Item 4

16th April 2024

Glasgow Community Planning Partnership
Govan Area Partnership

Report by Head of Policy and Corporate Governance

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Review of Community Planning and Community Empowerment Services.

Purpose of Report:

This report provides the Area Partnership with updates on the refreshed Local Outcome Improvement Plan for Glasgow and the Service Reform of Community Empowerment Services and highlights some key actions that the new Communities Team will undertake with Area Partnerships over the coming months.

Recommendations:

The Area Partnership is asked to:

a. note the contents of the report; and
b. consider whether other options for engaging citizens on the Neighbourhood Infrastructure Fund should be explored.

Purpose of report.

1. This report provides the Area Partnership with updates on the refreshed Local Outcome Improvement Plan for Glasgow and the service reform of Community Empowerment Services and highlights some key actions that the new Communities Team will undertake with Area Partnerships over the coming months.

Glasgow's Local Outcome Improvement Plan (the Glasgow Community Plan).

2. As part of the review of community planning arrangements in Glasgow, the Glasgow Community Planning Partnership (GCPP) Strategic Partnership approved a refreshed Local Outcome Improvement Plan 2024 - 2034 (the Glasgow Community Plan) on 13th February 2024.

3. The Plan had been developed by partners during the latter part of 2023 via the GCPP Executive Board. Throughout this process there was broad agreement on the future direction of the Partnership, with current person-centred work to tackle family poverty and improve public health coming through as clear priorities for all the partners.

4. The Strategic Partnership agreed the priority local outcome for Glasgow would be *Family Poverty | Reducing Poverty and Inequalities in Glasgow's Communities*. To achieve this outcome, partners will focus on person-centred approaches – such as the Glasgow Child Poverty Pathfinder – as well as our place-based approaches which will build on the learning from the Thriving Places programme.

5. The Plan can be found at this link. It provides detail on the above outcome, gives an overview of the enablers that will assist in the achievement of the outcome, and an outline of how the Partnership should organise itself to ensure good outcomes and effective decision-making. A Development Plan (with actions and outcomes) is being progressed and will be out for consultation in the coming months.

6. As we develop Ward Plans for Area Partnerships, they will include the citywide priority of Reducing Poverty and Inequalities in Glasgow's Communities and how local action in each Ward can contribute to the city's overall priority. Each Area Partnership will have the opportunity to develop a Ward Plan which will also identify priorities based on local circumstances and opportunities.

Community Empowerment Services - Service Reform.

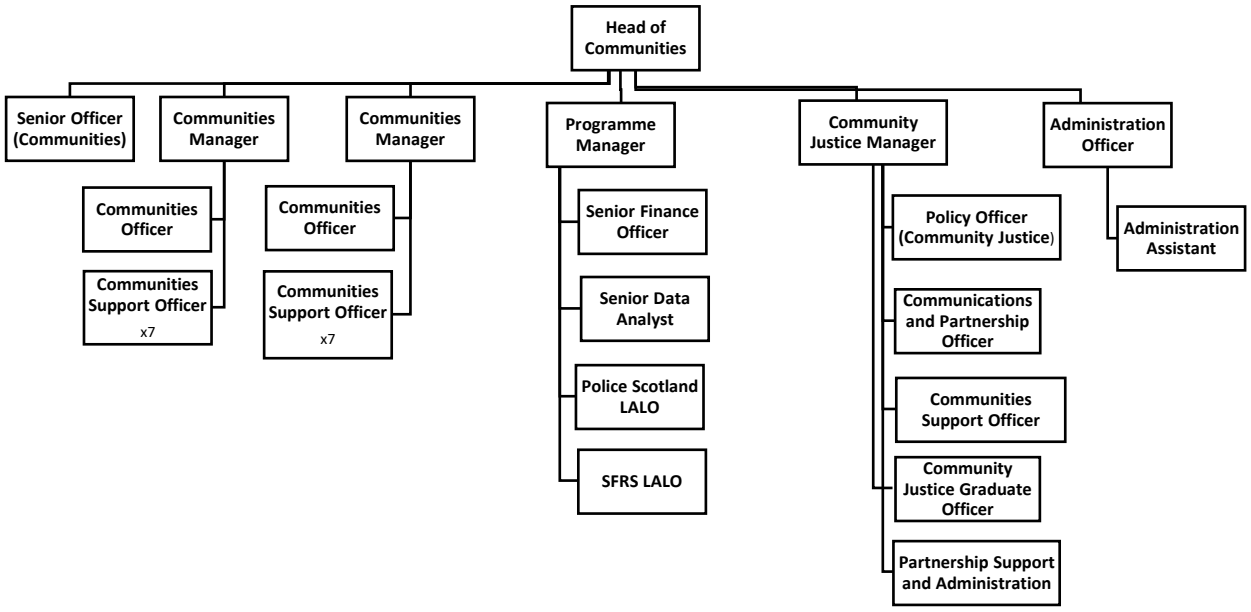
7. One of the outcomes of the Council Family Review of the Chief Executive's Department, which concluded in 2023, was that a Service Reform of Community Empowerment Services would take place to consider its role, its position within the Department and its relationships with other teams across the council family. It would identify synergies, ensure continued efficiency and the removal of duplication. Staff in Community Empowerment Services provided the main support to Area Partnerships through the Partnership and Development teams.

8. The main drivers for change were the requirement to make savings across the Department and transformational change commitments that were made in relation to:
    a. Member engagement;
    b. Strategic Delivery of Community Empowerment legislation (Area Partnerships and across Community Planning);
    c. Clarity of purpose and objectives;
    d. Continued focus on other statutory responsibilities; and
    e. Outcomes and operational performance expectations.

9. The service reform process is progressing and has been reviewing roles and responsibilities and considering changes to ways of working within an integrated team. It will respond to staff views for development opportunities as well as capacity building and support. The reform will look to remove the practice of working in silos by ensuring more effective coordination across the council family. This will put the team in a stronger position to contribute to the strategic priorities of the council and the community planning partnership.

10. The initial phase of the reform has seen:
    - The retiral of the Director of Community Empowerment & Equalities;
    - The alignment of the Community Empowerment Services team with Policy and Corporate Governance within the Chief Executive's Department;
    - The Grants and Initiatives team (which manages the Glasgow Communities Fund) moved to Economic Development;
    - Other management developments:
        - The Head of Community Justice role has been expanded;
        - Adaptation of role of Performance and Equalities Manager; and
        - Deletion of 3 Community Empowerment Managers.

11. Approval was given to reshape the team and recruit a number of new posts. The new team will be called the *Communities Team* and the structure is set out below:



Next Steps.

12. The next steps in the reform will see a number of staff leave through Early Retirement/Voluntary Retirement. This will happen on a phased basis between April and May 2024. At the same time, recruitment for the new Communities Support Officer posts will continue and it is expected that all staff will be in place by the summer of 2024.

13. A training and development programme will be put in place for the new Communities Team and for Area Partnerships. The Team will focus on improving engagement with local communities, partners/Council family and elected members.

14. As well as the above, some key priorities for the team over the next few months will be to:

    a. Review and update area budget priorities and processes to ensure a more streamlined service;
    b. Engage with Area Partnerships over the use of data dashboards;
    c. Develop Ward Plans for Area Partnerships;
    d. Extend community engagement on the Neighbourhood Infrastructure Fund.

Neighbourhood Infrastructure Fund.

15. Members will be aware of the two community engagement prototypes that were developed in Ward 3 Greater Pollok and Ward 9 Calton to ensure local input to the allocation of the Neighbourhood Infrastructure Fund. Updates have been provided to Area Partnerships as the work progressed.

16. The prototypes were co-designed by the Centre of Civic Innovation, Community Empowerment Services, local citizens, the two Area Partnerships and community planning partners. They allowed Area Partnerships to make decisions on how the Fund is spent based on the opinion of as many citizens as possible within the two identified wards.

17. The intention is to learn from the prototypes and expand the engagement to other areas across the City.

Citizen Led Pilots – Progress to date.

18. Between June and October 2023, the partners carried out engagement within Calton and Greater Pollok. A total of 600 new ideas were identified by local residents over a three-week period, with 950 final votes and 41 new ideas being funded. Furthermore, higher than average community participation rates were recorded. A detailed report by the Centre for Civic Innovation on the process undertaken can be found at Appendix 1, covering the design stage, implementation, lessons learned and recommendations.

19. The recommendations in the report are wide ranging and ambitious in the context of the ongoing service reform of Community Empowerment Services and the level of resources currently available. They include:

a. Proposals to adapt the system based on learning from the prototypes;
b. A timeline to work in two further wards; Govan and Drumchapel/Anniesland, to reflect existing infrastructure. This work has begun in Govan;
c. Recommendations on how the exercise could be scaled up to complete 6 more areas; and
d. Recommendations on the 'bigger picture', covering the following: how the engagement system developed for this Fund could be used to engage on other topics; working with Area Partnerships and Community Councils to improve representation; and capacity building and culture change.

20. The recommendations in the report will require further consideration. Partners are in the process of moving towards a more collaborative way of working to improve our capacity to engage citizens and deliver outcomes. Further updates on this will be brought to Area Partnerships in the future.

21. In the meantime, a number of Area Partnerships have begun to allocate funding from their Neighbourhood Infrastructure Fund rather than wait for the community engagement approach described in Appendix 1 to reach their Ward. Other engagement methods were used in these areas and members may wish to consider, giving the likely timescale and resource issues, whether they would wish to consider other options for engaging citizens and allocating funding or wait for the community engagement system that has been prototyped to come to this Ward.

22. For information, a breakdown of the proposals approved by Greater Pollok and Calton Area Partnerships on 24th October 2023 and 1st November 2023 respectively and subsequently submitted to Neighbourhood and Regeneration Services for implementation is attached at Appendix 2.

City wide community engagement work.

23. For the last two years, Community Empowerment Services has been supporting an informal, city wide community engagement working group, comprising of council family officers and the community and third sectors. The group has developed a work plan based on working together and improving practice. One of the challenges for the group has been the volume and depth of engagement (from consultations to more co-productive methods) coming out from the council to communities.

24. The service reform of Community Empowerment Services has highlighted the need and the opportunity to take a joined-up approach to this, as in other areas. Part of the role of the new Senior Officer (Communities) will be to look at the internal community engagement requirements and practice across the Council family, with the clear aim of co-ordinating our engagement practice and finding ways to work together, so that we can make better use of our resources and make participation easier for communities. Another element of the role will be to look at the training and development needs for this work, not only within Community Empowerment Services, but potentially across the partners, as we work in a more collaborative way.

25. To start this process, a workshop is planned for mid-April, bringing together more senior managers with those who have an operational responsibility for community engagement across the different service areas. This will help us agree priorities and identify where we could use existing workstreams to test out different ways of working together in engaging with communities. This means we can develop a city-wide community engagement plan based on practice that is developed in partnership with communities. The workshop will be co-facilitated with the Centre for Civic Innovation and the two Communities Managers will be involved – meaning we are connecting the dots between local and city-wide priorities. Regular reports will be brought to the Area Partnerships, highlighting where they can engage in this process.

Recommendations.

26. The Area Partnership is asked to:

    a. note the contents of the report; and
    b. consider whether other options for engaging citizens on the Neighbourhood Infrastructure Fund should be explored.