



GLASGOW  
COMMUNITY PLANNING PARTNERSHIP



“Partners are engaged and involved, and we are working towards clear, joint priorities.

## Community Planning Partner





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# Foreword

Welcome to the Annual Report of Glasgow Community Planning Partnership. The report shows the wide range of activities and outcomes from Community Planning in Glasgow. It also highlights some of those activities in more depth in order to illustrate the complexity of some of the challenges faced and also the commitment to meeting those challenges through new ways of working.

Communities across the city face many challenges differing in nature and requiring different responses. I hope this report demonstrates the range of initiatives undertaken by different partners working together in imaginative and dynamic approaches to meet challenges and also to take advantage of opportunities.

The commitment of partner organisations to making Community Planning work has led to the successes of the Partnership. Although, real and lasting success can only be achieved because partners are working together with the communities and people of our city. This report also sets out some of the challenges faced by communities across Glasgow. However, hopefully more than anything this report shows how Community Planning can be used to support and develop the resilience, talent and determination of the communities and people of Glasgow.



Councillor Martin Rhodes  
Chair of Glasgow Community Planning Partnership

# 1 Introduction

This Annual Report reflects on the progress by Community Planning partners in the city over the past year across a broad range of priorities for the Partnership, with a particular focus on how we are progressing with our Single Outcome Agreement.

It describes the added value that Community Planning is making in Glasgow, with public bodies working together in partnership with the voluntary and business sectors, and with communities themselves to improve outcomes for residents.

**The purpose of Community Planning is better partnership working. The Glasgow Community Planning Partnership brings together key public, private, community, and voluntary representatives to deliver better, more efficient public services.**

Partners are achieving this by listening to residents and changing the way we work together, integrate and deliver services. There is greater emphasis on prevention and early intervention in the way in which we design services. The Partnership is also paying attention to our performance and how we will demonstrate the impact of Community Planning in the city in the years ahead.

This report provides a cross section of the wealth of activity that has occurred in the city during 2014/15, with further detail of the wide range of services to be found by following the web-links in this document. These are indicated by the following symbol:



The report also reflects upon the responses from partners in the city to a large scale Health Check Survey of Community Planning in spring 2015; a snapshot of results and comments from the survey are spread throughout the report highlighted with the following symbol:



**Full and detailed results can be found by clicking on the symbol anywhere in the report.**



# 2 Single Outcome Agreement

The Single Outcome Agreement for Glasgow sets out an agreed set of priorities between partners in the city. We have agreed to work together over ten years to re-shape existing services and develop new services in order to achieve better outcomes for residents of the city.

The priorities of Glasgow's Single Outcome Agreement are:

- Alcohol
- Youth Employment
- Vulnerable People

These are supplemented by a commitment to achieving better outcomes in particular neighbourhoods, known as our **Thriving Places** approach.

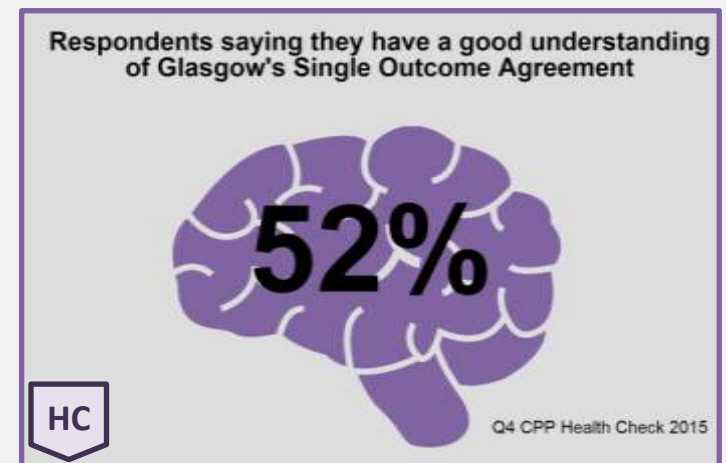
To help achieve the outcomes set in the Single Outcome Agreement, partners will also work together using a set of agreed principles, namely **Equality, Sustainability** and **Early Intervention**.

The current Single Outcome Agreement (SOA) for Glasgow was agreed in 2013 and partners have been working together since April 2014 to deliver it.



Over the past year, we have made steady progress towards achieving the outcomes set out within it. Some of the early work has focused on laying the foundations for the long term delivery of outcomes (such as establishing partnerships, new ways of working, and funding arrangements). However, there are already several early examples of the impact of new ways of working together. This section describes the progress made against outcomes using examples of joint working.

We will monitor a series of agreed performance measures and targets to track progress against the agreed outcomes, and will report back regularly on these.





## Alcohol

The ambition for the SOA around our alcohol priority is to:

- **reduce the accessibility of alcohol in communities**
- **reduce the acceptability of misusing alcohol**

Responsibility for delivering against these outcomes has been taken on by the Alcohol and Drug Partnership (ADP) in the city and is also embedded within its own strategy to 2017. An alcohol Implementation Plan sets out the added value activities that partners have agreed to undertake to deliver against the outcomes in the SOA. These are being co-ordinated both at city-wide and at a more local level.

We have reviewed the learning from over twenty Community Alcohol Campaign's (CACs) conducted in Glasgow over the past decade to develop a consistent and cost effective model for future campaigns that will have the maximum impact on those people and communities targeted. We will take the findings forward in 2015 to ensure better co-ordination of all future campaigns in the city.

We have funded a dedicated post, hosted within the NHS, to work with Glasgow's Licensing Board. Over the past year, the post holder has established systems to record, review, and consider any comments on applications, and has made representations where it was considered that licensing applications might have a detrimental impact on the community. The aim is to influence the considerations of applicants and the Licensing Board, focusing in part on applications within neighbourhoods of existing 'over-provision', or areas of 'potential concern'.

**W** The delivery of Alcohol Brief Intervention's (ABIs) is another of the core activities to tackle the acceptability of excessive alcohol consumption and misuse. ABIs use community based pharmacies as venues to increase public awareness of alcohol over consumption and also to provide further advice or support where required.

Alcohol

Youth Employment

Homelessness

In-Work Poverty

Thriving Places

“  
The cross cutting nature of alcohol affects our communities in a number of ways and no one agency is equipped to singularly address all of these issues.

**Therefore the multi-agency approach to the issue of alcohol is the only answer.**

Christine Laverty, Head of Addiction Services, North West



During ABI campaigns, an alcohol worker or counsellor provided by Glasgow Council on Alcohol (GCA) is present on the shop floor in each pharmacy and have information and resources at hand to engage with customers. Clients needing more support are offered referral to other services, and when appropriate, the counsellor will link with a local Community Addictions Team or GP if there is evidence of physical or mental health issues and heavy drinking. Over the past 4 years, 1,266 ABIs have been delivered, screening 2,910 individuals across 15 participating pharmacies in the south of the city. Successful ABI campaigns are often run at festive times. From July 2015, the approach will be rolled out across pharmacies in other parts of the city.

The 'Ripple Effect' work addresses the acceptability of misusing alcohol outcome by identifying how local people in Glasgow perceive alcohol to be affecting their community. The results will influence our alcohol action plans going forward.

The project involves community members receiving training on alcohol and drug issues, research skills and data analysis, report writing and presentation skills. This training equips the ACEs (Alcohol and Drug Community Engager volunteers) with the skills required to carry out the fieldwork. The ACEs will consult with 3,000 community members covering the nine thriving communities in Glasgow City, and 3 other areas agreed locally, with a completion date of August 2015. The core themes for 2014/15 are to determine the proportion of local people reporting alcohol as a problem in their community, to assess the community's awareness of the impact of excessive or binge drinking, and to capture the proportion of local residents who report too many places to buy alcohol in their neighbourhoods.

The volunteers provide a credible resource in local communities to help uncover the impacts and attitudes toward alcohol in communities. Involvement of the volunteers also greatly enhances their own skills sets, confidence and experience, often leading to further volunteering or employment opportunities in their communities.





# Case Study

## Alcohol

### Alcohol Brief Interventions

#### Alcohol Brief Intervention Service User

"I seemed to be relying on alcohol more and more to the extent that some close friends were commenting on how much I seemed to be drinking. I began to drink in secret. I hated the feeling that I was becoming addicted to and being controlled by this substance...

**...I tried to hide it.**

I was handed a lifeline by Liz who I met at the Govanhill Health Centre Pharmacy. The setting at once put me at ease, as well as Liz's caring and professional attitude. She was the one who approached me and drew me in, guided me through the material and outlined the way the program worked, and immediately convinced me that this could be just what I was looking for. Hers was the outstretched hand that I needed to start to get my life back under control again.

I achieved my goal, which was to stop drinking every day to cope with my feelings of stress. My total weekly consumption is now twelve units. I feel I am in control of the situation now. I am very proud of this change on my outlook on life, I feel very positive about the future."

**"This pharmacy campaign has transformed my life"**



## Youth Employment

The Community Planning Partnership will deliver on three key youth employment outcomes over the next ten years:

- **Ensure that all young people develop the skills, attitude and resilience for employment**
- **Increase the number of employers recruiting young Glaswegians**
- **Encourage all partners to improve data sharing**

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Delivering these outcomes is being driven both at city wide level through refreshed structures and also at the local levels through the commitment of those involved with the network of local youth employment structures.

Over the past 18 months, the Council and its Community Planning partners have carried out a comprehensive review of how they deliver youth employment services in the city. From spring 2015, a new Youth Employment Board (YEB), made up of members from across the public, business and third sectors will oversee the development and implementation of an action plan, and take responsibility for delivering against the SOA youth employment outcomes. (W)

A recent example of improving the skills, attitude and resilience of young people has come through the Commonwealth Employment Initiatives (CEI), an apprenticeship scheme which partners the Council, job agencies and the private sector. This has proved successful in supporting young unemployed people into jobs. In the last year the initiatives have provided support to business to recruit over 1,300 young people into work. In 2015, the Initiative will be re-launched as part of a 'Glasgow Guarantee' which will provide guaranteed support to *every* young person aged 16-24 in the city, offering access to continuing education, training, an apprenticeship or employment. In addition, every young person at school in Glasgow will be equipped with the knowledge, skills and experience they need to ensure their ability to compete for and sustain employment. (W)

In 2014, the Wood Commission reported on how to achieve better connections between schools, colleges and the world of work. In Glasgow, the implementation of the Wood Commission recommendations is being driven by a partnership of the Council, schools, local job agencies, colleges and businesses. (W)

The aim is to better prepare school leavers for the world of work and the expectations of employers, to encourage greater engagement of private businesses with education, particularly in schools. It also aims to encourage greater College education focused on employment and progression in learning, and to support Modern Apprenticeships more focused on higher level skills and industry needs. It will also take practical steps to work with specific groups of young people known to have poorer outcomes such as care leavers, Black and Minority Ethnic (BME) Groups and the disabled.

In early 2015, an employer led Glasgow Invest in Youth Group was established to boost the link between the employers and education system. A Science, Technology, Engineering and Maths (STEM) academy is being established in the city, which will engage young people with STEM subjects and career pathways, linking them with employers and preparing them for the world of work.

To improve our knowledge of employer attitudes and behaviours in Glasgow in relation to recruitment and development of young people, an Employer Attitudes Survey was conducted in 2014. This engaged with 379 employers across the private, public and voluntary sectors and will be repeated on a regular basis over the lifetime of the SOA to help shape our future responses and to monitor progress.

## Case Study

## Youth Employment



### Apprentice Child Carer


In July 2014, the Glasgow Guarantee had welcomed its 5,000th unemployed candidate, James Gunn, into the world of work through the Commonwealth Employment Initiatives. James (16) from Castlemilk is not only the 5,000th recruit but also the very first male to gain an apprenticeship in childcare through the Commonwealth Apprenticeship Initiative.

Employed by Sinclair Nursery Limited, James is currently working full time for a minimum of two years and registered on the Modern Apprenticeship Framework. Since starting his apprenticeship, James has progressed well – showing great maturity, working with both children and the staff. Feedback from all at Sinclair Nursery is positive, feeling they have landed on their feet with not only James but with all their apprentices.

The overarching outcome for the vulnerable people priority of the SOA is: *“Particularly vulnerable individuals and communities are effectively supported to become more resilient despite the economic context.”*

The first two target groups agreed for the vulnerable people priority of the SOA are homelessness and housing need and in-work poverty. The two outcomes are as follows:

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

An Implementation Plan around homelessness and housing need was produced in March 2014 and this has been the focus for work over the past year. The Plan focuses on a number of priorities including young people leaving care, children living in temporary accommodation, enhancing information and advice services, supporting the city’s Housing Options programme, and tackling Multiple  Exclusion Homelessness.

The Implementation Plan also borrows from the 2014 Strategic Review of Homelessness in the city which is increasing the focus of services on homeless prevention.

Young people leaving care are one of the most likely groups to experience homelessness. Partners are targeting this group, offering up a broad range of support services by establishing strong links with the formal Leaving Care Services to establish what added value other Community Planning partners can provide to such support services. This ranges from support around mental and physical health, education, employment, and resilience support as well as traditional help around housing. Partners are working to extend joint working arrangements with the city’s Registered Social Landlords to increase access to housing for young people leaving care, improving options and the likelihood that young people can remain in local neighbourhoods closer to their families, peers and support networks.

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Further support around the homelessness outcome comes through a new Financial Inclusion Strategy for Glasgow which provides advice, information and support to a wide range of people facing financial insecurity, including those requiring housing information and advice services. A specific focus for the support will be around Housing Options and homelessness, with specialist advice and support services being provided to those at threat of homelessness.



## Case Study

### Homelessness And Housing Need

#### **“EF” – Young Care Leaver**

EF came to the attention of Social Work Services in 2002 aged 12, having problems both in the family home and problems at school. She became involved in offending, committing a serious crime, and received an 8-year sentence. Following her release in 2012 (aged 22) she lived at the James Shields Hostel. EF began engaging with services to address barriers to employability, subsequently referring her to the Care Leavers Employment Service (CLES) to progress into employment, having been unsuccessful in looking for work.

EF had a clear plan of wanting to work in Child Social Care or Hospitality but faced barriers in pursuing this due to her conviction. CLES assisted her to access legal support. EF was referred to the Launchpad Training Programme, where she undertook work placements in hospitality. The placements were very positive and following negotiations with her second placement progressed into employment as a Commis Chef in 2013.

EF was submitted to the Leaving Care Services Protocol, as she had demonstrated the maturity and skills to be able to manage her own tenancy.

EF has been in her own tenancy for approximately a year, and been employed with Jamie’s Italian for 18 months. EF now plans to go to College to study Child Social Care.

To **reduce the number of residents affected by in-work poverty**, six strands of work have been identified by partners around childcare, the Living Wage, employment rights and advice services, procurement, job progression and up-skilling, and improving access to services.

Over the past year, partners have progressed a first phase of implementation by addressing the Living Wage, procurement, employment rights and advice, and job progression and up-skilling. Partners supported a programme of research to improve the evidence base, further understand the extent, causes, and potential solutions around in-work poverty in the city. This research provides powerful evidence to help shape service design decisions and for a long term strategy for the city.

In 2014, over 130 employers in the city reaffirmed their on-going support for the Glasgow Living Wage (GLW), representing more than 49,000 staff. Glasgow City Council continues to explore existing legislation with a view to maximising opportunities to contract employers who pay the GLW. Where possible, the Council will give extra weight to firms paying the GLW when assessing tender bids for goods and services. All Community Planning partners have committed to examining the possibility of embedding a Living Wage approach across procurement practices, and also approaching Scottish Government to support this nationally.

In-work support and job progression is another area of focus for partners. For example, partners including the Council and Jobs & Business Glasgow are developing proposals around a support 'portal' for residents who have recently returned to work. Residents will be offered a package of in-work support. This will include debt and legal advice, including employment rights, benefits maximisation, childcare; and advice around training, skills, education and development. A protocol will be developed in relation to the level of service to be expected by each client. Support services will be available in a variety of ways including via a dedicated help line, on line resources and printed packs. The details of support offered and delivery means will be developed further during 2015.

The new Financial Inclusion Strategy for Glasgow will also reflect the rise in the number of residents facing in-work poverty, with the introduction of specialist advice and support services for those experiencing in-work poverty.

Thriving Places represents a new approach to area focused regeneration in Glasgow and also a better way of working between organisations and communities, making better use of existing resources and assets to achieve better outcomes. This asset based approach relies heavily on the capacity, skills and strengths within communities as much as it does the services provided by public bodies. The outcomes are:

- **More resilient, sustainable communities, that are thriving, and where people are proud to live**
- **Communities have more aspiration and influence over the services delivered in their neighbourhoods**
- **Communities work in equal partnership with providers to develop services for residents**

Nine communities have been identified to participate in this approach over the ten years of the SOA. Work began in three neighbourhoods in 2014 – Greater Gorbals, Parkhead/Dalmarnock, and Ruchill/Possilpark. Each of the three neighbourhoods have formed working arrangements between service providers and community representatives with a view to determining long term priorities and establishing ways of working. In each neighbourhood, a local anchor organisation has emerged that will take on much of the co-ordination of the work and also act as a strong link between residents and other service providers.

Each of the neighbourhoods has adopted their own approaches to building up their local Thriving Places although each shares some common themes. All have undertaken asset mapping to identify the resources within each community and all have developed engagement plans to involve as wide a range of residents as possible. In addition, all areas are actively considering what success should look like over time and how this should be captured.

Work will begin in the next wave of Thriving Places later in 2015 just as the first evidence emerges about the impact of the work in the first three neighbourhoods. A key task for partners will be to capture, document and share the learning from the first three neighbourhoods. The following provide examples of progress in each of the first three neighbourhoods.

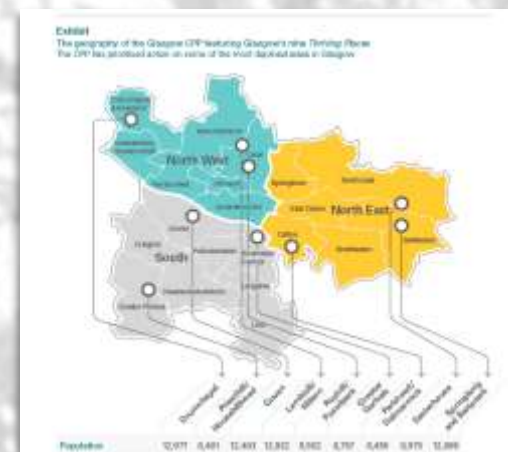
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## Thriving Places | North East

The initial approach of the North East Thriving Places Group has been to support a wide range of community engagement activities and work programmes in Parkhead/Dalmarnock/Camlachie, in consultation with local people and voluntary sector partners.

Recent engagement activities have included; family meal programmes, supporting first time parents, community gardens, tea dances, integration support, support for men, community breakfasts, and development of a music collective. These events have allowed for informal consultation with people who would not be reached through traditional means, allowing partners to build relationships and develop a picture of what is already going on in the area.

More formal engagement will begin in summer 2015 in these communities to agree long term local priorities around Thriving Places and how residents want to be involved in taking these forward. The consultation will build on the activities already underway and through existing relationships with residents. An action plan will follow along with a long term performance framework.

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## Thriving Places – North West

The Ruchill/Possilpark Thriving Places Group brings together a wide range of partners including statutory agencies, local Community Councils as well as local residents identified through Housing Association Board membership. The Group have identified a number of early tasks that will provide the foundations from which to move Thriving Places forward.

Crucial to the success of an asset based approach is listening to and learning from local people. They represent the biggest and most important asset in the community. In Ruchill/Possilpark we have sought to learn from consultations that have been undertaken in the past and use these as a starting point for on-going discussions.

Conversations with local people are taking place all over the community - at social events, at coffee mornings, at formal local groups, with organised structures and even with passers-by keen to have their say. These unstructured conversations provide an opportunity to hear the views of local people, to understand their vision for their community and to discuss the approaches to achieve these.



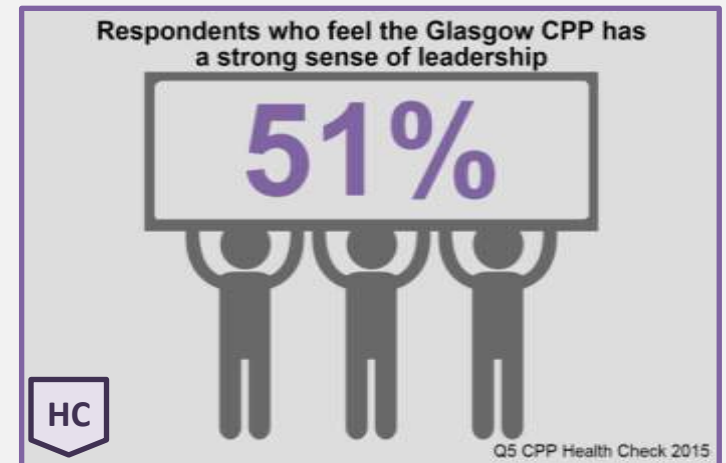
In 2014, the Thriving Places Group were successful in securing £250,000 funding from 'Spirit of 2012 Trust'. The funding will help to increase individual and community participation in sport, physical activity, culture and arts, youth leadership and personal development and social action and volunteering. The Group is working with Foundation Scotland to discuss the development of a local Community Panel to support the disbursement of grants locally. Support will also be provided to identify additional funding to help grow the budget over the three year period. The delivery of this programme of activity will be undertaken using a Community Budgeting approach, placing local people at the heart of decision making on the allocation of financial resources.

### Thriving Places – South

Gorbals has been the initial focus for Thriving Places in the South with the pre-existing Gorbals Regeneration Group taking on responsibility for developing the local approach. New Gorbals Housing Association (NGHA) is the local anchor organisation, and has contributed significant resources to this.

An asset mapping exercise has been conducted, providing a rich directory of buildings, organisations and services that exist locally. It also provided a detailed picture of the public, voluntary and business sector resources in the community, including services provided and staff deployed. It has also identified employment and training opportunities locally. Community asset maps are in development and will include a website, phone App, and community directory.

A Community Manager post has been created to support the Gorbals Thriving Place. Additional external financial resources were secured by NGHA over the past year via the People and Communities Fund and The Spirit of 2012 Trust towards supporting the approach including improving the involvement of the community in decision making and resource and budget setting.



# Case Study

## Thriving Places



As part of the process of making contacts and building relationships in the Parkhead/Dalmarnock Thriving Place, a proposal emerged involving Dalmarnock Primary School aimed at improving pupils' health and readiness to learn.

PEEK (a local voluntary organisation) developed a pre-school programme on Tuesdays and Thursdays that would address poor attendance at breakfast club which aims to provide a healthy breakfast to start the day, including healthy cooking activities and fun exercise routines. Since the project began in February 2015, the number of children attending the programme has increased from around twelve each day to over fifty.

**"Breakfast time has been so successful – over 50 children are now turning up, even children who have to pay."**

(Nancy Clunie, Headteacher, Dalmarnock Primary School)

The success of the project has meant that: more children are receiving a healthy breakfast each school day; different age groups are playing happily together; more parents are involved with the school; and teaching staff have noticed an improvement in class. PEEK is also training parents to enable them to take over the programme, allowing it to evolve organically and be self-sustaining. The plan is to extend this successful project at Dalmarnock Primary to other schools in the Thriving Places area.

**"I think I'm better in class on Tuesdays and Thursdays because my hands and brain are warmed up."** (Boy, P5)

**"I come every day – if I'm on time – and I'm always on time on Tuesdays and Thursdays."** (Boy, P6)

## Sector Progress

Much of the delivery of Community Planning in Glasgow focuses around a local approach to partnership working. Three Sector Community Planning Partnerships oversee the planning and delivery of services that contribute to our shared outcomes, and do so by accounting for local circumstances in each part of the city. Local Community Planning provides a platform for local partner organisations including community and voluntary groups to have an active voice in the process.

Each Sector in Glasgow has its own set of action plans around the Single Outcome Agreement, setting out the activities and contributions being made locally to the city wide ambitions, but also reflecting on particular neighbourhood issues and assets available to address these.

This section provides a small number of examples of progress made by our Sector CPPs over the past year against many of the SOA outcomes. Further case studies are available online.

“Community Planning should be part of everyone's job description otherwise it will be seen as an add-on rather than as core to everyone's role.”



North East

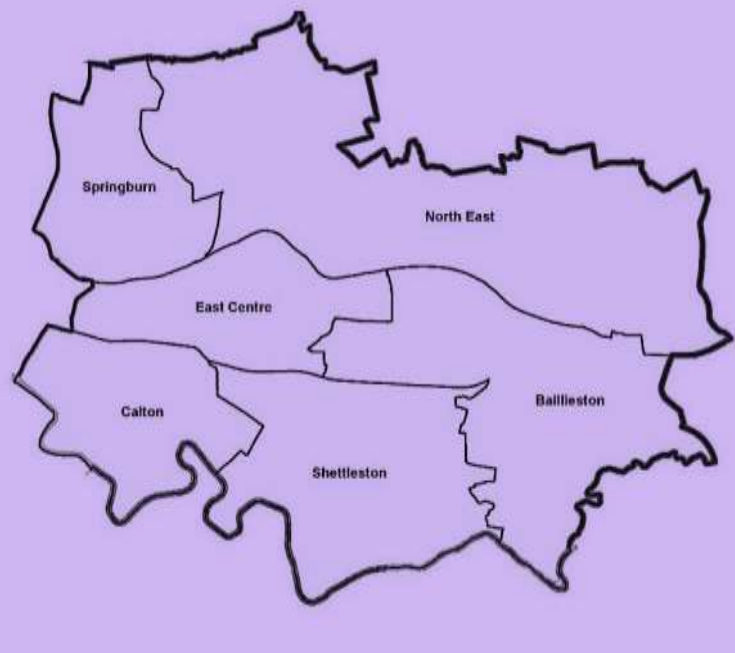
North West

South

### North West Sector



### North East Sector



### South Sector



Over the past year, a Senior Officers Group has helped to develop the North East Implementation Plan on behalf of the Sector and is also responsible for its implementation.

Local activities to support the outcomes of the alcohol priority include delivering an awareness raising campaign in the North East to tackle alcohol issues, which involves Ripple Effect volunteers as part of community consultations. The campaign is also linked to Police Scotland's test purchase operations in the area which aims to prevent the sale of alcohol from licensed premises to underage persons. Early intervention is a key theme of the North East approach with a programme of activity with hard to reach young people developed during 2014. A pilot area was chosen to increase participation of young people in organised events where partners could introduce education and awareness of alcohol misuse. A local alcohol sub group is considering other actions where partners can collaborate to add value to, or fill gaps in, existing service provision across the North East in 2015.

Delivery of the local youth employment outcomes are being delivered through improved structures in the sector. Partners will intervene early by identifying young people at risk of unemployment and linking them with appropriate learning/employment opportunities. Partners will provide targeted transitional support and alternative education programmes and encourage schools and colleges to include development of enterprise skills as core provision. Evidence is gathered from available data sets, and local informal sources, to support a more targeted and intensive approach with specific groups of young people who have complex barriers and needs such as young carers. A resilience programme for vulnerable young people is being developed with capacity building support provided to the youth and community sector to enable local providers to deliver the programme.

During 2015, partners across the North East will consider how they can contribute to the SOA outcome of preventing homelessness through the re-establishment of the Essential Connections Forum in the area which connects social landlords, voluntary bodies, the Council, Health Board and other public bodies to address homelessness and housing need.



A North West Senior Officers Group has overseen the development of the Sector Implementation Plan, which was approved by the Sector Partnership in March 2014.

The Sector has embedded its Alcohol Implementation Plan within the work of the North West ADP. The North West ADP work side-by-side with individuals in recovery, harnessing their lived experiences to better understand what individuals with alcohol issues need from services, and how we change the relationship that Glaswegians have with alcohol. The North West Recovery Communities are going from strength to strength and are involved in making the work of the North West ADP, and the alcohol outcomes meaningful to the local community. The recovery community have been instrumental in the development of the North West alcohol-free branding and logo. This is being used to publicise alcohol-free events across the Sector. The branding aims to link, promote and ensure standards of alcohol-free events thereby promoting alcohol-free activities as the norm. The branding will be used as part of a wider social media marketing campaign in 2015.

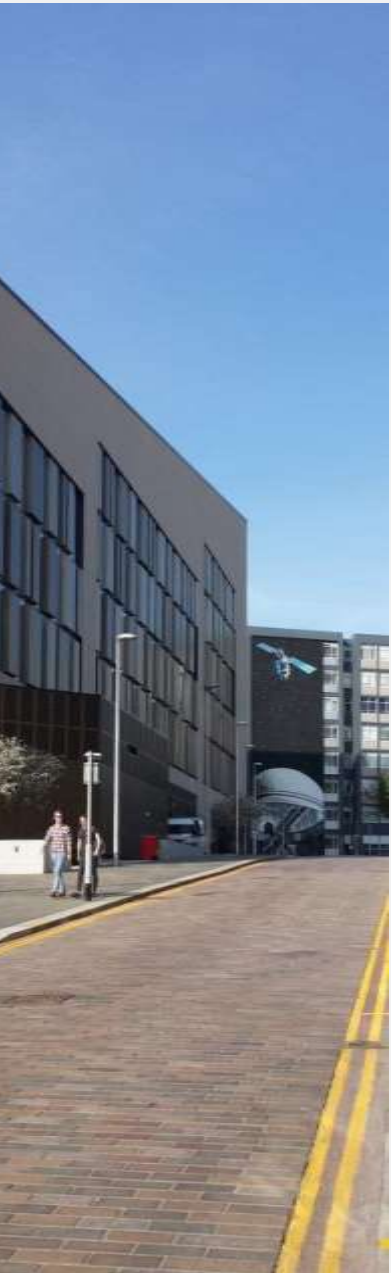
North West Recovery Communities, in partnership with the Health Improvement Team have also delivered high quality alcohol-free social events. In 2014, around 500 local people took part in five events and a programme of ongoing social activity has been developed. A critical learning outcome of this activity has been to ensure leadership is provided from local people and community organisations. The on-going delivery and development of the North West Alcohol Implementation Plan will be focused through our work using real experiences of service users and local communities.

North East

North West

South

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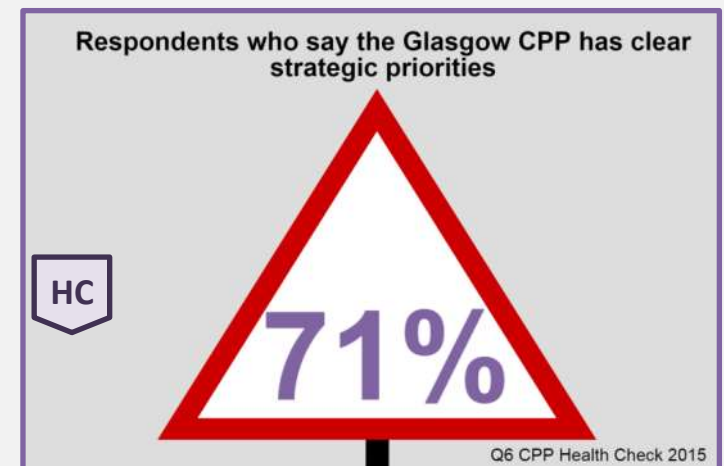
Over the past year, the South Sector Partnership and its Senior Officers Group have overseen the development of local responses to the SOA alcohol and youth employment outcomes and the Gorbals Thriving Place.

For the alcohol priority, an action plan closely linked to the work of the ADP has been developed with six distinct work streams, one of which related to ABIs. The aim is to broaden the reach of the current ABI model to cover the entire population and also to target people in different ways. ABI Awareness training for front line staff and tenants started with 2014 across New Gorbals Housing Association and will be evaluated and rolled out across Housing Associations in Govanhill, Govan and Priesthill/Househillwood in 2015.

For Youth Employment, a group of Partners led by Glasgow Clyde College developed an action plan for the SOA outcome 'All young people develop the skills, attitude and resilience required for employment'. The plan has five work streams, including a focus on maximising community benefits where employers are encouraged to train and employ local people where there are construction projects in the local area. Another work stream has progressed support to vulnerable young clients groups such as young carers to take up opportunities such as via NHS for placements in Nursing, Children's Services and Laboratory work.

Current capital construction programmes in the South creating job opportunities for young people include Silverburn Phase 3, where Jobs & Business Glasgow is working closely with the construction element of the project as lead recruitment partner and with the centre management team for end user jobs; and the New Gorbals Housing Association maintenance contract, working in partnership with an appointed contractor to generate jobs for local people.

For the vulnerable people priority, a team led by Social Work has focused on the preventing homelessness outcome and agreed some initial actions such as the roll out of the Housing Options model across the South and enhanced joint support services targeting vulnerable families, young care leavers and migrant workers.



Partners have identified three underlying principles to follow in implementing the priorities outlined in the SOA, namely **equalities**, sustainability and early intervention.

For equalities, this means that partners are being challenged to ensure that services developed around the outcomes are delivered in such a way as to ensure equality of access and opportunity for all residents. Over the past 12 months, an Equalities Working Group (EQWG) has reviewed both the citywide and local implementation plans for the SOA to ensure none of these unintentionally discriminate against different communities or equalities groups in the city, and to make equalities specific recommendations to strengthen the delivery of outcomes.

One example of an equalities focused response is demonstrated in the Gorbals where Jobs & Business Glasgow and voluntary sector agencies provide an employability service specifically for the Roma community. This project has delivered positive outcomes for clients including achieving formal qualifications, entering education, and securing employment. Since the service began in 2013, 120 clients have achieved a qualification, 114 have secured employment and 67 have entered education. Further engagement via voluntary sector partners is seeking to increase the number of people using the service, particularly among young people.

Another example of embedding the principle is taking place via Thriving Places, where partners must ensure that the engagement process is as inclusive as possible. A workshop facilitated by Scottish Refugee Council was delivered in early 2015 targeting those involved in planning Thriving Places, and focused on how to engage with different equalities groups within the community.

An Equality Impact Assessment of the changes to the IGF programme was conducted in 2014 to assess the potential impact of changes to services and outcomes on specific communities and groups in the city. A training programme will be provided to IGF funded organisations in future to help them carry out their own assessments of how the work funded by IGF helps to challenge inequality.

Broad partnership working is key to delivering our equalities principle and a participative approach with communities is also important so the CPP continues to support the Glasgow Equalities Forum (a network of Equalities organisations and community groups).

## Sustainable Change Principle

The second of the three underlying principles in the SOA is **sustainability**.

The sustainability principle means that partners are being challenged to develop joint projects and programmes of work that will not only make an immediate impact on the lives of residents, but where successful should become mainstreamed – in other words, to become part of the regular business or ways of working between partners. For example, our Housing Options approach to tackling homelessness is now being rolled out across the city as a new way of regular working amongst partners, recognising that a wide range of organisations including health, employment and voluntary agencies can provide vital services that can help prevent homelessness, rather than placing responsibility solely on housing providers. Across Scotland, a 20% reduction in homeless applications has been attributed to this new way of working. In Glasgow, the approach is being rolled out across the city following a successful pilot in the North West, and has been proven to be a factor in the 28% reduction in homeless applications in the city in the past two years. The success of this type of approach is shifting mind sets and mainstreaming the planning and management of services around an integrated approach.

Equalities

Sustainable Change

Prevention

### Case Study

### Homelessness And Housing Need

A local Housing Officer intervened in a situation where a vulnerable tenant was showing signs of severe depression due to extreme stress caused by benefits sanctions and his inability to find employment. The Housing Officer called in Social Work Services Mental Health specialist to assess the tenant's case, who immediately contacted the police, his GP and also his immediate family to help address the tenant's direct needs. A Social Worker was assigned to the tenant who referred him to Life Links who provided counselling. A referral was made for Housing Options support through Loretto Care, who provide housing support and they connected him with Working Links and liaised with DWP to get benefits reinstated. The Housing Officer successfully applied for discretionary payments to meet the tenant's shortfall in rent. Loretto Care also referred him to a local allotments project to improve his social links and with the local library to enhance his IT skills through a computer course which also assisted with his job search activities. His property was made safer and more habitable through assistance from Scottish Fire & Rescue Service and a small grant was made to help him re-decorate.

Since the initial intervention, regular reviews have occurred between the tenant, Housing Officer, Housing Support team and Social Worker. The tenant is now much less vulnerable and through this partnership approach he is getting the support he needs, enabling him to secure and retain his tenancy.



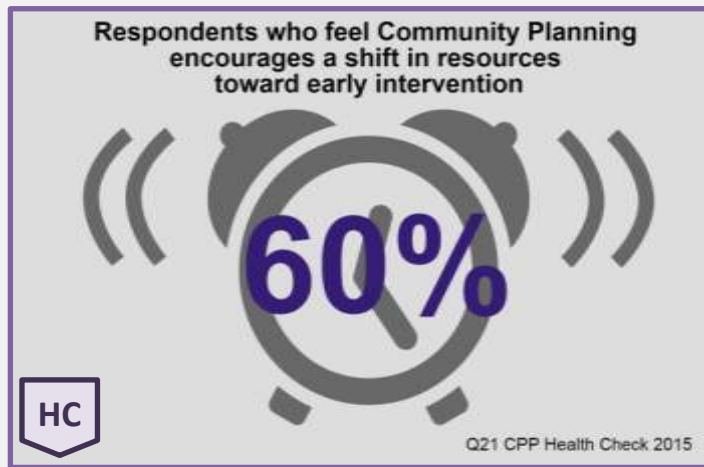
## Prevention Principle

A key challenge for all Community Planning partners in planning services is to encourage **prevention through early intervention** – in other words, to work together to help people at an earlier stage in order to prevent further or more significant issues for those individuals or communities further down the line. Early intervention not only leads to better long term outcomes for people but also potentially reduces the potential costs of providing prolonged, often expensive services – these savings can then be re-invested elsewhere.

Equalities

Sustainable Change

Prevention



“There is clear evidence of a more ‘preventative’ strategy being adopted with partners encouraged to work together with this in mind.”

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An example of this in the city can be seen through the work of partners around the early-years agenda, whereby young children and their families are supported through our Early Years Collaborative to improve the educational, emotional and physical outcomes for them. Specific ‘just coping’ families are being targeted by public and voluntary sector partners to offer additional support for parents with young children as part of our One Glasgow approach to prevention.

An “Agreement on Joint Working on Community Planning and Resourcing” between the Scottish Government and CPPs on the delivery of SOAs recognises that CPPs require the mobilisation of all public sector assets, activities and resources, together with those of the third and private sectors and local communities to provide the impact required.

In Glasgow, this means that CPP partners are now integrating resources including budgets much earlier and more strategically. This ‘bottom up’ approach is being progressed on a theme based approach by a Joint Working and Resourcing Group, starting with the priority themes outlined in the SOA.

# Case Study

## Prevention



Paul Riley on the Operation Modulus programme continues to thrive and develop. Paul won a prestigious Jobs & Business Glasgow award for Inspiring Learner of the Year.

The Operation Modulus programme took a different approach in targeting a serious problem of gang violence and anti-social behaviour from a gang of 11 youths in the Gorbals area, with a focus on prevention. The youths were causing concern within the community, had become disengaged with services, and were a drain on public resources. Their criminal activities included vandalism, drinking in public, fire raising, drug possession, theft, gang fighting, and serious assault.

Agencies including Scottish Fire & Rescue Service, Community Safety Glasgow, Jobs & Business Glasgow, Police Scotland, Includem and Glasgow City Council worked in a truly cohesive manner to address the issues and challenged current service delivery.

**A targeted programme specific to individual needs was developed.**

The programme proved to be efficient and cost effective with regards to community impact and economic costs and also created improvements on sharing information, resources and improved working relationships and partnerships across the city. Operation Modulus exceeded expectations with an 80% reduction in crime amongst participants, employment opportunities created for them, neighbourhood improvements amongst other community benefits resultant from the approach by Community Planning partners.

Outcomes agreed by partners and the youths, were to reduce crime and provide learning and development opportunities and positive destinations for the programme participants.

# 3 Our Communities

Communities are at the heart of the Community Planning process in Scotland.

The 'Statement of Ambition for CPPs' challenges CPPs to get local communities more involved in planning and providing local services.

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The new Community Empowerment (Scotland) Bill 2014 will put a statutory duty on CPPs to carry out core duties in planning and delivering outcomes for communities including consultation and engagement with community bodies, and identifying and ensuring that community engagement is properly planned, resourced and integrated across partners.

Over the past year, partners have responded to these challenges in a positive way to strengthen the community voice in planning and delivering outcomes and to find ways to increase residents' involvement in meaningful decision making about services delivered in their communities.

CPP partners have worked hard to improve the direct involvement of communities in services in a number of ways such as:

- Strengthening participative democracy
- Implementing Community Budgeting
- Improving how we communicate with residents
- Community Learning & Development Strategy
- Reviewed the impact of Integrations Networks

We have **strengthened participative democracy** by increasing Community Council membership to 950 Community Councillors across the city, and have also supported them to participate more effectively in the 21 Area Partnerships which are the local Community Planning structures in the city, as well as developing more specialised training to them around specific issues.

For example, partners have been working with representatives to determine how to strengthen the local voice in influencing the licensing process in the city. Thriving Places represents a new approach to working between CPP partners and communities, making better use of existing resources and assets to achieve better outcomes.

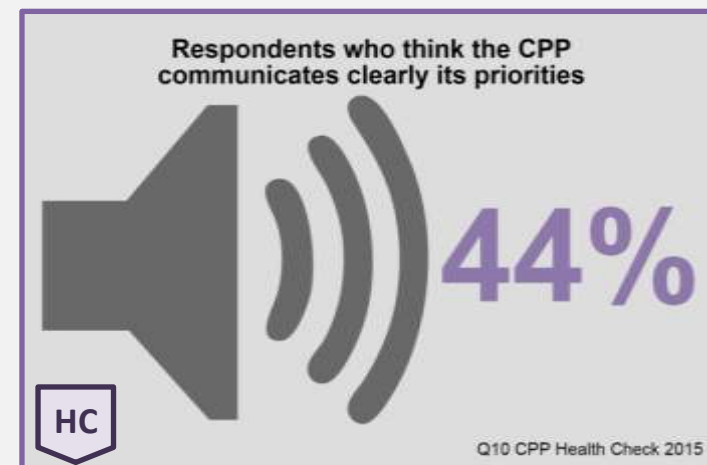


**Community budgeting** goes beyond consultation and promotes the active participation of communities in decisions about how services and budgets are delivered in neighbourhoods. There are a number of ways in which this can be conducted and training sessions have been held over the past year with community representatives and service providers to introduce different techniques. An aspect of the early training has been around how the Thriving Places can make best use of community budgeting approaches to involving local people in meaningful decision making.

Community budgeting is a way for service providers and residents to work together to meet local needs. It gives people greater control over their local public services and increases influence, matching some of the core outcomes of the Thriving Places approach. A number of pilot approaches were tested out in 2014 such as determining library budgets for young people, deciding on regeneration investment in public spaces, and developing a holiday programme for families. In the year ahead, the ambition for the Partnership is to identify and agree on larger scale services and shared budgets which these approaches can be applied to across the city.

To help strengthen the integration of recent or new arrivals into all our communities, we support the work of **Integration Networks** in the city, and are undertaking a review of the networks in 2015, to ensure that support activity continues to match the diverse and shifting needs of Refugees and Asylum Seekers living across the city.

Partners are aware that we need to improve further how we **communicate with residents** our priorities and ways of working. Starting in 2015 we will hold a series of community conversations about the purpose and impact of Community Planning and how residents can help us to improve it.



“It is hard for the Partnership to engage with communities in a meaningful way. There are opportunities to improve this; it is not an easy challenge engaging whole communities.”





# Case Study

## Community Budgeting

### Ruchill/Possilpark Community Budgeting Pilot

The Ruchill/Possilpark Thriving Places Group is working in partnership with Glasgow City Council on an exciting community budgeting pilot whereby residents are directly involved in the decision making process for capital expenditure to redevelop the Millennium Space in Possilpark.

This pilot places local residents at the heart of determining the use of resources and introduce a cultural shift to a more inclusive community planned and co-produced method of service development. Partners are also linking with local voluntary sector arts organisations on the potential to collaborate on this to maximise the financial resources available for the project.

#### **This pilot is following a number of clearly defined stages:**

- Inform residents of this development and new approach
- Consult residents on their aspirations
- Involve residents in developing concept designs
- Collaborate with residents to decide which proposals are put forward to the wider public for voting; and
- Empower residents to vote on which proposal is chosen as the communities preferred option

To support development, staff and community members undertook training on delivering different types of community budgeting. Voting on how to invest the money for the millennium space will take place in the community in August 2015.



# 4 Performance

An important element of Community Planning in Glasgow is how we monitor performance and the impact of the activity of partners, as this will enable us to measure the added value impact of partnership working on the lives of people in Glasgow.

This is true of all Community Planning activities where we will want to monitor the delivery of outcomes over time, and is particularly relevant to our SOA priorities where we will demonstrate the impact over the next ten years.

In 2014, the CPP agreed that progress against our outcomes should be reported on a regular basis as part of an overall Performance Management Framework and this framework should make use of a series of performance measures to help track performance. The Community Planning Partnership Performance Management Framework consists of four key elements.

The four key elements of the Framework are illustrated in **Figure 1**.



Figure 1

## Performance Monitoring Data

Performance monitoring data for the SOA consists of six core sets of measures around **Alcohol, Youth Employment, Homelessness and Housing Need, In- Work Poverty, Thriving Places, and Partnership Working**. In addition, data are being collected around the SOA principles of **Equalities, Early Intervention** and **Sustainable Change**. Data will be updated regularly and reported on annually.

The data collected are a mixture of Outputs (which describe specific activity), Outcomes (which track the intermediate and long term successes of the activity), and Impacts (reflecting related long term impacts). Baseline data have been gathered for the Output, Outcome and Impact Measures, along with comparator data to determine how well we are doing relative to other areas. A series of

headline measures have been developed, one for each of the six core themes outlined above and each of these headline measures will have a long term target set against them.

These headline targets will provide a quick and easy to read snapshot of overall progress against the SOA to 2024. These are set out in **Figure 2**:

“It seems to me that there still exists insufficient evaluative evidence around the CPP and its impact.”

HC

SOA Headline Performance Measures			
Priority	Performance Measure	Baseline Figure (2014)	Target to 2024
Alcohol	Proportion of adults in Glasgow exceeding the recommended weekly alcohol limit	16%*	Reduce to 8%
Youth Employment	Economic activity rate for under 25s	54.3%	Increase to 64%
In Work Poverty	Working households finding it difficult to cope on present income	14.3%	Decrease to 10%
Homelessness and Housing Need	Average number of days spent in temporary or emergency accommodation	141	Reduce by 25% (TBC)
Thriving Places	Glasgow residents stating that they can influence decisions that affect them and their neighbourhoods	63.8%*	Increase to 84%
Partnership Working	Staff or volunteers across the Partnership reporting a good understanding of SOA Priorities	55.4%	Increase to 100%

\* Figure from 2011 Health and Wellbeing Survey, 2014 data will be published summer 2015.

Figure 2

## Evaluation Programme

The second element of our Framework is evaluation. This means taking a deep routed look at the impact of SOA Programmes on the Outcomes for people and communities in the city. It will assess the success or otherwise of the investment by CPP partners and will seek to find evidence that links the activities and services provided to the change in a range of broad outcomes. The evaluation programme will also examine the extent to which SOA priorities are embedded within partner's strategies and practices, and also how partners are shifting resources accordingly including to preventative approaches. The evaluation programme will begin in year three of the SOA and be repeated at regular intervals.

## Partnership Health Check

A third element of our Framework is our Partnership Health Check which will examine and track changes in the attitudes, behaviours, and opinions of those involved in the Community Planning Partnership to determine just how CPP partners are working with one another across the Partnership. The first Health Check was held in April 2015 and provides a baseline for the Partnership moving forward. Headline results are presented throughout this report wherever this symbol appears:

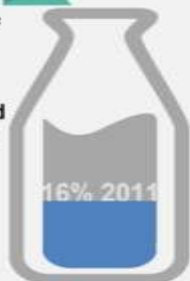


## Communicating Performance

The fourth element of our Framework is how the CPP communicates its performance to partners, stakeholders and residents. We will adopt a variety of styles and formats to do this. At a basic level, detailed performance data on all the measures we have agreed across all our priorities will be made available. Other ways in which we will regularly present and update on our performance will be via *Dashboards* which will visually convey key messages from the Framework. Finally, we will also adopt an infographics style to present and report key messages around performance. Below is an illustration of what this looks like.

### SOA Priority: Alcohol

Proportion of glasgow residents exceeding recommended alcohol limit





# 5 Funded Programmes

Glasgow City Council's Integrated Grant Fund (IGF) provides grant funding, whether individually or in conjunction with Community Planning partners, to a diverse range of organisations to deliver high quality and high impact services to the citizens of Glasgow in line with the agreed priorities of Glasgow City Council and the Glasgow Community Planning Partnership.

During 2014/15, £38.2 million was allocated to over 500 projects across citywide and sector projects.

A significant number of changes have taken place since the first IGF grants were awarded in 2010/11 and during 2014 a comprehensive review of the IGF looked at how the IGF meets strategic policies and priorities of partners such as the current Single Outcome Agreement.

From April 2015, the IGF now supports a revised range of activity under six grant programmes for the next three years to 2018:

- Alcohol and Health & Wellbeing
- Youth Employment and Young People
- Vulnerable People and Families
- Safer Communities
- Fairer Communities
- Sustainable Communities

"For the first time in over 10 years we can be secure in 3 year funding ...we can plan properly and work towards making lasting change."

HC

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A detailed breakdown of 2015/16 awards by programme is available online.



An example of an IGF funded programme:

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### The Prince's Trust Scotland 'Get Into' Programme

The Prince's Trust Scotland has a long association working with young people, including those who are; unemployed, education underachievers, young offenders and care leavers. The Prince's Trust Scotland is to receive £89,000 from the IGF in 2015/16 under the Youth Employment and Young People programme. The Trust's 'Get Into' Programme is for young people who are near the end of their employability journey, who are work ready in attitude, but lack vocational skills, qualifications and the right opportunity. Young people who are on the Programme receive targeted skills training and high quality work place experience within their chosen sector. The Trust runs a number of 'Get Into...' programmes such as *Get Into... Retail, Construction, Hotels, Cooking, Beauty, and Car Mechanics*.

Young people on the Programme also receive training and support in searching and applying for jobs, nationally recognised qualifications where needed in their sector, and the opportunity to develop discipline, team work and communication skills. The Prince's Trust Scotland has also invested in an Outcomes team who locally secure employment opportunities for young people on completion of their Get Into Programme. This has established partnerships with key businesses across a number of sectors to offer work placements and job opportunities to young people including Marks and Spencer, Tesco, BUPA, Arnold Clark, Marriot and a range of Small and Medium Enterprises. During 2013/14, 202 work placement opportunities and 143 jobs were created in Glasgow.

In addition, The Trust gives young people the opportunity to access pre 'Get Into' programme courses, creating a supporting environment to work on their soft skills like confidence, reliability, motivation and working with others. These programmes are 12 weeks or more giving that young person the space and time to remove some of those deep rooted barriers to employment allowing them to progress onto a 'Get Into' Programme which specifically prepares them for employment.

# 6 One Glasgow

The One Glasgow initiative is another example of partnership in practice which is achieving better outcomes for people in Glasgow by changing how organisations work together and use their resources.

One Glasgow's core principles are:

- Earlier intervention and prevention
- Outcome based targets
- Setting clearer programmes of work
- Better targeting of services based on need
- Improved working with the third sector, particularly in community based services; and
- Improved case management and practice

The intended benefits of this approach are not just better services and outcomes for residents, but also a better use of financial and other resources.

The One Glasgow initiative adopts a 'Total Place' approach to budget planning and financial challenges based on pooling resources, focussing on specific shared priorities, eliminating duplication, and creating efficiencies

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It has been adopted as an approach to joint working in the city since 2012.

Over the past year, the initiative has progressed outcomes across four work streams, although the Independent Living work stream, is at an earlier stage of development. These work streams are the service areas where partners believe there are significant opportunities to improve outcomes, streamline processes and improve ways of joint working. The four work streams are:

- Early Years (0 - 8 years)
- Reducing Offending (12 – 25 years)
- Vulnerable Older People (65 years +); and
- Independent Living



Progress is best demonstrated through case studies, one of which is presented on the following pages, and further case studies can be accessed online.

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## One Glasgow | Reducing Offending (12-25years)

The Reducing Offending (12-25years) work stream is a unique and pioneering approach which is facilitating a clear sense of partnership working with key partners being both voluntary, third sector and statutory. The workstream focuses on those under 25 who are involved, or at risk of becoming involved in the justice system, including those leaving prison and care. The outcomes include to reduce offending amongst under 25s in Glasgow, to support them to play a positive part in their communities, and to make Glasgow's communities safer.

The initiative operates from a multi-agency Hub based within Community Safety Glasgow, Eastgate and supported by Police Scotland, Social Work Services, Community Justice Authority and the voluntary Sector.

**The coordinated hub approach benefits from enhanced information sharing, improved targeting of resources and a reduction in the duplication of services.**

There is a clear emphasis amongst the team to identify and support those young people who are vulnerable in terms of their offending, to try and resolve the underlying causes of their offending and to signpost them to the most appropriate service providers. The providers support the young persons to tackle their offending behaviours, and typically support other issues such as any mental health or addictions issues they may have, or supporting them through positive alternatives such as education, employment or volunteering opportunities. In its first full year of operation, **the initiative supported 150 young offenders in the city.**

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**This model contributes towards safer communities, reduced levels of offending, and improved outcomes for young people in the city of Glasgow.**

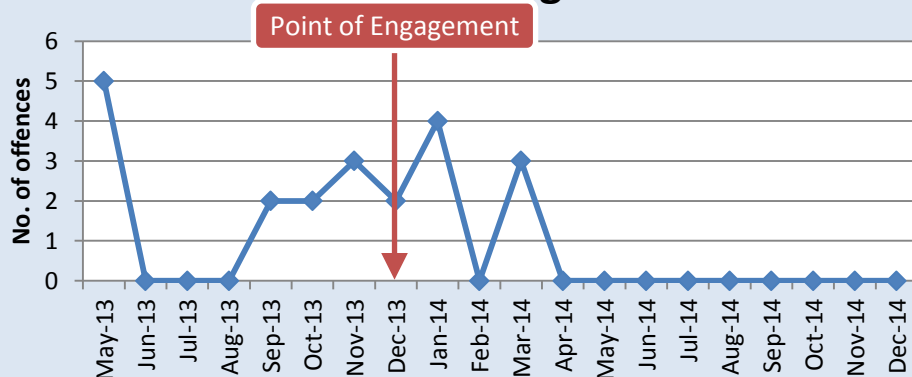
Sergeant David Taylor  
Police Scotland (One Glasgow | Reducing Offending)



# Case Study

## One Glasgow

John's Offending Trend



### Reducing Offending: "John"

John was 17 years old and spending his time on the streets with his friends, frequently coming to the attention of the police for gang-related offences. John was identified by the One Glasgow Reducing Offending Coordination Hub. He appeared to be an aggressive and vulnerable young man leading a chaotic life with drugs and alcohol underpinning his offending behaviour. He had no motivation to engage in training or employment, nor did he have any stable accommodation.

John was referred to Includem and a joint home visit was carried out by Includem and Police Scotland where the One Glasgow service was introduced and offered to John. A support plan was implemented based on the areas John believed he needed support. He engaged well with services and through enhanced information sharing practices between partners, future court appearances were identified and he was supported through these by Includem. He completed a three months focused intervention service and his offending reduced.

John was also supported into accommodation in conjunction with Social Work Services. John is now engaged with Right Track, a programme which supports vulnerable young people into training and employment. He is now able to recognise the need to avoid negative peers and situations and is looking forward to a college course where he is hoping to gain new skills to lead into employment and to have a more positive influence on his life.

# 7 Safe Glasgow

In 2013, local authorities were delegated responsibility to scrutinise local plans and services for Police and Fire and Rescue. The response to this was the creation of a Safe Glasgow Group.

The Safe Glasgow Group is a broad Partnership approach to scrutiny based on the ethos of collaboration forged by the Community Planning process in the city.

The aim of the Safe Group is to build on and strengthen the connection between both the Police Service of Scotland and the Scottish Fire and Rescue Service and the communities they serve.

The Safe Glasgow Group scrutinises and reviews local Police and Fire and Rescue plans for the city which set local police and fire priorities, engage with communities and monitor performance.

The Safe Glasgow Group is a Partnership of Police Scotland, Scottish Fire & Rescue Service (SFRS), Glasgow City Council, NHS Greater Glasgow & Clyde and Glasgow Housing Association.



In its first year, the Safe Glasgow Group scrutinised and recommended the Glasgow City Local Policing Plan 2014-2017 and the Local Fire and Rescue Plan for Glasgow City 2014-2017 to Glasgow City Council to endorse. Both plans sets out the priorities and objectives for Police Scotland and SFRS within Glasgow and it is against these plans which the Safe Glasgow Group scrutinises the performance outcomes of those priorities.

The priorities set out within both plans were identified through engagement with communities by both agencies, and reflect those of most concern to local people.

Through the partnership approach of the Safe Glasgow Group, Police Scotland and SFRS are able to deliver continuous improvement in performance and service delivery within Glasgow.



“

**The Safe Glasgow Group offers a challenging but supportive environment. The Group's continued support will assist my service to meet its aims.**

George McGrandles  
Scottish Fire & Rescue Services (Glasgow Commander)

In addition to its scrutiny role, the Safe Glasgow Group progressed a number of additional work streams in 2014/15, each of which contributes to a broader range of outcomes for Community Planning Partners. The work streams include:

### **Unwanted Fire Alarm Signals (UFAS)**

The Safe Glasgow Group recently examined the high number of UFAS that Scottish Fire and Rescue Services attend (approximately 45% of call outs are UFAS). The long term objective of reducing this is to free up vital resources which could be deployed elsewhere. Officers from the Council conducted a preliminary analysis of data, and further detail is currently being added such as the specific properties types affected by UFAS, differentiating between domestic dwellings and non-residential dwellings. The next stage is for a working group of partners to determine how to respond to the analysis by best targeting resources, working with residents, business and public bodies in the city to reduce the proportion of call outs caused by UFAS.

### **Joint Assessment of Community Policing**

As part of an on-going commitment to 'building strong and resilient neighbourhoods and communities' the Council and its CPP partners continue to fund an additional 100 police officers to work in local neighbourhoods and improve community policing in the city. The additional resource provides the support and response that local communities want, by addressing the issues that cause most concern to communities, including reducing crime and anti-social behaviour and reducing the fear of crime in neighbourhoods. An evaluation of Community Policing will take place in 2015, supported by the Safe Group to confirm the extent to which the service continues to be responsive and accountable to the communities they serve and to inform future development.

### **Hate Crime Group and Glasgow Violence Against Women Partnership (GVAWP)**

The Citywide Hate Crime group brings together key public bodies with the capacity and responsibility to tackle hate crime in Glasgow, and reports into the Safe Glasgow Group on a biannual basis. The role of this group is to take a strategic overview of activity to address hate crime citywide and to hold partners accountable for delivery. GVAWP also reports into the Safe Group. It is developing a new strategic plan in 2015 and the information gathered will inform how Glasgow responds to the issues that affect women, children and young people experiencing gender based violence. Glasgow has now achieved White Ribbon City status and will continue to drive forward the White Ribbon campaign.



# 8

# Partnership Working

The Glasgow CPP acts as the key overarching partnership helping to co-ordinate a wide range of joint initiatives and priorities across the city.

Partnership working in Glasgow can be challenging, so where necessary the CPP acts to rationalise and simplify what is often a complex and cluttered landscape.

Whilst the GCPP Strategic Board has a strategic role for Community Planning in the city, most planning and delivery happens through a combination of local Partnership structures and theme specific groups.

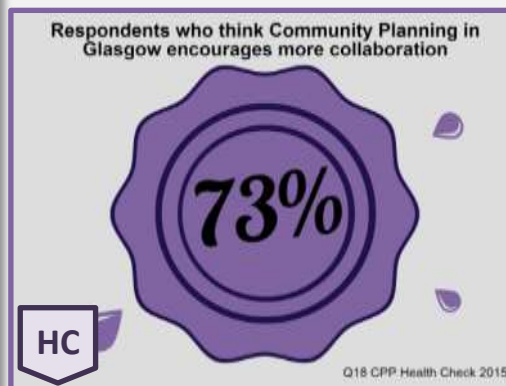
In 2014, the Sector Partnerships and local Area Partnerships provided a strong sense of direction for Community Planning by introducing local priorities and evidence to the process.

One of the important tasks for Glasgow Community Planning Partnership over the past year has been to implement the learning from a formal Audit of the Partnership undertaken by Audit Scotland, published in early 2014. Audit Scotland identified that *“GCPP has a clear system of governance and accountability but this has not yet been fully tested.”*



Partners across the public, private and third sectors have introduced a clear framework of reporting on progress against our joint priorities and outcomes which has strengthened governance and accountability by detailing the activities partners are taking to meet outcomes. This is being strengthened further by the introduction of CPP performance data. Partners in the city have built upon existing collaborative working to implement the SOA, and to progress a programme of ‘Joint Working & Resourcing’.

Mature partnership working has also enabled a progressive dialogue with regard to the new arrangements for Health and Social Care in the city, to ensure the new body contributes effectively to both its own outcomes and those of the SOA.



**A lot of work has gone into providing the appropriate structures to facilitate partnership working in the city, allowing for open dialogue and for residents to articulate their concerns and aspirations.**

Glasgow Third Sector Forum Representative



# 9 Looking Forward

The next 12 months will bring new challenges for partners. It is essential that we maintain the momentum built up over the last few years and continue to work together to meet these challenges and, at the same time, take full advantage of the opportunities. In terms of challenges, these range from financial and organisational, to ones of governance and accountability. We need to continue to advance towards a more integrated approach to service delivery, more attuned to the needs of communities, and focusing ever more on early intervention. We need to make significant efficiency savings, to meet the necessary budget savings and to find the means of shifting expenditure towards that integrated, preventative approach we all recognise is essential for on-going service improvement and sustainability.



Annemarie O'Donnell  
Chief Executive, Glasgow City Council

There are a number of structural changes which will take place over the next period. The most prominent one will be the creation of the Health and Social Care Partnership (HSCP). This remodelling and reshaping of health and care provision will bring both challenges and opportunities. We will be making sure that there is effective joint working between the HSCP and partners. Our local Area Partnership and Sector Partnership structures will have a crucial role in ensuring that there is a platform for effective engagement by the HSCP with local communities. It is important that we make use of the opportunities for enhanced joint working which the HSCP will bring and use what we learn in achieving this to help us build on progress in joint working.

Legislative changes will also influence Community Planning, in particular the Community Empowerment (Scotland) Bill (CEB) and the Community Justice Bill (CJB). We are preparing for the implementation of the CEB, which makes significant changes to the structure of Community Planning Partnerships, adding new duties and envisaging some additional partners. The CJB abolishes Community Justice Authorities and envisages a new relationship between partners.

A key aspect of Community Planning is the importance it attaches to working with communities. The recent Audit Scotland report found that whilst partners have demonstrated a genuine commitment to this, there is an ongoing need to improve the co-ordination of the work that partners do in the field of community engagement, empowerment and capacity building. We see this as the challenge for the CPP over the next 12 months and will collectively build on our earlier efforts. I hope that next year we will have some real progress to report on in that regard.



Glasgow and West of Scotland  
Forum of Housing Associations



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