Item 4

5th September 2023

Glasgow Community Planning Partnership
Strategic Partnership

Report by Michelle McGinty, Head of Policy and Corporate Governance
Contact: michelle.mcginty@glasgow.gov.ukTelephone: 0141 287 7928

Review of Glasgow Community Planning Partnership

Purpose of Report

The purpose of this paper is to update the Strategic Partnership on the progress of the strategic review of the work of the Glasgow Community Planning Partnership and the service reform of the council's community empowerment and engagement services.

As part of this the Executive Group is seeking permission to continue detailed work to reform governance processes and ways of working of the GCPP in order to meet the priorities detailed in this paper.

Recommendations

It is recommended that the Strategic Partnership:

- Note the progress of the review and ask for a progress report at the next meeting.
- Agree the Executive Group's request to return to the next meeting with proposals for a refreshed Local Outcome and Improvement Plan and reformed governance structure for the GCPP.

1. Background

1.1 Over the summer the Executive Group of the GCPP has embarked on a review of its priorities and focus to consider:

- The refresh of the defining Mission of the Partnership based on its strategic priorities, the challenges and opportunities posed by recovery and renewal from Covid, and the cost-of-living crisis.
- The development of fresh governance that responds to this renewed focus, the needs of the Partnership, and those of Glasgow's communities.
- How the Partnership can add value to the city's work to face the challenge of family poverty and its prevention.

1.2 Alongside this work Glasgow City Council continue to conduct a key outcome of the internal review of the Chief Executive's Department which was to review the work of Community Empowerment Services, and all work the council undertakes to empower and engage with its communities.

1.3 Both areas of review and refresh are being carried out together to ensure effective joint working amongst the Partnership and the most efficient and effective future use of resources across the council and its partners.

2. Executive Group review sessions

2.1 The Executive Group of the GCPP held sessions over the summer to reflect on the impact of Covid on the Partnership's work and effectiveness, whether the work of the various groups that support the Partnership are fit for purpose, and whether or not the Partnership is outcome focused enough to meet current and future challenges. It was noted that while Covid was hugely disruptive, the new ways of working that have emerged from necessity need to be developed and nurtured.

2.2 Some key findings of these sessions included:

- A recognition and agreement that relationship building is key, and that governance process should be refreshed to promote good communication and maximum impact for the city and its communities
- A recognition that the GCPP is not as focused as it should be, and that when it is focused on a small number of key areas it is at its most effective
- An agreement to define the GCPP's Mission for the medium to long term, reflecting on the impact of Covid and the continued challenges and opportunities that face the city
- Agreement on the value of focusing on family poverty and the ways in which the Partnership can add value to the city's collective work to face this challenge and, crucially, its prevention (for eg Poverty Pathfinder).

2.3 Work to tackle family poverty and improve public health came through as clear priorities for all the partners and there was agreement that the Executive Group should

concentrate on what it can do drive the enablers that support the above, and how it should organise itself to ensure good outcomes and effective decision-making.

2.4 Enablers discussed, centred around people and place, included:

- Good public health and community resilience (incl food security)
- Good quality housing and neighbourhoods
- Skills and employability support

3. GCC Community Empowerment Services Review and Service Reform

3.1 Community empowerment remains a key political priority of the council with the expectation that the service will undergo transformational change in order to deliver on expectations. In particular, clear strategic leadership of activities in, and for, the city's communities is expected.

3.2 The need for transformational change includes reformed and enhanced strategic planning, partnership working, clarity of purpose and objectives, delivery of outcomes, operational performance, and organisational redesign at all levels.

3.3 Phase One of this review considered the work of three pillars:

- Grants and Initiatives
- Community Justice and
- Community Planning, Equalities, Area Partnerships, Community Councils (Communities)

3.4 These pillars were subsequently reduced to two and the decision was taken to put Grants and Initiatives under the management of the Economic Development section, and Community Justice and Communities to be integrated into the current Corporate Policy and Governance section.

3.5 The Grants and Initiatives team have now formally transferred into the Economic Development organisational structure with relevant line management established. It is intended that the work of the Grants and Initiatives Team is aligned to that of the Economic Development Funding and Monitoring Team. In order to take this forward a service reform is underway which is considering the roles and responsibilities of both teams and will develop a structure that allows the ongoing delivery of the vital services both teams are currently involved in.

3.6 Creating one City and Communities Policy team which delivers on policy coordination and implementation at city and communities' level will embody the 'no wrong door' approach which has worked so successful with Glasgow Helps. Crucially, one team will be the first port of call for people who want to know how to make things happen in their local community or community of interest.

3.7 Review workstreams have been put in place and work is underway to consider, along with partners, how all work with communities is best arranged across the council family to ensure it supports the work to tackle the Grand Challenges, fulfil the council's Mission and Commitments, and in particular the work going on currently to achieve systemic change to tackle child and family poverty.

These areas include:

- Area Partnerships
- Budgets and monitoring
- Engagement
- Thriving Places
- Community Councils
- Equalities
- Community Justice integration
- Use of data and evidence sharing
- Performance and governance

4. Recommendations

4.1 It is recommended that the Strategic Partnership:

- Note the progress of the review and ask for a progress report at the next meeting.
- Agree the Executive Group's request to return to the next meeting with proposals for a refreshed Local Outcome and Improvement Plan and reformed governance structure for the GCPP.