GLASGOW
COMMUNITY PLANNING PARTNERSHIP

Glasgow's Single Outcome Agreement 2013

Draft Implementation Plan

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1. Context

1.1 Glasgow's Single Outcome Agreement (SOA) was submitted in draft to the Scottish Government on 2nd April 2013 and an Improvement Plan submitted and approved in July 2013.

1.2 The vision outlined in the SOA is of **a Glasgow that 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.**

The three priorities for Glasgow's Single Outcome Agreement are:

- **Alcohol**
- **Youth Employment**
- **Vulnerable People**

These are complemented by a focus on particular neighbourhoods, known as our '**Thriving Places'** approach.

1.2. As outlined in the Improvement Plan, the Community Planning Partnership has committed to producing SOA Implementation Plans that will translate the broad outcomes and activities into tangible actions. This plan details how partners will work together to deliver outcomes around the priorities of alcohol, youth employment and vulnerable people, and the Thriving Places Neighbourhood approach.

1.3. The Implementation Plans have been developed on two levels:

- A city wide Implementation Plan for each of the priorities; and
- Sector Implementation Plans that outline activities to be undertaken at a sector level on all of the priorities.

1.4 Each of the three CPP Sectors in Glasgow has their own Sector Partnership Boards, supported by Senior Officers Groups. The Sector CPPs are responsible for local activities that contribute to the delivery of the SOA outcomes. Separate Implementation plans have been prepared for each Sector. A small number of relevant examples from each sector plan have been extracted and included within the city wide implementation plan to demonstrate the different local contributions being made toward the overall outcomes for the SOA.

1.5 The first drafts of sector plans were presented to Sector CPPs in March 2014 for approval. These can be found on the Council website here .

1.6 The Glasgow CPP underwent a formal Audit by Audit Scotland between October-December 2013. The objectives were to assess:

- the strategic direction of the CPP
- governance and accountability arrangements
- the planning, management, and alignment of resources around our priorities; and
- the performance of reporting by the CPP against its stated outcomes

These themes were similar to those of an earlier self assessment exercise undertaken by the CPP in May 2013. Consequently, these themes have helped influence the shape, content and structure of the emerging SOA Implementation Plans.

2. Development Process

2.1 Since the approval of the SOA and Improvement Plan, CPP partners have continued to work together to develop a range of detailed activities and actions for each of the priorities and outcomes in the SOA. The development process has been managed at both city wide and sector levels, re-enforcing the strength of the SOA as both a strategic (top down) and local (bottom up) action plan.

2.2 Where possible, we have used existing partnership structures in the city to develop the SOA Implementation plans. At a strategic level, the Alcohol & Drug Partnership (ADP), Youth Employment Partnership and Vulnerable People Working Group have led on the development of Implementation Plans around each priority, with regular reporting of progress to the CPP Strategic Board and Executive Groups.

2.3 ODS consulting assisted with the development of the Implementation Plans by facilitating a stock take event in November 2013, reflecting on progress across each theme, sharing good practice, and identifying gaps remaining.

2.4 The CPP sectors have also been central to the development process via the Sector Senior Officers Groups and associated sub groups of CPP partners. Members of the ADP sector structures and Youth Employment Groups have also been instrumental in helping to develop Implementation Plans around alcohol and youth employment. Working groups have also been established to develop the Thriving Places proposals for the initial neighbourhoods.

2.5 Equality is one of the underlying principles of the new SOA. During the Implementation Plan development process, there has been on-going engagement around how best to reflect all our residents' needs. This work has largely been co-ordinated by the CPP Equalities Working Group and Third Sector partners. This is described in further detail in Section 7 of this plan.

2.6 A broad and diverse range of organisations and representative bodies sectors have been involved in developing our SOA Implementation Plans. For example, the Third Sector Forum has been active in helping to shape the development of Implementation Plans, providing a perspective on behalf of the many voluntary and community based organisations in the city. Individual Forum representatives are present on the various SOA working groups and the Forum itself has also provided feedback on plans as they have been drafted.

Alcohol priority

2.7 The alcohol implementation plan has been co-ordinated by the Prevention & Education sub group of the ADP. The plan was developed by group members over the course of 2013. A workshop on the 11th December 2013 brought together stakeholders involved in the development of the Implementation Plans at a city and sector level, to review the content of the draft plan, and to suggest any further refinements or additions.

2.8 A version of the SOA Implementation Plan was also submitted to the Communities & Service User Engagement Sub-group of the ADP for comment. This widened the consultation on the plan to include persons with direct personal experience of alcohol and addictions issues in Glasgow.

2.9 At a sector level, each Sector CPP established officers sub groups to take forward Implementation Plans. These groups considered the proposed city alcohol plan against evidence about the impact of alcohol on their sector CPPs. They then

developed local elements to the plan that propose additional local sector specific activities where appropriate. This process has added a local dimension to the development of the alcohol Implementation Plan.

Youth Employment priority

2.10 The development of the youth employment Implementation Plan was co-ordinated by the Youth Employment Partnership (YEP) during 2013. A workshop in September 2013 brought together over 100 representatives from CPP partners at a city and sector levels to consider the proposed actions in the city plan, and also provided a forum for representatives at a sector level to discuss additional local actions.

2.11 At the end of 2013, support structures for youth employment in the city changed, with the Glasgow Works Partnership Board taking overall responsibility for delivering support to youth employment services in the city. A refreshed Glasgow Works strategy for Glasgow now has a specific commitment to extend support for young persons up to the age of 25. The delivery of the youth employment Implementation Plan will now sit with an appropriate sub group of Glasgow Works. See **Appendix 10g** for further details of the proposed new structure.

2.12 The Glasgow Employer Board recognises the importance of improving youth employment outcomes in the city and has recently published a summary report and recommendations from its Youth Employment Action Group. Discussions have taken place with the Glasgow Chamber of Commerce on whether this group could become the employer reference group as part of the youth Employment implementation plan.

2.13 The process to develop youth employment Implementation Plans further will be influenced by the results of an on-going exercise the city to map all existing resources delivered by CPP partners to support youth employment activities in the city – this is covered further in Section 9 of this Plan.

2.14 At a sector level, each Sector CPP has also established officers sub groups to take forward Implementation Plans. These sub groups include representatives from the local Youth Employment Groups (YEGs). These groups have considered the proposed city youth plan against evidence about the impact of youth employment on their sector CPPs. They have developed local elements to the SOA youth employment implementation plan that propose additional local activities within their sectors where appropriate.

Vulnerable People

2.15 A Vulnerable People Working Group (VPWG) was established in August 2013 to progress this priority, and to translate the overarching outcome into actions. The group is chaired by Bailie Aileen Colleran. The group has met frequently to progress activities around two initial outcomes:

- **we will work together to intervene early to prevent homelessness or reduce the risk of homelessness; and**
- **we will reduce the number of residents affected by in work poverty**

2.16 A sub group made up of a broad range of CPP representatives including City Council, GHA, Glasgow Homelessness Network and Glasgow and West of Scotland Forum of Housing Associations have met regularly to develop a draft implementation plan for the outcome around homelessness.

2.17 The development work around the in work poverty outcome is being led by a sub group chaired by Loretta Gaffney from the Citizens Advice Bureau network and the Third Sector Forum.

2.18 The Vulnerable People Working Group are directly sponsoring two research studies around in work poverty in Glasgow to improve the evidence base that will underpin the direction of the in work poverty implementation plan over the next few years. A third study is being sponsored by the Glasgow Centre for Population Health, with its findings being fed back into the Vulnerable People Working Group.

2.19 A workshop of CPP partners was held on 26th February to generate further proposals that might be reflected in an implementation plan for in work poverty. The workshop focused on five key themes: childcare, access to services, employment advice and rights, and job progression and skilling from the employees and employers perspectives.

Thriving Places

2.20 The Thriving Places approach within the SOA outlines a range of principles and outcomes that CPP partners expect to achieve within a specified number of neighbourhoods over the next 10 years.

2.21 The development of Implementation Plans to help deliver upon these outcomes have been advanced by local working groups in each of the 3 initial neighbourhoods chosen to begin this approach – Gorbals, Parkhead/Dalmarnock and Ruchill/Possilpark. In Gorbals, the existing local Regeneration Group has taken on responsibility for advancing details.

2.22 Each plan will be unique to the specific Thriving Places. However, each one is being developed within a broad framework and will include:

- a plan to capture community assets
- a plan to engage and involve the community in the process; and
- a plan for service enhancement or remodelling by CPP partners

2.23 Other common elements across each approach include the appointment of a political champion for each neighbourhood, the appointment of a co-ordinating partner (sometimes referred to as an 'anchor organisation'), and the identification of a lead officer.

2.24 The Thriving Places approach has been further advanced via a workshop that took place on 7th February 2014, bringing together CPP partners directly involved in the working groups set up to develop plans in the initial three Thriving Places neighbourhoods. The event provided a platform to assess progress, share good practice, and to generate further ideas to feed into local plans. Further progress has been made in each area around Implementation Plans as a result of the workshop.

2.25 A regular Thriving Places Forum has been established for working group members with its first meeting scheduled for April 2014.

3. Key Activities

3.1 The development process for the SOA has produced a series of detailed Implementation Plans for most of the key priorities. The following highlights some of the key activities agreed by CPP partners to help deliver the high level outcomes in the SOA. The full details are contained in **Appendices 10a to 10c** of this plan.

Alcohol

3.2 For **alcohol**, the overarching outcome is, **'working with the people of Glasgow to create a healthier relationship to alcohol'** this will be addressed by two supporting outcomes.

3.3 The first supporting outcome is **'to reduce the accessibility of alcohol in communities'.** CPP partners have agreed a number of key activities at a city level to help deliver this outcome, including:

- Led by the Alcohol and Drug Partnership (ADP) Education and Prevention sub Group, working to influence the Licensing Board's Alcohol Policy Statement, including details such as over-provision criteria, growth in alcohol density and duration of availability where there would be a detrimental effect to the well-being of the city

- Recruitment of an officer to co-ordinate a public health response to licensing applications and reviews. The co-ordination activity will include capturing evidence from a range of organisations and community groups and presenting this to the Licensing Committee at the appropriate times

- Engage and work with communities to identify and respond to alcohol related problems at a neighbourhood level, including adopting community-led approaches. This will be co-ordinated through the Communities Sub-group of the ADP. Actions will be to improve community intelligence via development of 'It's Your Community' website and a mobile phone app to facilitate easier and safer reporting of alcohol related incidents. An initial pilot is taking place in Ward 9 (Calton) between January-June 2014

- Working with the licensing trade to promote responsible sales and consumption of alcohol. This will include reviewing and refocusing community alcohol campaigns, making use of previous learning and best practice in the review. More alcohol campaigns will be developed and delivered locally.

3.4 The second supporting outcome is **'to reduce the acceptability of misusing alcohol'.** This will capture a number of activities including:

- Led by the ADP and City Centre Alcohol Action Group, activity will focus on developing social marketing approaches to promoting culture change towards alcohol. This activity will have close links to related programmes including Nite Zones, Best Bar None, SOS Bus, Prevention and Education programmes with young adults. The first action for this will be the commissioning of the development and delivery of a blended social marketing campaign to reduce alcohol related harm amongst 16-24 year olds, using social media, web and mobile technologies and other media options

- Repeat the 'ripple effect' social evaluation study in 2014/15 and every 5 years thereafter to consider the impact of alcohol on individuals, families and communities. This is a major in-depth research study of 5,000 residents.

- Promoting a healthier approach to alcohol at a civic level. To influence city leaders to develop a programme of alcohol free civic receptions and evaluate the participant and media response to this

- Working with the public to reduce the culture of "pre-loading" alcohol. Activities will build on learning from planned social media initiatives and work with groups including students, third sector partners and others to influence communities of the drawbacks of preloading

- Engage people in initiatives which reduce offending behaviour linked to alcohol misuse. This citywide component will be progressed through the One Glasgow 'Reducing Offending' workstream and Glasgow Community Justice Authority. Actions include the development and implementation of programmes of support for people using community justice services including Alcohol Brief Interventions and related tailored intervention initiatives

At a sector level, the North West ADP Strategic Group will work with the North West Youth Providers Forum to determine a range of social marketing for branded alcohol-free activities. Partners will measure the number of events marketed as well as using qualitative feedback and case studies to monitor the activity of the agreed social marketing/PR campaign. This activity is scheduled for later in 2014 and will use the marketing of North West GRAND week as a test case.

Youth Employment

3.5 For **youth employment**, the overarching outcome is: '**all young people (aged 16-24) are supported to progress into and sustain employment'.**

3.6 This will be supported by three underpinning outcomes. For the first of these, '**to increase the number of employers recruiting Glasgow young people',** CPP partners have agreed a number of key activities at a city level to help deliver this outcome, including:

- Partners will work with business, through the Glasgow Employer Board, to develop a **'strategic partnership agreement'** setting out a co-ordinated approach to increasing the rate and quality of youth employment for young Glaswegians. Several actions will be carried out to implement this activity including:
  - focussing services and support on sustainability of employment and establish links to the **Glasgow Guarantee for Young People**
  - sharpening the focus for engagement with employers by finalising and implementing Glasgow's CPP & Business Partnership Agreement for Youth Employment.
  - a Youth Employment Advisory Group will agree overall areas in scope for the partnership agreement, including a number of workstreams such as developing a single point of interface between business and the public and third sectors, supporting a schools and business partnership model, training and development needs, targeting growth industries as a source of recruitment for young people, promoting small and micro-businesses, and encouraging entrepreneurship
  - undertake an Equality Impact Assessment (EIA) on the partnership agreement to ensure it is inclusive of all young people in the city

- Partners to work with employers to sustain and support young Glasgow people in employment. As part of the **Glasgow Guarantee for Business,** partners will establish a clear employer offer and single door entry system for business in relation to employer recruitment initiatives/ incentives and in-work support for business and young people, ensuring this offer is inclusive of and takes into account the accessibility and the support needs of all young people

- Partners will improve the perception of business around the skills and aptitudes of Glasgow's young people in the world of work. To support this, we will develop an annual Glasgow Employer Perspectives Survey to track business attitudes to employing and supporting young people in the workplace

- The public, private and third sectors will work together to track young people entering employment and target skills development interventions where required. This activity will be led by Business / Youth Gateway Improvement Forum with the main actions being the development of information sharing and tracking protocols between employers and Youth Gateway

- At a sector level, one practical example of specific activity under this outcome is being taken forward is the partnership between South West Secondary Schools and Brookfield Complex at the new South Glasgow Hospital. This partnership provides mentors for young people as part of Individual Learning Plans. The aim is to extend this successful model across the South sector and with a wider range of employers.

3.7 The second underpinning outcome for youth employment is, '**all young people develop the skills, attitude and resilience required for employment'.** Agreed activities for this outcome at a city level include:

- Creating a strong partnership infrastructure at a city and sector level to better co-ordinate and refocus efforts to meet the needs of young people to enter and sustain employment, including 18-24 year olds not previously included in partnership structures. This will be achieved by carrying out a full and detailed review of existing strategy, structures, delivery mechanisms and programmes across the partnership and implementing revised delivery arrangements for youth employment services based on review and recommendations. There will also be a refocus and clear definition of Glasgow's Youth Gateway as a single door entry to Glasgow's youth employability support services

- Extending access to resilience support for young people at school, and introduce programmes of resilience support for young people up to 24 years as part of employability pathways. This will be supported by establishing a longitudinal action research project across three target communities within the city. This will be aimed at full school year cohorts with tailored supports provided over 7 years across primary school transition, secondary education and secondary into post school learning and employment

- Partners will identify and provide the right opportunities for young people to develop enterprise skills and to start-up and sustain their own businesses including social enterprises and cooperatives. This activity will be put into action by including 'enterprise' as a key element within the curriculum across every school in the city and increase coherence, facilities and capacity for youth business guidance, support services and hot-housing across the city.

- At a sector level, partners in the North East are developing a number of strands of complementary activities including a sector based Youth Gateway model to ensure

that at a local level, a standard system is in place for tracking, capturing and sharing information on the activities, progress and outcomes of local young people. This activity will bring local Youth Gateway partners together with employability fund providers to plan coherent engagement and opportunities for unemployed young people.

3.8 The third and final underpinning outcome for youth employment is '**all key employability partners use an agreed data hub'.**

- Partners will develop a single data hub for youth employment for Glasgow that helps track all young people being supported or engaged, which in turn will help inform strategic decisions on designing services and allocating resources. This is a jointly led activity between Glasgow City Council and Skills Development Scotland.

Vulnerable People

3.9 Within the Vulnerable People priority a number of key activities will be undertaken by partners to contribute to the overall outcome of; **'particularly vulnerable individuals and communities are effectively supported to become more resilient despite the economic context'***.*

Homelessness and Housing Need

3.10 In the context of Homelessness & Housing Need theme the outcome is **'we will work together to intervene early to prevent homelessness or the risk of homelessness'.** Developing this theme at a citywide level will initially centre on four key strands of activity:

- Supporting young people leaving care
- Supporting children living in temporary accommodation
- Addressing issues of Multiple Exclusion Homelessness (MEH); and
- Rolling out of the Housing Options approach

3.11 We will raise awareness and provide a range of additional support services to **young people leaving care**. One key action will be to extend current joint working with all Registered Social Landlords in the City to increase access to housing for young people leaving care. This will include designing a protocol for working with young care leavers to introduce a common process or approach for housing providers. This protocol will be developed in conjunction with care leavers themselves. It will extend current good practice between the City Council and GHA, and also learn from a successful pilot project operated by Milnbank Housing Association

3.12 To support **children living in temporary accommodation**, stronger links will be secured between Social Work Services, Education Services, and Third Sector support organisations to improve the experience of young children in this situation and the referral pathways between agencies. This will be supported by establishing a 'profile of need' for all children in this situation. This activity will explore opportunities to refer onward identified children and their families to the One Glasgow 0-8 work stream.

3.13 **Multiple Exclusion Homelessness** is less understood but a growing issue than other aspects of homelessness, whereby some young people find themselves facing periods of homeless multiple times throughout their lives. Many of these pathways toward homelessness (such as addictions, offending behaviour and prison, mental health issues, unemployment, divorce etc) often re-enforce one another to exacerbate the problem further.

3.14 A seminar will be held in April 2014 to discuss how CPP partners can respond to detailed academic research about the issue by Professor Suzanne Fitzpatrick from Glasgow Caledonian University, focusing in particular on pathways and intervention points, and identifying any gaps in current service support to people experiencing these issues.

3.15 Agreeing a roll out plan across the city for the **Housing Options** approach, (ensuring specific consideration of preventing Multiple Exclusion Homelessness), once the evaluation of the pilot in North West Glasgow has been fully considered. A key activity will be to focus on increasing the number of Housing Options interviews and to reduce the level of homeless presentations by scaling up from the North West pilot.

3.16 Housing Options is an approach that places significant emphasis on tenancy sustainment and homelessness prevention. Partners such as the City Council, NHS, GHA, Community Based Housing Associations and the GAIN Network are working to develop the approach. A key feature is a shared responsibility for service user/customer outcomes across housing, health, Social Work Services and the voluntary sector.

In work Poverty

3.17 In the context of In-Work Poverty theme, the outcome is partners **'we will reduce the number of residents affected by in-work poverty'.** CPP partners have identified a range of potential activities under four key themes to help deliver this outcome as follows:

- **Childcare** – partners will aim to increase availability of flexible childcare, improve information for parents, provide appropriate support with costs, and transform childcare in terms of how it is delivered. One practical way in which CPP partners will look to increase availability is by actively promoting registered private childminding services in Glasgow as evidence suggests that there is a significant gap in this type of provision

- **The provision and quality of employment rights and advice services** - partners will aim to improve the overall co-ordination of employment law and advice services – this can be addressed establishing an employment rights network in Glasgow. Partners will also look to support increased capacity around employment law representation for clients, improving access to services be it the location or time available, and improving the specialist knowledge and experience of staff to deal with often complex cases – this can be done by supporting more specialist training for support staff.

- **Job progression and up-skilling – working with employees and employers –** Partners will aim to implement a wide range of activities to support this theme, including putting more focus on providing in work support to clients and their employers for a sustained period of time, working with employers' HR and recruitment teams in relation to the job design and recruitment, providing a central point of high quality information and advice to employers regarding skills and training support, and working with private sector employers to promote positive practices in employment

- **Access to Services –** Partners will aim to improve access to a range of services via 'hub' facilities that are more readily located in communities and also where people work, enhance support to businesses to share information and advice to their

employees about the types of relevant services are actually available to them in the city, and that future contract letting by partner agencies should insist on enhanced ‘out of hours’ services where evidence of demand exists

3.18 The Vulnerable People Working Group will further progress the details of the in work poverty implementation plan during spring of 2014. This will include identifying specific steps for each action, deciding upon in which order the actions will be addressed, who will be responsible for the development and delivery, timescales, and appropriate performance measures. As the SOA is a ten year plan, each of the suggested actions will be categorised into those for immediate development (short term), those which are more medium term activities and those which will be longer terms aspirations. (See **Appendix 10d** for full details of proposed activities listed under the in work poverty theme).

4. Thriving Places

4.1 As outlined in Section 2, a process has been established within the initial three Thriving Places neighbourhoods to deliver local Implementation Plans. Each Thriving Places neighbourhood is governed by a local working group consisting of a broad range of Community Planning Partners. The Third Sector is a key partner in helping to identify and secure local community involvement in the process. These groups have submitted draft plans to their Sector CPPs, albeit that each plan is at a different stage of development across each neighbourhood.

4.2 The furthest advanced Thriving Places plan is for the Gorbals neighbourhood. Further details of this plan are set out in **Appendix 10e**. The plan is being led by the existing Gorbals Regeneration Group, which draws together a wide range of partners locally and is chaired by Bailie Jim Scanlon and is serviced by New Gorbals Housing Association as the co-ordinating partner for the area. Progress under each of the three key elements of the local implementation plan are as follows:

4.3 **Capturing Community Assets** – an asset mapping exercise of physical assets and key socio-economic and demographic data was conducted in Summer 2013, along with a summary of community views on a range of services. A more detailed asset mapping exercise is being commissioned by the Housing Association to capture the contribution of community and voluntary groups operating in the area along with the assets within local businesses. This exercise will also capture the services provided by large agencies operating in the area and will engage with individual residents. The exercise will be complete in June 2014.

4.4 **Community Engagement** – partners in the Gorbals are now engaging with the community on key local services, through assets such as the Gorbals Health Centre and through programmes such as the Laurieston Arts Strategy. Glasgow Life, the Community Health Partnership and New Gorbals Housing Association have committed to an enhanced capacity building and engagement plan with local residents to help shape the Thriving Places plan. A 'community organiser' post, hosted by the Housing Association, will be in place from 2014/15 to support the development of local skills and knowledge and foster strong resident and agency working to enable the community to shape its own future and become part of the solution to issues faced locally.

4.5 **Joint Working and Service enhancement –** there have been a number of early changes in the way in which CPP partners work together to deliver better services in the Gorbals. These include the creation of a 'Gorbals Hub' where key front line partners (Police; Housing, Community Safety; Fire & Rescue, and Land & Environmental Services) meet every Thursday to tackle emerging issues and devise and implement better local working practice. Also, Jobs & Business Glasgow has an advisor operating from the Housing Association premises and working relationships are being developed with local youth projects. A range of partners have now developed the Gorbals Winter fair as a model to engage residents and improve social networks.

4.6 Further details of the Gorbals implementation plan will be developed over the spring/summer 2014, including proposals to track improvements in the community over time via the establishment of a standing panel of residents. It is anticipated that a small dedicated team to support the Thriving Places initiative will be built in the Gorbals by sourcing additional outside funding streams.

5. Success Measures

5.1 The impact and progress of the Single Outcome Agreement will be monitored via a performance management and reporting framework. The reporting schedule is covered in Section 8 of this plan. The performance management framework is being built on two levels:

- A small number of high level performance measures to track headline progress against each outcome in the SOA; and
- More detailed activity measures ('below the waterline measures') contained within the implementation plan templates that link to specific activities and actions

5.2 The high level performance framework is in development, with the following measures agreed to track the impact and attribution that CPP activities are having on the outcomes within the Single Outcome Agreement:

5.3 **Youth Employment**

To track the youth employment outcomes, performance measures already agreed are as follow:

- **Increase the employment rate for 16-24 year olds in Glasgow**
- **Decrease the unemployment rate for 16-24 year olds in Glasgow**
- **Decrease the number of Key Benefit Claimants (16-24 JSA Claimants); and**
- **Increase the proportion of school leavers in positive and sustained destinations**

Each of these measures has initially been baselined for 2012/13 with a series of targets to be set by the Glasgow Works Strategic Partnership, which has assumed overall responsibility for delivering upon the youth employment outcomes set out in the SOA.

We will look to complement these with more detailed measures that capture the quality and experience of employment amongst groups of young persons, such as contracted hours, rates of pay, retention rates, training and skills and other job progression measures.

An annual Glasgow Employer Perspectives Survey will be developed in summer 2014 to baseline and track employers' attitudes to employing young people and in particular their views/experiences of employing Glasgow young people. The results of this will be used to plan future work with employers and assess the current and future interventions with young people to ensure that are ready for the Glasgow labour market.

5.4 **Alcohol**

The health impact of alcohol will be measured by tracking **the rate of alcohol related hospital admissions.** The 10 year target for this is to halt the expected increase for this measure and then reduce to the baseline figure.

The social impact of alcohol will be directly measured and tracked via dedicated questions within the NHS Greater Glasgow & Clyde Health & Well-Being Survey, and will be piloted in 2014. The questions will directly link to the two SOA alcohol outcomes and will relate to where alcohol is bought and habits relating to pre-loading (accessibility of alcohol) and cultural attitudes towards the acceptability of misusing alcohol and the impact on communities (acceptability of alcohol).

In addition to the data being extracted from the Health & Well being Survey, CPP partners have agreed to baseline and track a series of 'indicators of progress' for the social impact of alcohol. The target will be to improve performance from the baseline position. These have been selected as there is a strong correlation between these measures and alcohol. These are:

- **Recorded violence**
- **Anti-social behaviour levels**
- **Street Drinking levels; and**
- **Alcohol related fire deaths casualties**

The baseline year for all measures will initially be 2012/13. Data for the indicators of progress will be available at a city and Sector CPP level. Partners will expect to see an improvement in performance from the baseline position over the 10 year SOA.

The Third measure for alcohol is around the community perception impact of alcohol. This will be measured through the **Ripple Effect Community Perception Survey** which will next be run in 2014/15. The target agreed will be **to reduce the perceived negative impacts of alcohol on communities** from 95% to 80% of respondents by the next planned survey in 2019/20. The sample will include a focus on the nine Thriving Places neighbourhoods.

5.5 **Vulnerable People**

A homelessness and Housing Need sub group have developed a number of proposal to baseline and track progress over time in relation to the outcome of **preventing and reducing the risk of homelessness**. These will be confirmed in spring 2014. The draft measures proposed include:

- **To increase the number of young people leaving care being housed through the housing protocol**
- **Reduce the number of homeless presentations; and**
- **Increase the number of Housing Options interviews the city**

For the **in work poverty** outcome, performance measures have not been devised as the Vulnerable People Working Group have not yet finalised the Implementation Plan on which they will be based. These are expected to be progressed by summer 2014.

5.6 **Thriving Places**

Each of the Thriving Places neighbourhoods will require a robust performance management framework to track progress over time. The performance measures required will include a mix of 'hard' measures from across a range of possible themes as demographic changes, key health data, economic activity, education, crime and safety, and environment. These will be complemented by a range of 'soft' measures relating to the changes in individuals attitudes, engagement and resilience.

For the hard measures, each Thriving Neighbourhood working group will select appropriate measures from a suite of indicators within the Understanding Glasgow Neighbourhood Indicators. These are available for all 56 neighbourhoods in Glasgow and will next be published in April 2014. The indicators include themes around:

Demographics – population by age, gender, ethnicity, household composition
Socio-economic – employment status, benefits uptake, education and training
Poverty – child poverty levels and SIMD concentrations
Health – life expectancy and limiting illnesses
Environment – travel patterns and proximity to derelict land

Each of the initial 3 Thriving Places groups will be asked to select appropriate baseline indicators from within this suite by summer 2014.

The softer measures will be sourced from the NHS Greater Glasgow & Clyde Health & Well-Being Survey 2014. The survey will sample approximately 5,000 Glasgow residents about their views and perceptions across a range of issues. For 2014, the sample will be boosted in the 3 initial Thriving Places neighbourhoods in order to secure a baseline of results. A fourth 'control' or comparison neighbourhood will also be boosted.

The questions to be tracked will be selected by each Thriving Places working groups, from among the following:

- **Levels of personal confidence and optimism**
- **Rating of quality of life measures**
- **A rating of belonging, trust, reciprocity in the community**
- **Perceived levels of influence over the neighbourhood; and**
- **Quality of services**

5.7 We will also monitor over time levels of resident participation in community based structures – so called 'active citizenship' – across the Thriving Places neighbourhoods. The method for doing this is yet to be agreed.

5.8 Progress on the SOA performance framework will be reported on an annual basis, with a formal three, five and ten year review of performance against milestones and targets also planned.

5.9 **Completing the Performance Management Framework**
CPP partners have agreed the direction for the fundamentals of the SOA Performance Management Framework. However, progress on the development of the Framework has not matched the pace of development of the other elements of the SOA. It is essential that the CPP completes the development of the framework as soon as possible to monitor the implementation of the SOA in the short, medium and long terms.

5.10 A period of intensive effort is required over the spring/summer 2014 to draw together each element of the performance and reporting framework, conducting logic modelling to identify robust measures that can help link activity to outcomes (therefore demonstrating the added value of the CPP), and subsequently detailing baselines, targets, reporting geographies and the frequency and detail of reporting where relevant.

5.11 This will require policy and performance officers from across the partnership to work together to develop the framework and will also require planned co-ordination between the different performance systems used by partners. Glasgow City Council Strategic Policy & Planning team will assist in the development of certain elements of the performance and reporting framework. However, in order to progress all elements of the framework, including the performance measures, within the desired timescales, additional resources will be required to support this.

6. Engagement

6.1 During 2013/14, the development of SOA Implementation Plans has included engagement with a wide range of stakeholders including third sector and community representatives.

6.2 For the alcohol priority, members of the ADP Communities & Service User Engagement Sub-group have been involved in the development process for the alcohol implementation plan, widened the consultation process to include persons with direct personal experience of alcohol and addictions issues in Glasgow. The ADP structures at sector levels have been directly influenced by evidence presented by local Community Addictions Teams which work intensively with individuals and families experiencing alcohol issues.

6.3 For the youth employment priority, the development process for the Implementation Plans was widened to include Youth Employment Groups. Group members include head teachers from city schools, broadening the perspective on what actions are required to support young people in the transition period from school to work, training or education.

6.4 The sub group taking forward the implementation plan for the homelessness and housing need outcome has benefited from the wider input from the Glasgow Homelessness Network and the Glasgow and West of Scotland Forum of Housing Associations, both of which are active contributors to the process.

6.5 The ideas and activities proposed for the Implementation Plans for the in work poverty outcome have been shaped via an engagement process with a wide group of stakeholders and representatives. Two seminars around the issue of in work poverty attracted over 100 people were held in June 2013 and February 2014 to identify the specific experiences of people facing in work poverty.

6.6 The events benefited from input from a range of community and voluntary sector organisations, and representatives from the advice sector in the city who work directly with residents on a daily basis to help them address issues such as low pay, debt, and stress. Input has also been provided by representatives of the Poverty Truth Commission who provided a personal perspective on the reality and impact of in work poverty in Glasgow.

6.7 Proposals around the SOA in work poverty outcome will also be influenced by the on-going development of the Poverty Leadership Panel Action Plan to ensure alignment of relevant activities.

6.8 The further development of the in work poverty implementation plan will be informed by three significant pieces of research which will be conducted during spring/summer 2014, all of which will directly engage with employers and residents alike.

6.9 The first will seek to engage with a cross section of individuals and families experiencing a range of in work poverty related issues. The second will interview around 30 employers in the city, examining a range of factors that influence the terms and conditions of employment they offer and other support for employees. The third study will engage with around 150 Third Sector employers (and their employees) in Glasgow about the impact on employers and staff of the financial pressures caused by the current economic downturn.

6.10 A consultation event on 6th November 2013 organised on behalf of the CPP by the Glasgow Centre for Population Health generated a number of recommendations for the Thriving Places working groups. The event brought together over 70 practitioners from all over the UK (including Stoke, Preston Newcastle, and Derry) who have experience in developing community centred asset based approaches within local neighbourhoods. The lessons learned from elsewhere are directly influencing the Thriving Places agenda – for example, one of the key recommendations from the event is for CPP partners to conduct a thorough audit of services and assets within each neighbourhood prior to agreeing final Thriving Places Implementation Plans.

6.11 The Third Sector Forum (TSF) has acted as a broker in relation to the wider views of the voluntary and community sector during the development of Implementation Plans, and has had a key role in ensuring that the underlying principles of early and effective intervention, sustainability and equality feature strongly in the Plans. Members of the TSF Executive have had regular progress meetings with officers from the Council's Partnership & Development team to discuss the views and contributions from sector members to helping to deliver upon the outcomes in the SOA.

6.12 As outlined in Section 7 of this plan, a series of workshops took place in November 2013 to test out the emerging Implementation Plans against the CPP's equality responsibilities. These workshops brought together members from the extensive Equalities Network Forum to engage with CPP partners to consider how emerging responses should be shaped by the specific needs of diverse groups in the city.

Future Activity

6.13 The CPP has put a significant resource into ensuring the SOA Implementation plan drafts have been developed in partnership with a wider range of stakeholders and community representatives. It is also recognised that more needs to be done to ensure that community and service use views are taken into account in shaping future versions of the implementation plan.

6.14 For example, each Sector CPP is developing a specific engagement plan around the implementation planning process for the SOA. Part of these plans will focus on the community consultation and involvement process linked to the Thriving Places agenda for each relevant neighbourhood.

6.15 As part of the development of the plans around the homelessness and housing need outcome, it is proposed to engage with the network of Housing Forums which represent tenants within almost 70 Registered Social Landlords in the city. In addition, details are being developed in relation to how CPP partners will work directly with vulnerable young care leavers to co-produce a protocol for housing providers.

6.16 Plans are being finalised to secure a greater influence for the 21 Area Partnerships in the city over the future development of SOA Implementation Plans. The Area Partnerships include a wide range of CPP stakeholders including over 100 community representatives including from Community Councils, tenants and residents groups, and equalities focused groups. Area Partnerships will regularly consider local evidence in relation to the SOA themes and make recommendations to the Sector partnerships around additional activity, if and when appropriate.

7. Equalities

7.1 To ensure that the CPP meets its equalities duty, the Partnership supports an Equalities Working Group (EQWG), currently chaired by a senior officer from the Community Health Partnership. The group brings together representatives from key partners including several members of the Glasgow Equality Forum (GEF). The Equalities Working Group has the following remit:

- acting as a sounding board on equalities issues facing CPP partners
- identifying gaps, responding to challenges and sharing good practice
- develop proposals which embed equalities within the CPP structure at all levels; and
- highlight strategic issues for consideration by the Glasgow Equalities Forum and/or the Community Planning Partnership

7.2 The group acted as the principal liaison body with equalities groups including the Glasgow Equalities Forum to develop an equality principle and equality statement that were approved as part of the SOA. The statement summaries Glasgow's demographic profile and sets out a number of commitments for the CPP, to mainstream equality, improve evidence and actively engage with relevant communities. The statement also committed that equality issues would be proactively addressed in developing the SOA Implementation Plans.

7.3 The Equalities Working Group has taken a practical approach to addressing the equality statement. Part of this was to support facilitated workshops in November 2013 around each theme of the SOA as part of an EQIA (Equality Impact Assessment) of the relevant Implementation Plans. Participants included CPP representatives directly involved developing the Implementation Plans along with invited Glasgow Equality Forum representatives and others with knowledge or experience of equalities issues in Glasgow.

7.4 The purpose of the workshops was to identify, consider and record a range of equalities considerations that might influence the direction of development of the SOA Implementation Plans, so that any identified issues could be addressed as part of the approval of the Implementation Plans. Some key points were made across all three themed workshops:

- a lack of evidence about some groups and their needs in the city
- responses or activities might need to be tailored to particular groups
- some barriers to providing appropriate services relate to prejudice or a lack of understanding; and
- people are different so plans and services need to be developed in a way which recognises this

7.5 A brief evidence review conducted as part of the workshops demonstrated the lack of evidence available at city level for some protected groups, even accounting for the release of 2011 Census results and commissioned research by CPP partners.

7.6 In response, some of the tangible additional actions within the Implementation Plans are around more community engagement and the commissioning of further research. E.g. research and engagement proposals as part of the in- work poverty outcome, and broad community involvement in activities around the acceptability of alcohol outcome.

7.7 Over time, Implementation Plans will take account of improving evidence around the different impacts of specific issues on different groups (e.g. higher rates of unemployment amongst young disabled or BME groups), but more work needs to be done to fully understand the impacts of issues on different equalities groups. Each sector CPP is being encouraged to analyse the demographic make-up of their area or neighbourhoods and consider any protected characteristic groups that might be targeted within local plans.

7.8 The next steps for the ongoing EQIA process for the SOA include:

- A review of all Implementation Plans by an Equalities Officer and members of the Equalities Working Group, to check that none of the draft plans discriminate against any protected groups, to identify gaps, and to encourage and support the development of an initial small number of equalities focused activities around each SOA priority
- To support an evidence gathering exercise as part of the Thriving Places neighbourhoods, capturing as much data and community engagement evidence as possible, and making specific recommendations on which protected groups might be targeted for further engagement activity
- To provide further briefing papers regarding 'Equalities and Homelessness', 'Equalities and Youth Employment' and 'Equalities and Alcohol', similar to the one completed in February 2014 around 'Equalities and In work Poverty'
- A commitment by the Equality Working Group to provide on-going support to ensure that the SOA has a strong, equalities focus, including providing practical policy recommendations and suggested delivery actions; and
- To provide advice during the forthcoming review of the IGF programme to ensure that equalities related outcomes and activities are embedded within those SOA activities that are funded under the IGF, providing clarity on the kind of programmes required, and making the equalities programme more targeted and effective at reaching Glasgow's diverse communities.

These activities will be taken forward between the spring and autumn of 2014.

7.9 Additionally, the Equalities Working Group will review the development needs and future support arrangements for the Glasgow Equality Forum by June 2014, to ensure that the new CPP structures can engage with, involve and reflect the interests and concerns of equalities groups within the city.

8. Governance and Reporting

8.1 The governance and reporting arrangements for the delivery of the new Single Outcome Agreement are crucial to its success. At a city level, the CPP Strategic Board and its Executive Group will be responsible for ensuring that each of the responsible partnerships, agencies, and groups are making the relevant contributions toward delivering upon each of the outcomes in the SOA over its lifetime.

8.2 The Strategic Board and Executive Group will receive regular progress reports and performance data on each of the SOA themes. Where progress or performance is less than expected, the Board will expect detailed analyses of relevant issues to help understand how it might be able to help resolve any on-going performance and delivery matters.

8.3 To ensure that the Partnership has maximum influence over the delivery and performance of our SOA, Strategic Board and Executive Group members will be expected to offer constructive challenge where appropriate. The Governance Framework for the CPP will be updated to detail the process whereby the Partnership can challenge other strategic partnerships or individual Community Planning Partners or sectors where performance is below expectation.

8.4 The Strategic Board and Executive Groups are responsible for oversight of the production of a reporting framework on behalf of the CPP. This will include the production of an annual report on Community Planning in the city, including progress against the SOA priorities and performance measures.

8.5 The annual citywide report, which will include SOA outcome indicators, will be produced and presented to partners. A version will also be presented to Scottish Government as part of the annual reporting process, and also to residents. The SOA section of this will be informed by the priority theme structures and Sector Partnerships/Senior Officer Groups using the reports delivered throughout the year as detailed – see **Exhibit 1.**

8.6 Reports for each priority theme of the SOA (youth employment, alcohol and vulnerable people) will be produced and presented to the Strategic Board and Executive Group during the year, outlining the contribution being made by partners toward the priority themes. See **Exhibit 2**.

8.7 An annual review of Implementation Plans for each priority theme should also be conducted by the appropriate structure.

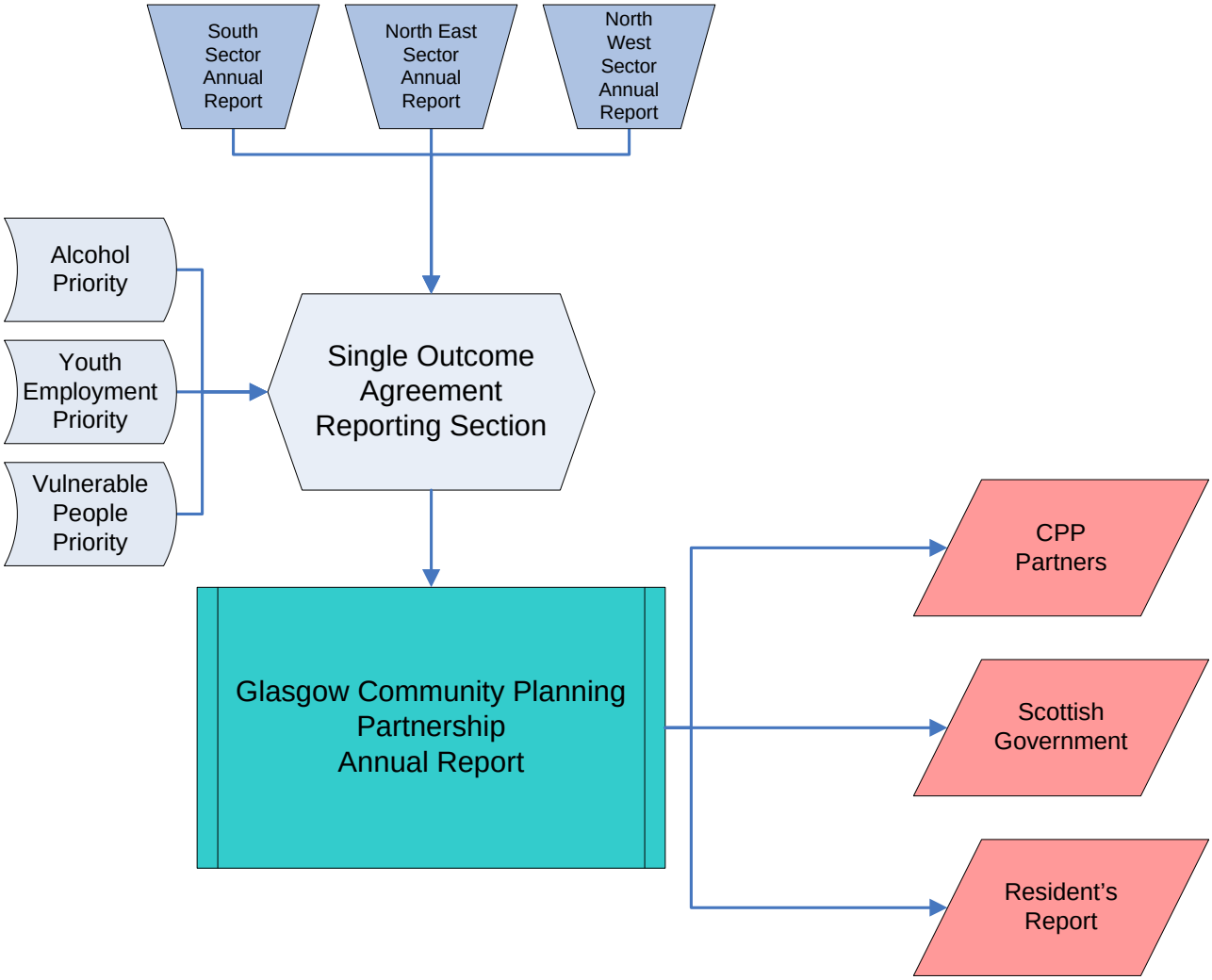
8.8 For each priority theme, the following groups will be accountable for reporting progress:

- For Youth Employment – the Youth Employment Workstream Group of Glasgow Works Strategic Partnership
- For Alcohol - the Alcohol & Drug Partnership
- For Vulnerable People – the SOA Vulnerable People Working Group
- For Thriving Places – the Sector Partnerships (on behalf of their constituent Thriving Places Groups)

8.9 For alcohol and youth employment, the sector ADP structures and local Youth Employment Groups will work with CPP senior officers groups representatives to report on progress being made at the CPP Sector level to contribute to the relevant

outcomes (See **Appendices 10f and 10g** for further details). Arrangements for local reporting of the Vulnerable People priority will follow in summer 2014.

Exhibit 1 – CPP Annual Reporting Framework



8.10 Each of the three CPP sectors in Glasgow has their own Sector Partnership Boards, supported by Senior Officers Groups. The Sector CPPs are responsible for local activities that contribute to the delivery of the SOA outcomes. The Sector CPPs will receive an annual report from officers on the progress being made against outcomes and local performance measures. Each sector CPP will also scrutinise the progress being made by the Thriving Places neighbourhoods within their boundaries. Each Sector CPP report will also be presented to the CPP Strategic Board and Executive Group.

8.11 An annual review of Sector Implementation Plans should also be conducted by the appropriate structure.

8.12 At a Sector level, priority delivery structures and Sector Partnerships/Senior Officer Groups will report locally throughout the year to their own CPP structures to create an ongoing system of progress monitoring - see **Exhibits 3 to 5.**

8.13 We will report progress on implementation of the SOA through a variety of means to suit different audiences. The production of more formal papers will continue for Partnership structures. However we will communicate progress to our residents and the wider public in a more user friendly way to maximise coverage and to encourage participation in the Community Planning process. Innovative approaches to reporting will be explored to publicise achievements by the Partnership and demonstrate the added value of partnership working – it will show the clear impact being made by us on outcomes for individuals and communities.

Supplementary Reporting

8.14 The creation of the Health & Social Care Partnership for Glasgow will have an impact upon how CPP partners deliver against the priorities of the SOA, and in particular those around vulnerable people and alcohol. A strong connection and alignment will be achieved between the new Health & Social Care Partnership and the CPP in order to help deliver and report upon the relevant outcomes.

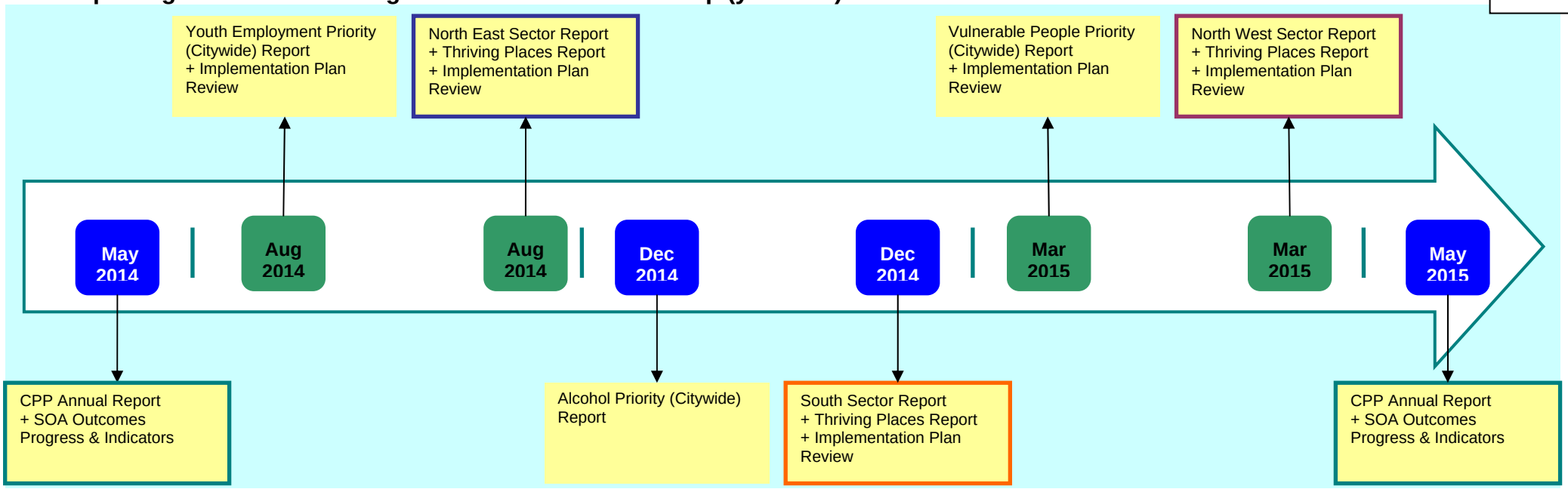
8.15 The Health and Social Care Partnership will be an active participant in the CPP process. The strategic plan to be agreed by the new Joint Board of the Health & Social Care partnership will be congruent with the SOA priorities.

8.16 Neighbourhood Management is a core aspect of the delivery of Community Planning at a local level in Glasgow. It will be important to link the implementation of the SOA priorities with emerging work around the Neighbourhood Management agenda where relevant. This will help to ensure that local Area Partnerships have an appropriate roll in the SOA process. Progress on this will be reported through the Sector CPPs.

8.17 The Safe Glasgow Group has been established under the auspices of the CPP Strategic board as the vehicle for the delivery for local scrutiny and engagement responsibilities in relation to Police and Fire & Rescue services in Glasgow. The Safe Group will scrutinise the specific local police and fire and rescue plans reported to them and consider the contributions that each of these make towards the delivery of the SOA priorities.

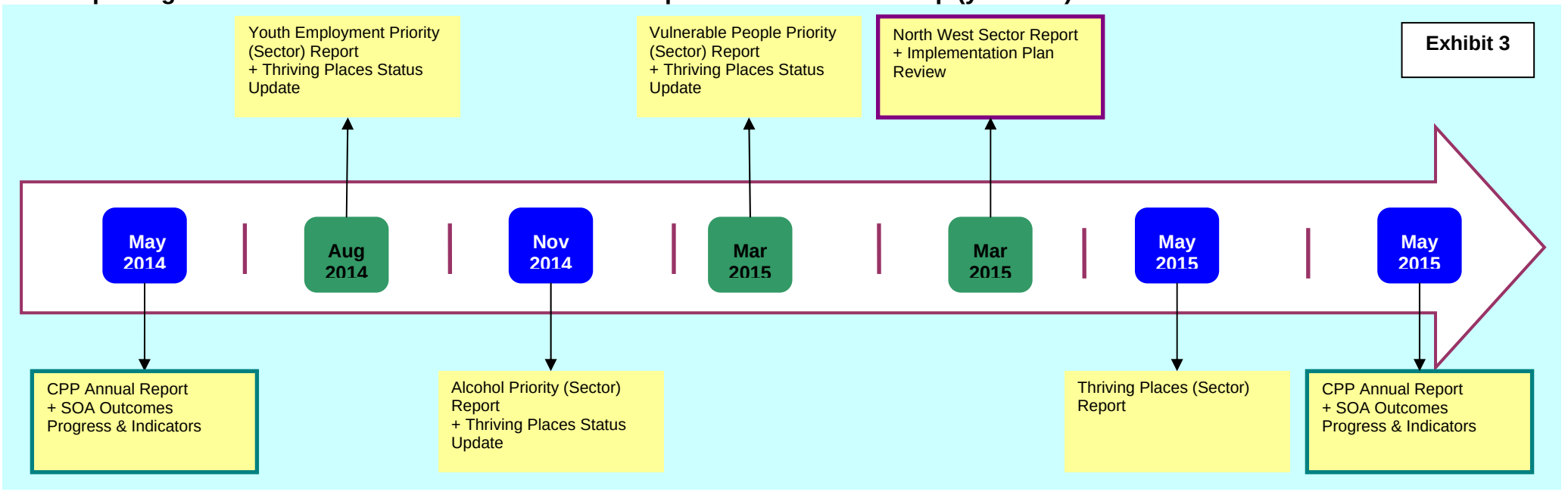
Exhibit 2

SOA Reporting Timeline to Strategic Board & Executive Group (year one)

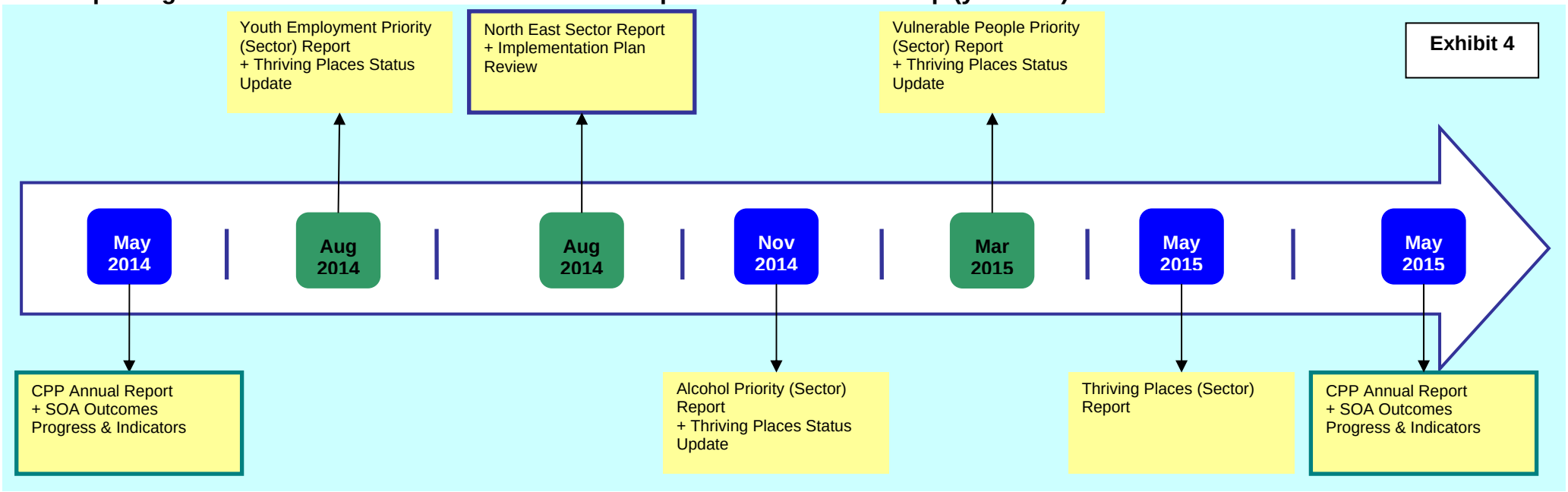


SOA Reporting Timeline for North West Sector Partnership & Senior Officer Group (year one)

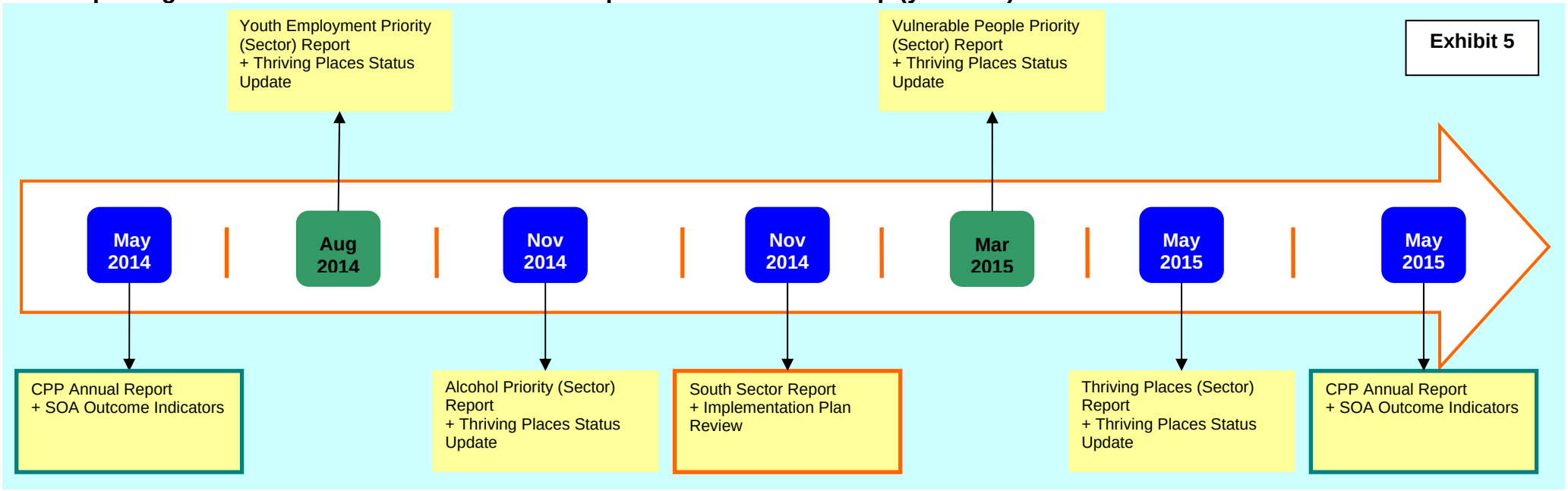
Exhibit 3



SOA Reporting Timeline for North East Sector Partnership & Senior Officer Group (year one)



SOA Reporting Timeline for South Sector Partnership & Senior Officer Group (year one)



9. On-going Development

9.1 This SOA Implementation Plan represents a first draft of an evolving plan by CPP partners to deliver upon the outcomes set in the SOA. Each plan contains a diverse range of actions and activities with different timescales, some of which will be delivered in the short term, and some of which are medium to long term. The plans are therefore designed as 'living' documents to be regularly reviewed and updated as appropriate.

9.2 The review process will ensure that where on-going actions and activities need to be amended or changed, CPP partners should be able to respond in a timeous manner. The review process will include consideration of performance information developed as part of the SOA performance management framework, and also the on-going evaluation of any service delivery.

9.3 In line with the annual reporting schedules for each SOA priority and Sector CPP, it is intended that each of the reporting bodies (as outlined in Section 8) will carry out a review of SOA Implementation Plans on an annual basis. It is anticipated that the timing of Implementation Plan reviews will, as much as possible, be aligned with annual budget setting exercises of CPP partner bodies, including any joint resourcing strategies such as the Integrated Grant Fund and proposals on Joint Resourcing in Community Planning.

9.4 The need for a regular review of Implementation Plans reflects the relatively long term time horizon for the SOA process. Much is likely to change over the ten year horizon - for example the structure and finances of the public and third sectors and the emergence of particularly vulnerable groups (cite the emergence of in work poverty over the past 5 years). To help sustain the SOA long term, it will be prudent for CPP partners to build in frequent reviews of its priorities and outcomes to reflect any changing economic, social and political context.

9.5 The SOA Implementation Plans will be expected to grow in ambition over the 10 year period as CPP partners achieve greater integration of services and impact upon outcomes. The underlying principles of the SOA are equality, sustainability and early intervention. In order to adhere to these principles, CPP partners will require to plan, test and integrate a range of re-modelled services that will help accelerate the impact and delivery of the SOA outcomes.

Joint Resourcing and One Glasgow

9.6 Two key ways in which the Glasgow CPP can accelerate the impact of the SOA outcomes are through the development of a model of joint resourcing and also by adapting services to capture the lessons learned from the One Glasgow programme.

9.7 The "Agreement on Joint Working on Community Planning and Resourcing" was issued to all CPPs in September 2013, and places expectations on all community planning partners to draw upon the totality of their resources in order to improve local outcomes for communities. In response, Glasgow CPP partners have formed a project group to achieve four key aims:

- ensure the SOA is the focal point for the planning and deployment of resources locally around our shared priorities
- share budget, investment and resource planning information through the CPP, at an early stage in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources are and can further support SOA delivery

- agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA and ensure that deployment and alignment in practice; and
- demonstrate commitment and adherence to the Agreement through partners engagement with CPPs and in relevant governance and budget making processes, including in final budget documents, delivery plans and subsequent accountability arrangements

9.8 Given the size, scale and complexity of service delivery in Glasgow, CPP partners have agreed to phase the joint resourcing process, starting with a consideration of how partners contribute to and resource services around youth employment. This process will be underpinned by an extensive mapping exercise of current projects, programme and initiatives undertaken by all partners that contribute to the youth employment agenda. This will be completed during spring 2014.

9.9 Over the remainder of the 2014/15, partners will consider the landscape and focus on their own budget setting processes with a view to the aligning of budget setting in 2015/16 around a new model for the delivery of the youth employment priority across the CPP partners. Any new model that emerges and subsequent delivery strategies will likely have a significant impact upon the design and delivery of the SOA outcomes and future ambition for our SOA youth employment implementation plan.

9.10 It is anticipated that the process for mapping services around alcohol and aspects of vulnerable people will commence in the second half of 2014.

9.11 As the delivery phase of our One Glasgow service reform programme beds down, evidence is beginning to emerge about the impact of several of the work streams in terms of the outputs and outcomes being achieved. Additionally, learning is emerging around the integrated approach being adopted by partner agencies to help deliver upon the programme ambitions (e.g. youth offending Co-ordination Hub and Children 0-8 Joint Support Teams). An element of this learning revolves around the identification of possible ‘at risk’ individuals and families.

9.12 As the CPP assumes direct responsibility for the governance and reporting of the One Glasgow work streams, an opportunity exists to promote some of the positive practices from the One Glasgow model of delivery, encouraging Partners to adopt these within the SOA Implementation Plans where appropriate.

10. Appendices

Appendix 10a: Youth Employment Implementation Plan template

Priority: Youth Employment Overarching Outcome: All young people (aged 16-24) are supported to progress into and sustain employment Outcome: Increase the number of employers recruiting Glasgow young people							
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
YE1-C-01	Citywide	CPP partners will work with business – through the Glasgow Employer Board - to develop a strategic partnership agreement linked to the development of the Glasgow Guarantee for Business. This will set out an agreed, co-ordinated approach to increasing the rate and quality of youth employment for young Glaswegians.	Lead: Glasgow City Council / Glasgow Chamber of Commerce/ Federation of Small Business Others: DWP SDS Learning Providers 3rd Sector Interface	Increase the number of employers in the city by focussing services and support on sustainability and establish links to the Glasgow Guarantee for Young People (TBA) Youth Employment Advisory Group - led by GCoC / Youth Employment Partnership – led by GCC to agree overall areas in scope for partnership agreement – to include the following work streams: - *School / Business Partnership Framework* - *Sectoral*	Increase in the number of 'new' employers in the city recruiting Glasgow young people. (TBA) Creation of strategic partnership agreement Number of businesses signing up to agreement Increase in youth employment rate & associated equality indicators Percentage of	Nov 2014	Agreement of target and specific measures to achieve increase. (TBA) Agree overall framework / scope of work Communication of citywide developments to sector youth employment partnerships.

				approaches for key growth areas (as identified through Glasgow Economic Leadership) – including the development and consolidation of business accredited training / qualifications framework. *- Ensure other growth areas are targeted to generate a range/quality of employment opportunities accessible to all young people.* *- Increased involvement of small and micro-business and Social Enterprise / Third Sector* *- In-work supports to employees and business* *- Single point of interface between business and public / third sector* *- Development of baseline, quality and impact measures for*	jobs in Glasgow occupied by young Glaswegians aged 16-24 incl. differentiated measures for young people with additional support needs (Note: currently unable to measure this indicator – proxy measures to be investigated / developed through process) Measure change from results of EIA.		

				agreement including equality measures. *- Support for entrepreneurship* Undertake an Equality Impact Assessment (EIA) on Partnership agreement to ensure it is inclusive of all young people in the city. Finalise and implement Glasgow's CPP / Business Partnership Agreement for Youth Employment		Nov 2014	Sign-up and launch of Agreement between Glasgow CPP and Glasgow Employer Board
YE1-NE-01A	North East	Citywide: a) CPP partners will work with business to develop a strategic partnership agreement to increase the rate and quality of youth employment for young Glaswegians. b) CPP partners will support employers to sustain and support young Glasgow people in	Lead: YEG Others: schools, college, SDS, EF contractors	Work with employers to increase the work experience opportunities available to young people in schools and college Improve progression from training to employment	To be developed	September 2014	Initial scoping

		employment. c) Improve the perception of business around the skills and aptitudes of Glasgow's young people in the world of work. d) The public, private and third sectors will work together to track young people entering employment and target support and skills development at identified gaps. Local: Take into account citywide developments with employers and be proactive in developing local responses.					
YE1-C-02	Citywide	CPP partners will support employers to sustain and support young Glasgow people in employment	Lead: Glasgow City Council / Glasgow Chamber of Commerce/ Federation of Small Business Others: SE DWP SDS Learning Providers 3rd Sector Interface	As part of the Glasgow Guarantee for Business, establish a clear Glasgow employer offer and single door entry system for business in relation to employer recruitment initiatives/ incentives and in-work support	Creation of strategic partnership agreement linked to Glasgow Guarantee for Business. Youth employment rate	Nov 2014 and ongoing	Launch of Agreement Establishment of single door entry system for business Business sign-up to 'pledge' – year on year

				for business and young people, ensuring this offer is inclusive of and takes into account the accessibility and the support needs of all young people in the city. Establish a 'Glasgow Businesses Pledge' to support young Glaswegians into employment Strengthen the interface between Employability Services and Business support to create a link between business growth and increased employment opportunities.	Number of businesses signing up to 'pledge' Percentage of jobs in Glasgow occupied by young Glaswegians aged 16-24 incl. differentiated measures for young people with additional support needs (Note: currently unable to measure this indicator – proxy measures to be investigated / developed through process) Project monitoring reports		increase
YE1-NW-02A	North West	CPP partners will support employers to sustain and support young Glasgow people in employment	Lead: JBG Others: GCC; SDS;DWP 3rd Sector; Colleges	Scope out the potential to enhance and extend provision of employability aftercare to 16-24	Job Seekers Allowance Claimant Flows	2015 and ongoing	

			Lead: YEG; Others NW RSLs; JBG; GHA; GCC	years old beyond young people accessing employment through the Commonwealth Apprenticeship Initiative; Develop a programme of career advocacy/mentoring for young people while in employment. Explore the potential to extend the Wheatley Pledge to other RSLs to encourage employers to recruit young people living in RSL properties into employment by providing a wage subsidy to employers willing to recruit a young person living in a rented or factored home property.	Reduction in job turnover Number of NW RSL/Businesses signing up	2015 and ongoing 2015 onwards	
YE1-C-03	Citywide	Improve the perception of business around the	Lead: Glasgow City Council / Glasgow Chamber of	Develop and implement an annual localised 'employer	Local employer perspectives survey and its	Development of survey in 2014	Launch of survey

		skills and aptitudes of Glasgow's young people in the world of work	Commerce/ Federation of Small Business/ SE Others: DWP SDS	perspectives' survey to gauge and monitor business attitude to the employment and support of young people in their workplace. Survey to include specific focus on equalities and/or other factors that might impact on employers' perceptions and behaviour.	comparison with UK-wide surveys.	First roll-out in 2015 and annually thereafter	Collation of baseline information Collation of annual comparison data Agree programme of work to respond to results.
YE1-NW-03A	North West	Improve the perception of business around the skills and aptitudes of Glasgow's young people in the world of work	Lead: NW YEG & sub groups	Build on existing employer engagement relationships to identify employment opportunities targeted at young people	Youth employment rate	Ongoing	
YE1-S-03A	South	*Workstream 1 Community Benefits* targeted recruitment, training and employment. Maximise the opportunities for securing training, employment and business growth through planned	Lead: Jobs and Business Glasgow Contributing: dependant on specific project	Focus on: - Laurieston Living - Transformational Regeneration Area project - Glasgow Recycling and Renewable Energy - New Gorbals Housing association procurement	- Number of showcase events - Number organisations attending - Number of young people engaged - Number of young people		

		investment.		processes - Gorbals Health centre - Gorbals Bus Depot - New South Glasgow Hospital – final year of construction activity - Southern General – New clinical research facility - City based projects Via – showcase events	accessing opportunities - Number of job outcomes secured - Number of placements secured		
YE1-C-04	Citywide	The public, private and third sectors will work together to track young people entering employment and target support and skills development interventions where required.	Lead: Business / Youth Gateway Improvement Forum Others: DWP/ HMRC / YEP / SDS /3rd Sector Interface / GCoC	Development of information sharing / tracking protocols between employers and Youth Gateway Implementation and management of protocols	Percentage of up to date and accurate status records held centrally in respect of individual young people. Numbers of young people supported to enter, sustain or progress in employment through Youth Gateway	Development and implementation by mid-2015 Management and monitoring thereafter	Production of protocols Production of monitoring information and adaptation of service plans to meet needs

YE1-S-91	South	*Workstream 4 Curriculum Support activities*	Lead: Glasgow Clyde College Contributing: CHP South Sector; GCC Education; employers; Jobs and Business Glasgow.	*A Partnership between South West secondary Schools and Brookfield Complex - 1 (Southern General)* mentors for young people as part of Individual Learning Plans. Extend this successful model across the South and with a wider range of employers.	- Number of individual learning plans and young people with mentors. - Network of Business Support Partners established. - Employability and sector based learning embedded within the schools curriculum.		
			Lead: CHP South Sector Contributing: CHP South Sector; GCC Education; employers; Jobs and Business Glasgow.	*A 'Day in the Life' programme – 2.* To introduce young people to some of the health professions.			
			Lead: Jobs and Business Glasgow Contributing: Glasgow Clyde College; GCC Education; Employers	*Employer engagement -3*. Widen and develop projects that bring together employers, schools and colleges to provide relevant work experience, mentoring opportunities and pathways to employment.			

Priority:	Youth Employment						
Overarching Outcome:	All young people (aged 16-24) are supported to progress into and sustain employment						
Outcome:	All young people develop the skills, attitude and resilience required for employment						
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
YE2-C-01	Citywide	Create a strong partnership infrastructure at a city and sector level to better co-ordinate and meet the needs of young people to enter and retain employment Including 18-24 year olds not previously included in partnership structures	Lead: GW/ YEP / CPP Others: YEGs, SOGs Lead: DRS Others: J&B Glasgow, GCC, Democratic Services and GCC Education	Carry out a full and detailed review of existing strategy, structures, delivery mechanisms and programmes across the partnership Implement revised delivery arrangements for youth employment services based on review and recommendations Refocus and clearly define Glasgow's Youth Gateway as a single door entry to Glasgow's youth employability support services	Production of review report and recommendations Establishment of new delivery mechanisms. Establishment and launch of Youth Gateway Partners' Delivery Agreement and structure.	Jan 2014 From June 2014 – March 2015 June 2014 for launch with final plan developed and in place from Jan 2015	Initial review and recommendations presented to Glasgow Works Partnership Board in Dec 2013. Establishment of *interim* Youth Gateway Partners' Delivery Agreement and Structure in January 2014 between: • GCC (Ed, DRS, SWS) • J&B Glasgow • SDS • JC+

							• 3rd Sector Interface
YE2-NE-01A	North East	Citywide: Create a strong partnership infrastructure at a city and sector level to better co-ordinate and meet the needs of young people to enter and retain employment including 18-24 year olds not previously included in partnership structures Local: Review structures for youth employability for North East sector Ensure links to the citywide review of youth employment structures	Lead: CPP/YEG Others: SOG/partners	Formalise relationship between YEG, as vehicle for delivering on the SOA and the Strategic Youth Alliance, as the key network for youth providers in the North East	Local Structures in place	Summer 2014	Finalisation of city review and implementation of local structures
YE2-NW-01A	North West	Create a strong partnership infrastructure at a city and sector level to better co-ordinate and meet the needs of young people to enter and retain employment Including 18-24 year olds not previously included in partnership structures	Lead: North West YEG Others: NWSOG; NW Youth Network	Utilise the service mapping to create a specific North West Employability Pipeline; Raise awareness of the North West Employability Pipeline amongst service providers and young people		August 2014	

YE2-C-02	Citywide	Extend access to resilience support for young people at school, and introduce programmes of resilience support for young people up to 24 years as part of employability pathways	Lead: GCC/ NHS GG&C Others: Glasgow Life, Colleges, Vol Orgs,	Establish and implement a longitudinal action research project across 3 target communities within the city aimed at full school year cohorts – with tailored supports provided over 7 years across Primary transition, secondary education and secondary into post school learning, employment Implement recommendations from research programme Develop NHS GG&C School Health Survey to provide benchmark for resilience across city school population and assess potential to	Reduce the % school age pupils with high SDQ scores Relative increase of young people within study cohort with improved outcomes – as measured through school attainment, out-of school activity achievement and post school destinations Citywide increase of young people within study cohort with improved outcomes – as measured through school attainment, out-of school activity achievement and post school destinations School Health Survey results.	April 2014 – March 2024 2015 and bi-annually to 2021 August 2024 Jan 2014 onwards	Agree scope and terms of research Agree Measures, resources and timeline Identify study cohort and research team Commence research Interim reporting in 2015 and bi-annually to 2021 with final report in 2023 Adaptation of survey; analysis of results and establishment of

				develop for post school use	Benchmarking of results across Glasgow and Scotland % increase in attitudes and confidence in relation to employment prospects.		benchmark. Ongoing analysis of progress against benchmark from 2015 onwards.
YE2-NE-02A	North East	Citywide: Extend access to resilience support for young people at school, and introduce programmes of resilience support for young people up to 24 years as part of employability pathways. Local: a) Identify and agree a resilience programme for NE sector and develop a quality standards/expectations for this programme. Provide capacity building support to youth and community sector to enable local providers to deliver programme. Roll out	Lead: GCC/NHS GG&C Others: Glasgow Life/Colleges/Vol Orgs Lead: YEG with SYA/HubCaps Others: SYA & HubCap partners	Capacity building with local youth work workforce Review of current programmes and mechanisms for recognition/certification of wider achievements Respond locally as citywide initiative develops	Numbers of staff trained	From summer 2014	To be developed

		programme locally and scale to other sectors as appropriate b) Support the implementation of the citywide longitudinal action research project and tailor and align sector based support services to the programme.					
YE2-NW-02A	North West	Extend access to resilience support for young people at school, and introduce programmes of resilience support for young people up to 24 years as part of employability pathways.	Lead: NWYEG; GCC Lead: NWYEG; GCC; JBG; NW Youth Network	Enhance vocational training/work experience in schools Improved pre employment/preparation for employment programmes for disengaged 18-24 year olds – with a clear referral pathway	Tba tba	Aug 2014 and ongoing April 2015	
YE2-S-02A	South	*Workstream 3 Resilience* Develop the social and emotional capabilities of young people at all stages of the employability pathway	Lead: GCC South Partnership & Development Team Contributing: South SOG members	*Definitions of 'resilience' and actions agreed for all stages of the employability pathway – 1*	- Definition and inputs to be agreed.		
			Lead: Glasgow Clyde College Contributing: Volunteer Glasgow; Young Enterprise Scotland	*South West MCMC project – 2.* Widen age group for the project to 24 years and look into possible roll out across the South.	- Numbers engaging in resilience training.		
			Lead: CHP South Sector	*One Good Adult project*	- Number of staff		

			Contributing: tbc	– *3.* Enhanced approach in the South with increased levels of resources and staff support.	and groups targeted Seminar programme developed Web based resources developed		
			Leads: CHP South Sector/Glasgow Life Contributing: Voluntary Sector Youth providers	*Roll out of the '10 Tips for Resilience' being run in by the CHP in schools – 4.* A new collaboration between CHP; Glasgow Life and local youth providers to target to community facilities/youth groups.	- Number of community facilities/youth groups receiving information. - Number of groups/young people directly engaged.		
YE2-C-03	Citywide	Identify & provide the key supports to young people who are unemployed and at risk of unemployment in the city	Lead: GCC Others SDS, JC+, J+B Glasgow, Vol Orgs, Glasgow Life	Refocus and clearly define Glasgow's Youth Gateway as a single door entry to Glasgow's youth employability support services. Increase and more closely define a differentiated and flexible 'key work' service (including in-work and aftercare support) to better support young people with complex needs	Young people accessing Youth Gateway Services, maintaining their relationship and progressing into sustained destinations	Interim YG Agreement from Jan 2014. Finalised YG plan developed and in place from January 15 – managed and monitored annually thereafter Aug 2014 to March 2015, 'key work'	Production of initial agreement Production of final agreement document

				and barriers – including: - Care Leavers - Young People who require Additional Support for Learning - BME young people - Young Parents - Young Carers - Statutory School Leavers (and particularly December Leavers)		service to be established.	
YE2-NE-03A	North East	Citywide: Identify and provide the key supports to young people who are unemployed and at risk of unemployment in the city. Local: a) Develop the sector based Youth Gateway model to ensure that at a local level, a standard system is in place for tracking, capturing and sharing information on the activities, progress and outcomes of local young people. Ensure the local model fits with the outcome of the citywide review and re-focus of	Lead: GCC Others: SDS/JCP/JBG/Vol Orgs/Glasgow Life Lead: YEG (post school) Others: all YEG partners Lead: SDS (data gathering)/YEG (planning) Others: all YEG partners Lead: YEG Others: all YEG partners	Bring local Youth Gateway partners together with EF providers to plan coherent engagement and opportunities for unemployed young people All partners to contribute to data hub Review SLDR and	Youth unemployment locally Number of local partners regularly contributing to data hub	From April 2014 To be agreed	Establishment of post school YEG Integrated local employability programme

		Glasgow's Youth Gateway. b) Gather evidence from available data sets and local, informal sources to support a more targeted and intensive approach with specific groups of young people with complex barriers and needs for example, young carers. c) Identify local neighbourhoods that are 'youth unemployment hotspots' and develop targeted interventions drawing on approaches being developed through the thriving neighbourhoods strand of the SOA. (e.g., asset based approach).		target resources	No. of targeted interventions Success rates	annually	
YE2-NW-03A	North West	Identify & provide the key supports to young people who are unemployed and at risk of unemployment in the city	Lead: NW YEG/GCC/JBG	Assess the potential to incorporate employability support in schools as standard rather than optional provision.	Level of employability support provision in NW Secondary Schools	2015 and ongoing	
YE2-S-	South	*Workstream 5*	Lead: Glasgow Clyde College	*Project SEARCH*	- Numbers young		

03A		*Supported employment for young people with disabilities*	Contributing: South sector CHP; GCC Supported employment Service; others tbc	targeting 12 trainees on work rotations in the Facilities Directorate of the Victoria Hospital. Provide a supported employment service for these trainees to enable them to sustain employment.	people successfully completing the programme. - Numbers successfully supported to sustain their employment.		
YE2-C-04	Citywide	Identify and provide the right learning / employment opportunities to young people who are unemployed and at risk of unemployment in the city	Lead: GCC Others GCoC, Colleges, Schools, SDS, JC+, SE, Glasgow Life	Develop and implement a consistent and quality assured Information, Advice and Guidance (IAG) offer for all young people aged 16 to 24. Re-focus and more closely align learning programmes from Primary school upwards – to age 24 on key sectoral growth areas in the city in full collaboration with business. To include: - School / college / business collaborative accredited and work-	Increase in number of young people receiving a quality assured IAG service and the impact on access to and sustainability of the right employment and learning opportunities. Increased accreditation levels and in particular industry recognised / development awards from school age upwards Increased numbers of	June 2015 March 2014 From August 14 From August 15	Establish Review Group Jan 2014 Launch of School / Business Partnership Strategy Reviewed and updated model of access to apprenticeships piloted and rolled out city-wide

				based programmes - Staged entry to apprenticeships in target sectors Increased supported employment opportunities for vulnerable young people	young people progressing into and sustaining employment and post-school qualifications. Increased percentage of young people with additional needs progressing into and sustaining employment	From August 14 From August 15 From March 15	Reviewed and updated qualifications model piloted and rolled out city wide Development and implementation of framework to support young people with additional needs into employment
YE2-NE-04A	North East	Citywide: Identify and provide the right learning/employment opportunities to young people who are unemployed and at risk of unemployment in the city. Local Activities: Identify young people at risk of unemployment and link them with appropriate learning/employment opportunities	Lead: GCC Others: GCoC/Colleges/Schools/SDS/ JCP/SE/Glasgow Life Lead: YEG Others: all YEG partners	Maintain risk matrix for young people in school Targeting of transitional support and alternative education programmes	No. of young people identified as at risk SLDR reporting	From 2014/15	

YE2-NW-04A	North West	Identify and provide the right learning / employment opportunities to young people who are unemployed and at risk of unemployment in the city	Lead: NWYEG & Subgroups; GCC; GDA Lead: NWYEG/ FE Colleges Wheatley, GHA, SDS, Commonwealth Apprenticeship Initiative, Jobs and Business Glasgow, Education Services	Scope out the potential for providing supported employment workplaces for young people with disabilities; Assess the potential of providing guaranteed places on Glasgow vocational college courses for Glasgow's young people. Develop Modern Apprenticeship Programme	Number of young JSA/ESA claimants FE College Participation Rates Increased number of fulltime places and range of apprenticeships	2015 August 2015 April 2014 onwards	
YE2-S-04A	South	*Workstream 2 Pre-engagement and engagement with vulnerable clients* providing enhanced targeted support for a number of specific client groups at the early stages of the employability pathway.	Leads: Community Safety Glasgow and One Glasgow Contributing: Police Scotland; Jobs and Business Glasgow; Skills Development Scotland; others tbc.	**Target groups:** *Young Offenders – 1* Community Payback – reduce re-offending via structured and supported post-order volunteering opportunities. Linking to and sustaining training and employment opportunities.	- Number of young offenders targeted. - Reduction in rates of re-offending. - Numbers of young people accessing and sustaining employment or training		

			Leads: Police Scotland/Scottish Fire and Rescue: Contributing: Police Scotland; Jobs and Business Glasgow; Skills Development Scotland; City Building; GCC LES; Community Safety	*Young Offenders – 2* roll out of successful 'Operation Modulus' pilot in Gorbals to the Linn area and other areas in the South as appropriate to during 2014-2015	- Number of young offenders targeted. - Reduction in rates of re-offending. - Numbers of young people accessing and sustaining employment or training		
			Lead: Glasgow Clyde College. Contributing: All relevant service providers in the South	*Young people requiring literacy and Numeracy support – 3* Review of current provision and a programme developed to better meet local need linked to employment outcomes	Review undertaken and programme developed based on assessment of needs.		
			Contributing: Jobs and Business Glasgow; Glasgow Clyde College; Voluntary sector providers; others tbc	*Young people requiring literacy and Numeracy support* – 4 Glasgow Life Bridging Programme (youth literacies support with direct link to the employability pathway.	- Number of young people supported. - Number of young people linking to the employability pathway		

			Lead: CHP South Sector Contributing: Jobs and Business Glasgow; Glasgow Housing Association	*Young people requiring literacy and Numeracy support* – 5 Tomorrow's Citizen programme	- Number of young people engaged. - Perceived increase in skills and confidence.		
			Lead: CHP South Sector Contributing: tbc	*Young Carers – 6* NHS Apprenticeship placements in the NHS Youth Employability programme. Other generic support actions to be agreed.	- Number of young people securing apprenticeships.		
			Lead: tbc	*Looked after children -6* Actions to be agreed.			
			Lead: CHP South Sector Contributing: tbc	*Young people with Disabilities* – 7. NHS Apprenticeship placements in the NHS Other actions to be agreed.	Number of young securing apprenticeships.		
			Lead: tbc	*Young parents – 8* Actions to be agreed.	TBC		
YE2-C-05	Citywide	Identify and provide the right opportunities for young people to develop enterprise skills and to start-up and sustain their own businesses including social enterprises and cooperatives.	Lead: GCC Others J&B Glasgow, CEIS, YBS	Enterprise included as a key element within the curriculum across every school in the city Increase coherence, facilities and capacity for youth business guidance, support services and hot-	Increased business start-up and sustainment rate for young people	March 2014 and continued development thereafter	Launch of School / Business Partnership Strategy Analyse data from current sources and identify gaps and solutions in

				housing across the city			relation to existing provision, profile of service users, and outcomes achieved.
YE2-NE-05A	North East	Citywide: Identify and provide the right opportunities for young people to develop enterprise skills and to start-up and sustain their own private businesses and social enterprises. Local: Ensure that schools and college include development of enterprise skills in core curriculum Explore opportunities for a local business start-up pilot	Lead: GCC Others: JBG/CEIS/JCP Lead: YEG Others: all YEG Partners	Audit of current provision and approaches to enterprise skills development and development of action plan Local business start up pilot	No. of local business start ups by young people	From August 2014	
YE2-C-06	Citywide	Identify and provide the right financial support to young people who are unemployed or at risk of unemployment in the city	Lead : GCC Others SDS, JC+, SPT, Colleges, Financial Inclusion providers.	Address a range of practical and financial barriers to employment for young people, in particular - Coherent and streamlined single approach to training allowances based on progression along skills pipeline	Reduced attrition rate from college and training programmes. Greater uptake of courses from young people living in areas of multiple deprivation	Development from 2015 Implementation from 2016-17	Establishment of single system for training allowances / ERI payments

				- Consistent approach to wage subsidy / ERI programmes employed across partners - Affordability and accessibility of public transport Ensure young people are provided with access to high quality financial inclusion advice and information to enable them to access, sustain and progress in employment, training and learning opportunities. Embed as core feature of Youth Gateway and 'key work' service.	Increased sustainment of employment, training and learning opportunities. Reduction in risk of in-work poverty Increase in young people's financial capability	June 2014 onwards	Analyse current uptake of financial inclusion support by young people aged 16 to 24 via GAIN including profile and reasons for access in order to identify barriers to access and/or gaps.

Priority:	Youth Employment						
Overarching Outcome:	All young people (aged 16-24) are supported to progress into and sustain employment						
Outcome:	All key employability partners use an agreed data hub						
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
YE3-C-01	Citywide	Develop a single data hub for youth employment for Glasgow that helps track all young people being supported or engaged, which in turn will help inform strategic decisions on designing services and allocating resources	Lead: GCC/SDS Others: JC+, J&B Glasgow, Glasgow Life, 3rd Sector Interface	Undertake a mapping of client information systems with an initial focus on those used by Council family for the purposes of analysing current capability, gaps and future needs. Identify options for the development of an integrated approach to these systems for further consultation with Council family. Identify potential to extend scope of the solution to other key employability partners e.g., third sector, SDS, JCP, colleges	Percentage of up to date and accurate status records held centrally in respect of individual young people.	September 2013 December 2013 tba	Mapping of current systems Options Appraisal and next stage of consultation completed
YE3-NE-01A	North East	Citywide: Develop a single data hub for youth	Lead: GCC/SDS Others: JCP/JBG/Glasgow Life/3rd Sector Interface	To be developed	No. of local organisations contributing to data hub	To be confirmed	data sharing agreements

		employment for Glasgow that helps track all young people being supported or engaged which in turn will help inform strategic decisions on designing services and allocating resources. Local: Local development activities will be informed by citywide data hub developments.	Lead: YEG Others: all YEG partners				

Appendix 10b: Alcohol Implementation Plan template

Priority:	Alcohol						
Overarching Outcome:	Working with the people of Glasgow to create a healthier relationship to alcohol						
Outcome:	Reduce the accessibility of alcohol in communities						
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
Alc1-C-01	Citywide	Working with licensing processes to develop the new Glasgow City Licensing Board's Alcohol Policy Statement, including over-provision criteria.	Lead by the Alcohol and Drug Partnership (ADP) Education and Prevention Group	CPP partners work to influence content of Licensing Policy Statement (Nov 2013-2016) to limit growth in alcohol density and duration of availability where detrimental to the well-being of the city.	Density of alcohol outlets in overprovision areas in Glasgow City Change in hours of access to alcohol where detrimental to well-being (opening hours) with particular regard to total hours and 'breakfast licenses'	During the three year period of the Licensing Policy (commencing November 2013)	Reduce the concentration of alcohol licenses in Glasgow City from position of 1660 (July 2013) by end of term of new licensing policy
Alc1-C-02	Citywide	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community-led approaches.	Lead by the Alcohol and Drug Partnership (ADP) through the Sector ADP structures and co-ordinated through the Communities Sub-group, chaired by Community Safety Glasgow (CSG)	Improved community intelligence via development of 'It's Your Community' website and mobile phone app to facilitate easier and safer reporting. Initial pilot in Ward 9 (Calton).	Number of community reports.	Ward 9 pilot from January – June 2014	Evaluation completed and learning shared (August 2014)
				Work with Ripple Effect community researchers to share sector-based practice and evidence at a citywide level.	Development and implementation of Alcohol Action Plans in each sector.	Bi-monthly updates	

Alc1-NE-02A	North East	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community-led approaches	Lead: Community Safety Glasgow Other partners?	'Your Community' Project pilot in Ward 9 (Calton) – The yourcommunity.org website has been developed to allow people living in the diverse communities across Glasgow an easy way to report incidents including alcohol related incidents. The site is supported by a mobile app offering users a quick way to report incidents using their mobile device (Android and Apple platforms)	No. of community members engaging with services through this medium No of alcohol related reports No of positive outcomes from information provided Reduction in street drinking	Mobile app test date 24 February 2014	Initially establish baseline Evaluation of the project after 6 months Roll out on a North East wide basis
Alc1-NW-02A	North West	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community-led approaches.	IN NW Sector: Work will be lead by Health Improvement team at a city wide level supported by the NW ADP Alcohol and Drugs Strategic Group and its relevant sub-groups	Work with Ripple Effect community researchers to share sector-based practice and evidence at a citywide level.	Development and implementation of Alcohol Action Plans in each sector. Recruit, train & support 6 community researchers from the Recovery communities Community Consultations will be carried out at events during NW Grand	Bi-monthly updates September 2014 GRAND week in September 2014	Researchers recruited by July, completed training programme by end August

					week 2014 – 300 meaningful interviews over 6 events		
				Work with Area Partnerships to support community input on alcohol related problems through the Neighbourhood Management Action Plans	Number of community organisations engaged Number of individuals submitting views via Neighbourhood Management Portal	Initial plans agreed by end April 2014 with ongoing revision	Programme of community consultation to continually inform Action Plans
				Review the Sector capacity to deliver Alcohol Brief Interventions training to the frontline practitioners of partner agencies	Report on level of current provision, identified gaps and action plan to address these	End May 2014	Mapping exercise by end April Proposals on Action required submitted to ADP 26th May
Alc1-NE-02B	North West	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community-led approaches.	NW ADP Strategic Group	Build a North West 'Alcohol Supply Profile' to determine access to alcohol amongst most vulnerable residents	Report detailing profile and proposing actions submitted to Treatment & Care subgroup for 2nd July meeting	Initial findings by end June 2014	Develop questionnaire for use by Additions Services

Alc1-S-02A	South	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community led approaches	Lead: South Sector Community Health Partnership (CHP) Contributing: Community Based Housing Organisations; Glasgow Council on Alcohol South P&E; Police Scotland; Scottish Fire and Rescue; South Voluntary Sector Network/Voice.	*Workstream 1* *Alcohol Brief Intervention (ABI)* Roll out and refinement of ABI model with community based housing providers and their tenants. Initial focus will be in the three South Thriving Places.	- Number of people (housing staff) trained - Number of alcohol 'conversations' between housing staff and tenants. - Number of screenings undertaken - Outcome of the screenings – number of referrals to support or treatment services - could look at a measure for positive impact on tenancies.	e.g. Training and impact on staff e.g. Engagement and impact on client behaviour	
Alc1-S-02B	South	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community led approaches	Lead: South Sector CHP Contributing: Community Based Housing Organisations; Glasgow Council on Alcohol South P&E; Community Safety Glasgow; South Voluntary Sector Network/Voice.	*Workstream 2* *Ripple Effect – Alcohol and drugs Community Engagers* work with Ripple effect community researchers to share sector based practice and evidence at a city wide level Continue Phase II of the Ripple Effect but take an enhanced approach in the South by: - Focussing on the three thriving places as part of	Development of standard questionnaire and survey model Implementation of the research Outcome of the research – the difference made in terms of partner responses, work and planning Perception of		

				an asset based approach - Forging links to the Youth Employment priority – 16-24 year olds - by including recruitment of researchers within this age range - Involving partner agencies in identifying solutions to the issued raised	community		
Alc1-C-03	Citywide	Working with the licensed trade to promote responsible sales and consumption of alcohol (on and off sales).	Co-ordinated through the Alcohol and Drug Partnership (ADP) Education and Prevention Group, chaired by GCHP.	Complete a best practice review of community alcohol campaigns Disperse funding to ensure future local alcohol campaigns can be developed and delivered locally. Improve understanding of the extent of the online purchase of alcohol across the city	Best practice guidance established. Partnership infrastructure city/local established for annual delivery. Consider findings of East Centre/Calton test purchase initiative Completion of scoping/research paper	Review completed by April 2014 May 2014 August 2014?	Commission review Agree infrastructure approach Receive feedback report at Prevention & Education Sub Group Agree parameters of scoping/research paper

			Sector based campaigns and programmes based on citywide review		Number of effective community alcohol campaigns delivered annually.	From April 2014.	Programme of annual campaigns to be delivered using agreed best practice principles
Alc1-NE-03A	North West	Working with the licensed trade to promote responsible sales and consumption of alcohol (on and off sales).	Sector based campaigns and programmes based on citywide review Led by NW ADP – Prevention and Education Sub Group	Identify and agree location of Sector based community alcohol campaigns using local intelligence gathered through community engagement	Number of effective community alcohol campaigns delivered annually.	From April 2014.	Programme of annual campaigns to be delivered using agreed best practice principles
Alc1-NE-03B	North West	Working with the licensed trade to promote responsible sales and consumption of alcohol (on and off sales).	North West ADP – Treatment & Care Subgroup	Respond to the findings & proposals of the Alcohol Supply Profile	Specific milestones will need to be determined based on findings.	Ongoing December 2014	Agree Action Plan to address key issues at sub group on 30th July 2014 Increase of x% by September 2014
			NW ADP Strategic Group	Increase the number of local licensed premises involved in Best Bar None campaign	Number of premises – increase by x%		
Alc1-S-03A	South	Working with the licensed trade to promote responsible sales and consumption of alcohol (on and off sales).	Lead: South Sector CHP Contributing: Glasgow Council on Alcohol South P&E; Community Safety Glasgow; Glasgow Life; Police Scotland South Voluntary Sector	*Workstream 3 Community Alcohol Campaigns* complete a best practice review of community alcohol campaigns; disperse funding to ensure future alcohol campaigns can be developed and delivered	- Reduction in the sale of alcohol to under 18's in the defined areas - Increased confidence of staff to challenge/refuse agents or young people - Increased		

			Network/Voice.	locally. Look at emerging evidence of 'hotspot' areas and identify what new campaigns and activities should be delivered in 2014-2015. Use outcome of the review as a best practice guide in structuring these campaigns.	attendance at diversionary activities in the areas - A decrease in alcohol related anti social behaviour		
Alc1-NE-91	North East	Establish a North East SOA Alcohol Sub Group	Police Scotland Head of NE Addictions Community Safety Glasgow Health Improvement Glasgow Council on Alcohol GCC Partnership and Development	The Group will be responsible for further developing the North East Alcohol SOA implementation Plan and to develop a co-ordination and communication role	Alcohol sub-group to report quarterly to ASOG & North East Strategic Addictions Group More people receiving information on alcohol? Reduction in number of violent/ASB incidents where alcohol is a contributory factor?	April 2014?	Review the Plan on an annual basis Development of better joint working/ communication arrangements
Alc1-S-91	South	Additional capacity within the NHS to work with Glasgow City Licensing	Lead: South Sector CHP Contributing: Glasgow Council on Alcohol	*Workstream 4 Community Council consultation on licensing applications* Assist community	Number of engagement sessions undertaken		

		Board to achieve the Public Health Licensing objective - work in pship to develop improved mechanisms to raise awareness of licensing issues and engage local communities in dialogue	South P&E; Community Safety Glasgow; Police Scotland; Scottish Fire and Rescue; Glasgow Life; South Voluntary Sector Network/Voice.	councils in making informed decisions about licensing applications by having access to a wider range of information from various partners. Structured as a universal programme for all South Community Councils and an enhanced approach in the community alcohol campaign areas.	Number of Tier 1 and Tier 2 training sessions undertaken Number of people that have undertaken the training and the impact of the training on them.		

Priority:	Alcohol						
Overarching Outcome:	Working with the people of Glasgow to create a healthier relationship to alcohol						
Outcome:	Reduce the acceptability of misusing alcohol						
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
Alc2-C-01	Citywide	Using social marketing/norms approaches to promote culture change towards alcohol.	Lead by the Alcohol and Drug Partnership (ADP) City Centre Alcohol Action Group, chaired by GCS Linking to related ADP programmes including Nite Zones, Best Bar None, SOS Bus, Prevention and Education programmes with young adults (including vulnerable groups)	Commission the development and delivery of a blended social marketing campaign to reduce alcohol related harm amongst 16-24 year olds, using social media, web and mobile technologies and other media options. Using co-production approaches.	Campaign awareness and impact evaluation. Number of young adults involved and accredited for skills development	Nov 2013-March 2015 (phase 1)	Team of young adults established as co-developers Campaign waves planned, and delivered to respond to the diverse population of young adults in the city by March 2015.
Alc2-NW-01A	North West	Using social marketing/norms approaches to promote culture change towards alcohol.	North West ADP Strategic Group – Prevention and Education Sub Group	Work with the North West Youth Providers Forum to determine range of social marketing for branded alcohol free activities	Agreement of social marketing/PR campaign No of events marketed Qualitive feedback and case studies	End September 2014	Use marketing of GRAND week as test
Alc2-C-02	Citywide	Promoting better chances and better choices for young people and adults, including participation in alcohol-free	Lead by the Alcohol and Drug Partnership (ADP) Children and Young People Sub-group, chaired by GAS	Improved links with sector-based Youth Networks to audit activity and engagement across Glasgow.			

		activities.					
Alc2-NW-02A	North West	Promoting better chances and better choices for young people and adults, including participation in alcohol-free activities.	Work will be lead by the NW ADP Alcohol and Drugs Strategic Group and its relevant sub-groups	Creation of NW alcohol free branding that all alcohol free events can share. Aim is to link, promote and ensure standards of events thereby promoting this as norm	Agreement of branding & standards for events	ADP Strategic Group – 31st March for consideration	Consultation via P&E sub groups April/May for roll out June 14
Alc2-S-02A	South	Promoting better chances and better choices for young people and adults, including participation in alcohol free activities	Lead: South Sector CHP Contributing: Glasgow Life; South Voluntary Sector Network/Voice; Strategic Youth Partnership.	*Workstream 6 Youth Networks – Audit of activity* The ADP Prevention Sub-group has a remit to carry out a mapping of alcohol and drug related youth work activity, referral pathways and training across the south. Objectives include identifying gaps and potential overlaps in activity, linking activity to 'hotspot' areas and providing recognised training for all staff in a youth work setting.	Completion of the audit will allow baselines and measures to be identified.		
Alc2-C-03	Citywide	Strengthening mechanisms and providing opportunities for	Lead at Sector Level with support from city ADP structure	Support and continue to invest in the recovery communities and use new NHS	Number of supporters. Number of events. Qualitative feedback		

		increased social support and resilience for adults affected by alcohol.		recovery co-ordinators to develop a specific focus on alcohol	and case studies.		
				Establishment of GRAND volunteer programme to enable options and pathways for community-based volunteering activity in support of recovery-friendly and resilient	Number of network or community interventions. Qualitative feedback and case studies.	Volunteer programme in place by March 2014.	6 to 9 volunteers (2 or 3 per sector) on placement with CSG and engaged in community activity.
Alc2-NW-03A	North West	Strengthening mechanisms and providing opportunities for increased social support and resilience for adults affected by alcohol.	North West ADP Recovery Communities Sub Group	Use the Recovery Conversation Café Event on the 5th March 2014 to identify recovery volunteers with a focus on alcohol	Establish 6 recovery volunteers with a focus on alcohol Agree a programme of activities and support	End December 2014	
Alc2-S-03A	South	Strengthening mechanisms and providing opportunities for increased social support and resilience for adults affected by alcohol.	Lead: South Sector CHP Contributing: Glasgow Council on Alcohol South P&E; Glasgow Life; South Voluntary Sector Network/Voice; Community based housing associations and other relevant organisations in the thriving places.	*Workstream 5 Recovery* Enhance alcohol recovery activity in the three South thriving places. This to involve assessing current recovery activity and applying learning from the current models to the wider roll out of activity. Promote understanding of	- Roll out of recovery activity across a wider geographical area - more positive perceptions and greater awareness of routes to recovery/abstinence - Number new volunteering		

				recovery issues and activities within the communities and explore opportunities for those in recovery to engage in volunteering. Explore the potential for the development of social enterprises for these volunteering opportunities.	opportunities created - Number social enterprises created		
Alc2-C-04	Citywide	Engage people in initiatives which reduce offending behaviour linked to alcohol misuse.	Citywide component co-ordinated by the Alcohol and Drug Partnership Education and Prevention Group, chaired by GCHP and progressed through the One Glasgow 'Reducing Offending' workstream and Glasgow Community Justice Authority	Develop and implement programmes of support for people using community justice services including alcohol brief interventions and related tailored intervention initiatives	Clear understanding of needs and appropriate interventions Increase in connectivity between alcohol prevention programmes and community justice users.	April 2014-March 2016	Review of progress with One Glasgow Reducing Offendering Board June 2015
Alc2-NW-04A	North West	Engage people in initiatives which reduce offending behaviour linked to alcohol misuse.	NW ADP Alcohol and Drugs Strategic Group and its relevant sub-groups	Undertake a scoping exercise to quantify the extent of alcohol misuse amongst those engaged with the North West Criminal Justice services.	Completion of report with findings and recommendations	End August 2014 ADP meeting 15th September 2014	

				Develop a pathway for alcohol support for those engaged in the Criminal Justice Services using findings of scoping exercise	Agreed Pathway that sets out appropriate interventions and referrals for use of frontline practitioners	End December 2014	
Alc2-NE-04A	North East	Engaging and working with communities to identify and respond to alcohol related problems at a neighbourhood level, including community-led approaches	Police Scotland Glasgow Life Voluntary Sector	Youth engagement/ diversionary activities in Cranhill (Beacon Centre, Ward 18). To develop a programme of activity engaging with hard to reach young people within the Cranhill area by encouraging participation in organised events and activities within the Beacon Centre and use that platform to introduce education and awareness of alcohol misuse from Police Scotland and other partners	No. of young people engaging in diversionary activities and receiving information on alcohol Reduction in number of violent/ASB incidents where alcohol is a contributory factor? No of presentations from partners in relation to the consequences of alcohol misuse	Engagement commenced February 2014. Further engagement to be introduced commencing March 2014	Initially establish a baseline Engage with local young people to develop the programme Evaluate the programme after 6 months
Alc2-C-05	Citywide	Strengthen links with equalities groups/networks to increase understanding and provide responses to	Lead by the Alcohol and Drug Partnership Education and Prevention Group, chaired by GCHP	Develop a clearer understanding of the alcohol issues facing different groups within the city and how to respond	Increase in the number of people with protected characteristics (particularly LGBT and those with disabilities) able to	Research completed by March 2016	Clearer understanding of the alcohol issues facing different groups within the city and how to

		alcohol issues.			access alcohol services (including ABI's) in the city		respond.
				Develop prevention programmes that respond to equalities issues.	More people with protected characteristics engaged in planning and delivery of programmes		
Alc2-C-06	Citywide	Repeat the Ripple Effect social evaluation of the impact of alcohol on Communities	Co-ordinated by the Alcohol and Drug Partnership Education and Prevention Group, chaired by GCHP Others SOA target	Co-ordinate the 'Ripple Effect social research programme' in 2014 for the SOA and ADP and build the community voice on alcohol issues in all programmes.	Number of surveys undertaken Publication of research findings	Completed survey by March 2015	Agreed programme of research across the city Agree mechanism for community voice to be heard in city and local plans
Alc2-NW-06A	North West	Repeat the Ripple Effect social evaluation of the impact of alcohol on Communities	NW ADP Alcohol and Drugs Strategic Group and its relevant sub-groups	Undertake Ripple Effect research across the North West and in agreed target areas	Questionnaires undertaken at 6 events engaging with 300 individuals	End September 2014	Identification of target locality for events based on Thriving Places/hotspot areas
Alc2-C-07	Citywide	Working with the public to reduce the culture of "pre-loading" alcohol.	Lead by the Alcohol and Drug Partnership (ADP) Education and Prevention Group, chaired by GCHP	Learn from the social media initiative (citywide) and work with students, third sector and others to influence communities of the drawbacks of preloading	Tracking of the social outcome measure for the Alcohol theme of the SOA Message reach figures as part of social media programme	To be established	(see blended social media campaign)

Alc2-NE-07A	North East	Establish a North East SOA Alcohol Sub Group	Police Scotland Head of NE Addictions Community Safety Glasgow Health Improvement Glasgow Council on Alcohol GCC Partnership and Development	The Group will be responsible for further developing the North East Alcohol SOA implementation Plan and to develop a co-ordination and communication role	Alcohol sub-group to report quarterly to ASOG & North East Strategic Addictions Group More people receiving information on alcohol? Reduction in number of violent/ASB incidents where alcohol is a contributory factor?	April 2014?	Review the Plan on an annual basis Development of better joint working/ communication arrangements

Appendix 10c: Vulnerable People Implementation Plan template

Priority: Vulnerable People Overarching Outcome: Particularly vulnerable individuals and communities are effectively supported to become more resilient despite the economic context Outcome: We will work together to intervene early to prevent homelessness or reduce the risk of homelessness							
Activity Reference	Geographical Area	Key activities	Partners	Main actions	Main measures and indicators	Timescale	Milestones
VP1-C-01	Citywide	i. Establish strong links with Leaving Care Services to identify what added value could be provided through the Homelessness and Housing Need thematic.	Lead: GCC DRS, Homelessness and Housing Need Sub Group *; GCC, Education, Glasgow City CHP	Develop agreed process	Leaving Care Services representation on sub-group achieved Jointly agreed Workstreams identified	By Summer 2014	An agreed understanding between the statutory and voluntary sectors.
VP1-C-02	Citywide	***Young People Leaving Care:*** ii. Extend current joint working arrangements with the city's Registered Social Landlords to increase	Lead: GCC DRS; Homelessness and Housing Need Sub Group	Presentation to RSLs through the meetings of the Local Housing Forums (LHFs) : - on the leaving care protocol in place between GCC/GHA; - on the outcomes for young people leaving care; - including presentations from	Increase in the number of young people being housed through the protocol	From January 2014	RSLs sign up to use the protocol

		access to housing for young people leaving care.		young care leavers on their experiences. To establish a short life working group involving RSLs and young people in care and young care leavers to design a protocol for RSLs and services. To learn from key findings of an evaluation of a pilot in Milnbank looking at employment and housing services			
VP1-C-03	Citywide	***Children Living in Temporary Accommodation*** iii. Establish strong links with the One Glasgow approach to Early Years Early Intervention to ensure that all activity is complementary and duplication is avoided.	Lead: GCC DRS; GCC; Education Services, Homelessness and Housing Need Sub Group	Link established. - Secure representation from the housing sector at the One Glasgow practitioners' network event on 1st April 2014. The practitioners network is a multi agency approach to providing training, sharing information/practice aimed at identifying 'just coping' families/children and ensuring appropriate		March 2014	Revised joint working arrangements put in place

				support and advice is provided by the relevant agencies. Identifying housing issues has not been part of the skills base of the agencies currently involved and securing housing sector representation would change that and allow agencies to intervene early where issues such as a difficulty sustaining a tenancy are identified and appropriate support offered. Housing Officers would also be in a better position to refer families to other agencies for support/advice that could help sustain tenancies. Consider links to the UNICEF/ GCC project to protect children's rights where Glasgow is a Child Friendly City.			

				One of the areas of focus will be young care leavers.			
VP1-C-04	Citywide	*Children Living in Temporary Accommodation* iv. Establish a 'profile of need' for children living in temporary accommodation in Glasgow (1,232 @ 31.03.13) through:	Lead: GCC DRS; Homelessness and Housing Need Sub Group;	Review existing research evidence and local monitoring data to identify - Scale; - Needs of children; - Service models already in place Establish links with One Glasgow and Education generally.		Complete	Interim paper produced outlining what we know about children in Temporary Accommodation.
VP1-C-05	Citywide	*Children Living in Temporary Accommodation* v. Establish existing assessment, referral and support pathways for children living in temporary accommodation in Glasgow across the partners	Lead: GCC DRS; Homelessness and Housing Need Sub Group; GCC Education; Glasgow City CHP; Voluntary Sector	- Develop inter agency work to develop referral arrangements - Align with the Homelessness Service reform process – referral pathways could be an agenda item for the relevant workstream under the review - this could be taken forward by the Homeless Duty Protocol Working	Increase use of pathways (this will be developed through discussions with One Glasgow)	By May 2014	Better information sharing pathways establish links with key partners

				Group or other appropriate group - the outcome of the review should be reported to this group			
VP1-C-06	Citywide	*Multiple Exclusion Homelessnes s* vi. Host Glasgow seminar on Multiple Exclusion Homelessnes s research findings to agree targeting for years 2-5 of plan	Lead: GCC DRS; Homelessness and Housing Need Sub Group; RSLs; 3rd Sector Forum; key interfaces with Homelessness Team	Seminar with Professor Fitzpatrick on 23 April 2014 - sub group to draft format, agenda and list of invitees for the seminar – ensure it is focused on preventative measures that partners can take to avoid future homelessness. - Ensure Third Sector Forum is represented - Ensure learning from seminar is fed into the service reform process for Homelessness Services - Build on good practice from elsewhere - Ensure any recommendations from Homelessness Services review of multiple excluded	Increased awareness of Multiple Exclusion Homelessness	By April 2014 June 2014	Refined, focused workplan is developed

				homelessness reflected in SOA priorities			
VP1-C-07	Citywide	*Housing Options* vii. Implement the roll-out of Housing Options in Glasgow, ensuring specific consideration of preventing Multiple Exclusion Homelessness	Lead: GCC; Homelessness and Housing Need Sub Group; RSLs; 3rd Sector Forum; Glasgow City CHP; CHR (Community Housing Register)	- Consider further once the evaluation of the Housing Options pilot in North West Glasgow has been finalised - Agree rollout plan for the City - Procure the CHR build for pathfinder area (April 2015). Subsequently, rollout citywide.	• Increase in number of Housing Options interviews • The Arc; • HL1 • Reduction in level of homeless presentations • scale up from the north west • Prevent 1 • Use the specification for a performance framework being developed by the West Hub as a basis for discussion	March 2014	- Agree rollout plan - Implement plan
VP1-C-08	Citywide	*Other, local activities* Depending upon the findings of the analysis of issues in relation to children living in temporary					

		accommodation in Glasgow the group may wish to recommend a series of local consultation events in the second half of 2014 to take forward recommendations . But this will be agreed once initial analysis and reporting is carried out.					

Appendix 10d: In-work poverty themes
(Feedback from In-work poverty workshop on 26th February 2014)

Background
This report provides a summary of proceedings from a workshop held on Wednesday 26th February 2014 at the Albany Centre, Ashley Street, Glasgow. The event was attended by over 50 representatives from across the Community Planning Partnership. The event explored a range of issues around **in work poverty** in the city. The aim was to identify a small number of practical actions that CPP partners might take forward under each of the key themes of the workshop, for possible inclusion in the SOA Implementation Plan. The themes were:

- Childcare
- The provision and quality of employment rights and advice services
- Job progression and up-skilling – working with employees
- Job progression and up-skilling – working with employers
- Accessing services

Prior to the discussion around the specific themes, a number of guest speakers set out the context for the event. This included presenting a range of evidence about the scale and experience of in work poverty in the city and across Scotland, and also how specific groups were disproportionately affected by in-work poverty issues.

Each theme was explored throughout the event by means of facilitated discussion by a facilitator who had prepared a background briefing in advance around each specific theme. The contents of the briefings were then tested in discussion with delegates during each workshop session. The summary issues and actions were recorded and fed back to delegates by the facilitators at the end of the event. The following provides a summary of the issues and actions recorded.

For each workshop (except access to services), the facilitators and participants examined four key issues. These were:

A **What are some of the key issues in Glasgow around this theme for people experiencing in work poverty?**
B **What types of services around this theme are currently being provided in the city to support persons experiencing in work poverty?**
C **What more could we do as a city (around this theme) for persons experiencing in work poverty? Who might be best place to design, develop and support these additional services?**
D **What might success look like over the next 10 years in terms of improving services around this theme for people experiencing in work poverty? What measures might we use to monitor progress over time?**

Workshop Theme - Childcare
In relation to issue A (key issues), four issues were identified by the facilitator prior to the workshop around entitlement, affordability, availability and quality. These were then discussed with the groups. A number of additional specific points were raised in the group discussions:

- The location and opening hours of come nurseries weren't always responding to demand
- Cost was often a factor ahead of quality for some parents

- Wraparound care is expensive
- In some more deprived areas, there is often a lack of private sector childcare provision

Under issue D (success measures), a number of suggestions were put forward by the facilitator including increased uptake of services by low income parents, increased availability of services, reduced average childcare costs, and increased parent satisfaction with choice and availability of high quality, affordable childcare. A number of additional specific points were raised in the group discussions, including that there might be an increased flexibility in free childcare provision for working parents, and there should be a greater connection between business, employers and childcare provision

Under issue C (what more could we do), a number of proposals were put forward by the facilitator to improve access to childcare for those experiencing in work poverty including Increase availability of flexible childcare, improve information for parents, support with costs, and transforming childcare in terms of how it is delivered. A number of additional specific points were raised in the group discussions:

- A targeting of services is required to fill gaps in provision in certain neighbourhoods
- Greater promotion of and support for child minding as an employment opportunity, and to meet demand – there are too few registered childminders in the city at present
- Extending the promotion of childcare voucher schemes to all private sector employers
- Increase breakfast club type provision
- Investigate more innovative and cost effective use of public buildings to provide flexible childcare services
- A faster pace of response is needed by public, third and private sector providers to reflect changes in labour market and employment trends of parents
- A review of the subsidies available to those services providing more flexible wrap-around care that many working parents need

Workshop Theme - The provision and quality of employment rights and advice services

In relation to issue A (key issues), issues identified by the facilitator prior to the workshop included an uneven spread of existing services across the city, services not been focused on those with the greatest need, appropriate representatives not necessarily being allocated to particular cases, a reduction in employees rights going unchallenged, and new Employment Tribunal fees and changes in Legal Aid discouraging claims.

Under issue D (success measures), a number of suggestions were put forward by the facilitator including a co-ordinated, structured service offering real client choice, appropriate representation, easily accessible services, the provision of advice to small employers, and the establishment of an employment rights network in Glasgow.

Under issue C (what more could we do), a number of gaps in existing services were identified, including no overall co-ordination of employment law services, there is evidence of demand exceeding capacity including in employment law representation, and restrictions in access to vital services for non Union members. A number of additional gaps were identified in the group discussions including that the location of

services and hours available were often restrictive, and not enough staff with appropriate experience or specialist knowledge were available – not enough training was available to facilitate this.

In terms of what more could we do (issue C), a number of issues where identified by the discussion groups, including:

- An employment rights network should be established in the city
- Advice services should be better promoted and also more accessible, in particular more clearly outlining what services are available from which agency
- More should be done to match often complex cases to the appropriate advisor, providing additional support and training to advisors where required
- Employers should be actively encouraged to provide a range of positive employment benefits
- Employees (re)entering workforce should be given an accurate 'better off' calculation
- Identify and promote positive employer practices in Glasgow as a means to encouraging other employers to offer a similar range of positive employment benefits to staff

Workshop Theme - Job progression and up-skilling – working with employees
In relation to issue A (key issues), issues identified included low pay, childcare, lack of training and progression, and the transition phase into employment not being long enough.

Under issue D (success measures), a number of suggestions were put forward by participants across the workshop sessions, including:

- Higher rates of pay
- Higher staff retention rates
- Reduction in rates of defined poverty
- Increased disposable income; and
- The establishment and uptake of an employer kite mark, setting out standards of employment

Under issue C (what more could we do), a number of suggestions were put forward during the workshop discussion sessions. These included:

- Agencies should put more focus on providing in work support to clients
- Greater promotion and recognition of transferable skills and competencies
- Support the development of a generic on line model for employee development,
- Sustainable procurement policies and practices
- Public sector needs to change more quickly to labour market changes
- Use capacity and skills of one organisation to deliver development programmes across a range of different companies
- Promote a certificate of work readiness
- Funding incentive for private sector employers to up-skill
- Longer run-in period of transition support for those (re) entering employment
- Work with those companies already implementing good practice to help promote to others

Workshop Theme - Job progression and up-skilling – working with employers
In relation to relation to issue A (key issues), three issues were identified by the facilitator prior to the workshop around the cycle of low pay and no pay, what motivates employers to progress their workforce, including making the business

case, and funding of training.

Under issue D (success measures), a number of suggestions were put forward by the facilitator including a co-ordinated, structured service offering real client choice, appropriate representation, easily accessible services, the provision of advice to small employers, and the establishment of an employment rights network in Glasgow.

In terms of what more could we do (issue C), a number of issues where identified by the discussion groups, including:

- CPP partners should work with employers HR and recruitment teams in relation to the job design and recruitment process, to help employers shape terms and conditions of employment (such as minimum number of hours) that are more attractive and practical
- Partners should work with employers to sell the business case to other employers around the benefits of offering better terms and conditions for employees
- Provide a central point of high quality information and advice to employers regarding skills and training support, and in particular SMEs/Micro businesses
- Economies of scale – broker the pooling of resources amongst employers in similar sectors to negotiate training costs / resources. Could link into 3rd sector / voluntary sector training providers where appropriate.
- CPP partners could also make available funding to assist employers training and development of staff
- Private sector employers could be given access to public sector training resources
- Provide more lengthy support to businesses beyond the 'initial period' recognising that they and their employees may require longer term support to grow and develop
- Introduce a kite mark or quality standard for employers that implement a range of positive employment practices such as a living wage, employee development programmes etc.

Workshop Theme – Access to Services
This workshop examined two key themes:

A What is your organisation already doing and what more could it do to make your services better available to people in work?
B What would success look like over the next ten years in terms of making services more readily available to people? What measures might we use to monitor progress?

Under issue B (success measures), a number of suggestions were put forward during discussions including a measured increase in on-line access in the city, an increase in IT literacy. Success might also be where there are an increased number of service access points in the workplace. Another suggestion was to utilise existing CPP partner surveys to track access to services, such as through the Council Household Survey.

In terms of what we are doing or what more we could do (Issue A), participants identified a number of good practices or suggestions:

- Enhanced support for digital up-skilling and support to access computers

- There is an opportunity to co-locate a range of public and voluntary sector led services that are available face to face in local communities where there is greatest demand
- There should be better transition and integration between services so that clients don't continually need to provide the same information to different providers
- CPP partners can support businesses to ensure greater sharing of information and advice to their employees about what types of services are actually available to them
- Information provided on particular services needs to be properly structured and tailored to specific client groups
- Large public bodies could extend opening hours for specific types of service and offer contact centres and greater on-line service provision
- Future contract letting (e.g. financial inclusion, employability support, mental health and well-being, youth provision etc) should insist on enhanced 'out of hours' services where evidence of demand exists
- Service providers such as colleges now offering services in community based organisations

10 e. Thriving Places - Example of Gorbals Work Plan

Report to South Sector Partnership
Progress with Implementation of Gorbals *Thriving Place*

Background
A key element of Glasgow's Single Outcome Agreement (SOA) is the city's partnership approach to transforming neighbourhoods – *Thriving Places*. The SOA sets out the key principles to this approach. These are:

- a long term (up to 10 year) focus;
- joint working across partners that deliver local services;
- an asset based approach that focuses on community capacity building and working with community anchors to build resilience and social capital in those communities; and
- a focus on co-production between communities and public services that drives service-redesign and delivery models and creates shared trust and confidence.

The Community Planning Partnership agreed that there should be three neighbourhoods identified in each sector that were suitable for this approach – and that an early start should be made in one of these areas. The South Sector Partnership identified Gorbals; Greater Govan; and Priesthill/ Househillwood as the most appropriate areas – and agreed that work should start in Gorbals.

The SOA made clear that it would be for local partners and communities working together to decide exactly what this new way of working will look like based on their understanding of what has and has not worked in the past for specific neighbourhoods, and the opportunities that present themselves.

However, the community planning partnership requires that each *Thriving Place* should begin by agreeing how best to deliver three key elements:

- mapping assets – a comprehensive review of the assets of the community;
- community engagement – the process for ensuring that the community are fully engaged in *Thriving Place*; and
- joint work – the initial steps ('early wins') that public and voluntary sector partners will take to improve the ways that they work together to achieve local outcomes.

The South Sector Partnership agreed that the Gorbals Regeneration Group should be tasked with preparing an implementation plan for the Gorbals *Thriving Place*. The Gorbals Regeneration Group has been in place since 2011. It draws together all elected members from the area and senior staff from the main agencies operating in Gorbals. It is chaired by Bailie Scanlon and serviced by New Gorbals Housing Association.

Specifically, the South Sector Partnership agreed that the Gorbals Regeneration Group should 'take forward the development of the intensive neighbourhood approach in Gorbals, including the development of an effective community engagement strategy and the identification of principles and early wins from

improved collaborative work among public sector partners and with the local voluntary sector'.

The Gorbals Regeneration Group reported to the South Sector Partnership on 12 November on the progress that had been made in taking forward discussions about asset mapping; community engagement; and joint work. This report updates the Partnership on progress since then.

Asset Mapping
New Gorbals Housing Association (on behalf of the Gorbals Regeneration Group) commissioned and funded the preparation of a Neighbourhood Audit. This was published in July 2013. This provides extremely useful information about:

- the population of Gorbals and its characteristics;
- the priorities; services and local expenditure of the agencies with the highest expenditure in Gorbals;
- the priorities identified by the community; and
- an initial summary of the range of voluntary sector and community organisations based in Gorbals.

New Gorbals Housing Association has now commissioned a more detailed asset mapping exercise, supported by funding from the Community Planning Partnership. All voluntary organisations based in and operating in Gorbals have been invited to a briefing meeting on the asset mapping process on 6 March 2014. Thereafter, one-to-one interviews will take place with all community organisations and significant businesses in the area to gather information on physical resources; services; skills; and networks. Additional information will be gathered from the main agencies working in the area about their services; employment opportunities; and access to facilities.

The asset mapping will be completed by June 2014 and consideration is being given to providing easy access to the information through a website or through a smart phone app.

Community Engagement
Partners are continuing to engage the community on key local issues, such as the Gorbals Health Centre and the Laurieston Arts Strategy. In addition, Glasgow Life, the Community Health Partnership and New Gorbals Housing Association have started a discussion – which will extend to involve other local partners – about the resource requirements for building community capacity and supporting community engagement to make sure that there is effective community engagement in Gorbals *Thriving Place*.

Community organisations will be engaged in the asset mapping exercise, before going on to become involved in discussions about a community engagement strategy.

The community planning partnership has offered funding from 2014/15 for the appointment of a 'community organiser', to be based in New Gorbals Housing

Association. There are other opportunities to build a small team to support community engagement in Gorbals – including potential lottery and European funding. And partners may be able to support this approach through financial resources or reorganising existing staff roles.

It is estimated that effective community capacity support might cost less than 0.3% of the total annual expenditure by agencies in Gorbals. Given the importance of community engagement to the success of *Thriving Place*, this should be achievable.

Joint Working

There have already been a number of 'early wins' in relation to joint working involving public and voluntary sector organisations. These include:

- Gorbals Hub – Key front line partners (Police; New Gorbals Housing Association (NGHA); Community Safety Services; Fire, Parks and Cleansing) meet every Thursday to tackle emerging issues and devise and implement better local working practice. Police and NGHA meet each Monday to respond to issues which emerge over the weekend and to prepare for Thursday meetings.
- Gorbals Health Centre –The new Gorbals Health Centre will bring together all current GP, health visitor and midwife services along with specialist children's services and social work services in a new custom built centre. Completion is expected in 2016. A range of community engagement about the new centre is underway. There are opportunities for training and employment opportunities.
- Joint Support Team (Early Years) – A mapping exercise of childcare provision in the area in the public and voluntary sectors is being undertaken, prior to a shared focus on 'just coping' families in Gorbals (involving Social Work, Education, CHP and voluntary providers). This work will go live from April 2014.
- Youth employment - JBG has a worker operating from NGHA's offices 2 days a week and working relationships are being developed with the 2 local youth projects (the Barn and Youth Café). Resident contact with JBG has risen considerably and there has already been early success in terms of local employment.
- Apprenticeships - LES (Parks) are taking forward a Commonwealth Games/Community Gardens Initiative with NGHA and local community representatives with linkage to in house apprentice training and development.
- Engaging school pupils - Education are working with Space Unlimited to implement a pupil enquiry led initiative at St Francis and Blackfriars Primary Schools. Some funding is guaranteed and other sources are being investigated, with the intention that work begins at the start of the next school year in August 2014. This approach will give young people a chance to have a say about their community and come up with ideas for making it better.
- The Christmas Tree Light "Switch On" has been developed with Glasgow Life and NGHA into a much more substantial "Winter Fair" (involving Glasgow Life;

NGHA and others). This attracted over 600 people in Christmas 2013 and is a model that can be used at different times of year in Gorbals. It will help build social networks, which are a key element of a healthy life.

- The Health Improvement Team (CHP) has training planned with NGHA housing officers to expand their skill-set in dealing with health related issues. The CHP is also commissioning three pieces of work to support community health; community growing; and health promoting youth organisations in Gorbals and the other planned Thriving Places in the South Sector.
- Fire Service has implemented an intensive training programme with a group of five young people aged 15-18 who were being arrested on a regular basis. City Building and LES have supported the programme. The group of young people was selected from an initial group of 11, of whom three were imprisoned before they could become involved. The five week programme has led to the young people gaining certificates in First Aid at Work and Life Saving. Each will have a four week work placement at the McAlpine Group, with the prospect of apprenticeships after that.

Performance Management

There are to be regular discussions between the areas in different parts of the city that are taking forward the initial *Thriving Places*. One of the issues for consideration there is how to capture the changes that the approach is making.

There is already a suite of indicators available to partners, including those from the Glasgow Centre for Population Health. In addition the next Health and Wellbeing Survey will boost the responses in the *Thriving Places* to make it easier to track changes. The CHP has offered to carry out preliminary work with other partners (including DRS) to select appropriate indicators.

An important part of performance measurement is the views of the community about changes and their aspirations for the future. Consideration is being given to some form of standing panel (of say 200-300 residents) which could give rapid feedback on current issues – for example through Survey Monkey or social media.

Timescales

- The asset mapping will be completed in June 2014.
- A community strategy will be developed (following the appointment of a community organiser) during 2014.
- Joint working will continue to develop as early wins are identified.
- A performance management framework will be in place by September 2014.

Appendix 10f: Alcohol & Drug Partnership Proposed SOA Governance Structures

To: Glasgow Alcohol & Drugs Partnership Executive Group

Report by:

Date: 11th March 2014

Title: **Single Outcome Agreement: Alcohol Priority – Governance Arrangements**

Purpose

To propose governance arrangements for partnership activity identified to deliver against the Alcohol priority of Glasgow's Single Outcome Agreement at a city and sectoral level.

Background

Glasgow's draft SOA was approved by Scottish Government in July 2013 on the basis that the actions outlined in an accompanying SOA Improvement Plan would be achieved. The SOA set out a focus on three key priorities for the city; alcohol, vulnerable people and youth employment. In addition to this a targeted area approach was also included; Thriving Places. This identifies three neighbourhoods in each of the Sectors in which to focus the concerted efforts of partners.

Delivery of the outcomes identified for these priorities are to be set out in the SOA Implementation Plans. These are being developed at a citywide level and sector level and the draft implementation plan will be presented to the GCPP Executive Group on the 26th March for approval. The initial focus of these Implementation Plans has been around alcohol and youth employment with some progress around the Thriving Places agenda. Within the alcohol theme there is a mix of local and citywide action plans, some unique to sector GCPP structures and others shared across all.

At a citywide level, the alcohol related implementation plan has been driven forward by the Alcohol & Drug Partnership (through its Prevention Forum). Likewise the Youth Employment theme has been driven forward by the Youth Employment Partnership with local governance arrangements being developed to support work at a more local level, building on the previous Youth Employability groups in each sector. This has provided a starting point from which to focus

Proposal

Glasgow's SOA already sets out that the lead responsibility for the citywide Alcohol priority rests with the ADP. To ensure consistency it is proposed that the Sector level ADP structures take a lead responsibility at a local level. This will also ensure that the proposed development activity identified for the SOA alcohol outcomes are grounded in the existing landscape at a city and local level. Furthermore, it will ensure that appropriate connections are made with the revised ADP strategy as it emerges.

This proposal will require the ADP structures to undertake the following;

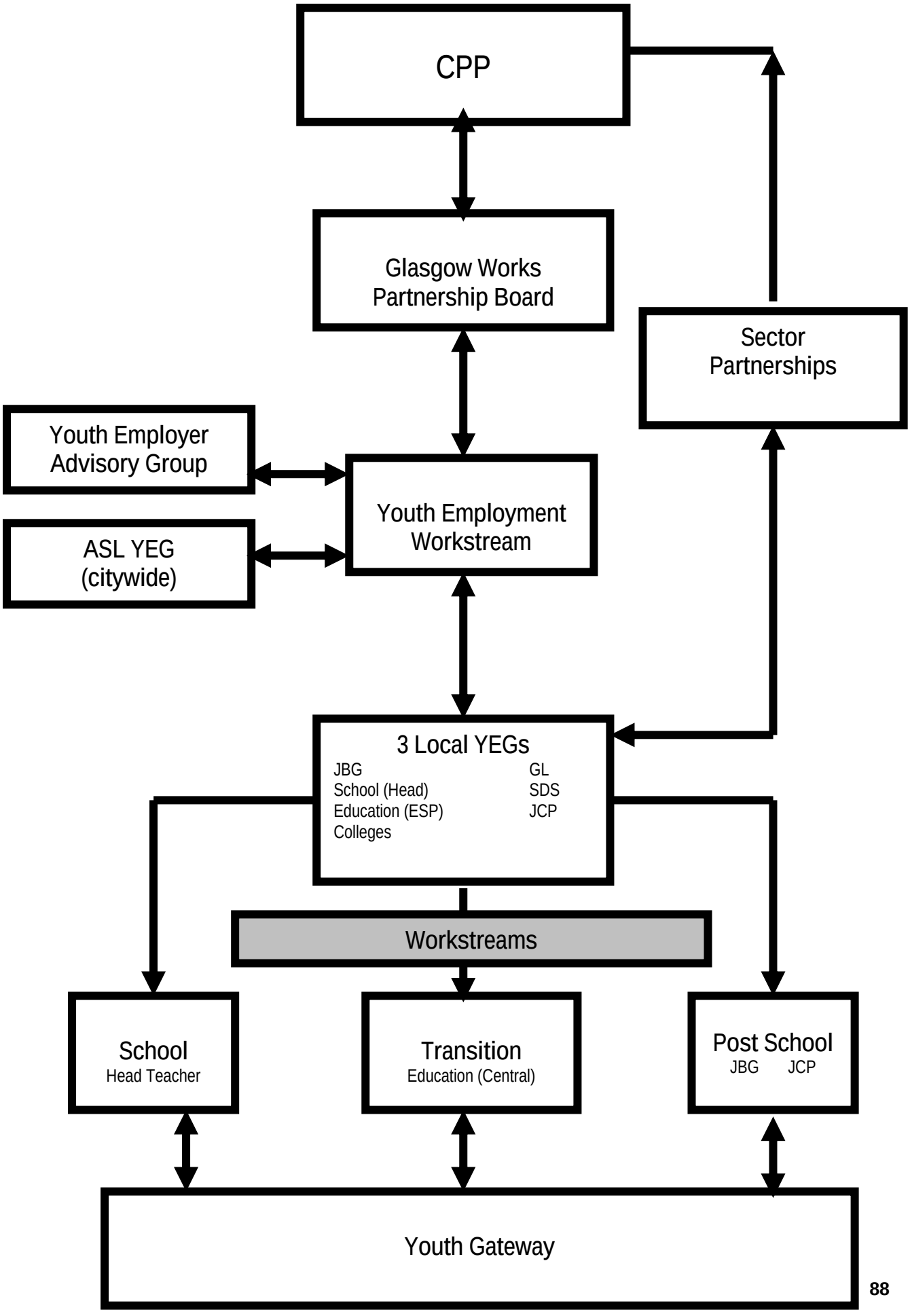
- Take lead responsibility for developing proposals that will deliver on the agreed SOA Alcohol priority and constituent outcomes;
- Ensure that activities/approaches agreed add value to existing alcohol strategies/polices;
- Ensure appropriate performance management arrangements are put in place to monitor impact;
- Ensure effective engagement of stakeholders; and
- Provide regular reports to community planning structures at a sector and city level.

The intention is to build consensus and support for action on alcohol amongst members of local CPP structures as well as amongst those directly involved in local ADP structures. This will require local ADP structures actively engaging and responding to community planning structures and vice versa. To this end it will be essential that there is some cross membership between ADP and CPP structures at a sector level and that Area Partnerships are also able to stay connected and influence activity through support from the local Partnership & Development teams. The chairs of sector ADP groups will require to agree with their CPP Partnerships how this will happen in practice. There will continue to be sector ADP representatives on the citywide ADP Education and Prevention Group and periodic meeting with sector leads for the alcohol theme to deliver SOA requirements.

Recommendations

Members are requested to;

a) note the current approach undertaken to support the development of Implementation Plans at a city and sector level for the SOA Alcohol Priority; and

b) consider the proposal that the ADP structures at both a city and sector level take lead responsibility for the SOA Alcohol Priority including reporting on progress to the Community Planning structures.

Appendix 10g: Youth Employment Proposed Governance Structures