



**Item 3**

**2nd December 2025**

## **Glasgow Community Planning Partnership Strategic Partnership**

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### **Glasgow Community Plan Progress Update**

#### **Purpose of Report:**

The purpose of this paper is to update the Strategic Partnership on the activities and progress made by the Partnership on implementation of the Glasgow Community Plan.

#### **Recommendations:**

- Note the achievement of a new permissions agreement between Glasgow City Council (GCC) and the Department of Work and Pensions (DWP) and endorse further work to develop an innovative and collaborative programme for implementation
- Agree the approach outlined in section 5.25 to further align the Public Service Reform (PSR) work across the council and the Glasgow Community Planning Partnership (GCPP) leadership structures to embed collaboration, innovation and learning
- Agree the priorities identified by Area Partnership chairs to maximise their contribution to the Community Plan
- Agree the outline of the ask of Scottish Government detailed in section 7 to support the continued collaboration to achieve radical reform through Whole Family Support, and note a detailed ask will be submitted in December
- Note progress of application of Performance Framework to date.

## 1 Introduction

- 1.1 The purpose of this paper is to update the Strategic Partnership on the activities and progress made by the Partnership since the last meeting and put forward a series of recommendations to maintain progress.

## 2 Background

- 2.1 Glasgow's Community Planning Partners have acknowledged that poverty is the problem that holds back too many of Glasgow's families from flourishing. Families are the city's greatest asset, and it is clearer than ever that it is with them, in the places in which they live, that work to tackle poverty must focus.

- 2.2 In February 2024, the Partnership approved its ten-year [Local Outcome Improvement Plan \(LOIP\)](#). This set out a single priority commitment for city partners to address 'Family Poverty – Reducing Poverty and Inequalities in Glasgow's Communities'. Alongside this the LOIP, also known as the Community Plan, sets out a series of enabler themes through which to consider activities:

- 1) Building good public health and community resilience
- 2) Developing good quality housing and neighbourhoods
- 3) Improving skills and employability support
- 4) Driving public service reform
- 5) Building community wealth

- 2.3 In addition, the Community Plan also commits the Partnership to core ways of working to deliver sustained impact for the citizens of Glasgow. These require activities that are **person-centred, place-based** and will drive forward **public service reform**.

- 2.4 This paper provides an update on activities and progress made associated with these approaches.

## 3 People

- 3.1 Glasgow's Demonstrations of Change in some of the [city's 10 'booster wards'](#) aim to operate as the catalyst for insight, learning, PSR change and better outcomes. The preventative reality on the ground is acting as a further impetus to reform that addresses inequality, child poverty and better outcomes for children, young people, and their families.

### 3.2 Calton Demonstration of Change (DoC)

- 3.3 In April 2025, GCC approved a two-year commitment and investment in the Calton DoC as part of the City's Child Poverty Programme with Clyde Gateway acting as the anchor organisation. The work is focused on understanding and learning what is required to progress families

into sustainable employment. The project focuses on unlocking four core enablers to sustainable employment:

- Employer Engagement
- English for Speakers of Other Languages (ESOL)
- Childcare
- Community Engagement.

- 3.4 Through partnership working with the DWP, significant progress has been made with five Calton parents employed in civil services roles with a starting salary of £30,975. These jobs also provide accredited training and progression which improves sustainability.
- 3.5 The Calton DOC is now looking to work in partnership with the HMRC to secure further roles for Calton residents. Crucially learnings from this work have been discussed in range of forums across the Partnership and GCC and a programme of work is being developed re the opportunities for partners such as the council to more intentionally align recruitment opportunities to the city's 10 booster wards.
- 3.6 Flexible Childcare support via the Baltic Street Afterschool Pilot has shown that structured childcare/activity has allowed parents to stay in employment when hours are extended as well as having the ability to take on extra shifts. It is continuing to build on the already robust evidence that flexible childcare can unlock employment, learning, and long-term family stability.
- 3.7 At St Mungo's Academy, 10 pupils are training as accredited Community Interpreters. Pupils will gain SCQF-recognised qualifications; families will gain the language capacity to participate in work and learning. The presence of multi-agency partnership working to achieve these outcomes for citizens has been a central theme throughout the Calton DoC which by working in this way, has led building trust and participation at every level in the community.
- 3.8 **Southside Central DoC**
- 3.9 Within the Southside Central DoC, a targeted initiative in testing the impact of intensive, long-term financial support for families identified through Child Poverty Programme data was conducted. Delivered by a financial inclusion partner, the approach saw 75% of contacted families engage, highlighting the need for support beyond crisis intervention. Challenges were noted in supporting families with English as a second language. The team also acknowledged the multi layered complexity of family situations reinforcing the notion of a Whole Family Support and No Wrong Door approach.
- 3.10 The benefits of focused early intervention and prevention and criticality of targeted outreach have created valuable insights in the recent redesign of Financial Inclusion and fuelled the data sharing work with DWP (detailed in section 3.21 below).

3.11 Based on the above initial insight, a deep-dive into Language and Literacy was proposed. Workshops where 23 ESOL providers attended generated great insights and provided the co-design team with a wealth of information about the current landscape of language provision in the ward. This work was then followed up with colleagues from GCVS leading on a citizen engagement piece of work where they analysed what potential barriers to ESOL there were, as well what a new approach to delivering Language and Literacy support would look like. Staff from Glasgow Life have recently joined the team to develop a test of change in this area when now more than at any other time the challenge to the city of ESOL provision is being acknowledged.

### 3.12 **Govan DoC**

3.13 The DoC was initially focused on families on the cusp of poverty. The expectation was that these families would have less barriers to employment. There has been a period of significant work with partners to generate richer insights as well as embarking on a programme of community engagement.

3.14 Extensive challenges around childcare, disabilities and housing have been identified and learnings are beginning to be taken into the appropriate forums. With regards to employability local partners have been instrumental in identifying families who may be more work ready and the DoC has been extended to include these families.

3.15 The DoC is now ready to enter a new phase with a collaboration of local partners working with an anchor organisation to innovate and address barriers identified and continue to feed PSR learnings.

3.16 The partnership work in Govan with DWP has been particularly important in encouraging the desire for increased data sharing across partners.

### 3.17 **Drumchapel DoC**

3.18 Wheatley have been acting as lead partner in the most recent DoC in Drumchapel. Over the past six months there has been extensive engagement with local partners and in depth consideration of data. Similar to other DoCs the criticality of breaking down silos and targeted whole family support has become evident.

3.19 Positively an abundance of local supports have been identified but with this an opportunity has emerged to enhance integration and focus across these. The geography of Drumchapel has identified challenges specific to the area and opportunities for increased alignment with Housing Strategy and the City Development Plan are being considered.

3.20 Wheatley have expressed a desire to continue to push work forward and helpfully the Health and Social Care Partnership have also indicated their willingness to participate in future work.

### 3.21 **DWP Data Permissions**

- 3.22 The council has secured a landmark data sharing agreement with the DWP, giving the Partnership the ability to proactively reach 13,000 families with children living in poverty.
- 3.23 This is truly transformative and gives Glasgow the opportunity to embark on a programme of defined early intervention and prevention. It is expected that, as well as providing the opportunity to work in a more holistic way with families already experiencing crisis, there will be opportunities to work with families pre-crisis and reduce future pressures on the public purse.
- 3.24 This breakthrough is the result of years of collaboration, the development of a trusted relationship with the DWP supported by Scottish Government investment through the Child Poverty Pathfinder and Programme. This can transform the delivery of whole-family support and early intervention at scale; helping families before they reach crisis and costly services.
- 3.25 Consideration will now be given to how to coordinate capacity and activity across the Partnership to use this data and interaction with families to change to the system. It is expected that this will provide the catalyst for further waves of data sharing across city partners as we increasingly identify that it is all the same families we are supporting but organisations do this in silos and not collectively.

### 3.26 **Financial Inclusion Redesign**

- 3.27 The current model for providing financial inclusion support in Glasgow overly focuses on the provision of crisis intervention. Over the last five decades it has delivered significant benefits for citizens in need of assistance, securing substantial financial gains, managing debt and mitigating the impact of a lack of money. However, due partly to the pandemic and cost of living crisis, demand continues to grow and often outstrips capacity. It is widely recognised that this traditional approach cannot deliver the transformational impact required to tackle the levels of poverty that persist in our city.
- 3.28 Over the last 18 months, members of the FI sector have participated in an intensive process of service co-design. Representatives from the advice sector have led this collaboration on secondment to the Child Poverty Programme (CPP). The process involved shared learning that examined alternative delivery and funding models and reframing performance and impact measures.
- 3.29 The co-created redesign process has agreed an alternative model for both the delivery and funding of FI services in the city. This was agreed at the Council's [City Administration Committee](#) in October.

- 3.30 This planned model will ultimately facilitate greater investment in much earlier intervention and create meaningful outcomes in the long term. This will be demonstrated through reframed performance measures in line with the new funding arrangements and focus

## **4 Place**

### **4.1 Alignment**

- 4.2 Since the creation of the new Communities Team in the council work has been undertaken to continue to more closely align community engagement themes, the priorities of Area Partnerships and the work of the Child Poverty Programme in the 10 booster wards.

- 4.3 Govan is being used as a test of change to understand how best to leverage the opportunities and address challenges of coordination and duplication in a ward where there is significant 'core' Communities Team work, a new Child Poverty Programme Demonstration of Change, and a new Place-Based Programme coming on stream.

- 4.4 Development work with Area Partnerships continues to progress to ensure they can focus towards fulfilling the GCPP's priorities. Positive progress has been made in developing dashboards, engaging members, facilitating local sessions, and diversifying partnership membership. These foundations position Area Partnerships to deliver effective, locally informed Ward Plans.

- 4.5 A recent workshop session with the Chairs was convened to reflect on how to maximise the impact of Area Partnerships in delivering the Community Plan.

- 4.6 Discussions centred on identifying drivers of progress, barriers, opportunities, and unresolved challenges. Chairs then prioritised key areas to enhance effectiveness and outcomes.

- 4.7 These priorities reflect a commitment to community empowerment, strategic alignment, and continuous improvement. The Chairs emphasised the need for collaborative learning, adaptive leadership, and practical reforms to maximise the impact of Area Partnerships in delivering the Community Plan. See *Appendix One* for outputs.

### **4.8 Place-Based Programme**

- 4.9 The Place-Based Programme represents the Partnership's strategic commitment to reducing poverty and inequality through locally driven change. This initiative builds on the legacy of the Thriving Places model, which first introduced anchor organisations to lead community-led regeneration in targeted neighbourhoods.

- 4.10 The Partnership's Thriving Places approach started in 2013 as a ten-year programme working with ten neighbourhoods,

- 4.11 Drawing on the lessons learned from Thriving Places evaluation which took place in 2023, the Place-Based Programme was designed to create a more robust and responsive framework for local transformation across eight neighbourhoods. The programme is underpinned by three core principles:
- Create the Conditions: By sharing learning from previous initiatives and establishing clear frameworks, the programme aims to lay a solid foundation for effective place-based working.
  - Embed the Practice: Securing long-term commitment from partners across the city is essential to ensure that place-based approaches become an integral part of how services are delivered and communities are supported.
  - Demonstrate the Change: The programme is committed to co-designing place plans in eight priority areas, ensuring that interventions are tailored to local needs and aspirations.
- 4.12 Integration with the Child Poverty Programme has further strengthened the initiative, allowing for a more coordinated response to the complex challenges faced by Glasgow's communities.
- 4.13 A key feature of the Place-Based Programme is the continued involvement of four anchor organisations from the original Thriving Places initiative. These organisations remain at the heart of local planning, acting as trusted connectors between communities and statutory partners. Their ongoing leadership ensures continuity and deepens the impact of place-based working in their respective areas.
- 4.14 To extend the benefits of the programme, a recent Expression of Interest (EOI) process was undertaken for the four areas that did not previously have anchor organisations: Nitshill, Dennistoun, Govan, and Castlemilk. This transparent process featured a six-week application window, the involvement of evaluation panels, and a final selection in September. The criteria for selection focused on local presence, partnership experience, and alignment with the programme's objectives, ensuring that new anchors are well-placed to drive meaningful change.

## **5 Public Service Reform**

### **5.1 Rationale**

- 5.2 Through its work this year the Partnership has defined Public Service Reform (PSR) as '*the change necessary in culture, practice, policies, governance, finance, and accountability to reduce inequality and improve outcomes for citizens through strength-based prevention and early intervention*'.
- 5.3 Ultimately this will enable our families and communities to flourish, ensure delivery in line with the needs and aspirations of citizens and improve the use of resources.

- 5.4 The Partnership has committed to, and begun to deliver, a deliberate programme of reform to ensure both social and economic regeneration are aligned to improve families' lives.
- 5.5 In order to effectively tackle child and family poverty it has been recognised that there is a requirement to radically move from reactive management to whole family early intervention and prevention, acknowledging that while this has been a well-established intention for many years, there has been well-intended but limited success in a system that remains fragmented and complex.
- 5.6 It has been acknowledged that the public sector, in attempting to implement the Christie Principles, has concentrated too much on the structure of services and had not paid enough attention to delivering with people in the places in which they live.
- 5.7 It has also been acknowledged that post-Covid there has been a renewed push to establish preventative initiatives. And as work with the Scottish Government has developed through initiatives like the Child Poverty Pathfinder, funding flexibility work and the renewal of Community Planning, the partners need to continue to adjust to provide the agility needed to develop this work to achieve whole system change.
- 5.8 **The council – corporate leadership and alignment**
- 5.9 In response to the Community Plan the council's Corporate Leadership Team (CLT) is embarking on a transformation of its leadership and governance structures to deliver meaningful PSR, with its central focus on tackling the city's key issue of child poverty.
- 5.10 To support this the Chief Executive has:
- begun a strategic realignment of the corporate leadership framework to ensure all areas of delivery are prioritising child and family poverty
  - the integration of reform priorities with a financial strategy to work towards future financial sustainability and use economic growth as a lever to alleviate child and family poverty
  - created new cross-cutting governance groups to encourage new ways of working, the creation of change capacity and to support the new Performance Framework
  - put an engagement and communications infrastructure in place to support this change.
- 5.11 The council has acknowledged that the test of change and capacity building work that has been achieved through the Child Poverty Programme has produced enough evidence to give the Chief Executive and senior officers the confidence that this approach can and must now be expanded, and that work to develop the budget monitoring and setting processes, part of a refreshed financial strategy to establish financial sustainability for the short, medium and long term, must be aligned to ensure that PSR work sits at the heart of this.

- 5.12 The recent [Children's Inspection](#) in Glasgow acknowledged and endorsed the importance of the work of partners to tackle child and family poverty and crucially identified that “Glasgow partners alone did not have the resources required to fully address the impact of child poverty, deprivation and the housing crisis in the city.”
- 5.13 The upcoming transformation programme at the HSCP, and the work to create the City Development Plan will now also be a focus for officers across the council family and partners as part of the expansion of PSR work.
- 5.14 These developments are a test of change in itself and will require to be evaluated and learned from as ways of working evolve.
- 5.15 Included in the re-alignment of the corporate leadership framework is the creation of three groups within the council family:
- the PSR Steering Group reports to the Corporate Leadership Team and is a group of senior officers who will work to seek out innovation and associated reform whilst identifying and responding to short term challenges and pressures to protect the council’s long-term commitment to child poverty
  - the PSR Taskforce is centred around child and family poverty and is the forum from which the new approach to reform and associated budget management comes to life for senior officers across the council family
  - The Glasgow Investment Group – ensuring that economic regeneration in our communities is tied closely to the single priority of reducing child and family poverty, this group acknowledges the need for a new approach to attracting external investment to Glasgow, with a greater focus required on collaborative decision-making across the council family to prioritise projects and business case development.
- 5.16 **GCPP Development work**
- 5.17 The GCPP Executive Board embarked on a series of development sessions over the autumn to ensure focus on identifying systemic improvements and collaborative opportunities to enhance outcomes for families across Glasgow.
- 5.18 The group acknowledged that Performance Framework and what we measure drives behaviours, the need to keep reforming procurement and commissioning with approaches that address the power imbalance and encourages true co-production and continue to tackle policy and funding silos.
- 5.19 Partners also recognised they want to address tackling child and family poverty in the longer term but require to continue to pay attention to the short to medium term financial pressures.
- 5.20 Key themes identified were the need for:
- Intentional Co-ordination and Collaboration with Partners

- Mindset and Culture Shift
  - Systemic Change to Improve Lives of Families
  - Embedding Lived Experience in Decision-Making
- 5.21 Challenges include siloed working, lack of shared data, limited capacity and resources, and the need for cultural and mindset shifts across organisations.
- 5.22 The session identified a wide range of opportunities to drive systemic improvement and collaboration across Glasgow. These include creating a culture shift that takes time to understand challenges and move from 'demo of change' to systemic change, leadership driven by collaboration rather than resources, leveraging existing mechanisms, third-sector capacity building, and financial inclusion reform as tests of change.
- 5.23 The group stressed the importance of integrating lived experience into all processes, ensuring citizen input into reporting, and using learning from PSR projects and Child Poverty Demonstrations of Change to inform decisions.
- 5.24 Co-production with local communities, creating spaces for contained change, and empowering reactive system change were also prioritised. Finally, opportunities include sharing transformation plans openly, challenging duplication, embedding lived experience, and launching training programmes focused on cultural change and partnership working.
- 5.25 Recommendations (outlined in *Appendix Two*) will now be considered by the Executive Board including increasing collaboration and leadership capacity by senior officers across the Partnership, the commitment to bring together change makers in key partner organisations to collaborate on data sharing, service design and other areas, and a renewed commitment to completing the testing of the Performance Framework.
- 5.26 The partnership is also ready to make a further ask, contained in the Recommendations below, for the continuation of funding for collaborative work with Scottish Government colleagues to maintain momentum and continue to contribute to the national mission on Whole Family Support (outlined in section 7).
- 5.27 **The GCPP Performance Framework**
- 5.28 The Community Plan commits the Partnership to a [Performance Framework](#) that will detail the outcomes to be secured over the 10 years of the Plan. The Partnership committed to re-shape the approach used to demonstrate and drive impact, ensuring accountability is measured appropriately for the shared vision for the city. It was agreed that the core elements of a shared Framework should capture:
- a broad range of activity that will make a difference for communities.
  - the voice of our communities
  - the extent of partnership working to facilitate change.

- 5.29 Over and above this, the Partnership were steadfast in their commitment to create a Performance Framework that was not beholden to statistics and quantitative measures. Whilst important, the Partnership were keen to use these measures as a means through which to describe the impact of their joint endeavour and inform future work, and not solely to track numbers. On that basis, the Partnership was clear that the narrative informed by data was strengthened through qualitative insight and analysis in order to guide action and make.
- 5.30 A test of change in itself, a group of 'co-designers' representing GCPP partners have been undertaking the detailed work to shape the Framework and are now completing a testing phase to bring the first year's work across the Partnership into focus and ensure the Measures contained within the Framework are fit for purpose.

## **6 Partnership with Scottish Government**

- 6.1 The council and the Partnership have been at the forefront of aligning the various strands of change towards the pursuit and aspiration of radical national Public Service Reform post covid.
- 6.2 In close partnership with the Scottish Government the reform arrangements have been corralled and crystallised into a programme of cohesive and fundamental reform. This has involved a coordination for children, young people and their families into the alignment of the Independent Children's Review (ICR), The Promise, Whole Family Wellbeing Fund (elements I,II and III), the Fairer Future Partnership (FPP), the Child Poverty Programme and No One Left Behind (NOLB). This has evolved into a Whole Family Support approach by Scottish Government.
- 6.3 The National Whole Family Wellbeing Early Adopter group has identified through SOLACE, Local Authority Chief Executive's and the Scottish Government's Permanent Secretary the desire for a National Positional Statement with an aspiration to coordinate the PSR activity into a cohesive National and Local implementation strategy around robust early help and prevention.
- 6.4 In addition, the development of a Learning, Knowledge and Implementation Exchange is designed to consolidate not only effective implementation around PSR but align activity through shared learning and understanding impact.

## **7 Scottish Government proposal**

- 7.1 Scottish Government continue to act as key community planning partner and are increasingly encouraging Glasgow to be bold and brave in the asks it makes of Government. There is strong sense that building on the momentum and step change being seen in Glasgow will not only benefit the city but provide learnings that will benefit the rest of the country.

7.2 In the context of the programme to refresh the Tackling Child Poverty Delivery Plan SG have made positive noises around Glasgow developing asks around:

- Continued investment in dedicated multi agency change capacity
- Investment and resource to create a leadership development programme for the GCPP
- Participation in the multi-agency team that looks at how best to exploit the opportunities offered by the DWP data sharing permissions.

7.3 The GCPP aim to have the detailed ask ready for SG consideration by the end of December.

## **8 Recommendations**

- Note the achievement of a new permissions agreement between Glasgow City Council (GCC) and the Department of Work and Pensions (DWP) and endorse further work to develop an innovative and collaborative programme for implementation
- Agree the approach outlined in section 5.25 to further align the Public Service Reform (PSR) work across the council and the Glasgow Community Planning Partnership (GCPP) leadership structures to embed collaboration, innovation and learning
- Agree the priorities identified by Area Partnership chairs to maximise their contribution to the Community Plan
- Agree the outline of the ask of Scottish Government detailed in section 7 to support the continued collaboration to achieve radical reform through Whole Family Support, and note a detailed ask will be submitted in December
- Note progress of application of Performance Framework to date.

## Appendix One



### Focus of the session

How could we...  
**maximise the impact of  
Area Partnerships in  
delivering the Local  
Outcome Improvement Plan**

Area Partnership Chairs were asked to reflect on and discuss about:

- + What's been pushing them forward
- + What's been slowing them down
- + What opportunities are there
- + What challenges haven't been addressed

Based on the conversations and topics discussed, Chairs prioritised key areas of importance to help maximise the impact of Area Partnerships in delivering the Local Outcome Improvement Plan.

### Chairs highlighted key priorities

#### ABOUT LOCAL AREAS AND COMMUNITIES

- Building assets in the community.
- Shifting the culture of over dependency towards more community wealth building.
- Tackling the housing challenge, both in supply and rent cost which puts people in really difficult situations.

#### ABOUT THE MEMBERSHIP OF AREA PARTNERSHIPS

- Involving and embedding the community in the group.
- A membership that is truly representative of communities.

#### ABOUT LEADERSHIP AND ALIGNMENT

- Leadership at senior level continuing to push AP's forward and using the LOIP as a guiding document to push us forward.
- Aligning priorities across the city.
- Developing a specific focus for the Area Partnership: it's not for all priorities. Clarifying priorities to improve decision making around funding.

#### ABOUT HOW AREA PARTNERSHIPS FUNCTION

- Creating space to have conversations about values and objectives.
- Sharing more of the successes in each Area Partnership and learn from each other.
- Ensuring that there is commitment to do things differently.
- Reviewing outdated rules which hinder more than support us.
- Reactivating of sector meetings and allowing it to be ad-hoc when there is a need for collaboration.
- Introducing development session facilitated by local organisations or experts.
- Streamlining application forms and build capacity.

## **Appendix Two**

### **GCPP Executive Board development work outputs:**

- Use DWP permissions as a test of change
- Build third-sector capacity
- Continue to reform financial inclusion processes
- Leverage budget processes for collaborative planning
- Secure political buy-in for systemic change
- Exploit data on known families to design targeted interventions
- Join up Council, HSCP, and Health through joint transformation pieces
- Pilot projects and small-scale tests informed by data
- Implement data-led decision-making and evaluation
- Develop cost avoidance models
- Conduct community surveys to understand needs and priorities
- Build on significant trust developed to date between GCC and DWP
- Embed design skills across GCPP
- Develop commissioning mechanisms that are outcome-based
- Use current PSR and DOC learning to inform GCPP decisions
- Ensure lived experience input into reports
- Co-produce solutions with local communities
- Create spaces for contained change and empower reactive system change
- Share plans for transformation and challenge duplication
- Establish programmes to integrate lived experience
- Launch training programmes on cultural change and partnership working