are given meaningful and knowledgeable consideration by LCPP boards.

16. As point 13 above highlights, a number of the individuals who currently serve on LCPP boards from an equalities background have an uncertain link to the equalities strands. Where a suitable local resident with a relevant equalities background or knowledge has been identified, that individual is in a position to represent only one or two different equalities strands. There is also little evidence that the individuals are equipped with the technical knowledge or expertise of equalities issues to provide the “equalities proofing” role that would be required by the LCPP boards. This is not a criticism of the individuals who have taken up these positions on local boards, but an acknowledgement that the duties and responsibilities the CPP expects them undertake may be too onerous for one volunteer.
17. Community planning support staff have also received feedback from a number of the local equalities networks who have declined to put forward a local resident to serve on the board because they are not comfortable to take on the responsibility of representing all of the equalities strands. This questions the role of the equalities board position. For example, is it appropriate or fair to ask one person from a disabilities background to effectively represent the views of local residents from on race equality or LGBT issues? It has been suggested that attempting to identify one individual for this role is not a realistic option.

### **Future Community Resident Positions**

18. It is proposed the number of community residents on each LCPP board is maintained at four. This is equal to the number of elected representatives currently serving on each board.
19. Securing community resident membership from the community councils, public partnership forums and tenants and residents groups should be maintained in the current format.
20. There are clear difficulties in identifying a resident to fill the equalities board position. Current arrangements aren't functioning as intended. There is also a more fundamental question around whether the concept of appointing one individual to represent all six equalities strands (age, disability, gender, race, religion or belief and sexual orientation) is the most effective way of ensuring that community planning has a strong equalities voice.

### **Next Steps**

21. GCPP is committed to ensuring that equalities interests are properly represented at all levels of the partnership and currently funds a number of equalities networks in the city. A working group has been established to develop an equalities strategy for the partnership. Work is ongoing and it is anticipated that this will report back in the autumn of 2010.
22. Glasgow City Council's Equalities Network Forum consists of representatives from the Glasgow Disability Alliance, Women's Voluntary Sector Network, Glasgow Black and Ethnic Minority Voluntary Sector Network, and West of Scotland LGBT Forum.

23. Before developing any proposals for the future shape of equalities on LCPP boards, it is proposed that the Equalities Network Forum (ENF) is consulted and fully engaged as part of this process.
24. Based on the discussions with the ENF, a range of options for the future of equalities at LCPP board level should be brought to the next meeting of the Strategic Board. These options will be developed in conjunction with the work currently being undertaken to develop an Equalities and Diversity strategy.
25. These options could involve the discontinuation of specific equalities representation on LCPP boards in its current form. Representations have also been received from the Glasgow Community Councils Discussion Forum proposing that the number of Community Council positions on each LCPP board be increased. These representations should also be taken into account.

### **Recommendations**

The Strategic Board is asked to:

- note the content of this report and the current position regarding community resident participation on LCPP boards as detailed in points 6 – 13 above, and the particular difficulties in identifying a community resident to represent equalities issues on the boards.
- Agree that discussions should take place with the Equalities Network Forum as part of the development of a way forward for local equalities links with LCPP boards.
- Agree that a report be brought back to the next meeting of the Strategic Board.
- Agree that LCPP boards, should initiate the process of recruiting residents to fill the community council, housing and PPF board positions. Existing board members for equalities should be invited to stay on until the process of considering the equalities board post is completed.



**Report to:** Glasgow Community Planning Partnership Strategic Board  
**Date:** 22 June 2010  
**From:** Jim Gray, Acting Head of Community Planning  
**Subject:** Review of Area Co-ordination Groups and Local Thematic Groups

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### **Purpose of Report**

1. The purpose of this report is to update the GCPP Strategic Board regarding the review of Area Co-ordination Groups and Local Thematic Structures.

### **Background**

2. On 27 January 2010, the GCPP Executive Group discussed a report from George Black in relation to refocusing the GCPP's strategic priorities. Following discussions by the Group, it was proposed that a review of the functioning of local thematic structures and Area Co-ordination Groups be carried out. The GCPP Strategic Board met on 26<sup>th</sup> February and agreed that early intervention and youth unemployment be adopted as key overriding priorities for city-wide, area and local community planning structures over the period 2010-2014.

### **Review Process**

3. The review was based on the following actions:
  - the views and observations of the five Area Co-ordination Groups leads.
  - A questionnaire circulated to community planning partners.
  - an online survey open to members of local thematic groups, Area Co-ordination Groups and LCPP boards.

At the meeting on the 21 April, Executive Group members were provided with diagrams outlining the existing thematic structures that exist in each strategic planning area. To help inform discussion of local structures, these diagrams are attached as Appendix One

### **Local ACG Leads**

4. The Acting Head of Community Planning met with each of the five local ACG leads to gather their views on the current position of local structures and how this could be improved. A summary of the comments and views of the leads is contained in Appendix Two. A summary of the views of the five ACG leads is as follows:
  - A majority would welcome a significant simplification of local structures with some or all theme groups abolished.

- 3 out of 5 leads mentioned absence of a local group focusing on 'physical regeneration' issues as an area not properly addressed under current local structures. This included those area leads who wanted other groups reduced.
  - Most wanted ACGs to be more focused with officers there who could make or influence decisions.
  - All wanted clear links with local CPPs at one end and Executive Group at the other.
  - All agreed that the new priorities of the partnership – youth unemployment and early intervention - had to be reflected in local structures.
  - There was a general consensus that ACGs need to have a role in helping to deliver on agreed priorities and in implementing shared services and joint budget planning.
5. One area lead questioned how the economic strategy document “A Step Change for Glasgow: Glasgow’s Ten-Year Economic Development Strategy” would now be dealt with at the Executive Group and a suggested that this should be taken into consideration in the findings of the review.
6. The Acting Head of Community Planning attempted to bring together the area leads prior to the submission of the discussion of this report at the Executive Group. Unfortunately diary commitments meant that this wasn’t possible. It would be helpful to discuss the comments of the Executive Group with the area leads prior a decision on the proposals in this report at the GCPP Strategic Board on 22 June.

### **Partners’ and Other Perspectives**

7. A series of general questions relating to current local structures and their linkages was prepared and key partners, including GHA, NHS GGC, SPT, Strathclyde Fire and Rescue, and Strathclyde Police were invited to respond. At the time of writing the only response received to this part of the review was submitted by GHA. A copy of GHA’s response is available on request from the Community Planning Support Team.
8. Community Planning Area Managers were also consulted given their role in providing support to the existing local structures. Clearly it is the role of the Community Planning Support Team to support any local and citywide structures established by the Community Planning Partnership. As far as there is a consensus, there is a view that the functioning of ACGs requires to be refreshed. In relation to local thematic groups, there was a diversity of opinion, with all supporting some elements of existing thematic structures. Some identified areas of potential duplication, while other stressed a need for clarity among partners regarding citywide CPP priorities and to ensure that these priorities are reflected in local structures.

### **Online Consultation**

9. All members of LCPP boards, ACGs and local thematic groups were invited to provide their views as part of an online survey. In total, 238 individual responses were received. The consultation was divided into three separate sections, depending on the structure which each respondent is a member of. The total number of responses to each of the three sections is as follows:

- LCPP board members	70
- Area Co-ordination Group members	60
- Local Thematic Group Members	140

This is greater than the number of individuals who responded as some respondents are members of more than one structure and therefore completed more than one section of the survey.

10. Both the overall statistical summary and all of the general comments provided by respondents are available on request from the Community Planning Support Team.
11. The breakdown of responses per strategic planning area as a percentage is below. The largest percentage of respondents came from the South West and the smallest from the East area.

<b>Strategic Area</b>	<b>Planning</b>	<b>Response Percent</b>
North		27.7%
West		21.9%
South West		31.1%
South East		24.4%
East		14.3%

12. The table below details responses by organisation/background. The largest individual group of respondents were from the voluntary sector with 44 responses (18%). Glasgow City Council staff provided 39 responses (16.4%) and Culture and Sport Glasgow staff provided 24 responses (10.1%).

<b>Organisation</b>	<b>Responses</b>	<b>Percent</b>
CHCP	10	4.2%
Community Based Housing Association	7	2.9%
Community Council	7	2.9%
Culture and Sport Glasgow	24	10.1%
Elected Member	17	7.1%
Further Education College	12	5.0%
GHA	7	2.9%
Glasgow City Council Officer	39	16.4%
Jobcentre Plus	4	1.7%
Local Regeneration Agency	8	3.4%
NHS	10	4.2%
Other (please specify)	26	10.9%
Skills Development Scotland	8	3.4%
Strathclyde Fire & Rescue	5	2.1%
Strathclyde Police	10	4.2%
Voluntary Sector	44	18.5%
<b>Total</b>	<b>238</b>	<b>100.0%</b>

### **What does the survey tell us?**

13. There are a number of themes and issues which are highlighted by the survey – both by the statistical analysis and by the comments left by respondents.

### **Area Co-ordination Groups**

14. Area Co-ordination Group members were asked if they felt that the ACG currently is an effective influence on the delivery of local services. The response, detailed below, is inconclusive.

<b>Do you think the ACG influences the day-to-day delivery of public services?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>No</b>	25	41.7%
<b>Yes</b>	27	45.0%
<b>Don't Know</b>	8	13.3%

15. Area Co-ordination Group members were also asked about the influence of the group on redirecting mainstream budgets towards local community planning priorities.

<b>What influence, if any, has the ACG had in redirecting mainstream budgets towards the delivery of local community planning priorities?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>Strong Influence</b>	4	6.7%
<b>Moderate Influence</b>	32	53.3%
<b>Weak Influence</b>	14	23.3%
<b>No influence</b>	5	8.3%
<b>Don't Know</b>	5	8.3%

16. The survey did highlight a disconnection between the local thematic groups and the Area Co-ordination Groups. Thematic Group members were asked about the frequency by which they tabled items for the agenda of their ACG in relation to reporting on their theme. The table below highlights that a majority of responses didn't know how often the groups tabled items for discussion at the ACG.

<b>How often, if ever, do the local thematic groups provide items for the agenda of the Area Co-ordination Group?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>Every Meeting</b>	18	12.9%
<b>Every Second Meeting</b>	13	9.3%
<b>Annually</b>	5	3.6%
<b>Never</b>	10	7.1%
<b>Don't Know</b>	76	54.3%
<b>Other</b>	18	12.9%

17. This is supported by the response provided by the local thematic group members in relation to the perceived influence that the groups have on the work of the ACGs. Results below:

<b>What influence, if any, do you believe the thematic groups have on the work of the Area Coordination Group?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>Strong Influence</b>	14	10%
<b>Moderate Influence</b>	46	32.9%
<b>Weak Influence</b>	27	19.3%
<b>No Influence</b>	4	2.9%
<b>Don't Know</b>	49	35%

The largest single group of responses from thematic group members came under the 'Don't Know' category (35%).

18. The general comments provided by respondents are also of assistance in considering the functioning of ACGs. Some of these comments are extracted below:

*“The ACG structure has great potential to influence public services but has not yet had the time to bed in yet.”*

*“The ACG is potentially a very powerful group ( with willing and able sector reps). However it's not currently effective as it should be as meetings tend to be infrequent, the leadership/ facilitation by the chair is needing more clarity and drive, with the group setting the direction.”*

*“The work of the ACG is less clear and would appear to act mainly as a link with the central GCC /CPP teams”*

*“Not sure what an area coordination group does.”*

*“I believe ACG's are/could be important vehicles to support public service reform and integration of structure/process and delivery. They have much potential and need much more support to realise their potential in localities. They need clear and enthusiastic leadership, engaged and dynamic on issues of public service reform.”*

*“ACG is broadly effective at strategic level in developing partnership responses to community planning priorities.”*

*“General sense was that the ACG was a very important forum that had significantly influenced direction of travel for local services. The focus on mainstream budgets had been limited but the capacity to join up service responses had been greatly enhanced by the existence of the ACG.”*

## Local thematic groups

19. LCPP board members and local thematic group members were both asked whether they believed that the nature of the work carried out by local thematic groups was strategic (setting the plan to achieve the priorities of the CPP) or operational (concentrating on the delivery of CPP priorities). The findings are highlighted in the table below:

In terms of the nature of the work carried out by local thematic groups, do you consider it to be mainly strategic or operational?			
		Response Percent	Response Count
View of LCPP Board Members	Strategic	65.7%	46
	Operational	34.3%	24
View of Local Thematic Group Members	Strategic	69.3%	97
	Operational	30.7%	43

20. Approximately two thirds of LCPP board and thematic group members suggest that the local thematic groups' main function is the setting of local strategy, rather than service delivery that meets the priorities of the CPP.

21. This raises a question about the core purpose and function of local thematic structures. The Governance Framework for community planning in Glasgow clearly states that LCPP boards are the structures responsible for strategic decisions, within the constraints of the wider citywide decisions of the Strategic Board.

22. If it continues to be the view of the GCPP Strategic Board and Executive Group that the function of both local thematic structures and the ACG should be to focus on delivery, then the survey highlights dissonance with this view.
23. Local thematic group members were asked to indicate what level of influence they believed the groups had upon the day-to-day delivery of public services in their area. Results were as follows:

<b>What influence, if any, do you believe the thematic groups have had on the day-to-day delivery of local public services?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>Strong Influence</b>	18	12.9%
<b>Moderate Influence</b>	64	45.7%
<b>Weak Influence</b>	38	27.1%
<b>No influence</b>	8	5.7%
<b>Don't Know</b>	12	8.6%

24. The survey subsequently asked respondents to provide a specific example of an instance where the thematic groups had influenced local services. Of the 49 individuals who provided comments to this question, only 11 of these related to specific instances where it was suggested that the thematic groups had an impact on day-to-day services. The examples provided were:

- ESOL services in the South West and South East
- Healthy eating/cookery classes to promote healthy lifestyles
- A paths project in the South West
- Youth hubs
- A literacy and numeracy service in the north.

The remaining 38 responses either did not cite a specific example or provided a general comment around strategy, rather than service delivery.

The survey response from point 19 above indicates that 58.6% of thematic group members believe the groups have either a moderate or strong influence on the day-to-day delivery of public services. However, when asked to supply an example, the information provided by the majority of respondents failed to support this.

25. A number of individuals also left comments specifically in relation to local thematic groups. Some of these have been listed below:

*“Despite clear energy and commitment of individuals on the Thematic Groups, I remain unconvinced the current structures add real huge value in their current form.”*

*“The system is over complicated and no-one appears to have a strategic grasp which can be practically applied to efficient delivery on the ground.”*

*“I believe the weakness is due to the reporting, review and update processes. At ACG we give partner updates rather than thematic updates - joining the thematic plans up needs to be at this point but the cycle of activity always appears rushed to tie in with funding allocations.*

*“They play an important role within the Community Planning structure bring together key partners and mapping out service delivery.”*

*"...Local Thematic Groups have served their purpose in identifying local priorities. The need to retain these as permanent structures is unclear and the focus in the future should be on critical, cross-cutting issues which can be pursued via task and finish, joint working groups."*

*"As chair of a community planning board I depend on thematic groups and co-ordination groups to identify collaborative working and to avoid duplication of service delivery."*

*"I believe that the role and work of each of the Thematic Groups is now very clear having developed significantly over the last 2 years. In addition the ability of local community reference group members to sit on the Thematic Groups has been invaluable in ensuring these Groups are accountable to the local community and that the work of the local partners in delivering the CPP priorities is better understood by local representatives."*

*"There are insufficient meaningful actions coming out of the groupings and it does seem that we are always just rearranging the furniture I doubt anyone's core business has really been influenced or affected by the groups."*

*"For the Thematic Groups to be more effective they need wider control of budgets and they need to review the projects they fund and open it up to other projects."*

*"I believe that the thematic group that I have irregularly sat on has been unfocused/not sure of its role. It is only now beginning to get a better structure."*

## **Duplication**

26. The most common issue highlighted in the general comments provided by the respondents to the survey was around duplication. Some of these comments are listed below:

*"It appears it is the same people that attend the meetings and they can listen to the same reports up to three times within a week. Far too much time is wasted on this when the resources should be concentrated on action that genuinely makes a difference to peoples lives in the community."*

*"Unsure as to the relevance of the local thematic groups consider them simply to be a repetition of the Area Coordination Group with many of the same officers involved."*

*"There is a lot of overlap in tasks of thematic groups and in membership."*

*"...the main issue with the structure at the moment is that similar discussions take place at different meetings ..., the result is that staff inevitably go to a full range of different meetings to discuss the same thing."*

*"Many partners work closely together (strategically and operationally) and it often feels repetitious to report these at each level of ACG, Theme Group or Board level. This is not a criticism of the structures, rather it is evidence of the maturing and improving nature of working relationships between partners since the introduction of the CPP regime."*

27. A number of comments also indicated specific duplication with structures established by the CHCPs:

*"Significant variation in the thematic groups with some (e.g. health theme) simply replicating activity that the CHCP leads on, whilst others (e.g. learning) had made some significant*

*advances because the forum did not exist to join services up. Shared outcome was that the thematic groups were not a requirement but that the ACG was."*

*"The Health Thematic Group has been useful from the CHCP and voluntary sector point of view as a forum for discussing gaps in services and considering new ways of tackling some of the health issues in the area. However the group has found it difficult to ascertain the added value of the group, given that the CHCP has its own targets. The group has been more about sharing information and ideas rather than delivering any new activity."*

## Staffing

28. Linked to the issue of duplication, a number of respondents commented specifically on the implications upon partner staff resources of the need to attend meetings of thematic structures. These comments indicate concerns about the number of meetings partners are being asked to attend and the value they gained from these.

*".....the demands being placed on organisations to participate in partnership meetings are often unrealistic especially when staff are going to a range of meetings to discuss the same or similar issues."*

*"Concerned about the demands on the time of staff involved in attending various CPP meetings, especially as there appears to be little impact as a consequence of the CPP process."*

*"I am in favour of reviewing all the current structures to reduce number of meetings but keep a clear focus on accountability."*

## Joint Working

29. Local thematic group members were asked to indicate how often Local Thematic Groups worked collaboratively. Only 17% of respondents felt that joint working between thematic groups occurred on a regular basis.

<b>To the best of your knowledge, how often, if at all, do local theme groups work together?</b>		
	<b>Responses</b>	<b>Percentage</b>
<b>Regularly</b>	17	12.1%
<b>Occasionally</b>	48	34.3%
<b>Rarely</b>	38	27.1%
<b>Never</b>	12	8.6%
<b>Don't know</b>	25	17.9%

30. The comments provided by respondents also indicate a commonly held view that there is little joined-up working across the local thematic groups. Some of the comments provided by respondents illustrate this:

*"The Local Thematic Group can create conflict if all partners entering into a joint funding bid do not see it as an equitable bid. Some perceived experienced partners need to be encouraged to look across the wider area and to move away from individual project requirements."*

*"The problem with thematic groups is that they allow a system to exist where there cross cutting issues are not dealt with in a cross cutting way - and if - as is the case the ACG and CPP boards don't pick this up and do something about it - opportunities are missed."*

*"Whilst CPP and ACG allow great opportunities for networking & joint planning, we are really missing a trick with joining up, responsive local services"*

*"I would welcome closer working between thematic groups on joint areas of interest."*

*"Very little genuine joined up working is taking place between the thematic groups."*

31. Taken together, both the survey response and the comments from respondents indicate that joint working between theme groups is perhaps not routine. It suggests that local thematic structures tend to work in isolation and rarely in partnership.

### **Community Planning Themes**

32. Respondents were not asked to comment specifically on the five current community planning themes – working, healthy, learning, safe and vibrant – but a number of the comments did touch upon these. These comments are extracted below:

*"I don't feel that I have arrived at a clear understanding of how local thematic priorities link with other structures like the council plan and services plans. It may be heresy to say so, but I think the local thematic plans do not fit well with council plans and service plans, They are an unhelpful additional layer of planning."*

*"The Health Thematic Group has been useful from the CHCP and voluntary sector point of view as a forum for discussing gaps in services and considering new ways of tackling some of the health issues in the area. However the group has found it difficult to ascertain the added value of the group, given that the CHCP has its own targets"*

*"For the most part I have found being part of the Learning Theme a colossal waste of time. It's a talking shop not a doing shop and the hours and hours spent putting together workplans, wading through reports and paperwork and hammering out the minutiae of strategic goals have not resulted in any significant increase in funding, greater partnership working and most importantly, a significant improvement in the services for local learners. The whole process is painfully slow- to slow to make a difference. It's been interesting as an academic exercise and I have found out more about what other providers do but ultimately, it has been pointless."*

*"Other than give out very small amounts of grant funding the Vibrant Theme Group seems to have no influence on the work of partner/mainstream agencies or programmes. The group is too big and is not focused. While most people feel obliged to turn up they seem to be at a loss to describe what the aims of the group actually are and feel there is very little meaningful output other than grant allocations. The meeting is always accompanied with reams and reams of paper that I for one do not have time to read and object to having to print out given most of it seems to relate to the bureaucratic needs of the CPP rather than making any real change in communities. Sorry to sound pessimistic but the vibrant structure definitely needs a radical overhaul, if indeed, it is really required at all."*

### **Third Sector Perspective**

33. As mentioned above in paragraph 9, the voluntary sector provided the largest single group of responses to the survey. The issue of local community planning structures was also discussed at a recent meeting of the Third Sector Representatives Group established to discuss the development of a third sector interface for Glasgow. This group consists of a wide range of representatives, from all strands of the third sector.

34. The group expressed the following views in relation to local thematic structures:

- **Local structural challenges:**
  - o *voluntary organisations have difficulty in understanding overly complex and numerous thematic structures in each strategic planning area.*
  - o *Voluntary organisations struggle to participate effectively in the numerous local community planning structures and to continue to “do their day job”.*
  - o *At a local level, the thematic approach to community planning are perceived as limiting and stifling discussion regarding the wider, cross-cutting issues that affect local communities*
  - o *There is a lack of clarity regarding the role of voluntary sector representatives on local structures. Many representatives from the voluntary sector feel that they have not been given a clear understanding of what is expected of them and why they are asked to attend local meetings.*
  - o *A wider issue about one individual being asked to represent the wider interests of the third sector on community planning structures. It was felt that without significant support, this is not an achievable or realistic expectation.*

### **Conclusions**

35. Based on the information outlined above and detailed in the appendices, we can draw the following conclusions:

- Local community planning structures should reflect the recent decision by the GCPP strategic board shifting the over-riding priorities to tackling youth unemployment and early intervention over the period 2010-2014.
- The GCPP Strategic Board decided to discontinue the role of the citywide thematic champions on the basis of a lack of joint working and potential competition between the five themes for scarce resources at the citywide level. The information gathered in this review suggests that the current local thematic structures may exhibit similar traits.
- Effective linkages between structures continues to be problematic. There continues to be a disconnect between local thematic groups and the Area Co-ordination Groups.
- There is a need to build stronger links between the ACGs and the LCPP boards.
- There is a need for a clear linkage between ACGs and the GCPP Executive Group.
- There is a lack of clarity over whether local thematic structures are strategic or operational in focus – do they exist to develop local strategy documents or to improve service delivery?
- The lack of joint working could undermine the ability of the current thematic structures to deliver on the priorities of youth unemployment and early intervention.
- A clear gap around the ability to co-ordinate and deliver physical regeneration activity within each strategic planning area.

### **Proposed Actions**

36. Based on these conclusions, the following recommendations are proposed:

- The five Area Co-ordination Groups remain in place with a restatement of their responsibility to focus on the delivery of services in line with community planning priorities.
- The ACG as a whole is responsible for co-ordinating local activity between partners and joint-working across the 5 themes that will meet the overriding priorities (youth unemployment and early intervention)

- Each local ACG Lead, while not a member of the LCPP board should regularly attend LCPP board meeting and provide a regular report in relation to the work of the ACG, particularly in relation to the overriding priorities of youth unemployment and early intervention.
- One member of each ACG will take on the responsibility for developing actions around each of the five themes. This work should happen as the core business of the ACG rather than through additional external structures.
- At least annually and at separate events (not LCPP board meetings) the Chair of the ACG will provide a written and verbal report to the LCPP board and other local stakeholders and community representatives, detailing how the ACG is delivering locally and, in particular, on the two overriding priorities of the partnership.
- All local thematic structures in their current form be discontinued over a timescale agreed with the local ACG and LCPP boards and before the end of 2010/11. This does not apply to those local structures which already existed and have been “adopted” to become part of local thematic structures (e.g. by other partners Local Integration Networks, Local Housing Forums, or Land and Environmental Service’s Local Operational Working Groups). Guidance will be sought from the Chair of the GCPP Strategic Board in relation to the most effective means of consulting with LCPP board chairs on this matter.
- Each of the five ACG leads to attend the GCPP Executive Group.
- Each ACG Lead will be required to submit an annual report on behalf of the ACG to the CPP of the Executive Group and will also answer questions at the Executive Group regarding the work of their ACG.
- ACG Leads should meet quarterly as a group.
- Sub groups of the ACG should be permitted. However these should generally be time limited and always action oriented. The Local ACG Lead, in consultation with both LCPP board chairs, may give consideration to which elements of existing structures should be continued by the ACG, potentially as a time limited sub-group if necessary. If the ACG establishes a sub-group they should advise the Executive Group, through the Community Planning Support Team of the purpose, duration and membership of the group.
- A consistent structure across all five strategic planning areas to address local physical regeneration needs should be established. A number of existing structures deal with similar issues (e.g. greenspace and openspace groups) and these existing structures should be considered as the basis for the roll-out of a consistent set of structures across the city. Community Planning staff should consult with relevant partners and report back to the next Executive Group meeting in relation to the establishment of a proposed new group.
- Following the decision of the Strategic Board, the Chair of the Strategic Board should be consulted to ensure that LCPP board chairs receive appropriate briefing regarding the proposals contained in this report and that any particular local issues are resolved.

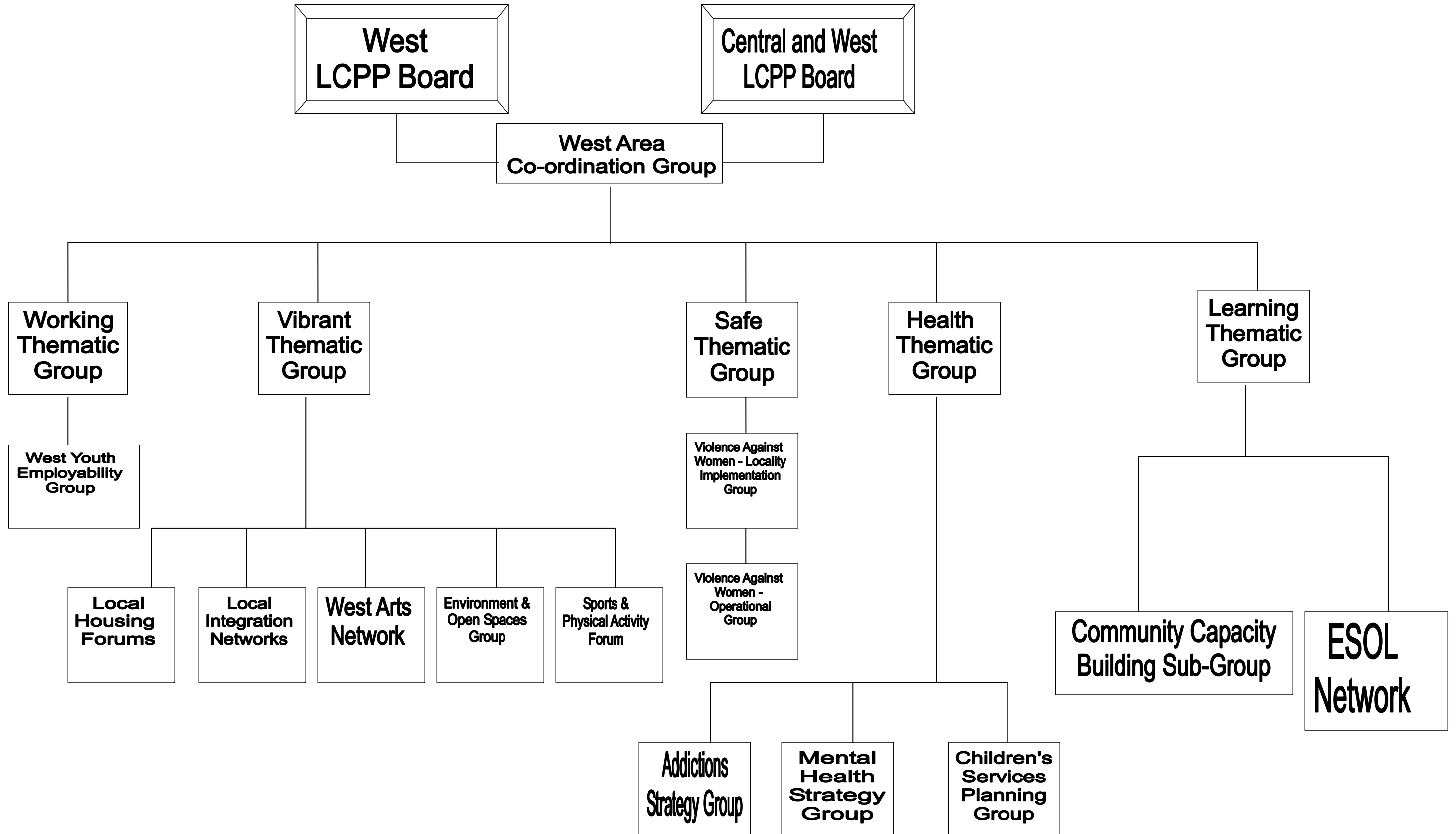
37. The conclusions and proposals listed above were discussed by the GCPP Executive Group on 2<sup>nd</sup> June. It was agreed that these proposals be recommended to the Strategic Board for discussion and agreement. Since discussion at the Executive Group, further discussion has taken place between the Chair of the Strategic Board and the Head of Community Planning to ensure that the chairs of LCPP boards are involved in the implementation of these proposals at a local level.

**Recommendations**

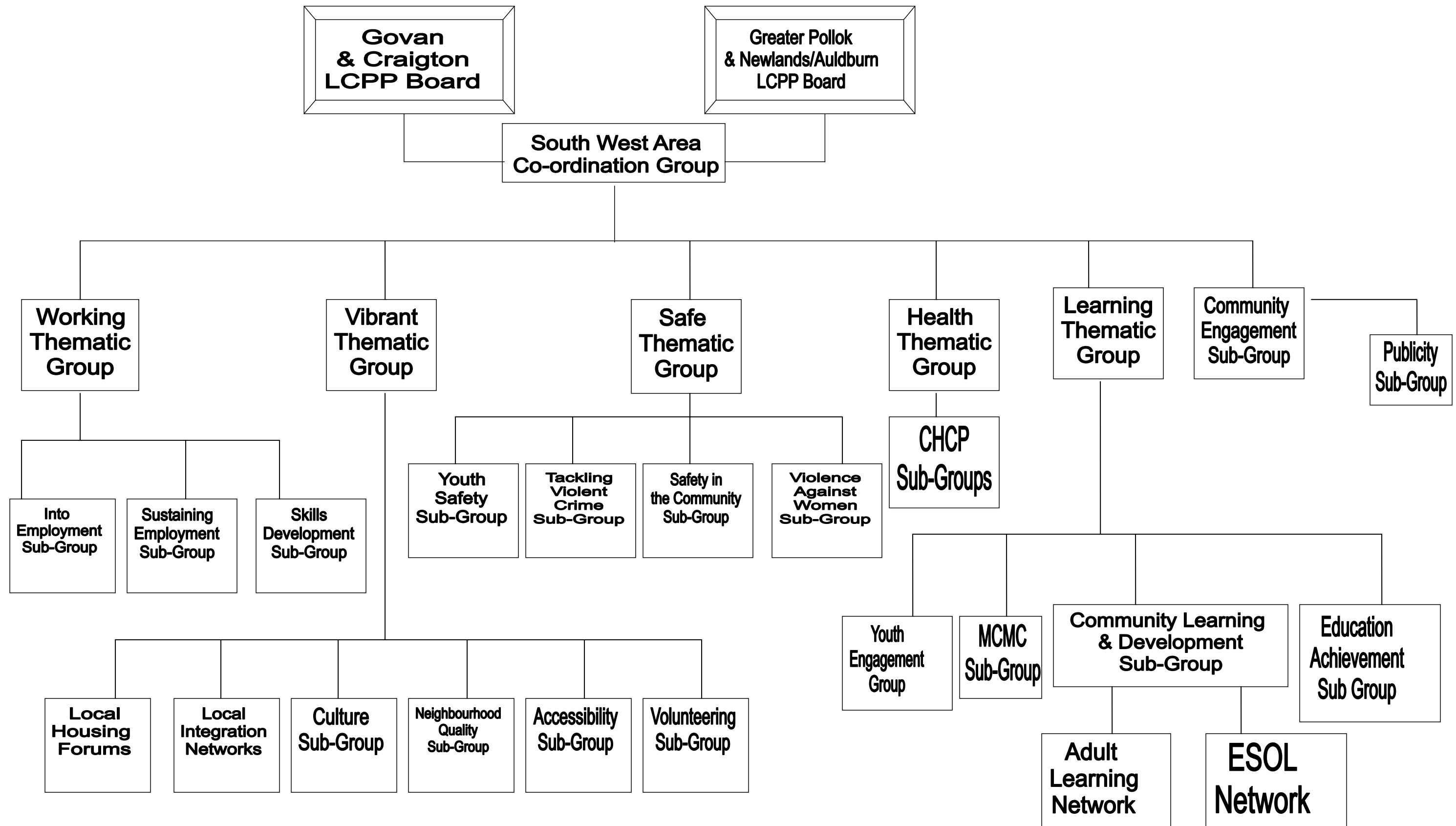
38. The Community Planning Strategic Board is asked to:

- Note the content of the report.
- Comment on the proposed list of actions detailed in point 36 above.
- Agree that the detail of the implementation of the proposals in point 36 be discussed by the five ACG area leads at the earliest opportunity.
- Agree that the Chair of the GCPP Strategic Board be consulted with regards to engaging with LCPP board chairs over the local implementation of the proposals in point 36.

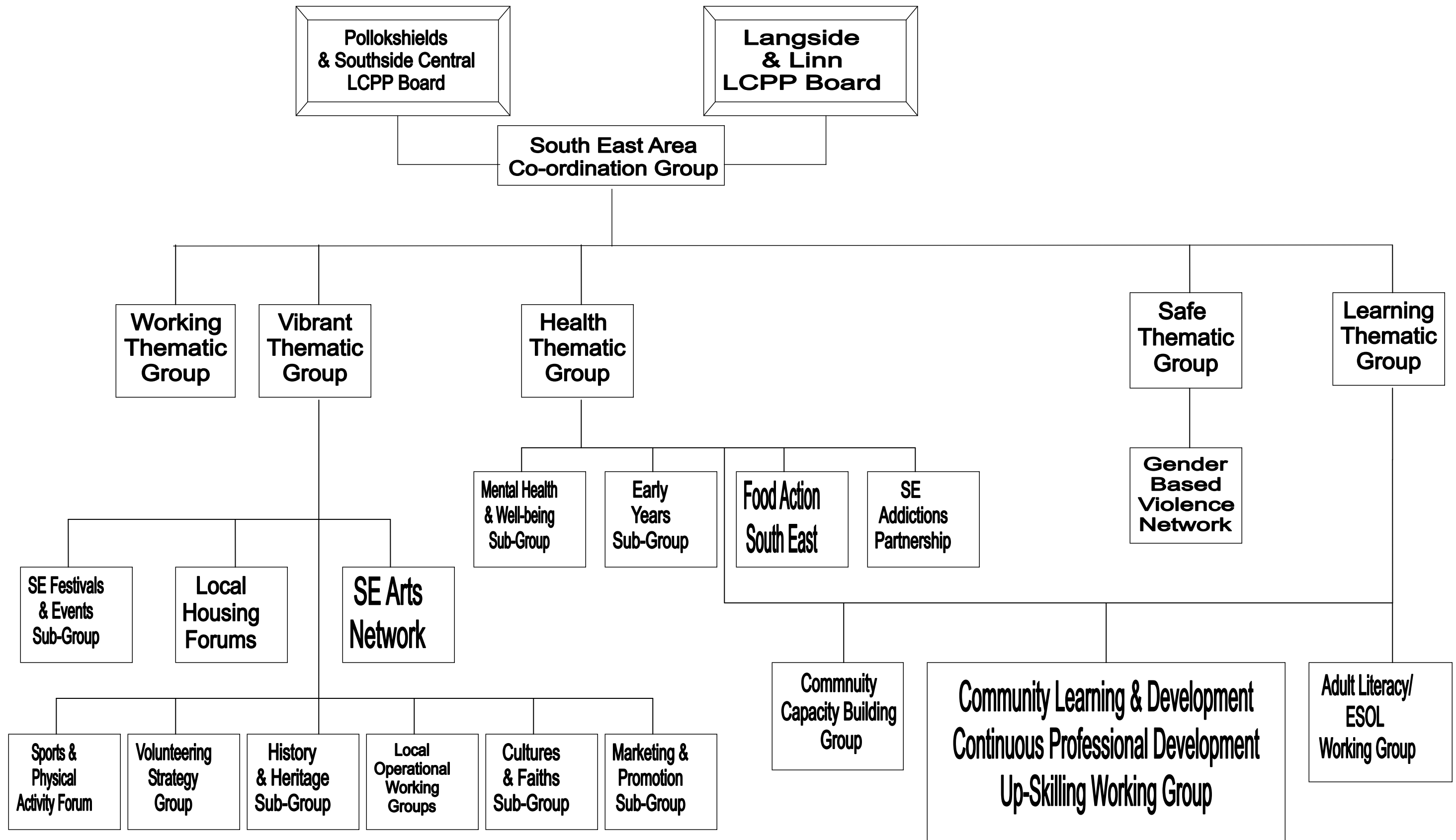
# West Community Planning Structures



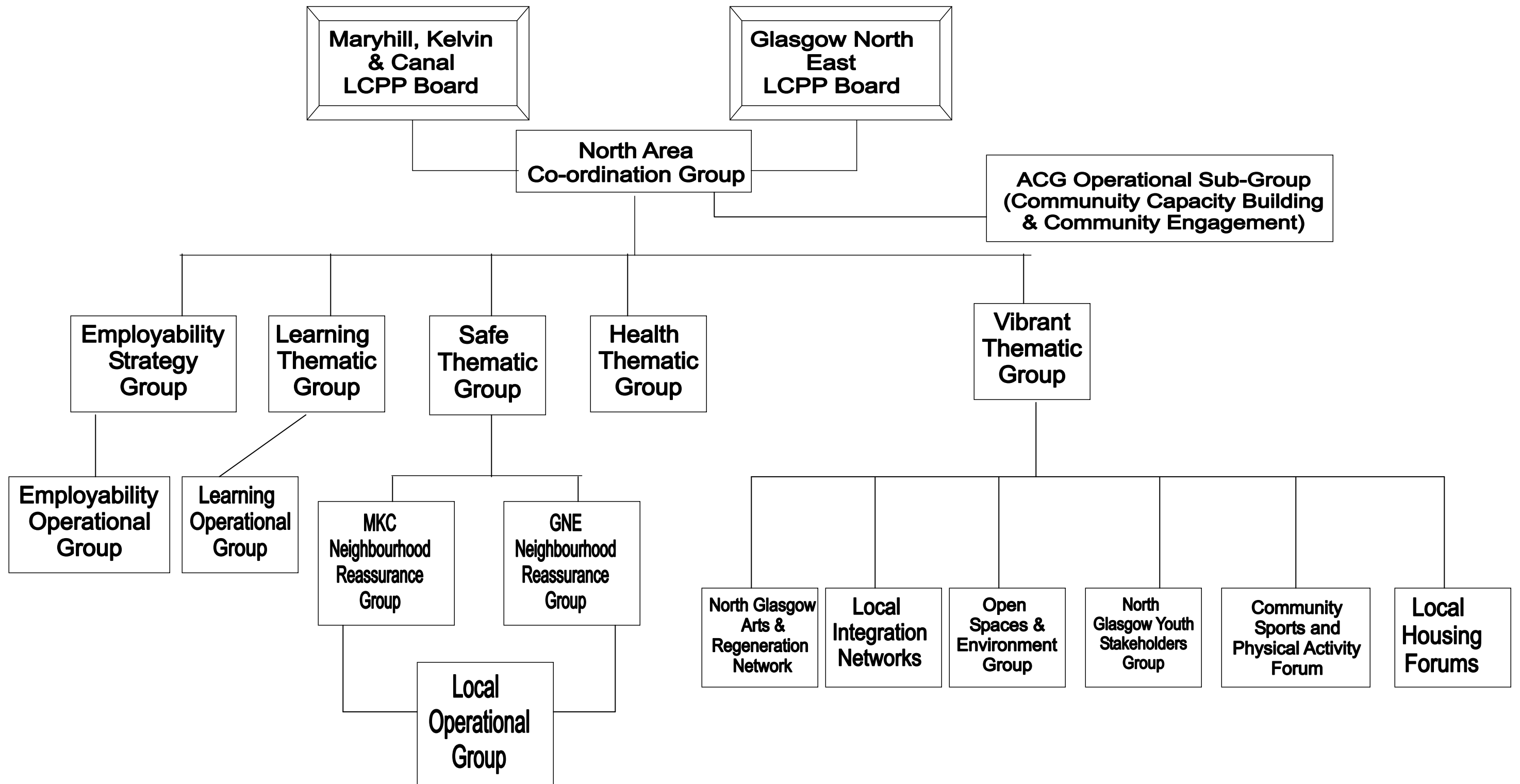
# South West Community Planning Structures



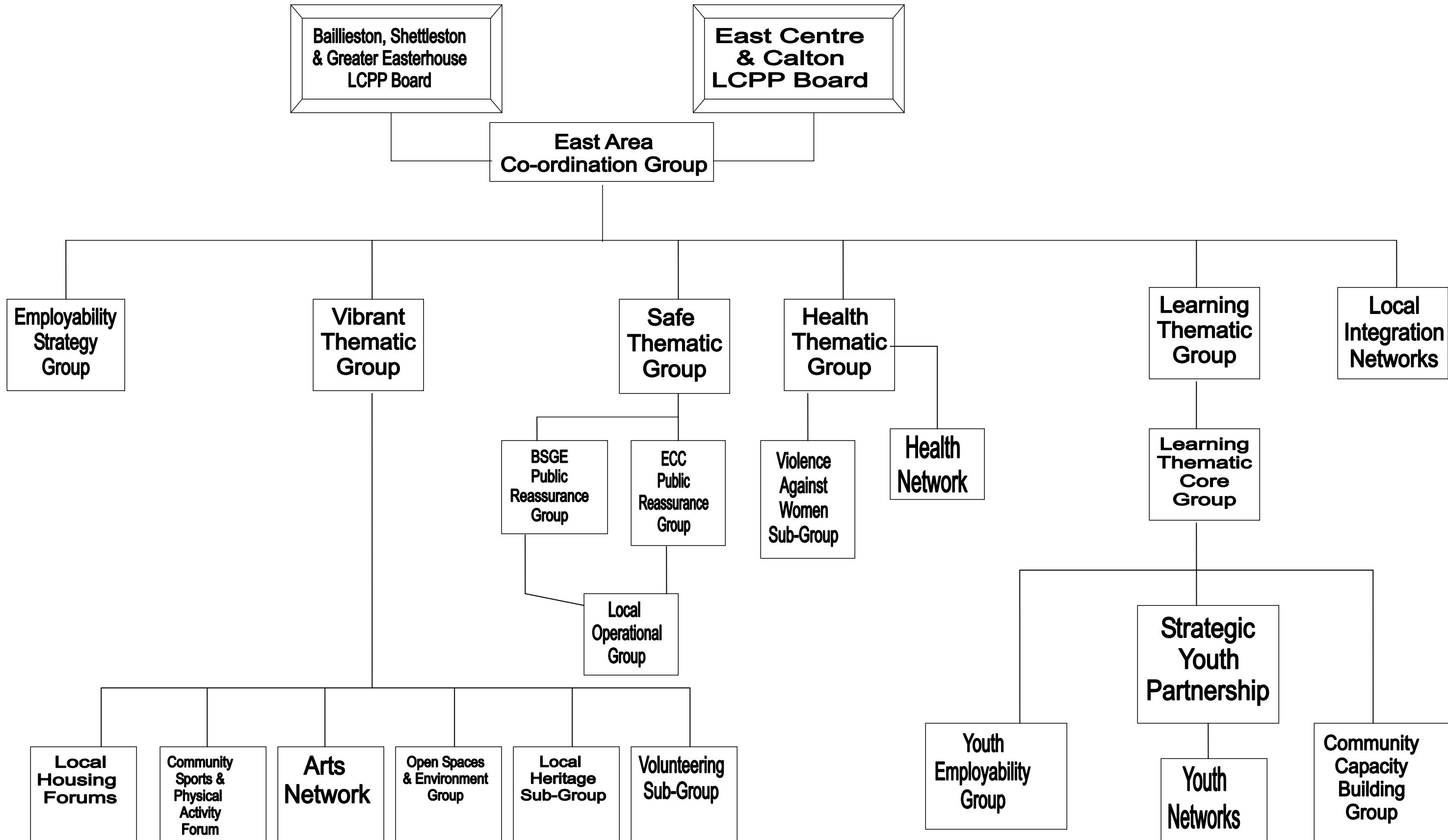
# South East Community Planning Structures



# North Area Community Planning Structures



# East Community Planning Structures



**Review of ACGs and Theme Groups**  
**Summary of Initial Discussions with Area Leads**

1. Interviews were conducted with individual Area Leads to seek their views. The same questions were asked around the following key issues:

- The purpose, role and functioning of ACGs
- The effectiveness of ACGs
- Links to local CPPs
- Links to local Council theme groups
- Purpose, role and functioning of local theme groups
- Links to the 5 Community Planning themes
- Links to the Executive Group
- The future role of ACGs
- Future of theme groups

Area leads were asked to reflect on the impact of:

- abolition of theme champions
- adoption of new priority themes, ie
  - ❖ Youth unemployment
  - ❖ Early years / early interventions

2. Summary

2.1 ACGs

All 5 Area Leads agreed that there was an ongoing role for Area Co-ordinating Groups. Some felt, however, that greater clarity and consistency regarding purpose, role and functioning was required. A majority agreed that local structures had become over complex and that there are too many theme / working groups. Most wanted a tightening of focus to ensure that local structures reflect the delivery on the partnership's key priorities.

2.2 Theme Groups

A majority would welcome a move towards a more action orientated approach with smaller, more compact, structures. Some felt that some of the theme groups had achieved enough to justify their ongoing existence but others would prefer all local groups in their area to be brought to an end. All agreed that the ACG should be the main structure to have an overview on implementation of the city-wide strategies in a local context, reporting on this to local CPP structures.

A majority of leads felt that current structures were focusing too much on ongoing discussions about themes and specific initiatives and that a tighter focus led by the ACGs was required.

2.3 Relationship with local CPPs

This varied with some having a much closer relationship than others. One lead had not yet met the local CPP Chairs. In some cases, minutes of CPP were not circulated to ACG members and it was not clear how far some ACG members were aware of local CPP decisions and priorities. In others, a much closer relationship existed.

### 2.4 Relationship with Executive Group

One of the leads has been attending in his role as Working Theme Champion. He felt this gave him a significant advantage in having a closer connection to the direction city-wide Community Planning was going at any one time and closer links to the other Theme Champions. Other leads confirmed that they would have welcomed a closer relationship with each other and with the Executive Group.

The idea of regular direct reporting to the Executive Group was welcomed with one lead suggesting an Annual Report for his area to the Executive Group. Some others would welcome being able to attend the Executive Group.

### 2.5 Other Issues

There was some concern as to how the economic strategy document “A Step Change for Glasgow: Glasgow’s Ten-Year Economic Development Strategy” would now be dealt with at the Executive Group and a suggestion this should be looked at. Otherwise the abolition of theme champions did not generate a major concern.

## 3. The Way Forward

Suggestions from area leads included:

- A majority would welcome a significant simplification of local structures with some or all theme groups abolished.
- 3 out of 5 mentioned absence of a local group focusing on ‘physical regeneration’ issues an area not properly addressed under current local structures. This included those area leads who wanted other groups reduced.
- Most wanted ACGs to be more focused with officers there who could make or influence decisions.
- All wanted clear links with local CPPs at one end and Executive Group at the other.
- All agreed that the new priorities of the partnership – youth unemployment and early intervention - had to be reflected in local structures.
- There was a general consensus that ACGs need to have a role in helping to deliver on agreed priorities and in implementing shared services and joint budget planning.

## 4. Next Steps

All leads welcomed the opportunity to review structures. Some had already had discussion on this within their ACG and the rest intended to do so. All welcomed the ‘survey monkey’ questionnaire going out. All would like a change to come together in a group and reflect on findings prior to report to Executive Group.



**GCPP STRATEGIC BOARD MEETING**  
**22<sup>nd</sup> June 2009**  
**AGENDA ITEM 8**

**Report to:** Glasgow Community Planning Partnership  
Strategic Board

**From:** Jim Gray, Acting Head of Community Planning,  
Chief Executive's Dept

**Glasgow Community Champion Awards**

**Introduction**

1. The purpose of this paper is to provide the Strategic Board with an update on the Glasgow Community Champion Awards 2009/10 and to discuss future support for the awards in 10/11.

**Background**

2. The awards were founded on the Lord Provost's desire to establish a programme to recognise and reward community commitment and achievement. Prior to the establishment of the Glasgow Community Champions Awards, there was no Glasgow-only and Glasgow-wide awards dedicated to this purpose.
3. During the first two years of the awards, the awards have been sponsored by Glasgow Community Planning Partnership, Strathclyde Police, Strathclyde Fire and Rescue, the Evening Times and Glasgow City Council.
4. The awards are organised around the ten local Community Planning Partnership board areas with a total of 6 categories of award presented at separate award ceremonies in each area. Nominations in each area are canvassed from the partner organisations and through publicity in the Evening Times.
5. The local winners are chosen by local judging panels consisting of representatives from:
  - Glasgow City Council's Local Area Committee
  - Evening Times (Chair)
  - Strathclyde Police
  - Strathclyde Fire & Rescue
  - A community representative from the LCPP Board

**Details of the Glasgow Community Champion Awards**

6. The ten local award ceremonies are supported by extensive in-paper and online editorial features in the Evening Times. The contributions made by partners cover the costs of:
  - A programme launch feature within the Evening Times

- A minimum of one feature per month highlighting the forthcoming local road show and seeking nominations
  - A four-page picture special following each local roadshow featuring winners, partners and attendees from the local communities
  - Special feature highlighting all finalists for the final Gala Award event
  - Post event feature and picture special of Gala event
7. A 12 month marketing campaign organised by the Evening Times included:
- In-paper ads promoting the awards, calling for nominees and advertising the roadshows
  - Direct marketing campaign to community groups/centres, prominent local businesses in each area inviting nominations from the local community
  - Roadshow and awards information on each of the Evening Times Community websites calling for nominations
8. Partnership in the awards programme in 2008/09 has provided the following benefits:
- GCPP shares equal billing with other partners and use of the GCPP logo on all editorial coverage in the Evening Times and all print-work associated with the event.
  - GCPP quotes in editorial features contained within the Evening Times
  - A branded exhibitor presence for GCPP at each of the 10 local events.
  - Presentation of an award by the LCPP board chair at each of the ten local events.
  - GCPP branding at all events including main event at Glasgow City Chambers.
  - GCPP branding on the Evening Times website and all community websites.
  - Opportunity for the Chair of GCPP Strategic Board to address the Gala awards event at the City Chambers and to present an award.

### **Evening Times' Contribution**

9. The Evening Times Event and Marketing team have undertaken all co-ordination and marketing of the events, including:
- Venue booking and arranging catering from local suppliers
  - Liaison with sponsors re. branding and exhibition space at each venue
  - All technical requirements, stage, sound, screens etc.
  - Order engraved awards for each event
  - Design of print work and literature to be sent out promoting each event
  - Promotion of the events locally to secure nominations for awards
  - Co-ordinate judging for each local event
  - Notify short list of nomination before each event
  - Create and book marketing ads for each event
  - Create branding for each event
  - Set up venue prior to each event and provide relevant briefing and scripts for partners.

### **Funding**

10. Each of the partners provide direct financial support of £25,000 (plus VAT) per annum to fund the programme. This covers all publicity and organisational costs (detailed above) for the ten local events and the grand final ceremony in the city chambers.
11. In 2009/10 this funding was secured by contributions from each of the ten LCPP boards.

## **Glasgow Community Champion Awards 2010/11**

12. Initial informal discussions have taken place and it has been indicated by the Evening Times that they intend to run the awards programme again in 2010/11. Further discussions are planned for the coming weeks and months to discuss any possible changes to the format of the awards in 2010/11, if the GCPP Strategic Board agree to support the awards.
13. Concerns have been expressed by a number of elected members who suggested that to have the programme take place annually may devalue the awards. They also expressed concerns about the challenge of securing a sufficiently high volume and standard of nominations for each category on an annual basis. It has been suggested that consideration should be given to holding the awards biennially in order to preserve the value and prestige of the programme.

### **Recommendation**

14. The GCPP Strategic Board is asked to:
  - Provide feedback and comment on the 09/10 Community Champion Awards.
  - Agree to one of the following two options:
    - i. GCPP should continue to be a partner sponsor for the 2010/11 Glasgow Community Champion Awards and that this should be funded through a request for a contribution of up to £2,500 from each LCPP board;
    - ii. GCPP enters discussions with the relevant partners and the Lord Provost to in relation to the proposal outlined in point 13 which would shift to a biennial cycle of awards.