### Social Recovery Taskforce 14 April 2021 at 14:00 Via Microsoft Teams

### Agenda

- 1. Welcome, Introductions and Apologies *Chair*
- 2. Minute of Previous Meeting Chair
- 3. Matters Arising Chair
- 4. Workstream Updates
- 5. Impact of COVID on Young People, Women and Ethnic Minorities *Professor Sarah Armstrong*
- 6. New Council Equalities Outcomes *Cormac Quinn*
- 7. Women's Workstream Update Bernadette Monaghan and Dawn Fyfe
- 8. Meeting Schedule:

14/04/2021, 14:00 20/05/2021, 14:00 10/06/2021, 14:00 08/07/2021, 14:00 Attached

#### MINUTES

### Social Recovery Task Force 18<sup>th</sup> March 2021, at 14:00 via Microsoft Teams

**Present:** Councillor Richard Bell, Glasgow City Council (Chair); Bernadette Monaghan, Glasgow City Council, Community Empowerment Services; Shaw Anderson, Glasgow City Council, Community Empowerment Services; Des McNulty, University of Glasgow; Judith Hunter, Glasgow City Council, Community Empowerment Services; John Dawson, GCC Chief Executive Department; Christopher Casey, Scottish Fire and Rescue Service; Jatin Haria, BAME Representative; Andrew Olney, Glasgow Life; Ian Bruce, Glasgow Disability Alliance; Gary Dover, Glasgow City Health & Social Care Partnership; Dawn Fyfe, Glasgow Women's Voluntary Sector Network; Candy Walker, Glasgow's Advice & Information Network (GAIN); Fiona Moss, Glasgow City Health and Social Care Partnership; Kirsti Hay, Glasgow City Council, Violence Against Women; Anne Fehilly, Glasgow City Council, Violence Against Women; Anne Fehilly, Glasgow Women's Library; Isla Mcintosh, Glasgow Disability Alliance; Papulation Health; Gabrielle MacBeth, Glasgow Women's Library; Isla Mcintosh, Glasgow Disability Alliance; Paul Buchanan, Glasgow Colleges Regional Board.

#### In attendance:

Mary McPhail, Glasgow City Council, Community Empowerment Services

#### **Apologies:**

Councillor Jennifer Layden, Glasgow City Council; Councillor Ruairi Kelly, Glasgow City Council; Linda De Caestecker, Glasgow City Health and Social Care Partnership; Jill Miller, Glasgow Life; Sarah Weakley, Academic Advisory Group; Kevin Murphy, Scottish Fire and Rescue Service;

#### 1. Welcome, Introductions and Apologies

The Chair welcomed everyone to the meeting and apologies were given.

#### 2. Minute of Previous Meeting

No amendments requested. The minute was approved.

#### 3. Matters Arising

No matters were raised.

#### 4. Community Engagement

Judith advised that her report won't now be ready until the end of the month.

She went on to give a presentation on the findings and recommendations of the project, giving background detail for anyone new to the meeting. The project team consisted of Judith (and some of her team) and representatives from Glasgow Life, Glasgow Kelvin College, HSCP, GCPH and four community connectors from Thriving Places. Judith explained that:

- of the 400 people on the shielding list who had agreed to be contacted, 221 calls were carried out and 21 interviews were held with young people
- of the non-completed calls, people had died/were ill, no longer wanted to participate or couldn't be contacted
- data received was broken down by age, gender, mental/physical health and ethnicity
- key themes coming out were around loneliness, isolation/privacy, mental health, digital exclusion, finances, food access and fears for the future. Judith added that more thought is needed as to how financial support is provided

Judith showed quotations made by young people on their experiences during the pandemic, the affect it has had on them, how they feel about it and how they feel about going forward. She then showed quotations made by adults about their experiences, how it affected their mental health, their work and life. Some people spoke of the positives they've taken from it and practical suggestions they feel could help.

One of the challenges to the project was the impact it had on the staff as they were dealing with some difficult and emotional calls whilst dealing with the same mental health issues as everyone else. Judith commented on the new way of partnership working – different organisations delivering the same things together.

Judith proposed that the data gathered be used to co-produce recommendations made by the taskforces with the communities about the type of support and actions required - the pandemic has emphasised the need for decisions to be made by the people about what affects them. Judith suggested that a process of dialogue and deliberation is followed. Her ask of the SRTF is that it will:

- explore the key themes and findings with the communities
- listen to and understand the reasons for the types of support needed for social recovery
- accept the recommendations, commit to actions, allocate resources and make better use of existing structures and funding

Judith noted that all the work had been done with no additional resources and that small pots of resources could enable other organisations to do it.

The Chair thanked Judith for her interesting presentation - although there were no huge surprises in the findings, he thought it powerful to hear the contributions of other voices. The Chair talked of the issues we'll face on moving out of lockdown, how we'll deal with them and the consequences.

The group discussed how Judith's work overlaps with other workstreams and gave comments. On the matter of dialog and deliberation, it was questioned how the processes might work. Judith stressed the need for willingness from the service provider to have an open and honest discussion and suggested that maybe we should be more accountable for what we deliver. Peer support and capacity building is also needed to make sure people's voices are heard. It was noted that the Community Empowerment Act was not being used to its full extent.

HSCP have been looking at developing a Citizens Panel and have had some discussion around it in relation to the maximising independence agenda. No decision has been made on it yet.

The Chair concluded that there was a lot of questions to think about in relation to improving engagement with the people of Glasgow. Once Judith's report is concluded the SRT will look at how it can be directed through the workstreams.

### 5. Workstream Updates

This was the first time that the members were able to go through all the workstreams. John asked that they highlight anything key across partners and give key messages or asks.

### Mental Health (Public Health Oversight Board)

Fiona explained that she had given an update at the last SRT. The GCPHOB met this week and it was agreed to move forward to convene the Flourishing Glasgow Partnership. Fiona will move forward to invite people. The Socially Connected Glasgow side of the work will take longer.

### Technology and Digital (Digital Glasgow Board)

No representative was in attendance.

Fiona advised that the Digital Inclusion workstream had met for the first time this morning and the next steps were discussed.

### Third Sector (GCVS)

Ian advised that the group is progressing well and have had their 5<sup>th</sup> meeting. He had one ask in relation to the group of 3<sup>rd</sup> sector organisations that meet - the timelines will be squeezed if the challenge isn't addressed. Ian had applied too late for Matt to change the joint review to amber before the papers went out. He stressed the need to establish the joint group of public and 3<sup>rd</sup> sector organisations to start looking at the recommendations in-depth, noting that it was a strong ask to the public sector colleagues.

Gary questioned if there was HSCP representation. Ian was unsure but advised the matter was being taken to the Council Management Team. Bernadette will discuss this with Ann-Marie and raise it at the next Council Management Team meeting on 30<sup>th</sup> April.

### Black and Minority Ethnic Communities (GCC BME Taskforce Group)

Jatin had nothing to add as it is still early days. He's met with around 20 groups and will take forward the information passed to him.

#### **Disabled Communities (Glasgow Disability Alliance)**

Not updated version shown. Tressa advised that the output from their previous meeting had been reviewed and a series of planning meetings have been held. The model being looked at is to produce a series of briefings, co-designing the recommendations that the task force needs using participatory methods, with actions and ways to measure progress.

### Food Provision (Glasgow Food Policy Partnership/Glasgow Community Food Network)

No representative was in attendance. No input given.

### Violence Against Women (Violence Against Women Partnership)

Ann advised that a couple of working groups have been set up. Family support for "Making a House a Home" are working with Financial Services and this will go live in April. The National Training Tool is now on GCC Gold.

Ann is working on taking the 10 questions to the next partnership meeting and will come back with more clarity on their status.

#### Volunteering (Volunteering Strategy Governance Group)

Ian advised that an in-depth update was given at the last meeting.

#### Child Poverty (Child Poverty Governance Board)

Fiona advised that the Local Child Poverty Annual Report had been published and work has started on the next.

The Winter Social Protection Funding payments that went through HSCPs have been made to over 1400 children and families.

### Young People/Transitions (Colleges/Skills Development Scotland)

A report is due out in April.

#### Property (Making Best Use of Our Assets: Property Group)

No representative was in attendance. No input given.

It was asked if the information could be made available before the meeting as it would help give more meaningful feedback. Ian found that the template had made him aware of how disconnected he'd become from some of the other groups and thought it'd be useful if more detailed updates were provided. It was agreed that every workstream should have a representative at the table or a written submission provided - Shaw, John and Bernadette will pick up on this.

It was proposed that Digital Inclusion be put on the next (or future agenda) along with a presentation by Cormac (Quinn) on the work being done on producing the new equality outcomes that could be embedded in the workstreams.

Dawn was concerned that there is still no women's workstream and asked that this is noted in the minutes, stating the need to get things moving. Bernadette will pick up on this with Cllr Layden and touch base off table with Dawn.

Given that priorities will change as the pandemic does, Fiona asked if what we're doing still adds up to our social recovery – does it still represent the whole picture. John and Shaw will discuss this.

One of the recommendations made by the Social Renewal Advisory Board was to go through their report and strip out what recommendations are applicable to Glasgow. Tressa thought this a useful exercise and asked if it was something the Academic Advisory Group could do.

#### **Agreed Actions**

- Fiona to invite people into the Flourishing Glasgow Partnership.
- Shaw, John and Bernadette to look at workstream representation or written submissions at future meetings.
- Bernadette to speak with Cllr Layden and Dawn about a women's workstream.
- John and Shaw to look at the SRT priorities do they still represent the whole picture.
- The Academic Advisory Group to look at the Social Renewal Advisory Board report in relation to the recommendations applicable to Glasgow.

### 6. Date of Next Meeting

To be agreed.

## GCPP STRATEGIC PARTNERSHIP

## SOCIAL RECOVERY TASK FORCE EXECUTIVE SUMMARY | APRIL 2021

GLASGOW COMMUNITY PLANNING PARTNERSHIP

## EXECUTIVE SUMMARY | SOCIAL RECOVERY TASK FORCE

STATUS	TASK FORCE LEAD BERNADETTE MONAGHAN	WORKSTREAM OVERVIEW	REPORT AUTHOR	WORKSTREAM   KEY MESSAGE			TE	<b>Z</b> Z
	Mental Health	Provide support to those in the city struggling with the impact of COVID-19	Fiona Moss	Moving forward with a range of initiatives developed alongside various partners. Planning for the mental health implications of the furlough scheme ending- concerned re an influx of individuals in distress and requiring support.	0	10	0	0
••	Technology and Digital	Provide assistance relating to sudden digital demands of the COVID landscape	Colin Birchenall	Numerous initiatives implemented throughout the past year, delivering devices & training, allowing schools and workplaces to continue to function. Establishing a working group to align the cities approach to digital inclusion.	1	9	0	0
►	Third Sector	Evaluate, review and modernise the 3rd sector's relationships with partners	lan Bruce	The 3rd sector group has now met three times, most recent meetings on Community Empowerment and Funding. We await sponsorship/support to secure public partner input to reviewing these future topics.	0	10	0	0
••	Black & Minority Ethnic Comm.	Challenge racism and make sure BME communities have access to necessary support	Jatin Haria	Socioeconomic status and other factors mean BME communities have been disproportionately affected by COVID. Now working with BME groups to develop new streams of work, with £250,000 in funding recently secured.	0	10	0	0
►	Disabled Communities	Improve lives and reduce inequalities supercharged by the pandemic	Tressa Burke	Agreed priority themes for the workstream are around Access to Services and embedding Lived Experience in codesign. Areas will include: Anti Poverty, Social Isolation, Participation, Access to Services and Accessible Glasgow.	0	10	0	0
►	Food Provision	Assist in the launch of the GCFP and help improve referral pathways for food	Louise MacKenzie	GCFP team reviewing response from online consultation prior to launch. Food pantries being opened across city, but currently constrained by availability. Working to improve referral pathways but increased partnership would help.	0	10	0	0
►	Violence Against Women	Continue to reach out to at risk individuals, especially those isolated due to COVID	Kirsti Hay	Progressing a range of partnership initiatives. Planning for the potential increase in referrals when restrictions ease. Working to improve connections and pathways to services for those experiencing VAW.	0	10	0	0
►	Volunteering	Review our shared Strategy for recovery/renewal in light of COVID-19	Jill Miller	An independent review of volunteering activity has been completed, and is now being discussed alongside partners. Aim to use the review to develop a whole system approach to policies, programmes, services in the city.	0	10	0	0
••	Child Poverty	Minimise the impact of COVID-19 on efforts to combat child poverty	Fiona Moss	Significant effort now required to mitigate learning inequalities arising from closure and home learning. Desire to link more closely with the Young People's SRTF theme	0	10	0	0
►	Young People / Transitions	Co-design and management of the SG funded Young Person's Guarantee (YPG).	Mike McNally	GCC are co-ordinating the development and delivery of the Scottish Government's Young Person's Guarantee (YPG). A steering group from our Local Employability Partnership is guiding its development.	0	10	0	0
►	Property	Delivery of PAL strategy will enable the provision of better quality services.	lan Robertson	The People Make Glasgow Communities programme will encourage the people who know, use and are passionate about their local resources to make them more relevant and accessible to everyone in the local community.	0	10	0	0
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# FLASH REPORT | MENTAL HEALTH







## **PAST 4-WEEKS**

- Glasgow Suicide Prevention Group commissioned preliminary review of international evidence of programmes that support family members after a death by suicide - reports June.
- Flourish Glasgow Partnership to be established, first meeting being scheduled for May
- Continued training delivery with additional provision now scheduled for 2021/22
- 68 Organisations delivering activities to reduce winter isolation

## **NEXT 4-WEEKS**

- Hopefully commencing GVCS mental well-being programme for the 3<sup>rd</sup> Sector
- Reconsider mechanisms to progress Socially Connected Glasgow Strategy
- Planning expansion of the Compassionate Distress Response Service (CDRS) for 16-25 year olds

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## FLASH REPORT | TECHNOLOGY & DIGITAL





## **PAST 4-WEEKS**

- Digital Inclusion working group established with representation from elected members and partners across public, third, and academic sector.
- All participants recognised the need and value of a more coordinated approach to target digital inclusion support to those in most need in the city

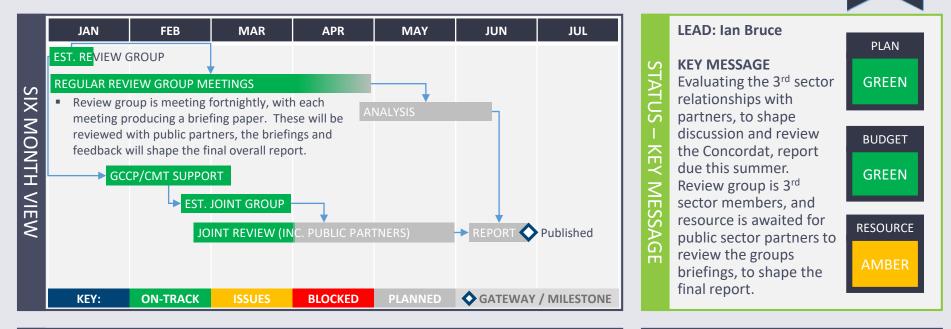
## NEXT 4-WEEKS

- Engagement with participants of the Digital Inclusion working group to prioritise activities for closer collaboration.
- Further work required to scope the reporting for digital into SRTF will be required
- Kimberley Hose and the Data team continuing to assist key partners.

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## FLASH REPORT | THIRD SECTOR





## **PAST 4-WEEKS**

- Published the first briefing from meeting held in December. The session covered the topics the group would address in future meetings, and the associated timelines. The briefing can be viewed: <u>here</u>
- Further meetings of the review group have been held, which covered 'Community Empowerment' (16/02) and 'Funding' (02/03).

## **NEXT 4-WEEKS**

- Intend to confirm sponsorship and support for public sector managers joining the review process (Establish Joint Group).
- Review of the first briefing is to be discussed with sponsor (CMT), from whom we will then seek sponsorship for the Joint Group
- Further Review Group meetings:
- 16/03: Representation & Accountability 30/03: Communications & Understanding

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## FLASH REPORT | BME COMMUNITIES





## **PAST 4-WEEKS**

- £250,000 awarded to CRER by Comic Relief to fund BME groups on COVID recovery issues - £150,000 of which will be spent in the Greater Glasgow area.
- Taskforce meeting on 2<sup>nd</sup> March with various city BME groups invited – looking for input on issues which need to be addressed. The output from this meeting will be used to direct new streams of work.

## **NEXT 4-WEEKS**

- Will be consulting with BME groups in the city regarding allocation of the Comic Relief funds. An application process should be ready by May, with funds distributed shortly afterwards.
- Will review the detailed information given by the 15+ BME groups who took part in the March 2nd meeting to identify issues and priorities.

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## FLASH REPORT | DISABLED COMMUNITIES





## **PAST 4-WEEKS**

- Reviewed outputs from previous meeting.
- Held second meeting on 2<sup>nd</sup> March
- Held further planning meetings with GCC Secretariat on 12<sup>th</sup> March and with Disabled People Led Organisations and GCC Secretariat on 19<sup>th</sup> March to agree Deep Dive events in order of theme.
- Approaching partners for Deep Dive events- April event theme will be Participation of disabled people.

## NEXT 4-WEEKS

April Event "Deep Dive: Participation" will:

- review evidence on participation of disabled people; establish baseline for improvement
- review 'What Works': best practice in meaningful involvement of disabled people;
- Agree shared goals for improvement, actions and ways to measure success in building ongoing co-design with disabled people in policy & services.

Planning to confirm dates and stakeholders to invite to 3 further events, monthly til July, on:

- Poverty and Work (May);
- Health and Social Care (June);
- Isolation and Mental Health (July).

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## FLASH REPORT | FOOD PROVISION





## **PAST 4-WEEKS**

- Following the close of the online consultation phase, the Glasgow City Food Plan team is now reviewing the responses in advance of the next meeting in March.
- Alan Davidson's team has been continuing to work on increasing the number of food pantries in the city. Has increased from 2 pre-pandemic to 8 soon to be operational. Current key constraint is food availability.

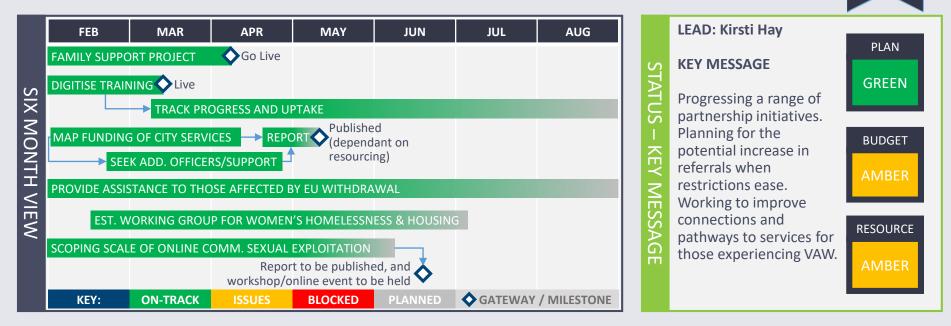
## **NEXT 4-WEEKS**

- Meeting of the Glasgow City Food Plan team planned for March to discuss the findings of the online consultation and to prepare for the launch of the initiative in Spring.
- Continuing to work alongside GCVS on improving support offered to those experiencing food poverty, and increasing accessibility via more effective referral pathways

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# FLASH REPORT | VIOLENCE AGAINST WOMEN





## **PAST 4-WEEKS**

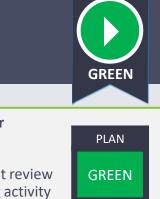
- Further meeting of the WAIR group and agreed terms of reference.
- The WAIR short term Action plan has been developed with focus on creating clear and consistent guidance and pathways in Glasgow for migrant women experiencing VAW.
- Impact Assessment brief developed and approved
- MARAC Coordinators posts advertised

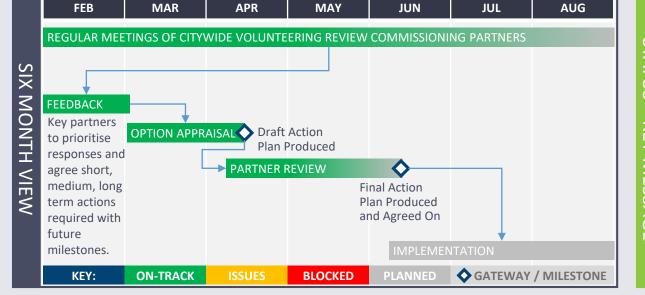
## **NEXT 4-WEEKS**

- Confirm training offer for public and voluntary sector in relation to EU withdrawal, providing information on immigration status pre/post June.
- Develop working group to tackle issues relating to women's homelessness and housing – need better co-ordination with partners here
- Additional officer input to be sought to support mapping of investment in VAW Services in Glasgow.

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## FLASH REPORT | VOLUNTEERING







## **PAST 4-WEEKS**

- Key partners met on 30<sup>th</sup> March to continue discussions on independent review recommendations.
- Three lead organisations agreed on collaborative approach to options appraisal for future governance of city's Volunteering Strategy. Characteristics and options agreed.

## **NEXT 4-WEEKS**

- Three lead organisations independently appraising options of proposed models and characteristics.
- Organisational scoring being submitted 23<sup>rd</sup> April, in advance of group meeting.
- Group meeting 29<sup>th</sup> April to compile and discuss organisational scoring, with an aim to agreeing consensus on proposed future governance arrangements.

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## FLASH REPORT | CHILD POVERTY



PLAN

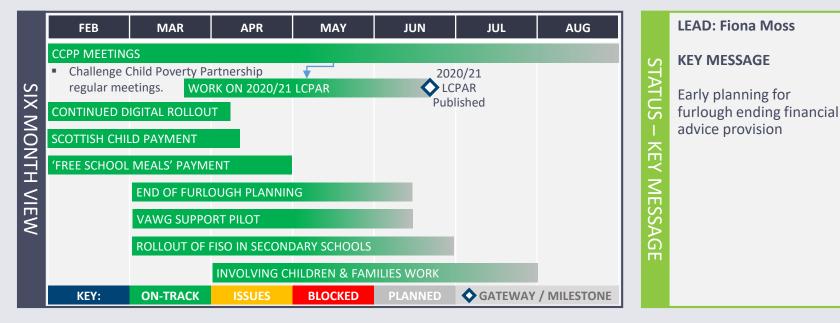
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RESOURCE

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## **PAST 4-WEEKS**

- Started prep. on 2020/21 LCPAR due for publication this year.
- **4-WEEK VIEW** Digital rollout has continued for children & families, and SCVO allocations.
  - Follow-up planning session of Challenge Child Poverty Group held and key programmes for development – pathways for financial advice and peer support developments
  - Special Needs in Pregnancy (SNIPs) financial advise service received charitable funding to continue for 2021/22

## **NEXT 4-WEEKS**

- Commencing roll-out of Financial Advice in further secondary schools
- Involving families in Get Heard Scotland and Children's Neighbourhood Scotland
- Glasgow Food Plan being finalised, and food security and well-being families pilot commencing in 3 neighbourhoods

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# FLASH REPORT | YOUNG PEOPLE / TRANSITIONS



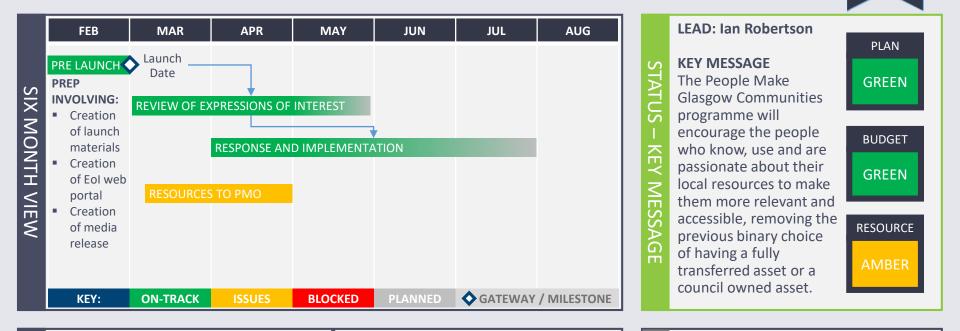
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FINALISE DELI Including a sharing agr EQIA OF YPG F	opropriate legal eements ROGRAMME						GCC deve of th	<b>KEY MESSAGE</b> GCC are co-ordinating the development and delivery of the Scot Gov Young Person's Guarantee (YPG).	
	• un	nt workshop he derstand gaps i DELIVERY OF '	n provision and	how to addre	providers to ss them		A ste Local Partr	ering group from our Employability nership is guiding its	BUI GR
		DESIGN DELIVE	Finali	PROGRAMME sation of 2021 budget from Sc		MONITORING	SSAGE oppo	lopment. /PG will offer all g people (16-24) the ortunity to continue in ation, training, access	
KEY:	ON-TRACK	ISSUES	BLOCKED	PLANNED	<b>GATEWAY</b>	/ MILESTONE	volur	nteering or a job.	

	PAST 4-WEEKS	NEXT 4-WEEKS		1. Local
4-	<ul> <li>Finalised project delivery plans with partners, including appropriate legal and data sharing agreements. Completed an</li> </ul>	<ul> <li>Develop activity following 3rd sector session</li> </ul>	ΗE	Knowled <b>3.</b> Other Partnersh
4-WEEK	Equalities Impact Assessment (EQIA) of the YPG Programme.	<ul> <li>Finalisation of 2021 – '22 YPG budget from Scot. Gov.</li> </ul>	10 QL	<b>5.</b> Best Fi Moves
< VIE	<ul> <li>Commenced delivery of activity</li> </ul>	<ul> <li>YPG Steering Group continuing to design and plan for '21-'22 programme</li> </ul>	JEST	7. Measu Success
R	<ul> <li>Hosted workshop with GCVS and 3rd sector providers</li> </ul>		SNOI	<b>9.</b> Improv Collabora
	<ul> <li>Commenced planning of '21-'22 programme</li> </ul>			0 ANSWERED

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## FLASH REPORT | PROPERTY (PMGC)





## **PAST 4-WEEKS**

- Identify and allocate resources (people). This has not gone as quickly as desired, however progress was made
- Over 150 (EoIs) have been received via the online portal by interested individuals or organisations
- Initial responses to Eol's have been issued.
- Engagement with Glasgow Life and other parts of GCC over Eol's.
- Initial analysis of Eol's ongoing

## **NEXT 4-WEEKS**

- The focus for the next 4-weeks needs to be on the allocation of resources to the PMO who will manage the programme.
- Continue to respond to Eol's
- Continue the analysis of each proposal including engagement with those who currently manage or deliver services from the assets.
- Information gathering in relation to individual Eol's
- Engagement with interested parties

	<b>1.</b> Local Knowledge	ē			<b>2.</b> G Nee	lasgow's ds
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10 Q(	5. Best Firs Moves	st			6. W Mov	/hy Those /es
QUESTIONS	<b>7.</b> Measuri Success	ing			<b>8.</b> C Prio	ity rities
SNOI	<b>9.</b> Improve Collaborat					Required Changes
	0	0		0		0
	ANSWERED	IN PR	OGRESS	NOT A	ANS.	N/A

# TEN QUESTIONS | SOCIAL RECOVERY TASK FORCE



- 1. LOCAL KNOWLEDGE: How can local knowledge and experience be communicated to policy makers at national level in ways that genuinely inform and improve decision making?
- 2. GLASGOW'S NEEDS: How can the Council and its partners better evidence the complex, multiple nature of needs that services in the city of Glasgow are responding to, and more effectively make the case for increased resources and/or support to the city from the Scottish and UK governments that takes account of the higher level of need?
- 3. OTHER PARTNERSHIPS: What robust (i.e. non-anecdotal) evidence do we have about local partnerships that have worked well, enabling voluntary sector, Council and other partners to respond quickly and effectively to the challenges posed by the pandemic? Conversely, what evidence do we have about things that have not worked so well? Evidence in this context might take the form of short case studies, especially if they highlight the complexity of need, challenges and opportunities within partnership working and show what can be done when the right conditions are created or illustrate some of the barriers to effectiveness.

- 4. LOCKDOWN EXPERIENCE: What worked well during the lockdown period and its aftermath in identifying and addressing need? Are the mechanisms involved in the initial emergency response e.g. methods of funding or ways of collaborative working, being adopted or modified in the light of experience? How are partner organisations and the Council learning from experience?
- 5. BEST FIRST MOVES: Given that we face a combined health and jobs crisis, what are the (small number) of best first moves that the partners (not just the Council) should be taking?
- 6. WHY THOSE MOVES: Given limited resource and competing priorities, why are these (the recommended best first moves) the most appropriate steps to take now?
- 7. MEASURING SUCCESS: How would your work stream define and measure success? What evidence is there (or will there be by next July) that the steps recommended and taken will be (or have been) the most impactful and that other options would have (had) less impact?

- 8. CITY PRIORITIES: How would success measures relate to the city's priorities? What evidence is there (or will there be by next July) that steps being taken now or proposed by the social recovery partners will contribute towards key shared objectives including addressing poverty, making progress on equalities, tackling climate change and delivering inclusive growth?
- **9. IMPROVE COLLABORATION:** Are there other actions proposed or that should be considered that would help improve collaboration between the social recovery partners and/or lead to enhanced future community engagement?
- **10. REQUIRED SYSTEM CHANGES:** Are system changes required in the relationship between the Council and voluntary sector partners to reduce duplication and lead to greater transparency in determining how resources should be distributed between place, interest and identity priorities? The working groups are asked to consider a range of options including the possibility of moving to a commissioning system for service delivery rather than the bidding and scoring system used for the Communities.

## **REPORTING SCHEDULE** | **SOCIAL RECOVERY TASK FORCE**

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SRTF REPORT DUE SRTF PAPERS ISSUED SRTF MEETING SP SP GCPP SP MEET SP



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