



Item 7

21st August 2019

Glasgow Community Planning Partnership

Calton Area Partnership

Report by Director of Community Empowerment and Equalities

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GLASGOW COMMUNITY PLANNING PARTNERSHIP (GCPP) GOVERNANCE REVIEW: REVIEW OF SECTOR AND AREA PARTNERSHIPS

Purpose of Report:

The purpose of bringing this report to the Area Partnership is to highlight the rationale for and scope of the review of Sector and Area Partnerships; provide an overview of the consultation process with Area Partnership members and other stakeholders and gather initial views of members at the meeting.

Recommendations:

The Area Partnership is invited to:

- (1) note the report;
- (2) provide comments on the questions posed in paragraph 7.1 and on any other aspect of the operation of Area Partnerships;
- (3) note that further opportunities will be available to shape the future of Area Partnerships via events, focus groups and a survey; and
- (4) note that the findings from the review will be made available to members and a report submitted to the GCPP Strategic Partnership with recommendations for the future operation of Area Partnerships.

1. Background and context

- 1.1 Glasgow Community Planning Partnership's (GCPP's) [Governance Framework](#), which aims to ensure a consistent approach to the governance of community planning structures in the City, was approved, after amendments, on 28 August 2014. The GCPP Strategic Partnership (formerly Strategic Board) subsequently endorsed further amendments to the Framework on 26th March 2019 to reflect legislative and policy changes and the findings from the Partnership survey conducted between May and July 2018. The Strategic Partnership noted that further work would be carried out to review the role, remit and membership of Sector and Area Partnerships, whose current remits largely reflect the priorities of Glasgow's Single Outcome Agreement (SOA) of 2013 which has been superseded.
- 1.2 There are three Sector Partnerships and 23 Area Partnerships across the city, each with a role in collectively addressing sector or ward level issues and making decisions on the allocation of Glasgow City Council's Integrated Grants Funding (IGF) at a sector or ward level.

2. GCPP Stakeholder survey 2018

- 2.1 The findings from the survey on the Governance Framework were reported to GCPP on [11th September 2018](#). There were three key messages which emerged from the survey:
- (1) a high level of support for the current governance structure;
 - (2) a high level of support for continuing with a geographic based model; and
 - (3) a clear message on the need for greater engagement across the structure, strengthening the linkages both vertically and horizontally.
- 2.2 In addition, there were a number of areas identified for improvement, including:
- Greater involvement of community representatives;
 - Clearer defined roles and remit for members of structures, communicated effectively to members of these structures;
 - Defined linkages with IGF, and Community Learning & Development;
 - Stronger articulation of the links between the citywide (Strategic Partnership, Safe Glasgow Group, Executive Group), sector, and area partnership structures in relation to the Glasgow Community Plan, and how they can become mutually supportive.

3. Review of Sector and Area Partnerships

- 3.1 There have been a number of legislative, policy, and organisational changes since the inception of the Sector and Area Partnerships in 2013. These include the [Community Empowerment \(Scotland\) Act 2015](#), [GCPP's Community Plan](#), and [Glasgow City Council's \(GCC\) Strategic Plan 2017-22](#), and changes to departmental structures and functions such as the creation of

a Community Empowerment Services (comprising lead officers for local CPP structures) and a department of Neighbourhoods and Sustainability.

- 3.2 In addition, some partners have questioned whether or not the 'right' partners were at the table at Area Partnership meetings, e.g. in relation to their remit to develop and implement neighbourhood management action plans.
- 3.3 In light of the above, it was agreed by the GCPP Strategic Partnership that a review of Sector and Area Partnerships was required in order to assess how they could evolve to take account of and maximise opportunities as a result of these changes.

4. Vision and objectives of the Review

- 4.1 The vision for the project is that revised Sector and Area Partnerships will reflect the GCPP's vision "*for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city's success*".
- 4.2 The objective is to develop revised terms of reference and membership for Sector and Area Partnerships which ensure they:
 - (a) contribute to the delivery of Glasgow's Community Action Plan;
 - (b) contribute to effective community planning in the City by following the principles set out in the Community Empowerment (Scotland) Act 2015 and [associated statutory guidance](#);
 - (c) support the development of active and informed communities that can participate in the community planning process;
 - (d) make best use of partners' resources in pursuit of shared objectives;
 - (e) take account of the findings of the 2018 Community Planning Partnership survey; and
 - (f) take account of, and maximise the opportunities presented through, structural changes within partner organisations.
- 4.3 Furthermore, the terms of reference will be informed by the development of a new grant fund that will replace the IGF from April 2020. Both Sector and Area Partnerships currently allocate IGF funding.
- 4.4 Lead officers for the review are Fiona Dickson and Derek Speirs, Principal Officers in Community Empowerment Services.
- 4.5 Summary of stages of the review are outlined below:

- Desk based research on the relevant legislation, plans and strategies comparing these to the current roles and remits of the Sector and Area Partnerships;
- Establish a project team to carry out the review;
- Stakeholder engagement with
 - Members of Sector and Area Partnerships
 - Officers involved in the management of and support to the structures
 - Other Community Planning Partners
 - Community Plan work stream leads
 - Senior Officers Groups;
- Progress reports and submission of recommendations to the GCPP Strategic Partnership.

5. Desk based research

- 5.1 Issues identified through the desk top exercise include those listed below.
- 5.2 The SOA was GCPP's strategy prior to Glasgow's Community Plan and is still referenced in the remits of the Sector and Area Partnerships in the Governance Framework. The Community Empowerment (Scotland) Act 2015 includes a requirement to replace SOAs in each local authority area with Local Outcome Improvement Plans (LOIPs) and Locality Plans. Glasgow's LOIP (The Community Plan) and 10 Locality Plans (one for each of the thriving places) were published in October 2017. There is an opportunity to reconsider the roles and remits of Sector and Area Partnerships in view of these changes.
- 5.3 Area Partnerships were established as ward based mechanisms for community engagement on community planning – *'to provide opportunities for communities to engage in the community planning process'*. The Community Empowerment Act also outlines what is required with regard to *community participation and co-production* such as that:
- CPP (and CP partners) have a clear understanding of needs as a result of effective participation with communities;
 - Effective participation informs decisions about CP priorities, shaping of services, and deployment of resources; and
 - The CPP embraces the principles of effective co-production which is aimed at combining the mutual strengths and capacities of all partners (including community bodies) to achieve positive change
- 5.4 Last year's GCPP governance review highlighted a desire for a greater number of community representatives on the Area Partnerships and there is potential to do so and develop their role as consultative bodies in the context of the requirements of the Community Empowerment (Scotland) Act 2015.
- 5.5 GCC's Strategic Plan was published in 2017 and the Community Learning and Development (CLD) Plan in 2018. These set out priorities for the city that include Economic Growth, Resilient Communities and Fairer and More Equal Communities. The CLD plan for example aims to deliver these priorities through community based adult learning and community development –

important issues at a Sector/Area level and within the Thriving Places but without any clear links between these city wide plans and localised delivery structures and initiatives.

- 5.6 The Council's IGF will be replaced by a new fund in 2020/21. If Sector and Area Partnerships are to retain a Sector/Area level budget for this new fund, there is an opportunity to align their funding roles with their new role in the implementation of the Community Empowerment Act; Community Plan; GCC Strategic Plan and CLD Plan.

6. Progress so far

- 6.1 The implementation of the review has been discussed with the Chair of GCPP, the desk based exercise is complete and an analysis has been documented (see examples above). The Project Team has been established comprising Community Empowerment Services staff with lead responsibilities for the Sector and Area Partnerships. The Project Team has agreed a programme of stakeholder engagement outlined in Table 1 below

Table 1: Sector and Area Partnership Review Stakeholder Engagement

| Who | How | When |
|--|---|--------------------------|
| Members of the Sector and Area Partnerships and staff within CES and CBS with lead or support roles for the structures | Face to face at meetings; at focus groups and at an event to facilitate two way dialogue. Via online and postal survey for the opportunity to contribute views in writing. | August - October 2019 |
| A wide range of other stakeholders (list still to be refined by the Project Team) but will include: GCPP partners Senior Officers in each Sector GCC Departments Third Sector Networks Community organisations Thriving Places and other locality groups Community Plan Strategic Leads Community Based Housing Associations Glasgow Disability Alliance Integration Network | Via online and postal survey for the opportunity to contribute views in writing. | September - October 2019 |

6.2 This report forms part of the consultation process with Area Partnership members. These discussions will help to shape the content of future engagement with partners, communities and other stakeholders.

7. Consultation with Area Partnership members

7.1 At today's meeting, Area Partnership members are asked to provide initial thoughts and views on the following:

- What is working well?
- What is not working? Why do you think this is? What would you change?
- What should be the main areas of focus for Area Partnerships?

7.2 Members will also have the opportunity to contribute their views at a city wide event, at focus groups; and via an on-line survey; social media and by post.

8. Next steps and timescales

8.1 Consultation with stakeholders will take place from August to October 2019 with recommendations developed by November 2019. It is expected that the GCPP Strategic Partnership will consider these recommendations in December 2019.

9. Recommendations

9.1 The Area Partnership is invited to:

- (1) note the report;
- (2) provide comments on the questions posed in paragraph 21 above and on any other aspect of the operation of Area Partnerships;
- (3) note that further opportunities will be available to shape the future of Area Partnerships via events, focus groups and a survey; and
- (4) note that the findings from the review will be made available to members and a report submitted to the GCPP Strategic Partnership with recommendations for the future operation of Area Partnerships.