



# Item No: 16

Meeting Date: Wednesday 8<sup>th</sup> November 2017

## Glasgow City Integration Joint Board

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### GLASGOW COMMUNITY PLAN

<b>Purpose of Report:</b>	To report on the development and content of the new Community Plan for Glasgow as required in legislation (Community Empowerment Act 2015)
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<b>Background/Engagement:</b>	The Community Empowerment Act (2015) has extended the range and number of community planning partners and duties, including the requirement for CPP's to publish a series of plans by the 1 <sup>st</sup> October, 2017. This report describes the process used to develop the plans for Glasgow and presents Glasgow's new Community Plan.
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<b>Recommendations:</b>	The Integration Joint Board is asked to:  a) to consider and endorse the Glasgow Community Plan and Locality Plans for the city
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#### Relevance to Integration Joint Board Strategic Plan:

Relates to the core objective to improve health and Community Empowerment Act (2015) requirements
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#### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	To promote well-being, health and care outcomes and recovery.
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<b>Personnel:</b>	A variety of locality and city HSCP staff are involved in supporting community planning with a GHSCP/ CPP working group chaired by the Chief Officer (Operations).
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<b>Carers:</b>	The priorities of the Community Plan should impact positively on carers.	
<b>Provider Organisations:</b>	The Third Sector Interface is a community planning partner, as is the business community.	
<b>Equalities:</b>	An EQIA has been undertaken on the Community Plan and will be published shortly. There are a number of implications relating to how the plan is governed and actioned.	
<b>Financial:</b>	The implementation of the plan will require partner resources.	
<b>Legal:</b>	In accordance with the Community Empowerment Act (2015).	
<b>Economic Impact:</b>	Potentially a significant economic benefit to Glasgow.	
<b>Sustainability:</b>	This is a ten year plan.	
<b>Sustainable Procurement and Article 19:</b>	N/A	
<b>Risk Implications:</b>	The cost of implementing the Community Plan and Locality Plans are yet to be worked through and partners may be challenged to contribute as required.	
<b>Implications for Glasgow City Council:</b>	GCC Executive Committee endorsed the Plans on 14 <sup>th</sup> September, 2017.	
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	GNC NHS Board endorsed the Plans through the Finance and Policy Committee on the 3 <sup>rd</sup> October, 2017.	
<b>Direction Required to Council, Health Board or Both</b>	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

## **1 Introduction**

- 1.1 Members considered a report on the implications of the Community Empowerment (Scotland) Act 2015, in October 2016.  
[https://glasgowcity.hscp.scot/sites/default/files/publications/IJB\\_Meeting\\_20161031\\_Item\\_5.pdf](https://glasgowcity.hscp.scot/sites/default/files/publications/IJB_Meeting_20161031_Item_5.pdf)
- 1.2 This report presents the Glasgow Community Plan and Locality Plans, required to be published by the 1<sup>st</sup> October 2017. The 10 Locality Plans for particular neighbourhoods across the city, are available on the Community Planning and GCC websites.

## **2 Process**

- 2.1 In order to take forward discussions on the transition to a new model of community planning in an inclusive manner, a “Shadow” Board was established to oversee the transition and to ensure that the requirements of the legislation are fulfilled.
- 2.2 A senior officer Transition Working Group was convened, chaired by the Council Chief Executive, which has progressed four key work streams:
  - Shared Priorities
  - Collective responsibility and organisational responsibility
  - Ways of working and supporting principles
  - Making Best use of our resources (assets and people)
- 2.3 The process to develop the Local Outcomes Improvement Plan was informed by the existing Single Outcome Agreement and progress made to date, and partner input and participation at workshops in November 2016 through to June 2017. The purpose of the workshops was to provide an opportunity to engage with a wider range of stakeholders, through facilitated, focused, feedback and dialogue.

## **3 Glasgow Community Plan Consultation**

- 3.1 The result of a significant number of public meetings, pieces of research, surveys, consultations, and lessons learned from previous strategies have provided the foundations on which we Glasgow’s Community Plan has been developed. This included a two month public consultation period.
- 3.2 From this evidence base, partners identified three focus areas:
  - Economic Growth
  - Resilient Communities
  - A Fairer More Equal Glasgow

And two priority areas:

  - Childcare
  - Transport

### *Consultation Promotion*

- 3.3 Over 300 Community Organisations and individuals took part in the consultation with the vast majority of respondents submitting their views through an online survey monkey response. GHSCP submitted a response as part of this process.

- 3.4 When asked *To what extent do you agree or disagree with the following focus areas*:
- 85.05% supported Economic Growth as a focus area
  - 93.46% supported Resilient Communities as a focus area
  - 89.72% supported making A Fairer More Equal Glasgow as a focus area.
- 3.5 A similarly positive response was recorded for the two priority areas:
- 78.79% agreed Childcare to be a priority area.
  - 75.76% agreed Transport to be a priority area.
- 3.6 **Economic Growth**; Respondent comments supported the inclusion of Economic Growth as a focus area. The most common theme identified from respondents centred on Education and Skills (25%), Jobs and Employment (17%) and Infrastructure Investment (11%).
- 3.7 **Resilient Communities**; Resilient Communities received the strongest backing as a focus area and was also the most queried concept of the three identified areas. The two most clearly identified actions were greater Community Engagement (18%) and Community Empowerment (17%). Respondents wanted to see partners work closely with communities to empower local groups or residents to deliver change, services and other benefits locally. A number of comments (6%) referenced the existing Thriving Places approach and their support for the initiative.
- 3.8 **A Fairer and More Equal Glasgow**; Responses to this focus area were more evenly spread among topic areas than other focus areas with four identified issues. Commonly identified themes were providing additional support to children identified as struggling or from deprived backgrounds; tackling homelessness and meeting the housing needs of the city; and Improving the affordability and connectivity of public transport to help people back into work.
- 3.9 **Transport**; Transport was a common answer that ran through every question of the consultation, averaging close to 10% of all answers. When Transport was the subject rather the answer the most popular areas for comment concerned affordability, connectivity and integrated ticketing of public transport.
- 3.10 **Childcare**; Childcare was also a recurring theme through many consultation answers. Comments on the single action to improve childcare strongly identified three issues from respondents: Cost (43%), Increased or Expanded Provision (40%), and Flexibility (23%).
- 3.11 **Demographics of respondents closely mirrored the gender profile of Glasgow, in terms of age there where no** responses from children. There was underrepresentation of BME groups with 95% of respondents identifying as a subsection of White. Proactive steps were taken to try and ensure that consultation responses were reflective of the city's demographics including the provision of Polish, Urdu, Punjabi and BSL translations. However a lesson to be learned from this consultation will be that additional steps will be required in future consultations and communications to try and ensure they reach more of Glasgow citizens.

## **4 Equalities**

- 4.1 The Glasgow Community Plan is committed to ensuring that Glasgow is a city of diversity in its people, places, cultures and well-being. Although outcomes are improving for residents, they are not improving fast enough for those living in poverty, nor for those who face barriers because of their age, disability, gender identity, race, religion, beliefs, sex, or sexual orientation.
- 4.2 Partners have a shared commitment to equalities and will foster a fairer and more equal Glasgow by making a commitment to the following actions that underpin their joint work :
- Using the framework provided by the Equality Act 2010 and the Public Sector Equality Duty to mainstream equality within the day to day work of our Community Planning Partners.
  - Ensuring that appropriate Equality Impact Assessments are carried out on all relevant programmes of joint activity implemented as a result of the Community Plan, and the results of these assessments acted on;
  - Contributing to the development and use of a robust evidence base, which identifies the underlying causes of inequality and supports the activity by which these are addressed; and
  - Actively engaging with communities in order to understand their perspectives, concerns and priorities.
- 4.3 An Equalities Impact Assessment (EQIA) is being concluded of the Glasgow Community Plan and will inform the Action Plan and Performance Management Framework.

## **5 Developing a Community Action Plan**

- 5.1 The Glasgow Community Plan is a high level strategic plan. In order to take forward joint work on its focus and priorities areas, a Community Action Plan will be developed with details of actions, activities, resources required, outcomes and impacts. The Community Action Plan will be a living document and will identify partner resources which will be required to realise the ambition of the Glasgow Community Plan.
- 5.2 The process for developing the Glasgow Community Action Plan will include significant stakeholder engagement; firm proposals for this will be part of the initial planning scheduled to commence in October 2017. A full timetable for developing the Community Action Plan is outlined in the 'Next Steps' section of this report. Following this, a further consultation exercise on the Action Plan will be undertaken.
- 5.3 The SOA Implementation Plans were developed on two levels:
- A city wide Implementation Plan for each of the priorities
  - Sector Implementation Plans that outlined activities to be undertaken at a sector level for each of the priorities
- 5.4 Where possible, GCPP used existing partnership structures in the city to develop the Implementation Plans. For example, at a strategic level, the Alcohol & Drug Partnership (ADP) have led on the development of the Alcohol Implementation Plan, with regular reporting of progress to the GCPP Strategic Board and Executive Group.

- 5.5 Part of the contribution of the GCPP Equalities Working Group was to support facilitated workshops around each theme of the SOA as part of an EQIA (Equality Impact Assessment) of the relevant Implementation Plans. Participants included representatives directly involved developing the Implementation Plans along with invited Glasgow Equality Forum representatives and others with knowledge or experience of equalities issues in Glasgow. The purpose of the workshops was to identify, consider and record a range of equalities considerations that might influence the direction of development of the SOA Implementation Plans, so that any identified issues could be addressed as part of the approval of the Implementation Plans.
- 5.6 Implementation Plans sought to take account of improving evidence around the different impacts of specific issues on different groups (e.g. higher rates of unemployment amongst young disabled or BME groups). Each Sector Partnership was encouraged to analyse the demographic make-up of their area or neighbourhoods and consider any protected characteristic groups that might be targeted within local plans.
- 5.7 It is proposed to follow this model outlined above in developing the Community Action Plan.
- 5.8 The SOA Implementation Plans provided the crucial link between the SOA and GCPP's Performance Management Framework (PMF). A similar link exists between the Glasgow Community Plan, the Action Plan, and a new Performance Management Framework.

## **6 Performance Management Framework**

- 6.1 GCPP adopted a Performance Management Framework (PMF) in March 2015. The current GCPP Performance Management Framework Portal is available on the GCPP website ([www.glasgowcpp.org.uk/performance](http://www.glasgowcpp.org.uk/performance)). The PMF was originally developed for the Single Outcome Agreement (SOA) but has been reviewed and developed in line with Community Empowerment (Scotland) Act 2015 guidance for an effective PMF. The PMF's core objectives in relation to the Community Plan are to:
- Initially, set out the outcomes to which priority will be given in the LOIP/Glasgow Community Plan/Locality Plans to achieving a described improvement within a defined timescale
  - Provide the performance monitoring data for the annual LOIP/Glasgow Community Plan/Locality Plans progress report
  - Assist the GCPP in its decision making relating to the Community Plan/Locality Plans, including the PMF informing follow up actions i.e. take mitigating action where necessary or being able to understand what is working well to enhance the success
  - Communicate the performance and work of the GCPP's, both internal and external to the Partnership that should:
    - Improve understanding of the added value of GCPP
    - Illustrate the contribution of the GCPP and individual partners to improving local outcomes and reducing inequalities

- 6.2 GCPP's PMF will continue to consist of the following four interlinked elements:
- Performance Monitoring Data
  - Evaluation Programme
  - Partnership Health Check
  - Communicating Performance
- 6.3 The immediate focus for the PMF will be on developing the outcomes/indicators and performance measures that will demonstrate progress around the priorities of Transport and Childcare. Initially, this involve the provision of effective PMF parameters to assist the development of Transport and Childcare Action Plans. Once the Action Plans are finalised, short/medium and long term outcomes, each with performance indicators/measures, baseline targets, will be agreed.
- 6.4 Concurrent to this work, monitoring and reporting arrangements, including the development of outcomes/performance measures, will be developed for the Glasgow Community Plan Focus Areas.
- 6.5 The other PMF elements (e.g. Evaluation Programme beginning in Year 3) will over the period of the Glasgow Community Plan provide more analytical qualitative content that will enhance the performance monitoring data, assist the GCPP in taking follow up actions, where required, and communicate performance in a variety of styles and formats.

## **7 Locality Plans**

- 7.1 As part of the CEA Community Planning Partnerships are required to produce Locality Plans for areas that experience significantly poorer outcomes as a result of socio-economic disadvantage. GHSCP chaired a short life partnership working group to support neighbourhoods to develop plans for the legislative timeframe of the 1<sup>st</sup> October.
- 7.2 In Glasgow ten Locality Plans have been developed for the nine areas currently covered by the Thriving Places approach, and Govanhill. Locality Planning complements the Thriving Places approach, which also commits to a place-based approach, partnership working, a 10 year programme, engaging communities meaningfully and taking asset-based approaches. A Locality Plan has also been developed for Govanhill due to its unique circumstances and issues.
- 7.3 The CPP will report annually on Locality Plans, with the aim of identifying improvements in the local outcomes. GCPP is also required to review and, if necessary, revise locality plans on a periodic basis. No specific time period for this is stated, but as much of the work is intended to be community-led, plans will evolve over time naturally. This means that Locality Plans are intended to be living documents. The Locality Plans can be found at the following link:  
<https://www.glasgowcpp.org.uk/index.aspx?articleid=16044>

## **8 Next Steps**

- 8.1 The Glasgow Community Plan and Locality Plans were approved by Glasgow Community Planning Partnership Strategic Board on the 26th September, and are now being taken to the governing bodies of each of the partners.

## **9 Recommendations**

9.1 The Integration Joint Board is asked to:

- a) to consider and endorse the Glasgow Community Plan and Locality Plans for the city.



# GLASGOW COMMUNITY PLAN



GLASGOW COMMUNITY  
PLANNING PARTNERSHIP  
[www.glasgowcpp.org.uk](http://www.glasgowcpp.org.uk)

# GLASGOW COMMUNITY PLANNING PARTNERSHIP



GLASGOW COMMUNITY  
PLANNING PARTNERSHIP

Glasgow Community Planning Partnership (GCPP) brings together public agencies, the third sector, and the private sector, to work to improve the city, its services, and the lives of people who live and work here. The Community Empowerment (Scotland) Act in 2015 requires the Partnership to publish a plan that sets out our shared priorities for the city, where we plan to make improvements and over time show that we have made these improvements. This document sets out the priority and focus areas from October 2017 onwards.

 [www.glasgowcpp.org.uk](http://www.glasgowcpp.org.uk)

 @glasgowcpp



This document and supporting information can be found online at:

[www.glasgowcpp.org.uk/communityplan](http://www.glasgowcpp.org.uk/communityplan)

Logos of citywide partners of Glasgow Community Planning Partnership are contained below.

Beyond citywide partners there are vast numbers of partners at a sector and area level, and partners on specific areas of partnership working.

# INTRODUCTION

The Glasgow Community Plan is a continuation of decades of community engagement, partnership and co-production.

Glasgow has emerged from a period of post-industrial decline to become a modern, outward looking, confident and growing City. By working in partnership we have been able to make great progress in tackling many of the social issues and ills that continue to blight our City. We have worked together to regenerate and transform many parts of Glasgow and we have done this with community engagement at its heart but not everyone has been able to share in the city's success, there is still much work to be done. It is these years of engagement with local communities that have informed this Plan.

The result of a significant number of public meetings, pieces of research, surveys, consultations, and lessons learned from previous strategies have provided the foundations on which we will build Glasgow's Community Plan.

From this evidence base, partners identified three focus areas:

**ECONOMIC GROWTH**

**RESILIENT COMMUNITIES**

**A FAIRER MORE EQUAL GLASGOW**

And two priority areas:

**CHILDCARE**

**TRANSPORT**

Specific actions in each of these priority areas will allow partners and local communities to better pool resources and expertise to deliver long-term benefits to their local areas. The Partnership has developed these priority and focus areas in discussion with a range of public bodies, third sector organisations, and community groups. The Partnership have utilised research to evidence that these are the important issues for Glasgow where we believe we can make a lasting difference by working together. This plan complements the partnership working already taking place in the city. A range of strategies and plans have influenced the drafting of this plan. Glasgow's Community Plan is published along with 10 locality plans setting out how we will tackle issues within specific communities across the city; these plans can be found online: [www.glasgowcpp.org.uk/thrivingplaces](http://www.glasgowcpp.org.uk/thrivingplaces)

Effective community engagement and participation is essential to the success of this plan and as community planning partners we remain committed to involving Glaswegians in every aspect of this process. Our ways of working will include the function and composition of GCPP structures including Area Partnerships and Community Councils. These structures and organisations embody the principles of involvement, participation, engagement and will be vital to the success of the Glasgow Community Plan and the development of active and informed citizens.

As set out below, we will be producing a Community Action Plan which will be a living document and will identify partner resources which will be required to realise the ambition of the Glasgow Community Plan.



Following the publication of the draft Glasgow Community Plan, a two month public consultation was undertaken. Responses to the consultation confirm that the identified focus and priority actions in the draft Glasgow Community Plan had broad public support. Noticeably the two priority areas – Transport and Childcare – which were offered by many respondents as answers to questions on the plan’s focus areas, reinforcing their inclusion as priority areas. The Glasgow Community Plan was informed by comments from the public consultation, partners and stakeholders. These comments will also be used to inform the Glasgow Community Action Plan; a blueprint of actions to achieve our aims.

Consultation responses showed a strong desire that local communities should be at the heart of decision making and empowered to not just offer views on decisions but actively shape and participate in them. This reinforces the aims and ethos of Community Planning and is a strong indicator of the partnership approach that Partners hope to foster with local communities. Over 330 Community Organisations and individuals took part in the consultation with the vast majority of respondents submitting their views through an online survey monkey response. Each priority action received widespread support which was reinforced by a high number of supporting comments and suggested actions. In addition to these, respondents were asked what one action they would recommend partners undertake to add greatest value to each focus area and each priority area. This generated a number of comments which were collated and used to inform this Plan.

When asked *To what extent do you agree or disagree with the focus areas:*

- 85.05% supported Economic Growth as a focus area
- 93.46% supported Resilient Communities as a focus area
- 89.72% supported A Fairer More Equal Glasgow as a focus area

A similarly positive response was recorded for the two priority areas:

- 78.79% agreed Childcare to be a priority area
- 75.76% agreed Transport to be a priority area

## **Economic Growth**

Respondent comments supported the inclusion of Economic Growth as a focus area. The most common theme identified from respondents centred on Education and Skills (25%), Jobs and Employment (17%) and Infrastructure Investment (11%). A clear thread running through comments was creating a greater number of jobs and opportunities. In particular many comments focused on the link between employment, and education, skills and training.

A further 5% of respondents specifically identified employability programmes and the key supporting role they play with a further 3% identifying apprenticeships. Other prominent topics included: Business and SME investment including start-up help; Transport; Targeted help for local high streets; Lowering of business rates and Improving the city’s overall Health and Wellbeing.

## **Resilient Communities**

Resilient Communities received the strongest backing as a focus area and was also the most queried concept of the three identified areas. The two most clearly identified actions were Greater Community Engagement (18%) and Community Empowerment (17%). These two actions received almost double the number of suggestions as Improving the local environment (10%), the next most popular comment. Most suggestions wanted services and actions delivered by partners to be shaped and designed by local communities with a greater degree of consultation and increased power over

budgets. Respondents wanted to see partners work closely with communities to empower local groups or residents to deliver change, services and other benefits locally. A number of comments (6%) referenced the existing Thriving Places approach and their support for the initiative, with 5% of replies calling for tougher enforcement against anti-social behaviour and stronger policing. A small number of respondents (1%) used the suggested action to highlight their lack of understanding of the concept of a resilient community is. This has been taken on board and the final plan now includes a much clearer definition.

### **A Fairer and More Equal Glasgow**

Responses to this focus area were more evenly spread among topic areas than other focus areas with four identified issues – Education & Skills, Tackling Poverty, Transport and active travel and Housing – all receiving comments by approximately 10% of respondents. Commonly identified themes were providing additional support to children identified as struggling or from deprived backgrounds; tackling homelessness and meeting the housing needs of the city; and Improving the affordability and connectivity of public transport to help people back into work. Other respondents wanted partners to focus on: mitigating the impact of welfare reform; increasing community

engagement and empowerment; childcare; tackling prejudice and promoting greater equality and diversity.

### **Transport**

Transport was a common answer that ran through every question of the consultation, averaging close to 10% of all answers. When Transport was the specific subject rather than the answer, the most popular areas for comment concerned affordability, connectivity and integrated ticketing of public transport. One in three respondents to the consultation felt that the affordability of public transport was an area that needed to be addressed (33%). One in four also believed that a more connected public transport network is required with many comments identifying a lack of services in evenings and weekends (25%). A similar number (24%) believe that Glasgow requires an integrated ticket solution. 19% of respondents calling for improvements to transport infrastructure – 11% specifically identifying cycling infrastructure while 17% of those who completed the question believe that the current network needs to be expanded with. Other respondents identified the regulation of bus services, the reliability, condition and safety of services as well as the continuation and extension of concessionary travel schemes. There was only a single respondent who disagreed with transports inclusion in the Glasgow community Plan.

### **Childcare**

Childcare was also a recurring theme through many consultation answers. Comments on the single action to improve childcare strongly identified three issues from respondents: Cost (43%), Increased or Expanded Provision (40%), and Flexibility (23%). Nearly half of respondents identified the high cost of childcare as an issue of concern with many identifying it as a barrier or disincentive to work, a pressure on working families and an economic investment. Many respondents identified the need for childcare to be flexible to meet the needs of a diverse and working population with more wrap-around and holiday provision. Other identified issues included: closer partnership with community, social and private providers; encouraging or enforcing businesses to provide or help others to provide childcare; greater outdoor and innovative provision including co-establishing with care homes and providing a service for older ‘children’.

The Glasgow Community Plan is intended to be a ‘living document’ that will change and adapt alongside the needs of the city and local communities. Therefore there is an understanding an expectation that the Plan will be flexible and effectively remain out at constant consultation.

# EQUALITIES

Glasgow is Scotland’s most diverse city. Although outcomes are improving for residents, they are not improving fast enough for those living in poverty nor for those who face barriers and disadvantage due to a protected characteristic (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, or pregnancy and maternity).

Community Planning Partners have a shared commitment to equality and will not tolerate inequality and discrimination in the city. We will take action to address the underlying causes of this. Partners are committed to eliminating discrimination. Fostering good relations between groups and continuing to advance equality for groups in our city who share a protected characteristic.

The table below highlights some of the particular issues faced by different groups in the city. These have been set against the 3 focus area and 2 priority areas that are set out later in the plan.

<b>Priority Area – Transport</b>
Accessibility and affordability of public transport is a concern voiced by disabled peoples groups
Safety on public transport can be a concern for women and some ethnic minority groups
<b>Priority Area - Childcare</b>
Affordability and accessibility of suitable children impacts on single parents who tend to be women and those on low incomes
Occupational segregation is still prevalent in the childcare workforce
<b>Focus Area - Economic Growth</b>
Disabled people and some ethnic minority groups have poorer employment prospects
A number of groups are further from the labour market than others
A greater number of LGBT people live in the most deprived areas in Scotland

## Focus Area Resilient Communities

Hate crime and harassment is an issue of concern to disabled people, ethnic minority communities and LGBT people

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Disabled people face particular barriers and often additional costs to allow them to engage and participate in their community

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Older people can be at greater risk of social isolation and loneliness than the population as a whole

## Focus Area – A Fairer, More Equal Glasgow

Almost half the people living in poverty in the UK are disabled or live in a house with a disabled person

All Community Planning Partners have a shared commitment to addressing inequality and discrimination and will take action to address the underlying causes of this. To do this, Community Planning Partners will:

- Use the framework provided by the Equality Act 2010 and the Public Sector Equality Duty to mainstream equality within the day to day work of our Community Planning Partners
- Ensuring that appropriate Equality Impact Assessments are carried out on all relevant programmes of joint activity implemented as a result of the Community Plan and that the results of these assessments are acted on
- Contributing to the development and use of a robust evidence base, which identifies the underlying causes of inequality and supports the activity by which these are addressed
- Actively engaging with communities in order to understand their perspectives, concerns and priorities

We have engaged with the Glasgow Equality Forum and other equality groups in developing this Strategic Plan. We are developing Action Plans that will provide more detail about how we will implement these priorities and we will actively seek to work in partnership with equality groups in the development of the Action Plans.

## VISION

“ Our vision is for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city’s success.



Inclusive Growth for Glasgow is our key objective. That means we have a city where:

- Everyone benefits from the city’s success no matter where they were born or live
- Everyone has a good start in life and is supported at key stages of their life
- There is greater equality and better health, including mental health and wellbeing
- Everyone is supported to realise their potential
- People live in clean and safe neighbourhoods
- People have the skills and connections in their community to be more self-reliant and take more control over their lives and community
- People are listened to and take part in decisions affecting their lives and neighbourhoods
- Agencies and community groups will help people make the most of what is on offer in their local neighbourhoods

# WHAT WE HAVE ACHIEVED SO FAR

We know that Glasgow Community Planning Partnership works best when we focus on a small number of priorities.

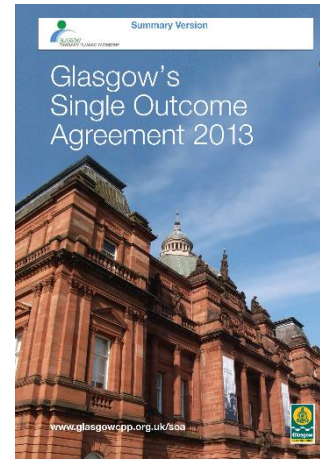
In the Single Outcome Agreement 2013 we prioritised:

**ALCOHOL**

**YOUTH EMPLOYMENT**

**VULNERABLE PEOPLE**

**THRIVING PLACES**



The Partnership has progressed in all of these priorities. There is more to do but our shared focus and new ways of working have become part of our day to day work and of our core business, as well as continuing to work in partnership in these key areas e.g.:

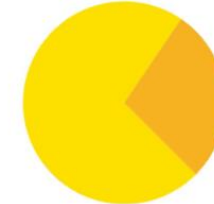
- Alcohol through the Alcohol and Drugs Partnership
- Youth Employment through the Glasgow Guarantee, the Graduate Trainee scheme, and other initiatives
- Vulnerable People (Homelessness) through Housing Options and other partnerships
- Vulnerable People (In-Work Poverty) through Poverty Leadership Panel and other partnerships
- Continuing the Thriving Places approach as part of Locality Planning

We want to take on some new challenges which have proved difficult to tackle in the city. Building on the Single Outcome Agreement approach and learning from what we have achieved so far, the Partnership is resolved to concentrate on a few priority areas that can transform Glasgow.

**29%** fewer patients were admitted to hospital due to Alcohol in 2016 than in 2009



The level of **Youth Unemployment** has reduced by more than 70% in the last five years (March 2012-2017)



Proportion of Glasgow residents who **feel they belong** to local area:



**71%**



## PRIORITY AND FOCUS AREAS

We are committed as a Partnership to achieving our key objective of inclusive growth in Glasgow. We know that to achieve inclusive growth we need a successful Glasgow economy and a long term investment in our people and places. By taking action collectively and as individual organisations in three focus areas, we will deliver the change and improvement needed to achieve inclusive growth. These focus areas are:

### ECONOMIC GROWTH

### RESILIENT COMMUNITIES

### A FAIRER MORE EQUAL GLASGOW

These focus areas are currently being addressed at a number of levels; working with neighbouring authorities at a city region level, and as partners and individual agencies at a city and neighbourhood level. Many of the activities are partners' core business.

The Partnership has identified two initial priority areas we see as enablers – crucial things we need to get right in the city if we want to deliver the key objective of inclusive growth. The two priority areas we have chosen are:

### TRANSPORT

To ensure people and communities are connected to local and city services, opportunities, learning and jobs, and to tackle social isolation and mental wellbeing.

### CHILDCARE

As a gateway to learning and work opportunities for parents and carers, a good start in life for our children, and tackling poverty (particularly in-work poverty).

The Partnership has chosen specific priority areas that are important for the focus areas of economic growth, resilient communities, and achieving a fairer more equal Glasgow. It does not matter where you live, are working or not, are younger or older; everyone can benefit in the city by getting these things right. Transport and Childcare are the two priority areas where the Partnership will lead action across the city and with the UK and Scottish Government's, employers, and investors to make improvements in service design and delivery. What that means is we will share leadership and responsibility and use:

- our policies, programmes, and activities to improve transport and childcare across the city
- our buildings, staff, and shared information to support us to improve transport and childcare across the city
- our financial resources to invest in or support improvements to transport and childcare across the city

The College and Lifelong Learning Policy Commission involved city partners from the education, business, voluntary and third sector. The Commission found that funding barriers, difficulties with transport, and childcare could stop people from starting a learning course or make it difficult for them to continue. We will take into account the Commission's recommendations as we develop our action plans.

By working together we want to build on existing plans, strategies, and progress to achieve:

- **Transport that serves communities as well as the city centre and is designed around how people live their lives**
- **A connected transport strategy for Glasgow that links people to shops and services, education, healthcare, training and job opportunities, and to entertainment and events**
- **An integrated ticketing system**  
*The College and Lifelong Learning Policy Commission Report acknowledged the work by SPT to progress integrated ticketing across the City region to date, recognising the challenges, given the current nature of bus services operating in a commercial, deregulated market.*
- **Clean, safe, and affordable public transport**
- **An accessible public transport system with a reputation for taking care of its passengers**
- **A sustainable system with a road and pavement network that allows you to walk or cycle across the city**
- **Support for the city's plans with other neighbouring authorities to achieve better connections to the airport, road network, and railways**

**By working together we want to build on existing plans, strategies, and progress to achieve:**

- **More affordable and accessible quality childcare in Glasgow**
- **Childcare provision in those areas with limited childcare options**
- **Flexible and extended childcare hours that suit people's lives**
- **A mixed model of provision with childcare options provided by the Council, partnership nurseries, social enterprises, and child-minders**
- **Implementation of the Scottish Government's requirement to extend more free hours to 3-5 year olds by 2020**
- **Providers given information and support to help them expand their organisations' and link with others in the area**
- **Parents and carers informed about local choices, particularly those going to education, training, or into work**

## FOCUS AREAS | ECONOMIC GROWTH

Glasgow is a fast growing major city economy with a diverse business and industry base and a highly skilled population. We are the centre of the only metropolitan area in Scotland. Glasgow already has an Economic Strategy and a City Region Economic Strategy. These are the strategies that the Partnership will support to deliver economic growth for Glasgow.

We support the city economic strategy's aim to make Glasgow the most productive major city in the UK. To do that we know we need to encourage more innovation, grow our business base, better link skills provision with the needs of the local economy and tackle longstanding health issues for Glasgow to realise its potential.

### The economic strategy's 10 priorities are:

Raising Health	Smart Infrastructure Investment
Skills for All	Housing Mix
A Fairer Glasgow	Supporting Enterprise
Supporting our Key Sectors	Linking Education to Employment Opportunities
Innovation/High Value Employment	Increasing our Population

Many of these issues are core business for individual partners. As a Partnership we believe we can add further value and improvement by acting together in the areas which support our focus areas of resilient communities and a fairer more equal Glasgow. We can add greatest value as a partnership in the areas of:

### RAISING HEALTH

- Ensuring the Glasgow Health Commission's recommendations in relation to improving mental health and mental wellbeing are implemented

### SKILLS FOR ALL

- Ensuring all employability support in the city includes a transferable qualification ensuring a legacy for every individual supported
- Ensuring employability support will focus on those furthest from the labour market, with more resources spent on preventing individuals from becoming long-term unemployed
- Support the delivery of the Glasgow Guarantee, ensuring every young person receives support in the form of work, training or an apprenticeship.
- We will work with employers to increase the awareness and understanding of the value of the Glasgow Guarantee to both employers and citizens
- Increase the number of people supported through the Glasgow Guarantee from under-represented groups, such as those from black and ethnic minority communities, care leavers and people with disabilities

- Widening access to life changing college learning and increasing the proportion of college learners who progress to economically sustainable employment.

## **LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES**

- Working in partnership with employers, Glasgow will pioneer a new approach to work experience, giving young people sustained experience of the world of work.
- We will also increase mentoring support for young people studying in Glasgow's schools
- We will increase the number of young people gaining qualifications in IT, support the establishment of more digital skills academies and provide more support for coding in primary schools to tackle the digital skills shortage and provide our citizens with the skills to take advantage of one of the city's key sectors
- Glasgow will put economic development at the heart of the city's education policies, including ensuring head teachers, parents and higher and further education institutions are informed of economic trends and opportunities
- Providing more opportunities for college learners to develop their skills in real work environments.
- Offer regional college learning opportunities which respond to economic and social needs and which meet the needs of employers and key industries, and support the inclusive growth of our regional economy.

## **THE PARTNERSHIP'S ROLE**

These plans already report into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them. We believe we can add value in the areas of:

- Raising Health
- Skills For All
- Linking Education to Employment Opportunities
- Ensuring Inclusive Growth is at the heart of the master planning for city deal projects
- Ensure the Glasgow City Deal tackles inequalities by placing inclusive growth at the heart of the master planning process for all of our infrastructure projects.

We will agree how the partnership can best support these areas. We see our role as supporting key actions and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our plan and actions are helping the city to meet these wider economic growth objectives or if it needs to be changed.

## FOCUS AREAS | RESILIENT COMMUNITIES

We will take a number of approaches to develop resilient communities in our city. These include:

**THRIVING PLACES**

**PLACEMAKING**

### THRIVING PLACES

Our Thriving Places approach to area focused regeneration in Glasgow has made great progress. It is a better way of working between organisations and communities at a very local level, making better use of existing resources and assets to achieve better outcomes. It is making connections with people in neighbourhoods, supporting them to identify, articulate, and fulfil their aspirations that they have for themselves and their communities.

The nine Thriving Places across the city are:

#### *North West Sector*

**RUCHILL/POSSILPARK**

**DRUMCHAPEL**

**LAMBHILL/MILTON**

#### *North East Sector*

**PARKHEAD/DALMARNOCK/CAMLACHIE**

**EASTERHOUSE**

**SPRINGBOIG/BARLANARK**

#### *South Sector*

**PRIESTHILL/HOUSEHILLWOOD**

**GREATER GORBALS**

**GREATER GOVAN**



Good progress has been made through Thriving Places with the approach commenced in all nine Thriving Places; each are at different stages of maturity. The Partnership has agreed that the 9 Thriving Places and Govanhill will be the subject of Locality Plans. The Partnership intends to undertake work to identify potential localities for a potential phase 2 of locality planning, taking into account relevant indicators. Any further phase of Thriving Places will build upon lessons learned from phase 1.

## PLACEMAKING

We already have an approach to placemaking set out in the City Development Plan and the Resilient Glasgow Strategy with a commitment to place based solutions. Placemaking means that public bodies take into account the factors that contribute to an area, what makes it successful and what is not working. It is an essential part of our approach to achieving the key objective of inclusive growth.

Placemaking means having a real dialogue with people who live and work locally, gathering and using their knowledge about how we can shape the local place together and integrate new ideas and services. We know that creating that link between people and place means that we all have a greater stake in its success, want to be part of that place and can improve people's health, happiness, and wellbeing. It can provide environments which function well, link well with surrounding areas, and provide attractive areas in which to socialise, to move around and to do business. It can contribute to how a local place or neighbourhood can support economic growth locally and at a city wide level. We will support the implementation of the City Development Plan and the Resilient Glasgow Strategy in delivering placemaking. Partners will seek to work with the Greenspace Scotland Network when planning and developing any neighbourhood greenspaces, recognising that green infrastructure can contribute to healthier, safer, and fairer communities.

The Resilient Glasgow Strategy and the findings of the soon to be published city's Health Commission set out the actions that need to be taken if we are to focus more on the strengths and skill of the people of Glasgow. This includes addressing some of the long term underlying health issues such as mental health and wellbeing and the things which contribute to that, such as feeling isolated or not connected to your local community and its services. We will consider the Health Commission report when published and agree the areas that the Partnership will support. We will support the implementation of the actions to empower Glaswegians as part of the Resilient Glasgow Strategy.

### We will focus on:

Ensuring more services and local spending are shaped by local people's views

Improving opportunities for people to connect and contribute to their local area

Ensuring we make the best use of local facilities, people's skills and our shared resources to tackle social isolation and improve connection to people in the community

Continuing to support and grow our thriving places approach and take the lessons learned to other communities in the city

## THE PARTNERSHIP'S ROLE

The Partnership will lead in the Thriving Places, putting placemaking at the heart of that approach. What that means is we will share leadership and responsibility and use:

- our policies, programmes, and activities to support areas in the city
- our buildings, staff, and shared information to make improvements in these areas
- our financial resources to invest in or support improvements in these areas

The Health Commission and the Resilient Glasgow Strategy already report into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them.

**We will agree how the partnership can best support these plans in the areas of:**

Mental Health And Mental Wellbeing

Social Isolation

Empowering Glaswegians

We see our role as supporting key actions and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our plan and actions are helping the city to meet these wider resilient community objectives or if it needs to be changed. It is important for the Partnership to continue to promote better connected communities, utilising opportunities offered by technology.

Our Safe Glasgow Group will continue to provide the platform for working collaboratively with Police Scotland, Scottish Fire and Rescue Service (SFRS) and other agencies to improve community safety. A live example of this collaborative work is with regard Unwanted Fire Alarm Signals, of which there were 5,500 in 2015/16 within the Glasgow area, impacting SFRS by diverting essential services from potential emergency situations and increase the number of unnecessary blue light journeys.

The Community Justice arrangements within Glasgow work closely with GCPP which provides governance and oversight of Community Justice Glasgow. Community Justice Glasgow aims to reduce reoffending through continued partnership working and taking effective action on our goal of achieving resilient communities. The Community Justice Outcomes Improvement Plan (CJOIP) was written collectively with community justice and wider partners, identifying key themes for the city, which fit with the resilient communities focus area of the Glasgow Community Plan. The CJOIP is an initial plan for the year 2016/17, with future plans co-ordinating with this Glasgow Community Plan. A key theme within the CJOIP which has significant overlap with the Glasgow Community Plan is 'Building Protective Factors.' This theme aims to improve factors evidenced to influence reoffending, including employability, education, health and well-being and housing. Community Justice will be contributing to creating resilient communities while working towards achieving the community justice vision where; "Glasgow is a safer place where reoffending is reduced, the impact of crime is mitigated and all citizens have equal opportunity to thrive."



## FOCUS AREAS | A FAIRER MORE EQUAL GLASGOW

Everyone in Glasgow has a lot to gain from tackling fairness and equality and ensure that everyone benefits from the cities success. The city has a strategy to tackle poverty; the People Make Glasgow Fairer Strategy. The strategy has been co-produced with the partners in the Poverty Leadership Panel that included volunteers from the Glasgow community who have experience of living in poverty; the Community Activist Panel. The Partnership will adopt the People Make Glasgow Fairer Strategy. We will support the delivery of its aims and workstreams which are to tackle:

### **Attitudes**

People's negative attitudes to those living in poverty

### **Child Poverty**

Taking action to reduce the number of children living in poverty in Glasgow and looking at particular issues for lone parents

### **Credit and Debt**

Ensure that our most vulnerable citizens have access to affordable credit and bank accounts

### **Participation**

Glaswegians are involved in shaping and making decisions about the places and services that affect their lives and Glasgow's future

### **Work and Worth**

Ensure that paid work provides a wage sufficient to enable an adequate standard of living in Glasgow and address barriers preventing disabled people taking up employment

### **Welfare Reform**

Mitigate the effect of welfare reforms for those living in poverty by ensuring that they receive the benefits they are entitled to and have access to advice to know their rights

### **Housing**

Ensure that local people are routinely and meaningfully involved in local housing issues and structures in Glasgow

### **Food Poverty**

Co-ordinate the approach to food poverty and food insecurity across the city, to ensure that there is a long term sustainable alternative to food banks

### **Fuel Poverty**

We want to increase the energy efficiency of the housing stock across all tenures in the city and mitigate the impact of rising energy costs on vulnerable households

We know that living in poverty impacts adversely on health, wellbeing and the ability to participate in the life of the city. We have set out our commitment to tackling inequality earlier in this plan. We know that some groups are disproportionately affected by poverty. This includes disabled people, some ethnic minority groups, and female lone parents.

Understanding the reasons that people fall into poverty and the reasons they remain there will help us to develop better targeted more effective policy interventions. For example, we will continue to support Glasgow's Independent Living Strategy which aims to ensure that by 2026 Glasgow has evolved into a fully inclusive and accessible city where disabled people are able to live independently.

## **THE PARTNERSHIP'S ROLE**

The People Make Glasgow Fairer Strategy already reports into a number of city bodies and agencies. We do not intend to complicate these arrangements but to support them. We will agree how the partnership can best support these plans in the areas of:

**ATTITUDES**

**PARTICIPATION**

**CHILD POVERTY**

**WORK AND WORTH**

We see our role as supporting key actions in these areas and holding each other to account for their delivery. We will also maintain an overview and insight on general progress and data on city trends, challenges and opportunities. This will help us know if our community plan and actions are helping the city to meet these poverty objectives or if our plan needs to be changed.

## WAYS OF WORKING

The Partnership have agreed ways of working principles which have been evidenced in practice through our One Glasgow approach. We share a number of values as partners and they will underpin how we work together:

### PRIDE

The people of Glasgow are proud of this city; the Partnership and its organisations are proud to serve the people of Glasgow

### RESPECT

For one another in the Partnership and to treat the people we serve with respect

### INFORMED

We share information in the Partnership, with people and communities; valuing, listening, and responding to ideas and views

We know we need to continue to embed these ways of working. We have identified what is important if we want to improve how we work together to deliver our priorities and to make a difference in Glasgow. These are:

- Shared leadership - we work together for the city, focused on the same priorities at a city wide level and make sure they are reflected in each of our organisation's plans, how we work day to day and in our dealings about Glasgow nationally and locally
- Services designed around people - we do that together by sharing resources, including staff, buildings, information and financial resources and working in virtual hubs or co-locating where we think that will deliver better services. We have already started a shared project to look at our properties and the opportunities for sharing
- Co-Production - Services developed in collaboration with people, communities and other agencies so that services are easy to access, provide support for how people live their lives now and make the most of our existing assets
- Prevention - we are investing in people and places for the long term. This means working together in a joined up way at key stages in peoples' lives particularly at key life transition points. For example at pre-school, leaving school, first job or college place, progressing to another job
- Anchor organisations - we will develop this idea of where a strong organisation in an area can take the lead to help the community get activity and connections going to build up capacity and to improve the look and feel of an area. We will link this to placemaking

## OUR TARGETS

Glasgow Community Planning Partnership adopted a Performance Management Framework (PMF) in March 2015, which was originally developed for the Single Outcome Agreement but has been reviewed and developed in line with Community Empowerment (Scotland) Act 2015 guidance for an effective PMF, founded on the principles of community participation, transparency, and accountability.

The PMF will continue to consist of the following four interlinked elements:

PERFORMANCE MONITORING

EVALUATION PROGRAMME

PARTNERSHIP HEALTH CHECK

COMMUNICATING PERFORMANCE



The performance monitoring data for the Glasgow Community Plan will consist of five core sets of performance measures around Economic Growth, Resilient Communities, A Fairer More Equal Glasgow, Childcare and Transport, each with a headline measure. In addition, monitoring data will be collected on Community Participation and Ways of Working.

The immediate focus for the PMF will be on developing the outcomes/indicators and performance measures that will demonstrate progress around the priorities of Transport and Childcare. Initially, this involves the provision of effective PMF parameters to assist the development of Transport and Childcare Action Plans. Once the Action Plans are finalised, short/medium and long term outcomes, each with performance indicators/measures and baseline targets will be agreed.

Concurrent to this work, monitoring and reporting arrangements, including the development of outcomes/performance measures, will be developed for the Glasgow Community Plan Focus Areas. This work will be undertaken in conjunction with partner agencies that are leading on the relevant strategies (Glasgow's Economic Strategy, Resilient Communities Strategy and A Fairer Glasgow strategy).

The other PMF elements (e.g. Evaluation Programme beginning in Year 3) will over the period of the Glasgow Community Plan provide more analytical qualitative content that will enhance the performance monitoring data, assist the GCPP in taking follow up actions, where required, and communicate performance in a variety of styles and formats. Overall, the PMF will be a clear statement to the added value community planning offers the city.

A comprehensive 10 year reporting timetable will be included in the final Performance Management Framework.

## ACTION PLAN & STRUCTURES

This Glasgow Community Plan is a high level strategic plan. In order to take forward joint work on its focus and priorities areas, a Community Action Plan will be developed with details of actions, activities, resources required, outcomes and impacts.

The Community Action Plan will be a living document and will identify partner resources which will be required to realise the ambition of the Glasgow Community Plan.

The process for developing a Glasgow Community Plan will include significant stakeholder engagement; firm proposals for this will be part of the initial planning scheduled to commence in October 2017. Where possible, GCPP will use existing partnership structures in the city to develop the Action Plan.

The GCPP Equalities Working Group will have a significant role when developing the Community Action Plan, identifying, considering, and recording a range of equalities considerations that might influence the direction of development of the Action Plan, so that any identified issues can be addressed. The Partnership will invite support from the Glasgow Equality Forum and others with knowledge or experience of equalities issues in Glasgow.

The Single Outcome Agreement Implementation Plans provided the crucial link between the Single Outcome Agreement and GCPP's Performance Management Framework. A similar link exists between the Glasgow Community Plan, the Action Plan, and a new Performance Management Framework.

The Partnership is reviewing its structures to ensure that there is good governance and that:

- Communities, partners and stakeholders have a strong voice in the delivery of the plan
- Communities can influence decisions on services and how we spend money locally
- Public sector partners are accountable for its delivery and are clear on their role and contribution
- Shared performance on the delivery of the plan and ways of working are scrutinised and lessons learned

Proposals on the structures are under development and will be the subject of consultation over the last quarter of 2017.