



Item 3

17th November 2021

Glasgow Community Planning Partnership Strategic Partnership

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Director of Community Empowerment & Equalities

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Governance Framework: Review of Area and Sector Partnerships

Purpose of Report:

- To provide the Glasgow Community Planning Strategic Partnership with an update on the Review of Area and Sector Partnerships and seek agreement on the principles for a future operating structure.

Recommendations:

The Strategic Partnership is asked to:

- 1) Note the findings of the review of Area and Sector Partnerships, and the extensive engagement which took place as part of this review;
- 2) Note ongoing work across the partnership addressing how we deliver a citizen-empowered city;
- 3) Agree to the principles which will underpin our model as outlined in section 10;
- 4) Consider how GCPP members could contribute to the support of a new model of Area Partnerships; and
- 5) Request that the Director of Community Empowerment and Equalities brings a progress report to the next meeting of the Partnership.

Introduction.

1. The purpose of this report is to provide the Glasgow Community Planning Partnership (GCPP) Strategic Partnership with the findings of the Review of Area and Sector Partnerships and provide an update on ongoing work looking at community and citizen empowerment in light of the Covid-19 pandemic.

Background.

2. The GCPP Strategic Board agreed a revised Governance Framework on 26th March 2019 in response to the Community Empowerment (Scotland) Act 2015. However, it was noted that further work was required to review the Area and Sector Partnerships in order to ensure they were fit for purpose in delivering on aspects of the Act relating to community participation and engagement. The Governance Framework, including the current roles and membership of Area and Sector Partnerships, can be found [here](#).
3. The focus of the review was to ensure that Area and Sector Partnerships share the GCPP's focus, at a local level, for partners to "work together within the framework set by the Community Empowerment (Scotland) Act and associated statutory guidance to develop a clear and shared long-term vision for the city that sets out joint priorities, performance indicators, and targets".
4. Extensive engagement with Area and Sector Partnerships as well as the wider GCPP structure took place as part of the review – details can be found [here](#). In addition, a sample of decentralised structures from across the UK were examined for examples of good practice and fit with the aims of the review (e.g. Edinburgh, South Lanarkshire, Durham).
5. Following a pause in the review work, as a result of the COVID19 pandemic and associated restrictions and refocusing of priorities, draft recommendations were provided to Area and Sector Partnerships for comment. The draft recommendations, along with an update on progress, were also presented to the Strategic Partnership on [16th February 2021](#).

Findings from the review.

6. The main changes that respondents in the review wanted to see can be grouped into a number of themes, as set out below.
 - a. Respondents wanted enhanced community engagement and representation.
 - b. Each Area and Sector Partnership should have its own evidence-based plan – referencing both city wide priorities and Sector or Ward priorities.
 - c. Respondents wanted to see closer alignment between city wide priorities and those of the Area and Sector Partnerships.

- d. The review found that the purpose, roles and remits of the Area and Sector Partnerships and how they interacted with other parts of the Community Planning structure in Glasgow were not clear.
- e. Respondents expressed a preference for a more informal approach to Area and Sector Partnership meetings, reports and minutes and for greater engagement with local communities to allow all members to influence the work of the Partnerships.

In addition, a desire was expressed for flexibility in the meeting schedules for Area and Sector Partnerships. The current timetable impacts on the capacity of GCC staff to process area budget grant assessments and the preparation of reports at key pressure points during the year.

- f. The lack of information sharing both within the CPP structure and with local communities was highlighted as a weakness.
 - g. Respondents suggested that a programme of support, training and capacity building was needed for all members of Area and Sector Partnerships to facilitate team building and joint working. The need for parity of voluntary sector infrastructure/support in each area was also highlighted as was a development budget for Partnerships, to be used for consultations, events and other related activities.
7. The review was conducted prior to the Covid-19 pandemic. Therefore, whilst it serves as a useful snapshot of views in 2019 which will be used to shape the future model, further work is required to consider a new model for these partnerships in the post-pandemic landscape.

Pandemic projects and learning

8. The impact of the pandemic across the partnership has been considerable. However, alongside challenges, the pandemic has encouraged new ways of working and partnerships which could shape our new model of citizen-led, place based participatory democracy.

Examples include:

- **The Social Recovery Taskforce** which is bringing together community and third sector partners to discuss how to support recovery from the pandemic. Areas of focus for this work include the disproportionate impact of COVID on women, young people and school leavers, disabled and BME communities, as well as workstreams addressing challenges in relation to mental Health, Digital Inclusion, the Third Sector, Food Provision, Violence Against Women, Volunteering, Child Poverty and Making Best Use of Our Assets/Property. A Community Engagement Strategy is also being developed. The work of the Taskforce and its workstreams are informing the development of a new Community Action Plan and Performance Management Framework for the Glasgow Community Planning Partnership.

- The **Bloomberg Global Mayors Challenge** – Glasgow has been named as a finalist for this challenge. The Centre for Civic Innovation are currently working with experts from Bloomberg on our final submission and we are in the running for the \$1 million grand prize. Glasgow’s bid is based on scaling up the social innovation project in Pollok. You can read more about the challenge, and other city ideas [here](#).
- **Neighbourhood Co-Ordinators** the Council have employed a Neighbourhood Co-Ordinator for each electoral ward. These frontline staff will connect with the work of the area partnerships and will be a key resource to find solutions to community issues within the Neighbourhoods and Regeneration Services remit.
- **Citizen’s Assembly**
Glasgow City Council commissioned Ipsos MORI to design and facilitate a citizens’ assembly to hear from people living across Glasgow and understand how the city can work together to achieve net zero in a way that is inclusive, fair, and respectful to everyone. The assembly considered the key question, “How can we work together in Glasgow to tackle the climate emergency by 2030?” and involved 50 people living in Glasgow. Assembly members were recruited via civic lottery. This involved 10,000 invitations being mailed to a random sample of households in Glasgow. From those that responded, a random stratified selection took place to ensure the final 50 were broadly representative of the Glasgow population.

The assembly met over 5 sessions in August and covered four topic areas – circular economy, green economy/jobs/skills, home energy and food/diet. The assembly was structured in three phases – learning, deliberation and decision-making. During the learning phase, on each of the 4 topics, members heard from expert speakers before being assigned to small breakout groups. In these groups, members could reflect on the information they’d heard, discuss the key issues and arguments, and generate their own ideas for actions to help tackle the climate emergency. In the final two sessions, members discussed the ideas presented/generated before forming and finalising a set of recommendations to be presented back to the council. Ipsos MORI is currently writing a report of the recommendations and key findings which will be presented to the council in the autumn.

- **Open Government**
Glasgow became a member of the Open Government Partnership’s (OGP) Local Programme in October 2020 and will submit an Open Government Action Plan by 24 September 2021 undertaken through a multi-stakeholder process and co-creation with the active engagement of citizens and the Third Sector, to produce a maximum of 5 open government commitments for Glasgow. The OGP considers collaboration, transparency and citizen participation as fundamental pillars of an open, modern, responsive and agile Government; this review of Area and Sector Partnerships will strengthen these pillars in Glasgow.

- **Glasgow Life Live Well Community Referral Model**

The Live Well Community Referral Model is part of a new strategic approach to health and wellbeing across Glasgow Life.

By making best use of our people, power and assets across the city, this model aims to support individuals and communities, to improve their health and wellbeing outcomes. We will do this by ensuring we enhance Glasgow Life's universal offer by delivering targeted and tailored provision, to meet the needs of those who require our services most

Emphasis will be placed on:

- a preventative approach through early intervention
- providing needs based, person-centred, supported engagement
- contributing to the reduction of health inequality in Glasgow

This approach aims to support social recovery and renewal and contribute directly to Glasgow's health and economic recovery post pandemic

- **National Institute of Health Research**

The National Institute for Health Research (NIHR) is launching a new funding stream this September to promote Local Authority capacity in research related to their functions in addressing the wider determinants of health. Although grounded very much within an English model whereby Local Authorities have primary responsibility for public health, NIHR recognise that in devolved nations, LAs work closely with public health agencies. It is their intention to fund five research collaborations with an aspiration for at least one devolved nation LA to be included in the first tranche.

Bids are invited for collaborations led by a local authority Director that will build appropriate research infrastructure for local authorities to "focus on wider drivers of population health and health inequalities, explicitly addressing the needs of disadvantaged groups and areas within the relevant geography". It is important to note that this is not funding for a specific research project, rather for structured activity that will develop a culture of research and evidence use in local authorities, in partnership and collaboration with public health partners.

Proposals are invited for £5m over 5 years and the funding should cover core staff costs (including a Director, HDRC manager, R&D practitioners, IT support and administrators), materials and facilities, communications and dissemination. Funding cannot be used to support interventions or Council services.

Expressions of Interest and a short business plan are welcomed from Autumn 2021, with a workshop for potential applicants being held in October. The closing date is late November 2021. Full bids (if successful in stage 1) are to be developed early 2022 with interviews in May 2022. A small cross-council group is currently working with Glasgow Centre for Population Health and other academic partners to develop the bid.

It has been agreed that the Director of Community Empowerment and Equalities and the Director of Regional Economic Growth will act as the named Director leads for the Council.

The Social Recovery Taskforce, through its Academic Advisory Group, currently benefits from accessible evidence on the impact of the pandemic on vulnerable and protected groups, as well as work to focus each workstream on learning from the pandemic and identifying priorities for action.

Glasgow can therefore tell a very positive story of work to align research and evidence with policy and practice, to address wider health determinants. The bid supports the Council's ambition to strengthen community partnerships and relationships between the Council, the Third Sector and communities.

The city's recognition of the importance of community participation in priority and budget setting – and ambition to integrate participation in Council business is a real strength of the bid.

There is some learning from these projects which will shape what the model looks like. An update on these projects will be provided to the next meeting of the strategic partnership.

Other partners will, no doubt, have examples of new ways of working and partnership precipitated by the pandemic which would also be useful learning for what an updated model could look like.

Principles of our new participatory democracy model

9. Whilst some of the projects above are ongoing, there are some principles which have been reflected in the review of the Area and Sector Partnerships and which are also front and centre of the post-pandemic work.
10. The Strategic Partnership is asked to agree to the following principles as the basis for an updated model:
 - The model is participatory and encourages views and inputs from all sections of the community. The new model will seek to support those people who have traditionally been excluded from decision making to become involved and will use learning from the PB pilots to support active engagement.
 - The model will enable resources to be directed by local people on their priorities and as outlined in the Community Empowerment Act
 - The model is local, and sector partnerships would not be required as part of this neighbourhood-based approach.
 - The model will support local area action plans to be developed and scrutinise delivery of the actions plans.
 - The model will be less formal, and less report based with consideration given to how to engage in non-traditional ways
 - The model will prioritise effective communication both within the partnership and within communities

11. If these principles are agreed, they will form the basis of a piece of work to be done over the next couple of months to take these principles, the findings of the review, and lessons from ongoing work, and pull that together in to an updated model for participatory democracy to be presented to the next meeting of the Strategic Partnership for discussion.

Recommendations.

12. The Strategic Partnership is asked to:

- 1) Note the findings of the review of Area and Sector Partnerships, and the extensive engagement which took place as part of this review.
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