

**Glasgow Community Planning Partnership  
Executive Group  
02 February 2022 at 14:00  
Microsoft Teams**

**Agenda**

1. Welcome and Apologies
2. Minute of previous meeting Attached
3. Social Recovery Taskforce – Community Action Plan Attached  
*John Dawson, Glasgow City Council*
4. Performance Management Framework Development/Implementation Verbal Update  
*Stephen McGill, Glasgow City Council*
5. COP26 Legacy Activity Presentation  
*Alison McRae, Chamber of Commerce*
6. Area and Sector Partnership Review – Implementation Attached  
*Derek Speirs / Fiona Dickson, Glasgow City Council*
7. Meeting Schedule:  

**16/03/2022, 14:00**  
**27/04/2022, 14:00**  
**08/06/2022, 14:00**  
**24/08/2022, 14:00**  
**05/10/2022, 14:00**  
**23/11/2022, 14:00**



**Glasgow Community Planning Partnership  
Executive Group  
24 November 2021 at 14:00  
Via Microsoft Teams**

**Draft Minute**

**Present:** Bernadette Monaghan (Glasgow City Council) – Chair, Laura McCormack (Skills Development Scotland), Stephen Frew (Scottish Enterprise), Kevin Murphy (Scottish Fire & Rescue Services), David Crawford (Department for Work & Pensions), Mark Sutherland (Police Scotland), Kerry Wallace (NatureScot), Ian Bruce (Glasgow Third Sector Interface Network), Andrew Olney (Glasgow Life), John Binning (Strathclyde Partnership for Transport), Emilia Crighton (NHS Greater Glasgow & Clyde), Jehan Weerasinghe (Glasgow Housing Association), Heather Macnaughton (Historic Environment Scotland), Martin Boyle (Glasgow College Regional Board)

**In Attendance:** Gerald Tonner (Glasgow City Council), Shaw Anderson (Glasgow City Council), Irene Cree (Glasgow Life), Jackie Tolland (Parent Network Scotland), Margaret Smith (Glasgow City Council)

**Apologies:** Fiona Moss (Glasgow City HSCP), Mike Burns (North East Senior Officer Group), Linda de Caestecker (NHS Greater Glasgow & Clyde), Susan Deighan (Glasgow Life), Theresa Correia (Scottish Enterprise), Alison McRae (Glasgow Chamber of Commerce), Brue Kiloh (Strathclyde Partnership for Transport)

**Item 1 – Welcome**

*Bernadette Monaghan chaired the meeting and welcomed members.*

**Item 2 – Minute of Meeting held on 6 October 2021**

*The Executive Group noted the minute of meeting as an accurate record.*

**Item 3 – Parent Network Scotland (PNS) Parent Academy**

Jackie Tolland provided an overview of Scottish Parent Academy. First, an introduction to Parent Network Scotland (PNS) was given, PNS offer a range of parenting courses, Workshops, family hubs, activities and training to support parents to be the best they can be.

Jackie provided detail on the Parent Journey, including the Personal Social Development aspect where the parent decides their route through the Academy. Parent Coaching, Child Development, Introduction to Play, Parent Mentors were all covered.

In closing, Jackie summarised outcomes for the Parent Journey including:

- Gaining qualifications to build on skills and knowledge
- Becoming resilient and problem solve whilst building relationships with their own child and other contacts.
- Knowing how to positively attach and be nurturing within family
- Local communities where hubs are run by parents for parents
- Being socially connected to the Academy network and Family Hubs.
- Closer to employment, college, volunteering or university
- A parent to parent approach that is a scalable model and can develop in local communities

*The Executive Group noted the report.*

**Item 4 – Glasgow's Whole System Approach to Tackling Gambling Harms**

Bernadette Monaghan provided a report with an update from ScotPHN on progress in its Glasgow-focussed, whole-system approach project to tackle Gambling Harms.

In January 2020, the Scottish Public Health Network established the Glasgow Gambling Harms Group, with representation from across the City Council family, NHS, third sector and academia, to provide strategic leadership, advice and support in the development, implementation, evaluation, and sustainability of a whole system approach to preventing and reducing gambling harms in the City of Glasgow. The 3-year pathfinder project was funded by a regulatory settlement authorised by the UK Gambling Commission, to support delivery of the National Strategy to Reduce Gambling Harms in Scotland and National Public Health Priorities, by contributing to the evidence base around systems thinking and working.

In the absence of a policy mandate, building interest in and capacity to tackle gambling harms, during an ongoing response to a global pandemic, has proven challenging.

Engagement culminated in a 2-day virtual Summit on gambling harms hosted by Glasgow City Council, with support from Public Health Scotland (PHS) in September 2021. With a keynote address from the Minister for Public Health, Women's Health and Sport, Maree Todd, 14 workshops (many led or cofacilitated by experts by experience) and fringe events including a UK All-Party Parliamentary Group (APPG) evidence session, the Summit provided a vital space for the 200 registered delegates to share knowledge, insights, and ideas on tackling gambling harms in the time of COVID-19.

GCVS and Glasgow City's HSCP co-hosted the first legacy event of the Summit on 28 October 2021, to better understanding of the needs of the third sector in creating a safer gambling city.

For the project to fully achieve its potential, it is critical that a multi-agency working group with the requisite permissions and resource to co-produce and own a local action plan is established, with visible leadership from Glasgow City Council. A local mechanism to secure ongoing involvement of people with lived experience and more direct engagement with communities needs to be identified to support this work.

Bernadette advised the Executive Group that she was keen to have discussions with partners on how best to take this work forward.

#### *The Executive Group:*

- *noted the report*
- *noted the recommendation to agree to establish a multi-agency working group with the requisite permissions and resource to co-produce and own a local action plan*
- *requested future updates as appropriate*

### **Item 5 – Live Well Community Referral Model**

Irene Cree and Andrew Olney presented on the Community Referral Model, part of Glasgow Life's Live Well priority. The overall aim of the Model is preventative intervention and address inequality.

Information was provided on where this model fits in the overall priorities for Glasgow Life, and the wider Partnership. The framework for the model was provided showing the programme management components and the citizen facing components. The framework should ensure that the model complements other services and reduces duplication.

Progress to date and the next steps were outlined:

#### **Progress:**

- Project Manager in place
- Pilot Area agreed Calton Ward 9
- Project Sub Groups established
- Ongoing engagement

#### Next Steps:

- Establish processes and resources required to deliver the pilot
- Develop a pilot CR menu
- Pilot Programme Costs
- Funding requirements
- Establish a Live Well core team

During discussion information was provided on the referral process. Anyone can refer to the Model including self-referral and organisations. Navigators will act as a 'case worker' for people referred.

The scale of the Model is unknown at the moment, so level of impact and resources is to be determined. This will be clarified during the pilot.

It was noted that NHS Community Link Workers are a great source of partnership between primary care and community care which this model aims to build upon and make use of.

*The Executive Group noted the report.*

#### **Item 6 – Community Justice Glasgow Annual Report**

Margaret Smith provided a report to present the Community Justice Glasgow Partnership digital Annual Report for 2020-2021 <http://2021.cjg-annualreport.co.uk>. The annual report provides an overview of achievements that have been possible through the strength of partnership and telling the story of Community Justice.

The 2020-2021 digital Annual Report reflects on the strength and flexibility of the Community Justice partnership in Glasgow - particularly poignant during the early months of the COVID-19 Pandemic. The fully searchable and interactive report showcases just some of those achievements made together through collaboration, co-production and engagement across the organisations and services.

The Annual Report provides an opportunity to formally check progress against the aims and objectives, as partners, we agreed to focus on as part of the outcome improvement performance reporting.

The Annual Report was launched at a livestream event "Let's Talk About Community Justice" on 28 October 2021 where CJG also took the opportunity to premiere a new video resource set out to tackle some of the myths around a short-term prison sentences, drawing on the lived experience of those who have served short-term prison sentences – CJG plan to build on this resource with additional 'talking heads' and a mythbuster toolkit. Over the course of the remainder of 2021 and 2022 CJG will use the Annual Report as a key engagement / communication and discussion tool.

*The Executive Group noted the report.*

- Noted the Annual Report – <http://2021.cjg-annualreport.co.uk>
- Noted that some key performance data has to date not been available to show statistical progress towards our performance indicators, and that analysis will be provided in due course.

#### **Item 7 – Meeting Schedule**

*The Executive Group noted the meeting schedule as detailed on the agenda.*

Ref	Action	Responsibility	Raised	Comments
	<b>AOCB</b> <ul style="list-style-type: none"> <li>All partners are asked to arrange a meeting with Bernadette/Shaw to discuss their thoughts on agenda setting for the Executive Group, or to suggest items.</li> </ul>	All Partners	24/11/21	In Progress

**Glasgow Community Planning Partnership  
Executive Group**

**Report by John Dawson, Head of Change  
Glasgow City Council  
Contact: John Dawson, 0141 276 1232**

**Social Recovery Taskforce – Community Action Plan**

**Purpose of Report:**

To provide the Executive Group with an opportunity to consider the draft Community Action Plan developed through the workstreams of the Social Recovery Taskforce.

**Recommendations:**

The Executive Group is asked to:

- Note the draft Community Action Plan which can be found at <http://www.glasgowcap.org.uk/>

# GLASGOW

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## CLIMATE CHAMBER



# COP26 & Beyond...



# Climate Chamber - COP26



IN PARTNERSHIP WITH



Strategic Leadership

Business Engagement

Educational Legacy

International Links



# Strategic Leadership

## Sustainable Glasgow

- Supporting Team Glasgow to reach its climate targets by 2030 and 2045
- Promote Greenprint for Investment
- Commitment to Green Business Charter
- OECD Report

## GCoC policy position on climate

- Including city centre task force
- Joint leading of BCC climate change group
- Innovation funding -SMEs

## City operations

- Get Ready Glasgow



# Strategic Leadership: Partner Campaigns



**WANT TO FIX THE CLIMATE?  
FIX THE ECONOMY.**

**AN ARTICLE SUPPORTED BY:**

 <b>Anthesis</b>	 <b>ELLEN MACARTHUR FOUNDATION</b>	 <b>GLASGOW CHAMBER OF COMMERCE</b>	 <b>M METABOLIC</b>	 <b>Re ReLondon</b>	 <b>WORLD ECONOMIC FORUM</b>
 <b>CIRCLE ECONOMY</b>	 <b>European Circular Economy Stakeholder Platform</b>	 <b>GLOBAL ELECTRONICS COUNCIL</b>	 <b>PACE Partners for Accelerating the Circular Economy</b>	 <b>SITRA</b>	



**waterbear** MYTH? LEGEND? TRUE STORY

waterbear

**rules sy** THE COP NESS MONSTER.



 **GROSVENOR**

**Nikon** **OFF**  
THE FENCE

 **OXFAM** **GLASGOW**  
CHAMBER OF COMMERCE





**NOKIA**

**McDONOUGH** INNOVATION  
DESIGN FOR THE CIRCULAR ECONOMY™

# Business Engagement Impact



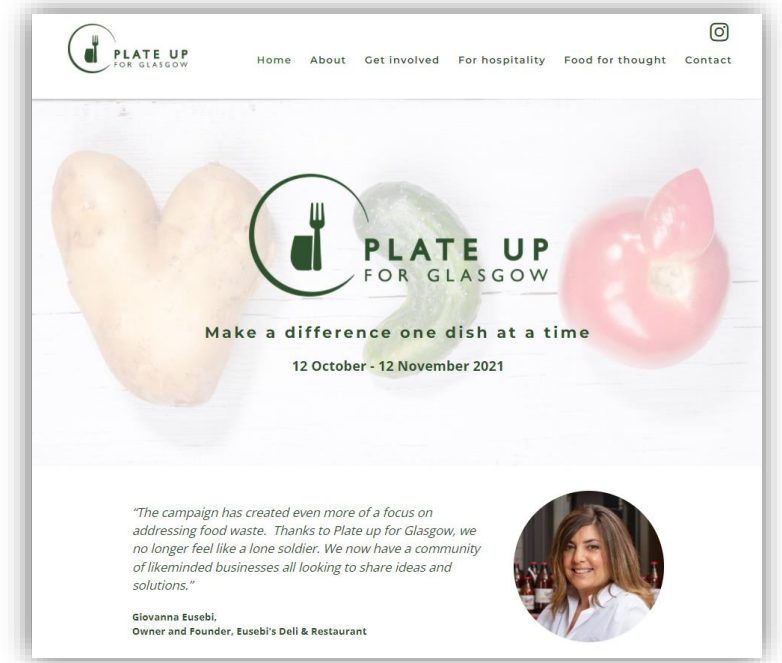
# Supporting Our Members







- **1 month** long campaign
- **41 participating restaurants** offering low waste dining and/or drink options
- **88% of venues** committed to **keeping their campaign dish** on the menu
- **95%** of venues would like to **participate in a similar initiative**



sprigg

CITY OF GLASGOW  
COLLEGE

Caf  Gandolfi

Eusebi  
DELI

OX and FINCH

# Destination Media Hub

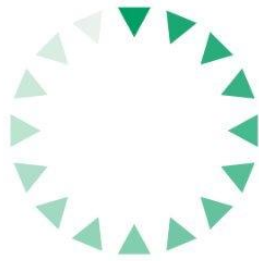
112 Global Media

39 Stakeholders





# Representing Team Glasgow in the Green and Blue Zones



Sustainable  
Glasgow

GLASGOW  
CHAMBER OF COMMERCE









## THROUGHOUT COP26



2,100+ YOUNG PEOPLE



100+ BUSINESSES

## MY FASHION PATH: RECLOTHING THE FUTURE CONFERENCE



450+ YOUNG PEOPLE



26 BUSINESS PARTNERS

# My Climate Path Legacy- Pilot +

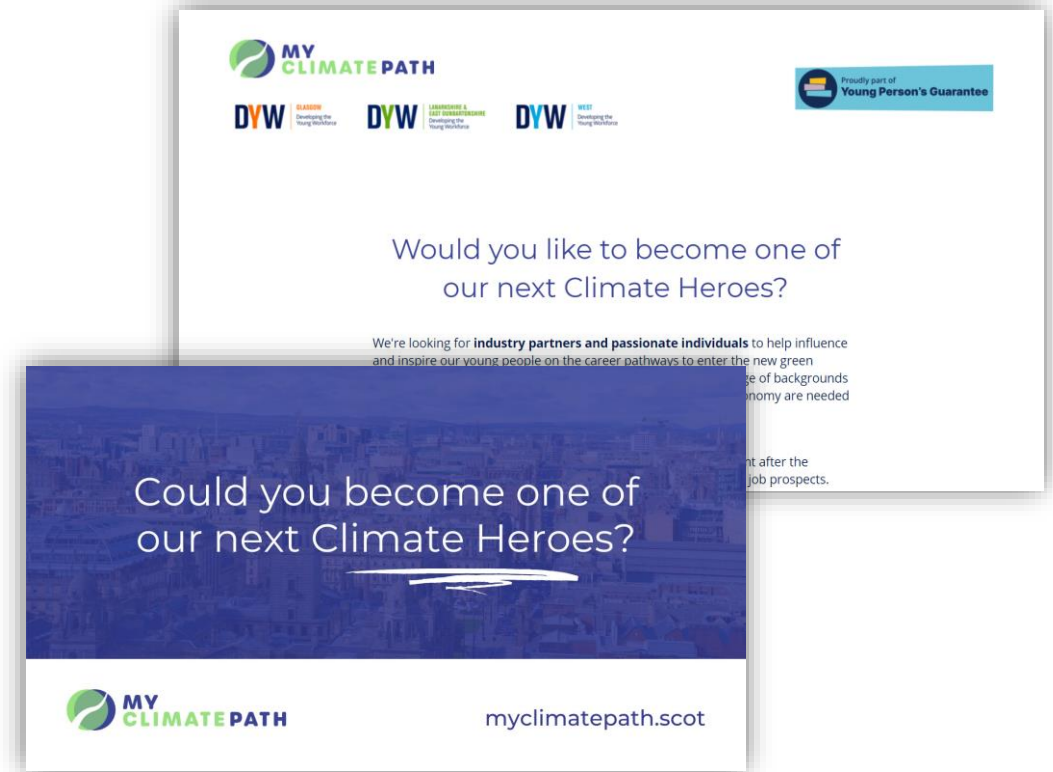
Climate Heroes

Circular Economy Challenge

MCP Bespoke Learning Package

Sustainable Fashion Festival

Ongoing development of MCP Pilot





# Climate Chamber Mission



# Climate Chamber Mission



15 COUNTRIES



170 ATTENDEES



85 BUSINESSES



65 SPEAKERS



14 SESSIONS





# Climate Chamber Mission Legacy

One Earth Platform

Climate Chamber Mission  
Pilot Programme

Prospective B2B Trade Deals

**ONE EARTH**



# COP26 Social Media Impact

614,400 +

Social media post views



25,600 +

Social media post engagements

7.6 million +



Potential Twitter reach

Social media post reactions

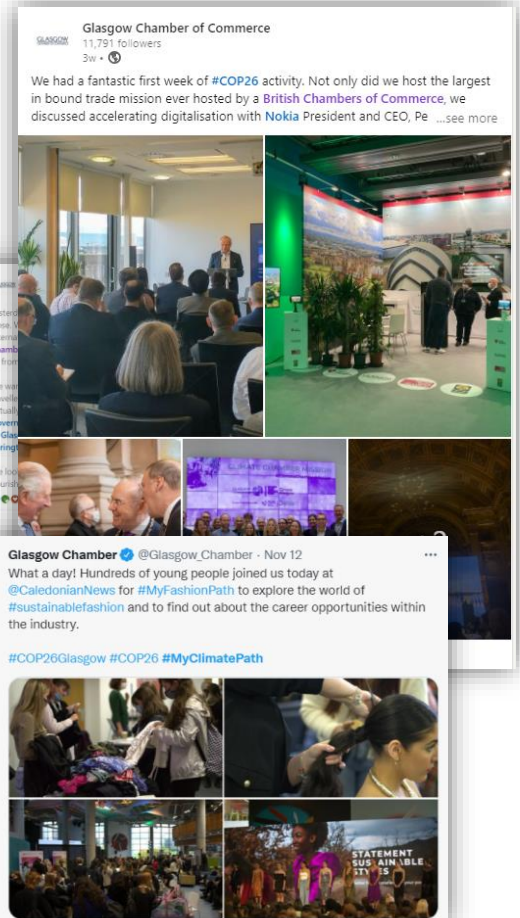
729

Social media posts

10,000 +



During Plate up for Glasgow, over 35 venues across the city will be serving up low waste 'Food hero' dishes and drinks.



# COP26 Media Impact

168,800,000+

Opportunities To See (OTS)



National & International  
coverage

36%

223+



Items of coverage

Proactive  
activity

17

Broadcasts



61%



BUSINESS HQ

10th August

**COP26: Glasgow restaurants urged to join Eusebi, Ox and Finch, SWG3 to tackle food waste**



By Deborah Anderson | [@DebsLAndersonHT](#)  
Assistant News Editor



Glasgow's hospitality sector is getting behind food waste initiative ahead of COP26

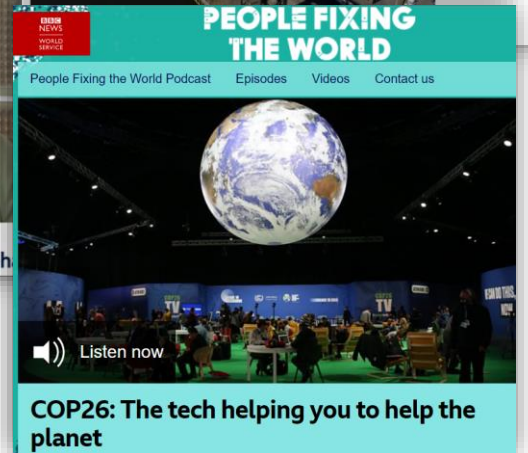
BUSINESS HQ

23rd September

**Glasgow to host largest-ever international British Chamber trade gathering**



By Kristy Dorsey | [@KristyDorsey](#)  
Business Correspondent





# Wider Legacy – Towards COP31: Under development

- Engage with Glasgow named commitments



**GFANZ**  
Glasgow Financial Alliance for Net Zero

- Corporate and supply chain engagement



- Ongoing support of Sustainable Glasgow and city targets
- Promote Greenprint for Investment
- Policy interventions
- Development of Climate Chamber brand and ambitions eg
  - Signature Series
  - A year on COP26 ( COB) Nov 22
- 'How to' support for members (Circular & Net Zero)
- Enhance Circular Glasgow Network

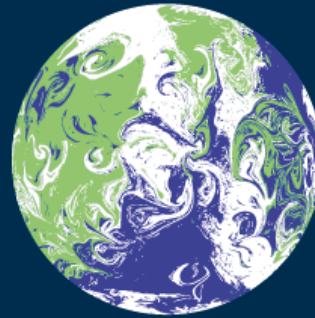
- Building international links & networks eg



# GLASGOW

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## CLIMATE CHAMBER



**Glasgow Community Planning Partnership  
Executive Group**

**Report by Fiona Dickson and Derek Speirs, Principal Officers, Community  
Empowerment Services**

**Glasgow City Council**

**Contact: Fiona Dickson (07738 992465) or Derek Speirs (07557 846581)**

**Review of Sector and Area Partnerships**

**Purpose of Report:**

- To inform members of decisions taken by the Glasgow Community Planning Partnership (GCPP) on 7<sup>th</sup> December 2021 in relation to the review of Area and Sector Partnerships and to outline the next steps.

**Recommendations:**

The Executive Group is asked to:

- a. note the decisions taken by the GCPP Strategic Partnership on 7<sup>th</sup> December 2021 in relation to a new model of Area Partnerships;
- b. note the next steps for both the Sector and Area Partnerships; and
- c. provide any comments for further consideration.

## **Background**

1. On 7<sup>th</sup> December 2021, the GCPP Strategic Partnership approved a series of recommendations in relation to the Review of Area and Sector Partnerships. a copy of the report is attached as Appendix 1. The main recommendations were that:
  - a) further work will be undertaken on the future of Sector Partnerships with an update provided to the Partnership in June 2022;
  - b) a new model of Area Partnerships and Citizens' Panels would be introduced whereby:
    - i) Community representation and participatory democracy will be enhanced, particularly through Citizens' Panels;
    - ii) Local area action plans will be produced by each Area Partnership;
    - iii) Local priorities will be identified and aligned to strategic priorities of the Glasgow Community Planning Partnership;
    - iv) Area Partnerships will be more informal and participative;
    - v) Communication will be improved within the Community Planning structures and with communities;
    - vi) Terms of reference will be revised to reflect the new operating model; and
    - vii) A programme of support will be put in place for members
  - c) implementation of the new model would be phased and Citizens' Panels would be piloted in three Wards of the City – Calton, Canal and Greater Pollok

## **Next Steps - Area Partnerships**

2. Officers have begun work on identifying members for Citizens' Panels in the pilot areas and are looking to secure additional resources for this work.
3. In the first half of 2022, officers will gather local information that, after the Local Government Election in May 2022, all 23 Area Partnerships can consider when forming their local area action plans and finalising membership arrangements. This information will be presented to Area Partnerships alongside the findings from the pilot areas following the summer recess 2022.
4. If there are meetings of Area Partnerships following the Local Government Election in May 2022 and before the summer recess period, updates on progress will be provided to each Area Partnership.

## **Next Steps - Sector Partnerships.**

5. As stated earlier, extensive engagement with Area and Sector Partnerships as well as the wider GCPP structures took place in 2019 as part of the review. The findings from that engagement showed that there was support for amending the roles of both the Area and Sector Partnerships. The draft recommendations that were provided to Area and Sector Partnerships and the Strategic Partnership for

comment in late 2020 and early 2021 therefore included proposals for the future role of both the Area and Sector Partnerships.

6. The report to the Strategic Partnership on 7<sup>th</sup> September 2021, however, noted the significant refocussing of priorities and approach that has taken place as a result of the COVID19 pandemic which includes having delivery models that foster collaboration, transparency and citizen participation in priority setting and resource allocations at an *area-based* level. This also dovetails with the city's Open Government vision and proposals and aligns well with the geographies and potential future roles of the Area Partnerships.
7. It is was therefore agreed by GCPP that Phase 1 of the implementation of these recommendations focussed on the Area Partnerships and that a further report on the future of Sector Partnerships should be provided to the Strategic Partnership in June 2022.
8. That report would be informed by several factors:
  - the priorities in the soon-to-be refreshed Community Action Plan;
  - the winding up of the Social Recovery Taskforce;
  - the views of Community Planning partners via a Smart Survey;
  - the findings from the review of the Glasgow Communities Fund; and
  - an assessment of the resources required to implement the recommendations for both the Area and Sector Partnerships.
9. The Sector Partnerships will be updated on this at their meetings in February 2022.
10. Work with regard to the issues highlighted above will take place between March and May 2022 and a report with recommendations on the future of Sector Partnerships will be submitted to Glasgow Community Planning Partnership in June 2022. An update will be provided to Sector Partnerships shortly thereafter.

### **Recommendations:**

The Executive Group is asked to:

- a. note the decisions taken by the GCPP Strategic Partnership on 7<sup>th</sup> December 2021 in relation to a new model of Area Partnerships;
- b. note the next steps for both the Sector and Area Partnerships; and
- c. provide any comments for further consideration.

**Glasgow Community Planning Partnership (GCPP)  
Strategic Partnership**

**Report by Bernadette Monaghan  
Director of Community Empowerment & Equalities  
Contact: Fiona Dickson (07738 992465) or Derek Speirs (07557 846581)**

**Governance framework: Review of Area and Sector Partnerships**

**Purpose of Report:**

To update the Glasgow Community Planning Partnership Strategic Partnership on the Review of Area and Sector Partnerships and to provide recommendations on a future operating structure.

**Recommendations:**

The Strategic Partnership is asked to:

- 1) note the update on progress towards implementing a new model of Area Partnerships;
- 2) agree that further work will be undertaken on the future of Sector Partnerships with an update provided to the Partnership in June 2022;
- 3) note the proposed alignment of the review of Area Partnerships with post pandemic projects;
- 4) approve the recommendations for a new model of Area Partnerships and Citizens' Panels, highlighted at paragraph 12 and detailed in paragraphs 13 to 19;
- 5) agree the phased implementation of the new model and that Citizens' Panels are initially piloted in three Wards of the City;
- 6) agree to the high-level implementation milestones at paragraph 24; and
- 7) note that progress reports will be submitted to the Strategic Partnership throughout the implementation stage.

## **Introduction.**

1. The purpose of this report is to provide the Glasgow Community Planning Partnership (GCPP) Strategic Partnership with recommendations on a new model of Area Partnerships based on the outcome of the review and taking account of a post-pandemic landscape, and also to propose a further review of the role of Sector Partnerships.

## **Background.**

2. The Partnership, on 7<sup>th</sup> September 2021, noted the findings of the Review of Area and Sector Partnerships, and the extensive engagement which took place as part of this review. Members also approved principles which will underpin a new model of Area Partnerships and requested that a further report be brought for consideration in December 2021. For ease, the principles are set out below:
  - The model is participatory and encourages views and inputs from all sections of the community;
  - The new model will seek to support those people who have traditionally been excluded from decision making to become involved and will use learning from the 2018/19 Participatory Budgeting pilots to support active engagement;
  - The model will enable resources to be directed by local people on their priorities and as outlined in The Community Empowerment (Scotland) Act 2015;
  - The model is local, and sector partnerships would not be required as part of this neighbourhood-based approach;
  - The model will support local area action plans to be developed and scrutinise delivery of the actions plans;
  - The model will be less formal, and less report based with consideration given to how to engage in non-traditional ways; and
  - The model will prioritise effective communication both within the partnership and within communities.
3. Furthermore, the Partnership noted the ongoing work across the Partnership to address how we deliver a citizen-empowered city, with the following examples being provided in the report:
  - a. The Social Recovery Taskforce
  - b. The Bloomberg Global Mayors Challenge
  - c. Neighbourhood Co-Ordinators
  - d. Climate Change Citizen's Assembly
  - e. Open Government Programme
  - f. Glasgow Life Live Well Community Referral Model
  - g. National Institute of Health Research bid
4. The findings from the review, the agreed principles and the ongoing work described above have shaped the recommendations on a new model of participatory democracy in Glasgow.

## **Sector Partnerships.**

5. As stated earlier, extensive engagement with Area and Sector Partnerships as well as the wider GCPP structures took place in 2019 as part of the review. The findings from that engagement showed that there was support for amending the roles of both the Area and Sector Partnerships. The draft recommendations that were provided to Area and Sector Partnerships and the Strategic Partnership for comment in late 2020 and early 2021 therefore included proposals for the future role of the Area and Sector Partnerships.
6. The report to the Strategic Partnership on 7<sup>th</sup> September 2021, however, noted the significant refocussing of priorities and approach that has taken place as a result of the COVID19 pandemic which includes having delivery models that foster collaboration, transparency and citizen participation in priority setting and resource allocations at an *area-based* level. This also dovetails with the city's Open Government vision and proposals and aligns well with the geographies and potential future roles of the Area Partnerships.
7. It is therefore proposed that Phase 1 of the implementation of these recommendations focuses on the Area Partnerships and that a further report is provided to the Strategic Partnership in June 2022 on the future of Sector Partnerships. That report will be informed by several factors:
  - the priorities in the soon-to-be refreshed Community Action Plan;
  - the winding up of the Social Recovery Taskforce;
  - the views of Community Planning partners via a Smart Survey;
  - the findings from the review of the Glasgow Communities Fund; and
  - an assessment of the resources required to implement the recommendations on both the Area and Sector Partnerships.

## **A new model of Area Partnerships.**

8. Proposals for a new model and way of working for Area Partnerships are set out in the following paragraphs. The new model would create the conditions for effective community participation in Community Planning in Glasgow and provide partners and communities with a means of engaging better with a view to facilitating more responsive local services and resource allocation. Roles, remits and working relations within the Community Planning structure would be clearer, communication better and appropriate training and ongoing support provided to all members of Area Partnerships.
9. The model also provides a mechanism for the rollout of participatory democracy through Citizens' Panels, informed by learning from the recent Citizens' Assembly on Climate Change and co-developed with communities, at electoral ward level. This reflects the commitment in Glasgow's Open Government Partnership (OGP) Action Plan 2021-23 to *Increasing Participatory Democracy - Developing Citizens' Panels across Glasgow* by March 2022 and the new model of Area Partnerships has been identified in the OGP Action Plan as the mechanism for involving local people and organisations. The new model will also



align with the Open Government Partnership's values and principles of openness, transparency, accountability and participation.

10. The OGP Action Plan commits Glasgow's community planning partners to increase levels of Participatory Democracy and to devolve decisions to the lowest level in the city's governance – thereby achieving local decisions that are informed by local people, increased community ownership and management of local services, and a strengthening of local democratic processes.
11. As mentioned in the report on 7<sup>th</sup> September to the Strategic Partnership, the outcome of funding bids to the Bloomberg Global Mayors Challenge and the National Institute of Health Research as well as the Glasgow Life Live Well Community Referral Model will also inform the new model of Area Partnerships.

### **Proposals.**

12. The proposals for a new model of Area Partnerships are set out in the bullet points below and expanded on in the subsequent paragraphs:
  1. Community representation and participatory democracy will be enhanced, particularly through Citizens' Panels;
  2. Local area action plans will be produced by each Area Partnership;
  3. Local priorities will be identified and aligned to strategic priorities of the Glasgow Community Planning Partnership;
  4. Area Partnerships will be more informal and participative;
  5. Communication will be improved within the Community Planning structures and with communities;
  6. Terms of reference will be revised to reflect the new operating model; and
  7. A programme of support will be put in place for members.
13. **Community representation and participatory democracy will be enhanced, particularly through Citizens' Panels.**

**Principles:** *"The model is participatory and encourages views and inputs from all sections of the community." "The new model will seek to support those people who have traditionally been excluded from decision making to become involved and will use learning from the PB pilots to support active engagement."*

- The Strategic Partnership is asked to agree to a new model for Area Partnerships, similar to Durham County Council's [Area Action Partnerships](#) where Area Partnerships and Citizens' Panels work together. Area Partnerships would comprise elected members, local partners and community organisations and their role would be to oversee the delivery of a local action plan for the Ward, manage budgets and consider other formal business.
- A clear finding from the Participatory Budgeting pilot areas in 2018/19 was that Citizens' Panels "represent a strong and viable form of deliberative democracy for Glasgow City" and that the model "should be continued within the pilot wards, with a view to being deployed across the City's 23 council wards within a manageable timescale". Based on this, we will pilot the roll

out of Citizens' Panels in three of the 2018/19 Participatory Budgeting pilot areas, one per community planning sector, and involve members of the previous panels where possible. The areas would be Calton (North East Sector), Canal (North West Sector) and Greater Pollok (South Sector, building on the work of G53 Together). Learning from the pilot areas will inform the roll out of Citizens' Panels in each of the 23 electoral wards. GCPP partners will consult Citizens' Panels on various local and city level issues to ensure that citizens have a say on issues/services that affect them, including participatory budgeting. The Citizens Panels would comprise a representative sample of local people and, where appropriate, relevant public service and third sector partners in a support and advisory capacity (a further recommendation from the evaluation of the pilots in 2018/19). They would be involved in the setting of priorities for the Area Partnership, including the action plan, and reviewing impacts. The Panels will be able to form sub-panels for more intensive scrutiny of proposals or for targeted engagement through focus groups or workshops.

- We will establish, maintain contact and facilitate information sharing and engagement with the Citizens' Panels to ensure that the views of communities are better represented in planning and decision making. This will be complementary to engagement with Community Councils across the city via the involvement of the lead officer for that work.

#### **14. Local Area Action Plans will be produced by each Area Partnership.**

**Principles:** *'The model will support the development of local area action plans and scrutinise their delivery'. "The model will enable resources to be directed by local people on their priorities and as outlined in the Community Empowerment Act "*

- Each Area Partnership will develop a local area action plan that will be the basis for local priorities and actions which partners will agree to deliver with local communities. By agreeing the plans, partners commit to being accountable for their delivery;
- Plans will be in a consistent format across all 23 Area Partnerships, reference the new city-wide priorities in the new Community Action Plan (see paragraph 15 below) and complement the existing plans of partners and communities;
- Plans will be informed by consultations (including with the Citizens Panel for that ward), local data, city wide data, member feedback/local knowledge, the Place Standard tool, and environmental walkabouts/other practical ways of gathering information;
- the Area Partnership will review progress in implementing the plans at each Area Partnership meeting and report on progress to the Citizens Panel;
- Plans will be reviewed and updated annually via consultation with Area Partnership members, the Citizens Panel for that ward and additional community consultation (if required) such as a Community event.

**15. Local priorities will be identified and aligned to strategic priorities of the GCPP.**

**Principle:** *“The model will support local area action plans and scrutinise their delivery.”*

- The city’s new Community Action Plan will be the basis for shared city-wide priorities across the community planning structure;
- The Plan is being developed by the city’s Social Recovery Task Force and will be delivered through community planning structures within the framework of The Community Empowerment (Scotland) Act 2015;
- The 23 local area action plans will include reference to and provide a local perspective on these shared priorities;
- Glasgow Community Planning Partnership will in turn be asked to consider how it can support the delivery of the local area action plans;
- Area Partnerships will contribute to community planning discussions on changes to the Community Action Plan and council and partners policies and plans.

**16. Area Partnerships will be more informal and participative.**

**Principle:** *“The model will be less formal, and less report based with consideration given to how to engage in non-traditional ways”.*

- Discussions will take place within the Council regarding future support arrangements for Area Partnership meetings to ensure they are less formal whilst remaining focused and manageable to ensure the GCPP Governance Framework is followed in relation to working arrangements and decisions on council grant allocations;
- Area Partnerships will use local venues for meetings, supplemented by events, project visits, roadshows, etc to further improve links and engagement with communities;
- A revised meetings cycle, taking into account the Citizens’ Panels will be produced for approval by the Strategic Partnership;
- The GCPP branding and consistent format will be maintained but agendas, reports and minutes will be written in Plain English and minutes will better reflect the discussions held as well as decisions taken (see also the proposal on improved communication);
- There will be greater input to agenda setting by partners and local communities via Citizens’ Panels and through local networks.

**17. Communication will be improved within the Community Planning structures and with communities.**

**Principle:** *“The model will prioritise effective communication both within the partnership and within communities”.*

We will establish internal and external communication processes. Key tasks will include:

- Internal
  - Establishing a timetable and format for regular information sharing horizontally and vertically across the GCPP structure;
  - Sharing of plans - once the local area action plans are agreed, they will be shared across the GCPP structure to facilitate joined up working and understanding. The same applies for the sharing of the GCPP Community Action Plan with all the Area Partnerships;
  - information will be in Plain English;
- External
  - sharing information externally with organisations and partnerships not on the GCPP structure and residents across that Ward via different formats such as social media, hard copy factsheets and information on GCPP's and partners' web sites;
  - information will be in Plain English and in different languages and accessible formats, such as infographics;
- The GCPP Annual Report will include progress made at a city wide and Area Partnership level and will be a key communication tool in explaining the roles of GCPP and the Area Partnerships and the progress made on delivery of the Community Plan Action Plan and the local area action plans respectively. The Annual Report will be widely circulated in various formats and via various methods as outlined above.

**18. Terms of reference will be revised to reflect the new operating model.**

Terms of Reference (TOR) for the Area Partnerships have been revised to take account of the proposals above and the creation of the Citizens Panels. Revised TOR for the Area Partnerships are attached at Appendix 1 for members approval. Noted below are the significant changes with regard to the Area Partnerships:

- In terms of membership, a specific proposal is for a representative of GCC's Neighbourhoods, Regeneration and Sustainability (NRS) to be co-opted to each Area Partnership. This would build on the department's investment in additional neighbourhood co-ordinators and the good working relationships which already exist between Area Partnerships and NRS;
- Area Partnerships will meet a maximum of 4 times per year (instead of 6 times per year) with the meeting cycle timed to ensure there is adequate time for the preparation needed for meetings; for the processing of funding applications and for addressing new areas of work such as the development of the local area action plans and enhanced community engagement;
- Area Partnerships are able to co-opt additional members up to a maximum of 4 (in addition to the representative from NRS);
- Local area action plans will be the basis for prioritising staff and financial resources at Partnership meetings.

**19. A programme of support will be put in place for members.**

- A programme of support, training and capacity building for all members of Area Partnerships will be developed. This is crucial to ensure that they are effective and reflect the principles agreed by the Strategic Partnership;

- This will be complementary to the programme of support being created for Community Councils across the city;
- A training needs assessment will be carried out to develop the programme and a list of training and contacts made available for all members;
- Annual partnership building training programme with a built-in review of the past year and planning for the year ahead;
- An Induction Pack and induction process is created for all members – current and new;
- We will consider parity of support for the voluntary sector with discussions with the Third Sector Interface.

### **A phased approach.**

20. Delivering an enhanced model of Area Partnerships will require additional resources and the support and commitment of community representatives and community planning partners to a new way of working.
21. Furthermore, we have included proposals for enhanced community engagement. While video conferencing and greater use of digital communication has allowed some meetings and services to continue through the pandemic, some of the recommendations will require staff to be 'on the ground'. Therefore, the timing of the implementation of a new operating model is, in part, dependent on the further easing of COVID19 restrictions to allow officers to meet with local people in community settings.
22. For these reasons, a phased approach to the introduction of the new model is recommended with 3 pilot Citizens' Panels (one in each CPP Sector) to be developed and implemented by 31<sup>st</sup> March 2022 (in line with the Open Government Action Plan 2021-23), followed by the roll out of the remaining Citizens' Panels and the new model of Area Partnerships. The target date for this would be from August 2022 but this is dependent on the learning and recommendations from the pilot areas.
23. Due to the Local Government Election in May 2022, there would be no meetings of Area Partnership in April/May of next year, therefore, the January/February cycle of meetings would be the last under the current arrangements. That would allow officers to develop the local community networks for each ward, identify potential new members for Area Partnerships and produce the induction/training material required to support them.

### **Milestones**

24. The following, high level, milestones are suggested for a phased approach to March 2022 with implementation of the full model from August 2022, subject to the learning from the pilot areas and available resources.

<b>Date</b>	<b>Milestone</b>
7 <sup>th</sup> December 2021	GCPP Strategic Partnership approves recommendations.

Date	Milestone
From mid-January to mid-February 2022	Identify and recruit Citizens' Panel members for the pilot areas. Members to be recruited through: voluntary sector networks and known community groups; working with equalities organisations to ensure Panels are representative. Induction for Citizens' Panel members; capacity building/training provided where required
January/February 2022	Report to 23 Area Partnerships outlining the new agreed model, details and timescales of the phased approach and broad timescale for the full roll out
15 <sup>th</sup> February 2022	Progress report to GCPP
Late February/March 2022	Run online survey and focus groups in the 3 pilot Citizens' Panels.
April 2022	Analyse results, feedback to participants, prepare recommendations for the roll-out of Citizens' Panels across the 23 wards.
May 2022	Local Government Election
June 2022	GCPP considers the recommendations from the Citizens' Panels pilots and the future of Sector Partnerships; Recruitment, training, induction for Citizens' Panel members across the City.
July 2022	Prepare implementation plan for the roll out of 23 Area Partnerships and Citizens' Panels.
From August 2022	Full roll out of the new model.

## Recommendations.

25. The Strategic Partnership is asked to:

- 1) Note the update on progress towards implementing a new model of Area Partnerships;
- 2) Agree that further work will be undertaken on the future of Sector Partnerships with an update provided to the Partnership in June 2022;
- 3) Note the proposed alignment of the review of Area Partnerships with post pandemic projects;
- 4) Approve the recommendations for a new model of Area Partnerships and Citizens' Panels, highlighted at paragraph 12 and detailed in paragraphs 13 to 19;
- 5) Agree that the implementation of the new model is phased and that Citizens' Panels are piloted in three Wards of the City;
- 6) Agree to the high-level implementation milestones at paragraph 24; and
- 7) Note that progress reports will be submitted to the Strategic Partnership throughout the implementation stage.

## Terms of Reference: Area Partnerships

### Role and purpose

To contribute to the city's priorities for open, modern, responsive and agile Government at a local level; support social recovery and renewal; and foster collaboration, transparency and citizen participation in priority setting and resource allocations at an electoral ward level.

### Remit and Function

- review and influence the progress made at an electoral ward level towards implementing the strategic priorities of the Glasgow Community Planning Partnership (GCPP) and Glasgow City Council (GCC)
- develop and oversee the delivery of local area (ward level) action plans
- collaborate with the ward level Citizens' Panel and use feedback from this panel to inform priorities and resources in the local area action plan;
- encourage views and inputs from all sections of the community and seek to support those people who have traditionally been excluded from decision making to become involved;
- be a central communications 'Hub' within the ward for information sharing, discussion; and improved coordination of service delivery;
- be a consultative body on proposed changes to policies, plans and future developments that may affect the ward;
- make decisions on the allocation of GCC's Area Budget in that ward;
- lead or contribute to GCPP's priorities for participatory budgeting/democracy in that ward;
- produce quarterly, ward level progress reports and contribute to GCPP's annual progress report;
- In conjunction with the ward level Citizens' Panel, hold an annual review/reflection session to assess progress, discuss changes in the ward and agree priorities for the subsequent year.

### Membership

All elected members of Glasgow City Council from within the local electoral ward.

- No less than 4 and no more than 6 community residents from appropriate local Community Councils and community networks
- One member from each of the following Partners:-
  - Police Service of Scotland
  - Scottish Fire & Rescue Service
  - NHS Greater Glasgow & Clyde (Glasgow HSCP)
  - Voluntary Sector Networks (in conjunction with Glasgow Third Sector Forum)
- GCCs Neighbourhoods, Regeneration and Sustainability (co-opted);
- A further four members can be co-opted onto the Area Partnership via discussion and agreement by Area Partnership members.

