Glasgow Community Planning Partnership
Glasgow Community Plan 2024-2034

1. Introduction

Glasgow is a great city, but too many of our citizens face poverty. This Glasgow Community Plan 2024-2034 makes addressing poverty the overriding priority of the Glasgow Community Planning Partnership (the Partnership) and sets out how the partnership has agreed to act on poverty over the next ten years.

Poverty has been a sustained issue for the city for decades. Different approaches have had varying degrees of success, often able only to mitigate effects outside of the city's control. Covid and the cost-of-living crisis in particular have combined to both widen and deepen poverty. Poverty is morally unacceptable and the Partnership believes it is our duty to work together and with citizens and communities to address it.

There is also a strong correlation between families in poverty and health inequalities, and the cost to the public purse; resulting in partner services at capacity, and driving the need for crisis services whilst preventing the Partnership acting on other strategic priorities such as climate.

In the interests of our communities, a whole-system change to tackling and eradicating poverty is required and is being committed to in this Plan. Partners acknowledge that change is difficult and will require discipline to disrupt the as-is to enable new models to emerge.

This Glasgow Community Plan acts as the Local Outcomes Improvement Plan as required by the Community Empowerment (Scotland) Act.

2. National Outcomes

Each Partner works towards their own specific strategic priorities, and delivers services which contribute to improving the lives of the city's people. But every partner's work has a connection to poverty, some work directly contributes to taking people out of poverty while for others, such as Police and Health, we know that poverty increases demands on services.

The following National Outcome has been identified as being key to our priority local outcome:

POVERTY | WE TACKLE POVERTY BY SHARING OPPORTUNITIES, WEALTH AND POWER MORE EQUALLY

Actions which partners take towards achieving the priority local outcome will undoubtedly contribute to the achievement of national outcomes including Human Rights, Health, Fair Work & Business, Children and Young People, and Communities.

3. Priority Local Outcome

Partners in Glasgow have agreed the following priority local outcome:

FAMILY POVERTY | REDUCING POVERTY AND INEQUALITIES IN GLASGOW'S COMMUNITIES

To further our shared outcome the Partnership has identified these priority enabler themes:

- Building good public health and community resilience
- Developing good quality housing and neighbourhoods
- Improving skills and employability support
- Driving public service reform
- Building Community Wealth

The enablers are expanded on below in section 7.

Partners are aware and have agreed that transformational rethinking and fundamental redesign of services will be required to tackle Family Poverty. The Partnership's focus is to place prevention and early intervention at the very heart of what we do, to redesign our services to start to prevent the need for crisis intervention.

At the core of our approach are two key principles – people-centred and place-based. Delivering people-centred approaches means taking the time to understand the people who need help to exit poverty, and working with them to design and deliver the right services and support. Place-based approaches focus on building communities that citizens flourish in – places that are safe, supportive, and connected. These two approaches are sometimes seen as different ways of planning services, but we see them as complementary.

4. People-Centred – The Child Poverty Pathfinder

Glasgow's Child Poverty Pathfinder brings together city partners to better understand, and shape bold new ways of addressing, the city's child poverty challenge. Using learning to date, the Pathfinder has committed to embedding a person-centred holistic support model across front line services. This places the family at the heart of actions and decision making and will be underpinned by a collaborative infrastructure of flexible support (No Wrong Door).

The Pathfinder has identified that by intervening early and working with families where there is a child aged five or under, it is possible to prevent the worst impact of poverty and the most significant costs to our families and the public purse in the short, medium and long term. The Pathfinder will focus its early actions across two priority groups:

- where poverty is felt the deepest to secure the most significant improvements (incomes at less than 40% of the UK median income)
- where families are on the threshold of poverty to prevent the need for more intensive interventions

The Pathfinder has used data insights to identify the communities in the city with the highest concentrations of these groups to target our early actions. The No Wrong Door (NWD) model will be developed by partners, learning from other approaches, and embraced and promoted by partners at a city level. NWD will provide improved access to person centred, holistic support. This is underpinned by a strong network of partners that operate collaboratively to ensure that, no matter where somebody first interacts with a partner in the city, they receive the right support, in the right place, at the right time.

More simply; "WHEN YOU ENGAGE WITH ONE OF US, YOU GET THE BEST OF ALL OF US".

Utilising case management techniques, the Partnership can deliver significant benefits to families and organisations across the city. Individual partners cannot be everything to everyone all the time, instead, it can provide a 'door in' that will help understand where the most appropriate support might best be accessed.

The Partnership has identified that the foundational work required to progress a NWD model includes ensuring greater understanding of the city's service landscape, minimising the need for citizens to tell their story repeatedly, and developing a shared approach to holistic support which result in more effective and efficient use of public resources.

5. Place-Based

The Partnership's Thriving Places approach started in 2013 as a ten-year programme working with nine neighbourhoods, with Govanhill added in the refreshed Community Plan in 2018. The approach focused on the social well-being of people; generating the momentum to enable people to engage and flourish. Partners have concluded a review of thriving places by consideration of the:

- well-being trends between 2015-2023 enabled by NHSGGC survey
- reviewing thriving places progress reports submitted as part of the locality planning requirements
- case studies submitted from those working in thriving places
- stakeholder feedback from local discussions undertaken by community partners

Thriving Places have all had a unique story to tell, and overall, the review found that there has been more positive change than otherwise, with the majority of stakeholders confirming this. The health and well-being survey findings demonstrated some statistically significant moderation and positive change in thriving places when compared to others living in other parts of the city with relative poverty.

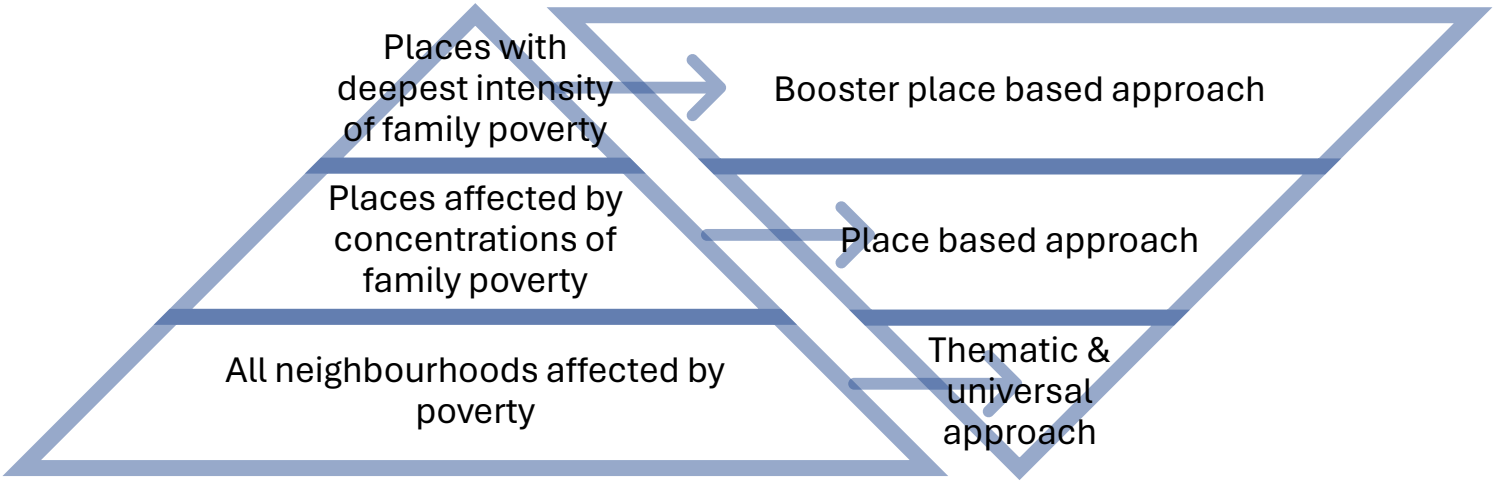
In general, the rates of improvement were greater between 2015 and 2018 than since, and notable across a few health, employment, social and financial indicators. However, some of the positive changes that might had been anticipated from the thriving places approach – more control of decisions affecting life, more able to influence local decisions, were not found, although a number of these showed less deterioration than for others living in relative poverty. This suggests a real 'effect' in thriving places, often for reducing the decline or for the better, but not across all anticipated aspects.

A refreshed place-based approach will build on the learning from the Thriving Places model and be developed to support the poverty and public health prioritises herein.

Most people in Glasgow have a 'place' they thankfully associate with, and there will continue to be support and development through Area Partnerships for every part of the city, and for place developments where community planning partners have already committed through their respective responsibilities.

The refreshed place-based component will complement this by fostering the social components in the Place Standard tool in areas with the greatest child poverty and public health challenges – recognising that it takes a village to raise a child, and indeed keep us well.

In specific neighbourhoods there will be a combination of family focused poverty interventions and place-based approaches as depicted in the diagram.



Place based recognises that "one size fits nobody"; this needs to be bespoke for each neighbourhood involved, in line with available resources. Through the review it became clear that a core set of outcomes for place-based approaches are required, rather than stipulating the activities or resource usage at a local level to achieve these. A tiered place-based resource should be developed for local dialogue.

Work will soon conclude on the data analysis, drawing from established data sets, that highlights the neighbourhoods that are best targeted with additional place-based capacity (between 4-6 neighbourhoods), and those in the greatest of need (3 neighbourhoods).

The review highlighted some of the key activities that help communities to thrive:

- Regular community events and activities for residents, inclusive and bespoke for people with common issues/needs e.g., families, for new Scots, for those living with a disability
- Training and shared learning opportunities for community members/workers
- On-line communication channels to connect people and organisations together
- Networking events for those working in the area
- Voluntary sector networks enhancing smaller community and third sector organisations in the area to stay connected and work together
- Convening, enabling, and supporting local working groups with communities and partners
- Working together to attract other funds into the area

The community planning place-based support is to enable neighbourhoods to strengthen the components that are most needed by them, rather than to replace or undermine aspects that are already working well. One of the strongest criticisms of the thriving places approach was the annualised funding - significantly hampering progress, staff recruitment and retention. Building networks and relationships cannot be an annualised task. The initial programme should be in place for at least three years, with confirmation of available resources for that period from the outset.

Partners recognise that place-based approaches are not a stop/start commitment, many people in Glasgow remember back to many of the forerunners of thriving places. Thriving Places are concluding at the end of March 2024 however it is anticipated that some of these neighbourhoods will then be invited into the refreshed place-based approach. Partners will work with key organisations in these areas to consider transition arrangements wherever possible.

6. Action Plans

Within 12 months of this plan being approved, a Citywide Action Plan (CAP) will be set by the Partnership detailing the actions partners will take to reduce Family Poverty and inequalities in Glasgow's communities.

The CAP will be supplemented with associated and interconnected local action plans for each of the 23 Area Partnerships as described above. These will have an explicit link to statutory responsibilities and city-wide priorities of the partners, providing strategic focus for 'one plan for one area'. They will also contain tactical action plans to suit the most local level, ensuring local solutions to tackling public health challenges and Family Poverty.

The Partnership will evaluate the current implementation of Locality Planning in Glasgow (Thriving Places) and recommendations will be put in place to ensure an integrated approach, reducing duplication, and putting into operation one plan for one area.

7. Enablers

The Partnership have identified a small number of enablers; these are strategic priorities identified by the Partnership which, by achieving their individually stated outcomes, can unlock resources and opportunities to deliver improvements in the Family Poverty outcome. These enablers are:

- The Glasgow Child Poverty Pathfinder
    - Including associated public service reform
- Food
    - Glasgow City Food Plan
- Transport
    - Glasgow Transport Strategy
- Childcare
- Housing
- Public Health approach to Service Design and Delivery
    - Public Health approach to Policing | Recommendations of the Public Health Policing report
- Community Justice
    - Community Justice Outcomes Improvement Plan (2023 – 2028)

As detailed, the Partnership are working to implement a NWD model providing improved access to person centred, holistic support. Whilst the Partnership has prioritised Family Poverty, there is recognition that the enablers, and other key areas of work for partners, must be progressed to allow for the holistic support approach to be achieved. Individual Partners will have their own strategic policies/plans/documents which will be implemented, with cognisance of the overall priority.

8. Performance Measures and Timescales

Within 12 months of this plan being approved, a Performance Management Framework (PMF) will be set by the Partnership detailing the outcomes for:

- Short term (1 year)
- Medium term (3 years)
- Long term (10 years)

These outcomes will state clearly and specifically what will be different for the communities of Glasgow in relation to Family Poverty.

At the medium-term marker, the Partnership will take the opportunity to review this Glasgow Community Plan 2024 and determine whether the priority local outcome of Family Poverty is still appropriate at that time.

The Partnership will take 12 months to incrementally develop the PMF as to ensure new ways of working for partners are not imposed too quickly and potentially derail progress in achieving the outcomes. The PMF will set indicators and targets which are ambitious whilst realistic and be developed in a way that complement other performance reporting mechanisms. Work is being carried out amongst partners to develop impact matrices and ways of outcome-based performance measurement which complement the NWD model mentioned above. Partners will work together to develop this approach to ensure that performance monitoring has a clear purpose, is outcome based and efficient.

The Scottish Government's National Performance Framework indicators will be monitored and used to provide the Partnership with wider intelligence and evidence of Glasgow's performance.

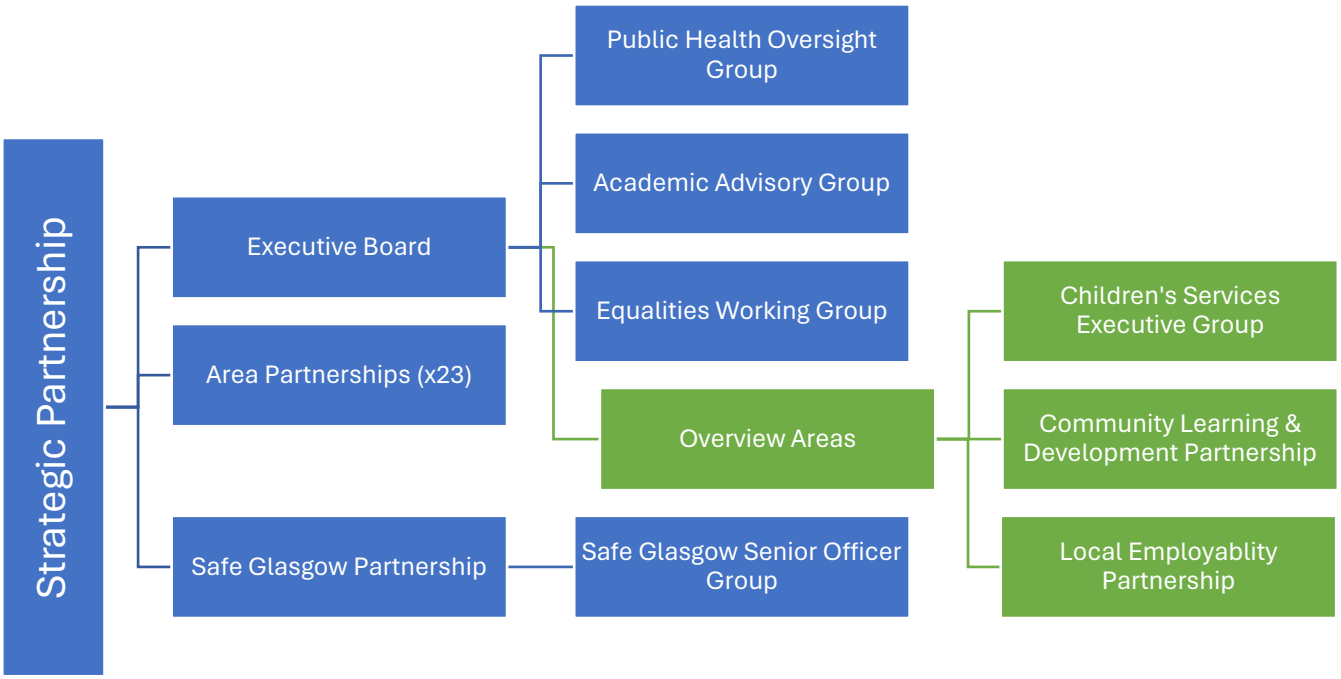
9. Governance Structure

The formal Partnership structure has evolved over time and must continue to do so to ensure it is fit-for-purpose and allows for the efficient tracking of progress and best facilitates the communities of Glasgow to take part in the design and delivery of services which tackle Family Poverty.

Further detail on the governance arrangements of the Partnership can be found in the Governance Framework which will be updated by the Strategic Partnership over the duration of this Glasgow Community Plan 2024 to ensure it is fit-for-purpose.

The Partnership recognises that beyond the formal structure lies a complex but key informal partnership structure which will drive delivery of Family Poverty actions and enabler actions.

The following is a broad outline of how the Partnership will organise itself to carry out the above:



- Area Partnerships (x23)

Area Partnerships will complement the renewed focus on the priority local outcome of Family Poverty to ensure there is a clear understanding of local communities' needs and circumstances in service design and delivery. Ways of working at a local level will be adapted to establish best practice and ensure there is a clear link between the citywide priority of Family Poverty, the key enablers, and local tactical plans and budgeting decisions.

- Executive Board

The Executive Board will embody the duty to share the delivery of the priority local outcome amongst partners at the heart of its ethos. The Executive Board, meeting four times a year, will be an escalation point for:

    - Family Poverty and public health action planning, decision making, problem solving, and mapping
    - Development of the above Performance Management Framework
    - Act as a core escalation point for areas of community planning oversight and overview
    - Embody the principle of the 'duty to share' information and learning

- Strategic Partnership

Operating as a twice yearly checkpoint the Strategic Partnership, chaired by the appropriate Glasgow City Council convenor, will be a health check moment for tackling public health challenges and Family Poverty; bringing together senior partners and stakeholders to assess progress on actions and take decisions as required.

- Safe Glasgow Partnership

The Safe Glasgow Partnership, and the Safe Senior Officer Group, will continue with its main function of scrutinising Police Scotland and Scottish Fire & Rescue Service in Glasgow. As Police Scotland progress with plans to take an increasing Public Health approach to Policing, the Safe Glasgow Partnership will be key to ensuring that enabler is appropriately implemented.

- Public Health Oversight Group

The Public Health Oversight Group (PHOG) provides coherence and governance for progressing the shared public health agenda of partners, focusing on aspects where the ability to work in partnership on public health themes can be most effectively jointly developed and delivered.

This board, meeting bi-monthly, currently oversees progress on the cities Food Plan, Flourish Glasgow, Suicide Prevention, the Gambling Harm's Commission and the emerging physical activity and sport strategy. It also enables collaborative working with the Centre for Population Health, Public Health Scotland and the Public Health approaches being adopted through Police Scotland and Glasgow Life.

It is proposed that the objectives and governance arrangements for this group are refreshed alongside the overall review, to ensure focus on good public health and community resilience, embodying an ambition to act together to promote family and community well-being, by reducing the corrosiveness of poverty and celebrating and supporting community life.

To ensure the prominence of public health as a priority it is proposed that, alongside Family Poverty, it is a standing item on the Executive Board and Strategic Partnership checkpoint agendas.

It is proposed that objectives are developed to focus on:

- Family well-being – food and mental well-being (current related partnership structures ; Food Policy Partnership, Suicide Prevention Partnership and Flourish Glasgow)
- Family financial well-being through challenging child poverty (current related partnership structures; Challenge Child Poverty Partnership, Child Poverty Pathfinder)
- Enabling social connections and strengthening community life (current related partnership structures; Community Learning and Development Strategic Board, Volunteering Strategic Partnership, TP Review Group and TP local structures)
- Embed and advocate for inclusion, equalities and human rights (current related partnership structures; CPP Equalities Group and Glasgow Equality Forum)

Some governance and structural changes would be required for this strategic refocus. To this end the PHOG would be re-constituted to support the thematic developments above. Such a group would be convened quarterly and report to the Executive Board. There are a number of pre-existing partnership structures working on aspects of well-being and community life that require consideration.

- Academic Advisory Group

The Academic Advisory Group draws expertise from academic institutions and research facilities in the city, contributing input on the focus of Partnership activity. While not a decision-making group, its experienced guidance and its guidance on development areas add significant value to the Partnership's programme of work to tackle Family Poverty.

- Equalities Working Group

The governance framework states that the Partnership should be committed to and to the principles of the Equalities Act (2010).

This group will be reviewed to provide a clear sense of direction on its delivery and support focus, bringing together a broad range of partners and ensuring equalities issues, capacity building and training are prominent throughout the structure and ways of working of the Partnership. A focus on communities of interest will also be refreshed. The role of the Glasgow Equality Forum also requires to be refreshed.

- Children's Services Executive Group

The Children's Services Executive Group (CSEG) provides the overarching strategic leadership for the planning and delivery of the integrated Children's Service Plan within the city of Glasgow.

CSEG operates on behalf of the Chief Executive and is a constituent of the Community Planning Partnership. Considering the scale and complexity within the city of Glasgow, the Children's Service Executive Group provides oversight to the range of strategic priorities articulated within the integrated plan. In addition, this forum also seeks to ensure coordination and alignment of all the key Partners towards the implementation and delivery of those aspirations within the plan; primarily improving the outcomes and positive destinations for the children and young people of Glasgow.

CSEG reports back to the Executive Board and the Scottish Government around the delivery of key national policies such as getting it right for every child (GIRFEC), the Promise and closing the attainment gap.

- Community Learning & Development Partnership

The Glasgow CLD Strategic Partnership (GCLDSP), on behalf of Glasgow City Council (GCC), is responsible for the strategic planning of CLD in the city. In line with the Regulations for CLD (Scotland) 2013, local authorities in Scotland need to produce a CLD Plan every 3 years. Glasgow Life facilitates and co-ordinates the governance arrangements that support the delivery of the CLD plan, which aligns to the priorities of the Glasgow Community Plan.

The GCLDSP report annually to the Glasgow Community Planning Partnership, GCC and Education Scotland, to demonstrate progress and impact against the plan's priorities, working with GCC to ensure alignment with the Glasgow City Plan priorities including the data/evidence to identify need and demonstrate performance. Glasgow Life are responsible for co-ordinating any CLD inspection by Education Scotland.

The next CLD Plan will build on the strengths and learning of the current CLD Plan 2021-24 and will cover the period from 1 September 2024 to 31 August 2027. The Strategic Partnership is the key body with responsibility for approving and ensuring the governance of the Plan.

- Local Employability Partnership

The Glasgow Local Employability Partnership (LEP) provides the local forum for partnership working across the skills development and employability landscape. By bringing together a range of key stakeholders with a clear focus on helping those who can benefit most from employability support, the LEP partners are able to deliver an impact which is greater than the sum of parts. The employability plans for the city are aligned to the Glasgow City Economic Strategy and the shared approach as part of the City Region.

By 2030, Glasgow City Region is committed to having the most Innovative, Inclusive and Resilient Economy in the UK. Launched in December 2021, the Regional Economic Strategy (RES) was developed in partnership across the eight councils involved, government partners and agencies. It sets out an evidence base of Glasgow's and the Region's economy, the future challenges to be faced collectively, the opportunities to be grasped and where there is a need to prioritise resources.

An Action Plan for the Strategy was agreed in August 2022. It sets out the high-level actions which will support the Region's key economic challenges and ambitions. The Action Plan provides an update on progress made for each of the 12 programmes and sets out the key actions for each for the remainder of 2022/23.

10. Engagement and Consultation

The Partnership as a collective have a wealth of engagement and consultation processes to inform the priority local outcome of Family Poverty. The Glasgow Poverty Pathfinder is an area of work where the Partnership has engaged with people directly affected by Family Poverty and this has influenced and informed this Glasgow Community Plan 2024.

The Partnership intends to strengthen its understanding of the needs and circumstances of the communities of Glasgow by guiding the collective efforts of partner engagement and consultation towards Family Poverty, both specifically and tangentially.

Engaging with communities, through the Area Partnerships, on the creation of the local action plans will provide an opportunity for promotion of the Glasgow Community Plan, and for the Citywide Action Plan to be informed by a structure of community representatives. This would be an iterative process, building capacity and trust, allowing the Area Partnerships to test out and refine a refreshed model.

Partners are committed to ensuring this Plan is embedded within their own strategic priorities and action plans and communicated within their own organisation.