

**Glasgow Community Planning Partnership
Executive Group
8 June 2022 at 14:00
Microsoft Teams**

Agenda

1. Welcome and Apologies
2. Minute of previous meeting Attached
3. City Centre Taskforce Presentation
Jane Laiolo, Glasgow City Council
4. Transforming Participation for Disabled People in Glasgow Attached
Tressa Burke, Glasgow Disability Alliance
5. Glasgow City Council Election Results Attached
Bernadette Monaghan, Glasgow City Council
6. Scottish Government Place Director Role Attached
Bernadette Monaghan, Glasgow City Council
7. Meeting Schedule:

24/08/2022, 14:00
05/10/2022, 14:00
23/11/2022, 14:00



**Glasgow Community Planning Partnership
Executive Group
27 April 2022 at 14:00
Via Microsoft Teams**

Draft Minute

Present: Chair – Bernadette Monaghan (Glasgow City Council), Mark Sutherland (Police Scotland), Mike Burns (North East Senior Officer Group), Kevin Murphy (Scottish Fire & Rescue Services), Andrew Olney (Glasgow Life), Kathleen Caskie (Glasgow Third Sector Interface Network), Laura McCormack (Skills Development Scotland), Stephen Frew (Scottish Enterprise), Emilia Crighton (NHS Greater Glasgow & Clyde), Jehan Weerasinghe (Glasgow Housing Association), Heather MacNaughton (Historic Environment Scotland), Martin Boyle (Glasgow Colleges Regional Board),

In Attendance: Helen Hunter (Glasgow City Council), Sheena Arthur (GCVS), Tressa Burke (Glasgow Disability Alliance), James Mann (Police Scotland), Greg Robertson (Police Scotland), Greg Robertson (Police Scotland), Stevie McGowan (Glasgow City Council, NRS), Kathleen Caskie (Glasgow Third Sector Interface Network), Susan McGhee (JCP), Richard Brunner (University of Glasgow)

Apologies:

Shaw Anderson (Glasgow City Council), Kerry Wallace (NatureScot), Susan Deighan (Glasgow Life), Alison McRae (Glasgow Chamber of Commerce), Jaqueline Lynn (Sport Scotland), Mary McAllan (Scottish Government), Bruce Kiloh (Strathclyde Partnership for Transport), John Binning (Strathclyde Partnership for Transport)

Item 1 – Welcome

The chair opened the meeting and welcomed members.

Item 2 – Minute of Last Meeting

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

Item 3 – Community Mental Health Wellbeing Fund

Sandra provided members with an overview of the Community Mental Health and Wellbeing Fund and noted key points of learning in relation to delivery of the Fund from her report.

The Community Mental Health and Wellbeing Fund was part of the Recovery and Renewal Fund from the Scottish Government. £15 million pound was received in the first year 2021/22 with Glasgow receiving £1.7 million.

The fund was distributed by Glasgow Council for the Voluntary Sector (GCVS) with support from partners. A local partnership group established the fund criteria, with the agreed purpose of the fund that projects should build on one or more of seven wellbeing drivers:

- emotional resilience, strength and mindfulness
- connection to others within the community
- a sense of security, trust and being included
- mobility and physical activity
- a sense of purpose and being valued through volunteering, helping others, or paidwork
- support for people who are in distress

- access to learning opportunities and the development of new skills and knowledge

It was also agreed that applications would be up to a maximum of £10,000 and that organisations could request funding for up to two years.

380 applications were received, and 308 grants were distributed totalling £2,749,077. Monitoring of grants will be undertaken by GCVS over the life of the grants to demonstrate the impact of the investment in the city.

The Chair thanked Sheena for her update and opened for questions/comments.

Mike advised members they had recently endorsed a further £1.7million into mental health services for next year and the Scottish government had also given back a £2 million underspend from the previous year which will be invested in children and young people.

During discussion members felt that the short-term nature of funding was an ongoing challenge.

The Executive Group noted the report.

Item 4 – Transforming participation for disabled people in Glasgow beyond Covid-19

Tressa Burke and Richard Brunner gave a presentation to the group and covered the following points:

Transforming participation for disabled people in Glasgow beyond covid

- Who, What and Why
 - Disabled people
 - Participation
- Aims of the Participation Report
- Approach used by Disability Workstream
- Why disabled people's participation is a high priority
- Understanding the Problem: Drawing on the Scottish approach to Service Design
- Barriers to disabled people's participation
- Themes from co-design event (6 themes)
 - Barriers in the public realm
 - New digital barriers
 - Achieving meaningful participation for disabled people who face intersecting barriers
 - Public services need to enable participation, adjusting for diverse impairments
 - Move away from tokenism
 - DPO's can 'model' inclusive participation and provide disability equality training
- 3 layers to transform disabled people's participation
- 3 levels of participation
 - Micro
 - Macro
 - Meso
- 7 necessary principles for Glasgow's community Plan, the CPP and public services
- 8 priority recommendations and lead responsibility
- Conclusions

The Chair thanked Tressa and Richard for their presentation and invited questions and comments.

Mike asked where this was sighted in relation to HSCP. Tressa advised that there had been HSCP colleagues at the event and suggested she and Mike meet up offline to discuss further.

The Executive Group noted the report, agreed to have a more in-depth discussion on the recommendations at a future GCPP Executive Group meeting and to consider the appropriate Committee that the report should be presented to post-elections, as well as a presentation to the GCPP Strategic Partnership in due course

Item 5 – Violence Board/Prevention Strategy and our approach to Public Health

James Mann and Greg Robertson gave a presentation to the group and covered the following points:

Greater Glasgow Violence Reduction Strategy

Post Pandemic Policing

- Youth disorder and diversionary activities
- Vulnerabilities and homelessness
- Violence hotspots – Central Station
- Policing challenges

Violence Prevention

- Introduction of new Violence Prevention Board
- Refined City Centre Policing Plan
- Divisional Violence Reduction Teams

Public Health Approach to Policing

- Providing officers with the right tools, understanding and processes to make the best use of the unique circumstances they are placed within
 - Effective referrals to partner agencies
 - Prevention and early intervention
 - Accurate information sharing to enable horizon scanning
- What are our priorities?
 - Drugs (harm reduction)
 - Mental Health, with a specific focus on *children and young people* and *adult support and protection*
 - In addition, in 2022 we are now focusing on how we can contribute with partners to reduce poverty across the city

Public Health Approach to Policing and Violence Reduction

- We know Violence and Public Health are intrinsically related
- Our Violence Reduction plans, and Public Health Delivery Plan have been co-developed
- Improving our understanding and quality of referrals to partner agencies
- Identifying new local approaches which focus on diverting those offending from criminality by adopting a 'root cause' methodology

Partners should benefit from:

- Focused referrals identifying which adopt a person-centred approach
- Effective data sharing on emerging areas of concern
- People receiving the right support due to effective and early intervention

The Chair thanked James and Greg for their presentation and invited questions and comments.

Mike was keen to support and align work and suggested meeting up offline to ensure Police Scotland are aware of the services he supports and to discuss the violence reduction element further.

Emilia welcomed the approach and was reassured to hear how Police Scotland were dealing with the challenges outlined..

Mark added that Police Scotland were in the middle of developing the Violence Strategy to compliment their public health approach and are working in a connected way to prevent re-occurrence and tackle harms that are happening currently. He added that the public health approach taken in Glasgow since 2020/2021 is being evaluated by the University of the West of Scotland and has taken longer than anticipated. Police Scotland will bring the findings back to this group as well as the Public Health Oversight Board.

Members of the Executive Group noted the content of the presentation.

Item 6 – Civic Engagement

Stevie McGowan gave a presentation to the group and covered the following points:

- We put people at the heart of everything
- What we do
- How we do it
- Key projects
- Child poverty in Glasgow
- Neighbourhood Design
- Our Workstreams
- What is a Citizens Panel?
 - Is a traditional panel the best way to achieve this?
 - Initial timeline
 - How might we listen and communicate
 - Research
 - Where we will focus

The Chair thanked Stevie for his presentation and members of the Executive Group noted the content of the presentation.

Item 7 – Meeting Schedule

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

Ref	Action	Responsibility	Raised	Comments
	AOCB <ul style="list-style-type: none"> 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. 	All Partners	24/11/21	In Progress
	Item <ul style="list-style-type: none"> The recommendations of the report “Transforming participation for disabled people in Glasgow to be considered in-depth at a future meeting on the Executive Group. 	All Partners	27/4/22	Future agenda item

**Glasgow Community Planning Partnership
Executive Group**

**Report by Tressa Burke
Glasgow Disability Alliance**

Transforming Participation for Disabled People in Glasgow

Purpose of Report:

To provide the Executive Group with an opportunity to discuss the recommendations from the 'Transforming Participation for Disabled People in Glasgow' in-depth.

Recommendations:

The Executive Group is asked to:

- Note the report
- Discuss and consider the recommendations in the report

1 Introduction

- 1.1 At the Executive Group meeting held on 27/04/22 the Group agreed to have a more in-depth discussion on the recommendations contained within the 'Transforming Participation for Disabled People in Glasgow' report.
- 1.2 This report from the Disability Workstream of Glasgow City Council's Social Recovery Task Force, supported by a researcher from University of Glasgow's Centre for Disability Research, makes recommendations to remove barriers to disabled peoples' participation in key areas of life in Glasgow.
- 1.3 The full report can be viewed here:
<https://gda.scot/app/uploads/2022/02/Disability-Workstream-Participation-Report.pdf>

2 Transforming Participation for Disabled People in Glasgow - recommendations

- 2.1 The recommendations of the 'Transforming Participation for Disabled People in Glasgow' report are attached as an appendix.

3 Recommendations

- 3.1 The Executive Group is asked to:
 - Note the report
 - Discuss and consider the recommendations in the report

	Issue	Who	Action	Indicators	Progress at 6 months	Progress at 12 months
1	Leadership	GCC SRTF and Disability Workstream	<ul style="list-style-type: none"> Take a collective decision to implement the actions in this report - with cross party support at Disability Workstream level (which has cross party input) 	<ul style="list-style-type: none"> Report is agreed and progressed by SRTF Report is influential and recommendations being implemented 	<ul style="list-style-type: none"> Early wins progressed e.g., DET Progress on actions reviewed by SRTF, GCPP partners and Disability Workstream 	<ul style="list-style-type: none"> Progress on more recommendations Progress reviewed by SRTF, GCPP partners and Disability Workstream
2	Disability Equality Training (DET)	<p>GCC elected members</p> <p>Heads of all Community Planning Partners</p> <p>DPO leads and members</p>	<ul style="list-style-type: none"> DPOs support disabled people's participation through offer of Disability Equality Training (DET) for GCC elected members and CPP Heads as a CPD/ learning opportunity DPOs to deliver DET to areas across CPP organisations 	<ul style="list-style-type: none"> Number of Cllrs and CPP Heads taking up DET as a CPD/ learning opportunity Number of officers in CPP organisations taking up DET as a CPD/ learning opportunity 	<ul style="list-style-type: none"> 25% of Cllrs and 25% of CPP Heads trained by DPOs and disabled people 	<ul style="list-style-type: none"> 50% of Cllrs and 50% of CPP Heads trained by DPOs and disabled people Officers in different CPP organisations being trained by DPOs and disabled people

	Issue	Who	Action	Indicators	Progress at 6 months	Progress at 12 months
3	Leadership	Heads of all Community Planning Partners DPO leads	<ul style="list-style-type: none"> • Heads of all Community Planning Partners and Glasgow DPO Network leads jointly engage to strategically co-ordinate improvements in disabled peoples' participation in policy/service development, including through coproduction and codesign 	<ul style="list-style-type: none"> • Number of CPP Heads and DPO leads collaborating • Number of changes made • Resources gained to support process 	<ul style="list-style-type: none"> • Active collaboration between DPOs and CPP Heads • Application for joint resource to strategically support process to transform disabled peoples' participation 	<ul style="list-style-type: none"> • Resources secured to drive participation process
4	Strategic representation of disabled people	Heads of all Community Planning Partners DPO leads and DPO members	<ul style="list-style-type: none"> • DPO / DPO members' representation increases on strategic planning groups and decision-making groups across CPP organisations 	<ul style="list-style-type: none"> • Number of strategic planning groups and decision-making groups across CPP organisations that have DPO / DPO members' representation • Prioritisation of CPP areas that disproportionately impact on disabled peoples' participation 	<ul style="list-style-type: none"> • Establish current baseline of DPO / DPO member representation in CPP organisation strategic planning groups and decision-making groups • Agree improvements 	<ul style="list-style-type: none"> • Monitor improvements across CPP services

	Issue	Who	Action	Indicators	Progress at 6 months	Progress at 12 months
5	Capacity-building to enable disabled people to participate at micro and macro levels	DPO leads	<ul style="list-style-type: none"> Participation activities for disabled people - human rights; disability identity; collaborative working; peer support; intersectionalities etc. 	<ul style="list-style-type: none"> Number of disabled people taking part in capacity- building activities Number of disabled people participating in new ways Diversity of disabled people participating in new ways 	<ul style="list-style-type: none"> Capacity- building activities delivered to increased number of diverse disabled people Increased numbers of disabled people participating in new ways 	<ul style="list-style-type: none"> Capacity- building activities delivered to increased number of diverse disabled people Increased numbers of disabled people participating in new ways
6	Tackling city-wide disability inequality	<p>Heads of all Community Planning Partners</p> <p>Teams responsible for Place-Based Approaches</p> <p>Community anchor organisations</p> <p>DPO leads and DPO members</p>	<ul style="list-style-type: none"> Ensure Place-Based Approaches, including Participatory Budgeting, are equalities-proofed to avoid widening inequalities for disabled people DPO leads and DPO members to support this journey through offer of training for equalities competence in place-based approaches 	<ul style="list-style-type: none"> Number of officers, including at community anchor organisations, trained in equalities competence in place-based approaches 	<ul style="list-style-type: none"> Co-monitor and systematically improve Disabled People's Equality - particularly in place based approaches- working with DPOs 	<ul style="list-style-type: none"> Equalities training rolled out to teams responsible for Place-Based Approaches, including at community anchor organisations

	Issue	Who	Action	Indicators	Progress at 6 months	Progress at 12 months
7	Embedding disabled peoples' participation	<p>Heads of all Community Planning Partners</p> <p>Equality Outcome leads in CPP organisations</p> <p>EQIA leads in CPP organisations</p> <p>DPO leads and DPO members</p>	<ul style="list-style-type: none"> Equality Outcomes and related priority actions to be co-designed and involve disabled people, with DPOs resourced to support participation EQIAs to be co-designed and involve disabled people, with DPOs resourced to support participation Staff throughout CPP organisations advance participation by disabled people 	<ul style="list-style-type: none"> Number of Equality Outcomes and actions co-designed with disabled people Number of EQIAs co-designed with disabled people Actions taken to advance disabled peoples' participation throughout CPP organisations 	<ul style="list-style-type: none"> Codesigned Equality Outcomes and actions in some CPP service areas Co-designed EQIAs underway in some service areas Joint monitoring by DPO leads and CPP Heads to capture progress 	<ul style="list-style-type: none"> Codesigned Equality Outcomes and actions in more CPP service areas Co-designed EQIAs completed in more service areas Ongoing joint monitoring by DPO leads and CPP Heads

	Issue	Who	Action	Indicators	Progress at 6 months	Progress at 12 months
8	Accessibility: real world and online world	Heads of all Community Planning Partners DPO leads	<ul style="list-style-type: none"> • Co-design actions within existing strategies (e.g. Flourish Glasgow), plans (e.g. Community Plan) and services to improve real-world accessibility for disabled people across Glasgow • Co-design actions within existing strategies, plans and services to improve online-world accessibility for disabled people across Glasgow 	<ul style="list-style-type: none"> • Actions within existing strategies, plans and services • Measure progress in accessibility via photos/ surveys / focus groups • Equalities measure (e.g. online access for disabled people previously digitally excluded) 	<ul style="list-style-type: none"> • Evidence of increased participation and real-world access • Evidence of increased participation and access to the online world 	<ul style="list-style-type: none"> • Further increases in real-world accessibility for disabled people • Further increases in number of disabled people with new online access
Other	Employment of disabled people by CPP organisations	SEE SEPARATE SRTF DISABILITY WORKSTREAM REPORT ON POVERTY AND EMPLOYMENT				

**Glasgow Community Planning Partnership
Executive Group**

**Report by Bernadette Monaghan
Director of Community Empowerment & Equalities
Glasgow City Council**

Contact: Gerald Tonner, 0141 287 0187

Glasgow City Council Election Results

Purpose of Report:

To provide the Executive Group with the results of the elections for Glasgow City Council, and to provide an update with regard the chairing and membership of Partnership structures.

Recommendations:

The Executive Group is asked to:

- Note the report

1 Introduction

- 1.1 The Scottish Local Government elections were held on 5 May 2022. There were elections for the 23 Multi-Member Wards in Glasgow and 85 Councillors were voted onto Glasgow City Council.
- 1.2 Subsequently, an administration was formed on 19 May at a meeting of the full Glasgow City Council, where Councillors were appointed to various Council Committees and Glasgow Community Planning Partnership structures, including the Chair of each where appropriate.

2 Election Results

- 2.1 The breakdown, per political party, of Glasgow City Council is as follows:
 - Scottish Conservative and Unionist Party - 2
 - Scottish Green Party - 10
 - Scottish Labour Party - 36
 - Scottish National Party (SNP) - 37
- 2.2 Full results for each ward, including details of transfers and votes per stage can be found here:
www.glasgow.gov.uk/index.aspx?articleid=29269
- 2.3 Councillor Jacqueline McLaren was appointed Lord Provost of the City of Glasgow, with Councillor Christy Mearns appointed Deputy Lord Provost of the City of Glasgow.
- 2.4 Councillor Susan Aitken was appointed as Leader of the Council, with Councillor Richard Bell appointed Deputy Leader of the Council.
- 2.5 Other appointments that may be of interest to the Executive Group include:
 - Councillor Christina Cannon appointed Convener of Education, Communities and Equalities
 - Councillor Anne McTaggart appointed Convener for the Wellbeing, Empowerment, Community, Citizen Engagement and General Purposes City Policy Committee

3 Partnership Chair and Membership

- 3.1 Councillor Christina Cannon has been appointed Chair of the GCPP Strategic Partnership, with further political membership comprising Cllr Richard Bell, Cllr Anthony Carroll and Cllr Cecilia O'Lone.
- 3.2 Councillor Paul McCabe has been appointed Chair of the Safe Glasgow Partnership.
- 3.3 Councillor Declan Blench has been appointed Chair of the North East Sector Partnership, Councillor Abdul Bostani has been appointed Chair of the North West Sector Partnership, and Councillor Sean Ferguson has been appointed Chair of the South Sector Partnership.

- 3.4 The Chair of each Area Partnership is as follow:
- Anderston/City/Yorkhill - Eva Bolander
 - Baillieston - Alex Kerr
 - Calton - Greg Hepburn
 - Canal - Allan Gow
 - Cardonald - Elaine McSporran
 - Dennistoun - Allan Casey
 - Drumchapel/Anniesland - Anne McTaggart
 - East Centre - Declan Blench
 - Garscadden/Scotstounhill - Malcolm Mitchell
 - Govan - Dan Hutchison
 - Greater Pollok - William Graham
 - Hillhead - Martha Wardrop
 - Langside - Paul Leinster
 - Linn - Paul McCabe
 - Maryhill - Abdul Bostani
 - Newlands/Auldburn - Sean Ferguson
 - North East - Ruairi Kelly
 - Partick East/Kelvindale - Blair Anderson
 - Pollokshields - Jon Molyneux
 - Shettleston - Laura Doherty
 - Southside Central - Elaine Gallagher
 - Springburn/Robroyston - Graham Campbell
 - Victoria Park - Feargal Dalton
- 3.5 Officers from Glasgow City Council's Community Empowerment Services will offer an induction process to all new Councillors appointed to the various structures of the Partnership.
- 3.6 A particular focus of work will be with the Area Partnership Chairs to implement the revised model for Area Partnerships.
- 3.7 A full list of appointments to Council Committees and Glasgow Community Planning Partnership structures can be found here:
www.glasgow.gov.uk/councillorsandcommittees/agenda.asp?meetingid=18229

4 Recommendations

- 4.1 The Executive Group is asked to:
- Note the report

**Glasgow Community Planning Partnership
Executive Group**

**Report by Bernadette Monaghan
Director of Community Empowerment & Equalities
Glasgow City Council**

Contact: Gerald Tonner, 0141 287 0187

Scottish Government Place Director Role

Purpose of Report:

To provide the Executive Group with information, as per appendix, regarding the updated role of Scottish Government Place Directors.

Recommendations:

The Executive Group is asked to:

- Note the report

ROLE OF PLACE DIRECTORS

1. Place Directors and Teams perform an important role: to ***understand, promote and support how public services work together and with communities, to improve wellbeing and outcomes on local and national priorities.***
2. There is now strong Ministerial focus on tackling a series of intense and common challenges facing Scotland and her public services at this time, as reflected in the [Programme for Government](#), [Bute House Agreement](#), [Covid Recovery Strategy](#), [National Strategy for Economic Transformation](#) and [Tackling Child Poverty Delivery Plan](#). While many of the interventions in these documents are specific actions and investments by SG, others require deeper changes in how public services work. These deeper changes will typically reflect what matters for people, places and communities locally.
3. With this in mind, the focus should be on the following in particular:
 - how ***SG strategic priorities land and play out locally***: recognising there is now a strong alignment between SG strategic priorities for Scotland and local partners' understanding of what matters most for people and communities in their own areas: notably Covid Recovery themes (financial security for low-income households; wellbeing of children & young people; good, green jobs & fair work); meeting Climate Change and Child Poverty Targets. But broad national challenges apply in distinctive ways in different places. These require responses from public services and their third sector, business and community partners that are shaped around what matters for local communities.
 - an ***underpinning focus on Place***¹: broader Place-based work on tackling inequalities, sustainable public services and community empowerment; recognising that work may be taken forward sub-locally, locally or regionally.
 - With an emphasis on ***public services being shaped around what matters to people***, especially those experiencing disadvantage, in holistic and seamless ways.
4. Place Directors are also a ***bridge between a Community Planning Partnership (CPP) area and SG, a critical friend, and - where needed - a capacity-builder and local change agent.*** This latter aspect means intervening (for instance by bringing in resource from elsewhere in SG) where this can be helpful to facilitate, or create conditions for, local and regional reform. In these ways, Place Directors are active and constructive participants in the ***collective leadership of place.***
5. We want to encourage Place Directors and teams to use their engagement to help us understand where there are ***innovative and potentially powerful examples of local transformation***, and where there may be ***obstacles*** that are genuinely inhibiting local partners' efforts to drive reform.

¹ In this context, the definition used for *Place* is based on that used in the 'Place Principle - [Place Principle: introduction - gov.scot \(www.gov.scot\)](#)'

6. Place Directors should focus on understanding and supporting the collective impact of public services on improving outcomes and empowering communities in **places** and for vulnerable **communities of interest**. We are also interested in how partners work together to make a difference at **regional** level, for instance to support sustainable and inclusive economic growth.

A Role Tailored to Where It Can Add Most Value

7. Place Directors should use their discretion as to how they engage to add most value. Formal CPP board meetings will often be good places to engage, be visible to local partners and develop understanding of local challenges, ambitions and actions. However, in some CPPs they may be of less value – e.g. if these meetings consider issues formally rather than substantively; or if a theme (e.g. economic development) is considered in a different setting.
8. Place Directors should look to build and maintain good working relationships with key local leaders and other strategically important individuals. While these may differ from area to area, the local authority chief executive will always be a key contact. Others will typically include the NHS chief executive, HSCP chief officer, area commanders for Police Scotland and SFRS, the Third Sector Interface lead and CPP manager. Most areas will also have other local leaders who are committed and insightful.
9. Place Directors of course need to balance this role with their other responsibilities in work and beyond. So it is important that their role complements – not replaces - that of SG colleagues. It will not usually be for Place Directors and teams to test how individual reform programmes are taken forward in places across Scotland – that will be for relevant policy teams to lead on. In particular, policy leads separately need strong relationships with delivery partners and understanding of significant local issues, as part of effective policy delivery. A Place Director cannot be a substitute for this.
10. However, Place Directors and teams are uniquely placed to **check how SG's ambitions, national reform programmes and messages are landing overall locally**. For instance, how coherent and consistent do our messages appear; do local partners interpret these messages in the same way SG does; how well does our messaging help local partners plan for transformation with confidence; and to that extent are the Purpose, National Outcomes and Values in the National Performance Framework reflected in local action?
11. Place Directors are also well placed to demonstrate SG's commitment to **systems leadership**, and to understand how deeply local public services display the qualities of systems leadership. These qualities include collective working towards a shared vision; leaders throughout the system working on parity of esteem and focusing on outcomes for communities rather than organisational benefits; allowing variation in delivery models to fit needs of different populations; transcending organisational barriers; and willingness to experiment, take managed risks and learn.
12. In summary, the Place Director role offers a number of distinctive strengths:
 - understanding local conditions, challenges and opportunities

- seeing how these are being addressed in the round
- building and maintaining trusting relationships with key local leaders
- using these relationships to gain understanding of how life feels for local leaders and how SG expectations appear to them in the round
- using these relationships to provide constructive challenge where appropriate, as a critical friend
- feeding that local experience back into SG - how national policies and priorities (adapted for local circumstances where appropriate) play out on the ground
- using understanding of SG and wider system to connect local partners with sources of help and advice where needed.
- using these relationships to provide a rapid and direct channel of communication to senior local management when needed (e.g. to inform briefing for oral PQs; to inform Cabinet visits).

13. Annex A sets out where Place Directors can add value and where others in SG should lead.

Public Service Reform Team
May 2022

What This Requires and How Place Directors Can Best Add Value

Issue	Suggested Role for Others	Where Place Directors Can Add Value
<i>a. Priorities & Ambition</i>		
Understanding of local partners about these priorities and what these mean for them	Policy teams work with stakeholders to set out priorities clearly and test understanding. This includes (i) what success looks like for these priorities; (ii) how policies work in the round, including to support person-centred approaches; and (iii) scope to flex delivery to reflect distinctive local conditions.	Can help understanding of local partners about clarity of expectations (both individually and particularly how local partners view these in the round); what these mean for local partners; and what success looks like for them. Can channel any queries, concerns and other feedback to relevant policy leads.
Understanding of local partners about how to pursue these priorities in ways that reflect local conditions	Policy teams use stakeholder relationships to check understanding on this; and, where needed, provide clarification, guidance or assurance about scope for local discretion.	Can use understanding of local conditions to see how local partners intend to reflect these in pursuing these priorities. Can capture work at sub-local authority, local authority and regional levels, including across locational boundaries. Can relay any concerns and queries back within SG.
Ambition of local partners: what difference they want to make on these priorities.	Policy teams use stakeholder relationships to test this. Sponsor / relationship management leads test this in their engagement with public sector bodies.	Understand ambition of local partners collectively and act as a critical friend. Can relay any concerns and queries back within SG.
Commitment of local partners to underpinning principles of delivery: person-centred, holistic, seamless, empowering; built on strong, trusting partner relations.	Policy teams reinforce and test commitment to these principles in the context of their (person-centred) policies. Sponsorship / relationship management leads reinforce and test commitment for their public sector bodies.	Can reinforce importance of these principles and act as a critical friend. Can relay any concerns and queries back within SG.

Issue	Suggested Role for Others	Where Place Directors Can Add Value
<i>b. Delivery & Accountability</i>		
Understanding of progress nationally	Corporate and policy-specific arrangements for performance oversight.	No formal role.
Understanding of progress locally	Policy-specific arrangements for performance oversight (where appropriate) - including to understand impact on inequalities.	No formal role. Can note how and how well local partners appear to monitor and understand progress; and liaise with relevant SG colleagues where appropriate.
Understanding of experiences of local delivery: what is working well; challenges	Policy leads, working with improvement support teams, sponsor/relationship management leads and others, seek feedback on positive examples and challenges. Use relationship management with national stakeholders to test their desire to understand progress, as part of sector-led commitment.	Can perform a supporting role in feeding back positive examples of which they're aware. Can pick up and feed back into SG, where there appear to be challenges to local delivery.
SG working with partners, using learning to support improvement and address barriers	Improvement support teams take account of learning for their support offers.	Role as "change agent" – connecting local partnerships to support offers in SG and beyond (PSR team can assist Place Directors in this).
Accountability for progress	Neither LAs nor CPPs are accountable to SG. But many partners are, through sponsorship.	No formal role. Can act as critical friend. Important role to build good ongoing relationships with senior LA management, so Place Director can approach them quickly should a need arise – e.g. info on key issues affecting the locality and/or council (recognising where Ministers may themselves be accountable - e.g. to inform briefing for oral PQs).
<i>c. Refining Policy & Ambitions</i>		
SG's understanding of how it feels to be local leader and front-line staff (public services; third sector; business; community)	Tested and obtained as part of policy development; and through sponsorship of public bodies / relationship management with other bodies.	Important role to understand how life feels for local partners, and how they view SG's expectations both individually & in the round. Use own relationships with local contacts to develop understanding.

		Can obtain potentially distinctive feedback from what obtained nationally from local public sector, third sector, business & community interests. Opportunities to share reflections as a network
Using learning to inform refinements to policy (including to support both national and local priorities)	Policy leads reflect learning in refining policy.	Can reinforce learning messages, including for what these might mean for local priorities.