

Glasgow Community Planning Partnership



 ACCOUNTS COMMISSION

 AUDITOR GENERAL

Prepared by Audit Scotland
April 2014

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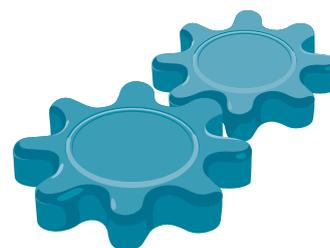
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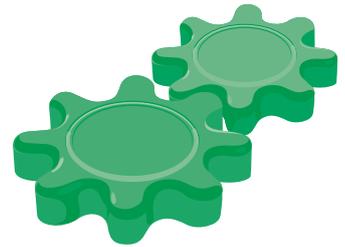
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Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

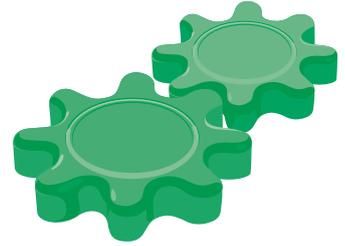
Commission findings



- 1** The Commission notes the report by the Controller of Audit and the Auditor General for Scotland on community planning in Glasgow.
- 2** The Commission is encouraged by the clarity of purpose and direction of Glasgow Community Planning Partnership (CPP). The prioritising of three themes by the partnership is a sensible and measured approach given the scale and complexity of the social and economic challenges facing the city. Equally encouraging is the focus on preventative work and a shared commitment to addressing inequality in the most deprived areas within the city.
- 3** The positive movement in performance against the outcomes in its single outcome agreement (SOA) is also to be commended, but outcomes in some important areas still lag behind other major Scottish and comparable English cities.
- 4** In our previous work on the audit of Community Planning Partnerships, we found that partnerships need to do more to show how their consultation activity is influencing community planning priorities and leading to better outcomes for local people. There is good potential for ensuring that local flexibility and vibrant community engagement is an integral part of community planning in Glasgow. Features such as the council ward-based structure of the area partnerships and the community asset-based approach being taken in the *Thriving Places* initiative are useful foundations. They allow the partnership to coordinate better, and thereby prevent duplication of, the engagement activities already being undertaken by individual partners in delivering better local public services that reflect local community need.
- 5** In building on these foundations, there is still much to do. The Commission wishes to highlight the following key issues:
 - It is essential that the leadership momentum is sustained and the culture of joint working deepened.
 - The partnership is committed to a system of governance and accountability that is transparent and effective. The ambition is commendable but it will not be fully realised and validated until an effective system of performance management and effective scrutiny, both to measure progress in implementing priorities and also to enable the partners to hold each other to account, is in place.

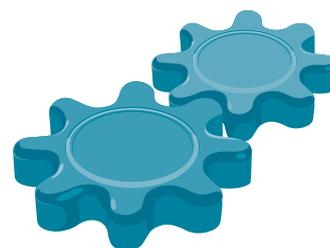
- We identified in our previous work that Community Planning Partnerships need to be clearer about their priorities. Glasgow Community Planning Partnership has made good progress, but it now needs clear plans and targets for these priorities. It also needs to address how it identifies, allocates and redirects resources to fulfil such priorities. Key to this will be focusing on shifting resources towards longer-term preventative approaches to delivering services linked to the three priority partnership themes.
- Finally, we stress the importance of clarity of the relationship and effective joint working between the Community Planning Partnership and the proposed health and social care partnership given their common interest in planning and delivering services on a locality basis.

Key messages



- 1** The Glasgow Community Planning Partnership (CPP) has set a clear strategic direction which reflects a greater emphasis on a preventative approach to delivering public services and a commitment to dealing with some of the most difficult issues facing Glasgow. It has identified three themes as priorities for action over the next ten years: alcohol, youth employment and vulnerable people. The CPP has also committed to concentrate its efforts on particularly deprived areas in the city.
- 2** All CPP partners must continue to show strong leadership and commitment so they can deliver on these priorities. The CPP has to maintain the pace it is working at and move quickly from planning to implementation. As it does, the CPP must agree clear plans that set out what it will do, the resources it will need and individual partners' responsibilities. Shifting resources will be difficult for all the partners as they balance the needs of the CPP with their own priorities.
- 3** The Glasgow CPP has a clear system of governance and accountability but this has not yet been fully tested. The CPP is structured into 21 area partnerships across the city that reflect council wards, improving how councillors can become involved in community planning at the local level. The CPP partners are building on their existing partnership working to deliver their joint priorities. Partnership working in Glasgow is inherently complex. It will be important for the CPP to work with the new health and social care body as it is being established to ensure it contributes effectively to the delivery of the single outcome agreement (SOA).
- 4** The partners in the Glasgow CPP collectively spend over £4 billion each year. Most of these resources are currently committed to meeting individual partners' priorities and only a small proportion of this total contributes directly to the priorities in the SOA. At present, the CPP does not fully understand how much this is and how it is being spent. It is starting to improve its understanding of the resources that relate to its priorities, and how to use these more effectively. This is a necessary and positive first step towards meeting the Scottish Government's and COSLA's aspirations for how CPPs use resources, for managing reduced public sector budgets, and improving outcomes for people.
- 5** The CPP has generally made good progress against the five themes of Working, Learning, Healthy, Safe and Vibrant identified in its last SOA. Despite this, Glasgow is still not performing as well as other major Scottish cities and comparable English cities. This reflects the scale of the social and economic challenges that it continues to face.

Background



Glasgow

1. As Scotland's largest city and the fourth largest in the UK, Glasgow has a European and a global profile. Later in 2014, it will host the Commonwealth Games. Within Scotland, it serves as the economic and cultural hub for much of the wider west of Scotland region.

2. The effects of a rapid expansion and decline of heavy industry dominate Glasgow's history. This history has brought both economic success and extreme poverty. In recent years, Glasgow has shifted the balance of employment away from its traditional strengths in industry towards the service sector, especially financial services. It has successfully attracted inward investment, regenerated parts of the city, and established itself as a tourist destination.

3. Glasgow continues to face greater social challenges than other Scottish cities ([Exhibit 1, page 8](#)). In particular, people living in Glasgow have poorer health and lower life expectancy than in comparable cities. The reasons for this are not fully understood.¹

4. Glasgow has recently been identified as the most unequal city in the UK and there are stark inequalities within the city. ([Exhibit 2, page 9](#)).² Glasgow has 11 per cent of the Scottish population but, in 2012, contained 30 per cent of the 15 per cent most deprived geographical areas in Scotland.³ There has been progress since 2004 in reducing the levels of relative deprivation in Glasgow in comparison with the rest of Scotland. In 2004, 38 per cent of the most deprived geographical areas in Scotland were in Glasgow.

5. Reducing inequality, deprivation and improving outcomes for people requires:

- a long-term perspective
- an understanding of the complexity of the factors that create inequality and deprivation
- a willingness to address deep-seated social and cultural attitudes and behaviours.

To do this, all those involved in delivering public services have to work together, share lessons about what works and demonstrate collective self-awareness and resilience, especially in the context of future public sector budget reductions.

Exhibit 1

Comparison of outcomes between Glasgow and other Scottish cities

Glasgow performs poorly relative to other Scottish cities on a range of indicators.

	Glasgow	Scottish major city average*
Life expectancy at birth (men)	72.6	76.3
Life expectancy at birth (women)	78.5	80.8
Percentage of children living in poverty	32.2%	19.4%
Number of recorded crimes per 10,000 population	889	652
Percentage of adults with no qualifications	15.8%	9.3%
Percentage of adults with at least one NVQ level 4 qualification	40.3%	44.9%
Proportion of young people not in education, employment or training	16.0%	10.7% **
Proportion of adults in employment	59.9%	71.0%
Proportion of the adult population claiming at least one key benefit	20.1%	12.1%

Note: * The average of Aberdeen City, Dundee City and the City of Edinburgh.

** Scottish average

Source: General Register Office for Scotland; HMRC; Recorded Crime in Scotland 2012-13, Scottish Government; Annual population survey, Office for National Statistics; Joseph Rowntree Foundation; Scottish Local Authorities Economic Development Indicators Framework 2012/13; Scottish Local Authorities Economic Development Group; Scottish Government, Improvement Service

The role of Community Planning Partnerships (CPPs)

6. CPPs exist in all 32 local authority areas in Scotland to coordinate and improve the way public services are planned and delivered. They aim to improve outcomes for people living within their areas and reduce inequalities. They bring together the:

- public sector: including councils, health boards, police and fire services, housing associations, enterprise agencies and colleges
- third sector: for example community groups, voluntary organisations, charities, social enterprises, cooperatives and individual volunteers
- private sector.

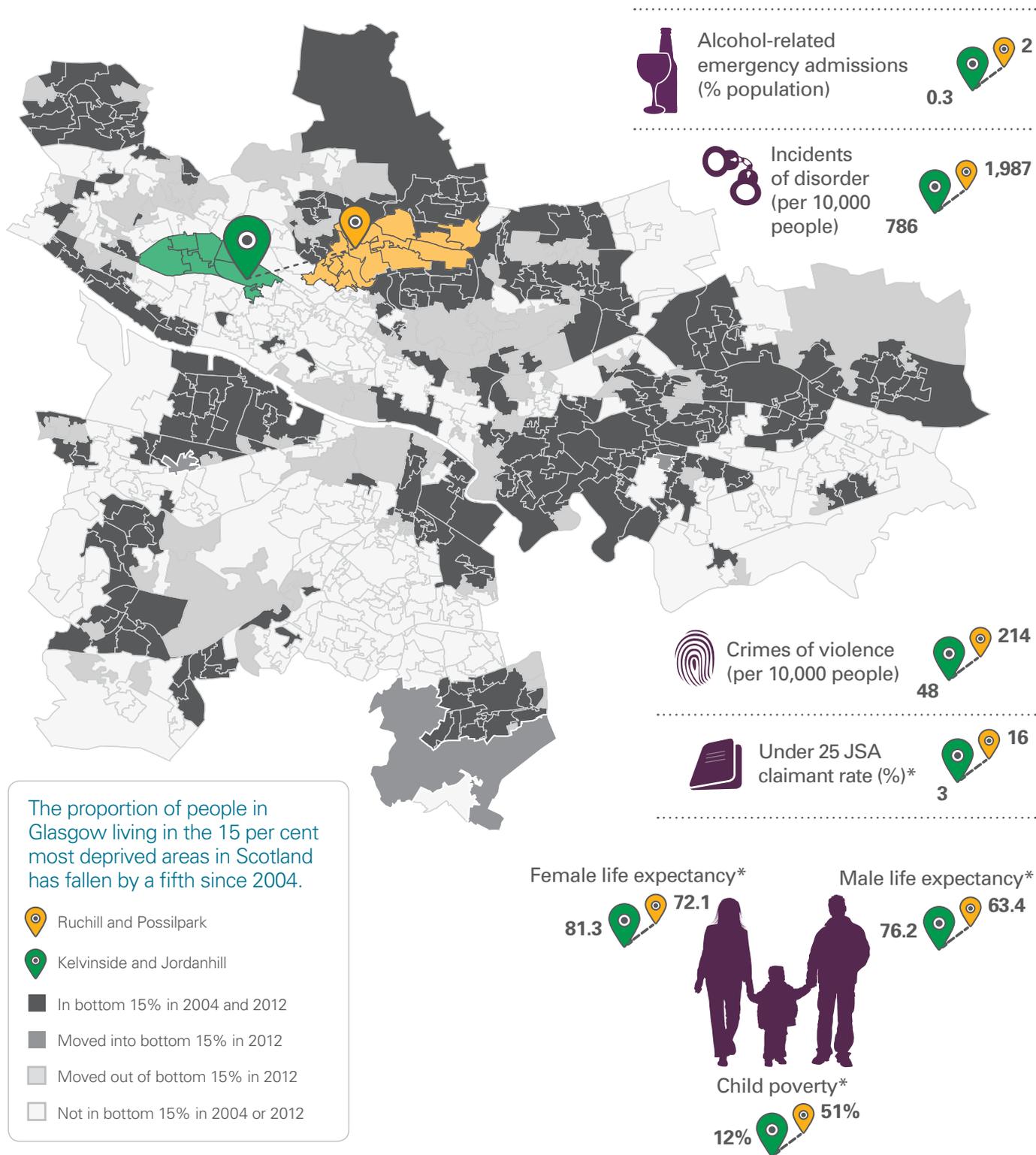
They include voluntary groups that operate at a local scale through to regional public bodies that operate across several CPPs.⁴ The Glasgow CPP was set up in 2004. It is the largest in Scotland in terms of the number of people who live within its area – almost 600,000 people.

7. Following the Christie Commission report in 2011, the Scottish Government conducted a review of community planning.⁵ In March 2012, the Scottish Government and the Convention of Scottish Local Authorities (COSLA) set out their expectations for community planning in the future.⁶ They expect CPPs to become the focus for improving public services at a local level. Each CPP has a

Exhibit 2

Two miles apart

Ruchill and Possilpark in the north of Glasgow is one of the most deprived areas in Scotland. Two miles to the west, Kelvinside and Jordanhill is one of the most affluent.



The proportion of people in Glasgow living in the 15 per cent most deprived areas in Scotland has fallen by a fifth since 2004.

- Ruchill and Possilpark
- Kelvinside and Jordanhill
- In bottom 15% in 2004 and 2012
- Moved into bottom 15% in 2012
- Moved out of bottom 15% in 2012
- Not in bottom 15% in 2004 or 2012

Note: * Kelvinside and Kelvindale

Source: Scottish Index of Multiple Deprivation; Glasgow City Council, Glasgow Centre for Population Health.
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single outcome agreement (SOA) which it agrees with the Scottish Government. This sets out:

- the CPP's priorities
- how it will work to achieve them
- how they contribute to the Scottish Government's priorities.

8. A number of ongoing changes in the way public services are delivered affect CPPs, including:

- welfare reform
- the new national police and fire services
- the integration of health and social care services
- reform of the college sector
- legislative change including the Community Empowerment and Renewal (Scotland) Bill and the Children and the Young People (Scotland) Bill
- the Scottish Government's announcement that it is abolishing community justice authorities.

All of this is taking place within the context of falling public sector budgets in the short to medium-term future.

About our audit

9. The Scottish Government asked the Accounts Commission to lead audits of individual CPPs to assess their performance. During 2012/13, we published reports on three CPPs.⁷ The audit of the Glasgow CPP is one of five that we will publish during 2014/15.⁸

10. This is a joint report prepared by the Controller of Audit and the Auditor General for Scotland under Section 102(1)(a) of the Local Government (Scotland) Act 1973 (as amended) and Section 23 of the Public Finance and Accountability (Scotland) Act 2000 respectively.

11. The objectives of our audit were to assess:

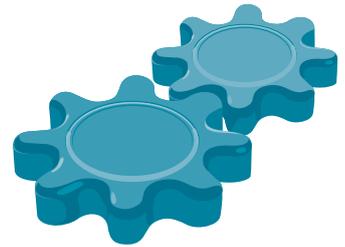
- whether the Glasgow CPP has set a clear strategic direction, agreed by all partners, which reflects Glasgow's needs [\(Part 1\)](#)
- whether Glasgow CPP's governance and accountability arrangements are appropriate and allow it to improve outcomes for local people [\(Part 2\)](#)
- how well the Glasgow CPP is aligning and managing its resources to deliver joint priorities and outcomes included in its single outcome agreement; and whether any changes to how resources are being used are delivering the expected benefits [\(Part 3\)](#)

- how well Glasgow CPP is performing in delivering the outcomes contained in its single outcome agreement and whether it is reporting this clearly and accurately to the public ([Part 4](#)).

12. The [Appendix](#) outlines our approach to the audit. We are grateful to everyone who contributed to our work.

Part 1

What is the CPP aiming to do?



Key messages

- 1 The Glasgow CPP has set a clear strategic direction which reflects a greater emphasis on a preventative approach to delivering public services and a commitment to dealing with some of the most difficult issues facing Glasgow. It has identified three themes as priorities for action over the next ten years: alcohol, youth employment and vulnerable people. The CPP has also committed to concentrate its efforts on particularly deprived areas in the city.
- 2 All CPP partners must continue to show strong leadership and commitment so they can deliver on these priorities. The CPP has to maintain the pace it is working at and move quickly from planning to implementation. As it does, the CPP must agree clear plans that set out what it will do, the resources it will need and individual partners' responsibilities. Shifting resources will be difficult for all the partners as they balance the needs of the CPP with their own priorities.

The CPP has shown strong leadership and has a clear strategy that seeks to improve people's lives in Glasgow

13. In August 2013, the Glasgow CPP agreed a new SOA. It identifies three thematic priorities for Glasgow over the next ten years: **alcohol, youth employment** and **vulnerable people**. This focus on a small number of priorities is a positive move away from the previous single outcome agreement (2008-11) which had over 20 priorities. The CPP has used available data to support the selection of the three priorities and has identified outcomes for each of them ([Exhibit 3, page 13](#)). All CPP partners support and are enthusiastic about the three priorities. This offers a strong basis for progress.

14. The CPP selected these priorities as they affect the work of all CPP partners to varying extents and are interlinked. For example, misuse of alcohol could affect an individual's ability to maintain employment and good health. In agreeing these three priorities, the CPP has made an important shift towards a more long-term, preventative approach to public services that aims to break the cycle of poverty and poor health. The partners in the CPP, in agreeing this focus, have demonstrated strong collective leadership and commitment in tackling some important social and cultural issues that affect a wide cross-section of people in Glasgow.

the CPP has made an important shift towards a more long-term, preventative approach to public services

Exhibit 3**Glasgow CPP's three priorities and associated outcomes, 2013-23**

The CPP has identified the outcomes it aims to achieve under each of the three priorities.

Alcohol

Youth employment

Vulnerable people

FACTS

- There is one licensed premise for every 365 people in Glasgow.
- Deaths due to alcohol in Glasgow are 2.3 times higher than in Liverpool or Manchester.
- Alcohol-related discharges from hospital totalled 1,254 per 100,000 people. This compares with 850, 676 and 656 in Aberdeen, Dundee and Edinburgh respectively.
- Estimated cost to Glasgow, 2010/11: £365 million.

FACTS

- The number of young people claiming unemployment benefit rose by 87 per cent from 3,585 in 2007 to 6,710 in 2012.
- The proportion of young people who are claiming unemployment benefit in Glasgow is 7.8 per cent compared with 6.7 per cent in Scotland and 5.9 per cent in the UK.

FACTS

- Glasgow received 8,240 homelessness applications in 2012/13, almost a third of Scotland's total.
- More than half of children and adults in poverty are living in a household where someone works.
- A third of Glasgow's children are living in poverty and this rises to over 50 per cent in some areas.

CPP's OUTCOME

Working with the people of Glasgow to create a healthier relationship to alcohol by:

- reducing the accessibility of alcohol in communities
- reducing the acceptability of misusing alcohol.

CPP's OUTCOME

All young people (16-24) are supported to progress into and sustain employment by:

- increasing the number of employers recruiting Glasgow's young people
- all young people developing the skills, attitude and resilience required for employment
- all key employability partners using an agreed data hub.

CPP's OUTCOME

Particularly vulnerable individuals and communities are effectively supported to become more resilient despite the economic context by:

- working together to intervene early to prevent homelessness or reduce the risk of homelessness
- reducing the number of residents affected by in-work poverty.

15. In identifying alcohol and the relationship that people living in Glasgow have with it as a priority, the CPP aims to tackle an acute social and cultural problem ([Exhibit 3, page 13 and Case study 1](#)). Trying to improve individuals' relationship with alcohol rather than dealing with its aftermath represents a major step towards adopting a preventative approach. There are significant potential positive effects for people's health and for communities, for example lower levels of crime and violence and lower costs to deliver public services. Seeking to improve this relationship will be complex and will not happen immediately.

Case study 1

Alcohol and early deaths in Glasgow

There is a well-established link between social and economic conditions and health. The Glasgow Centre for Population Health compared Glasgow with Liverpool and Manchester, which have almost identical deprivation profiles. They found that there were 30 per cent more people dying before the age of 65 in Glasgow than in Liverpool or Manchester.

They attributed around half of these additional early deaths to alcohol and drug misuse. They suggested that further research was needed to understand the other causes of the high rate of death before 65 in Glasgow. The effect was most pronounced in the more deprived areas of Glasgow, but even in the least deprived areas of the city 15 per cent more people died before 65 than in the two English cities.

Source: Glasgow Centre for Population Health

16. There are early signs of change. During 2013, Glasgow's Licensing Board revised its policy on licensing. Now, and for the first time, the policy refers to the single outcome agreement and commits the board to contributing to delivering the alcohol priority. The board has also rejected a proposal to extend standard licensing hours for the city centre from midnight to 1am.

17. Economic conditions since the financial crisis of 2008 have particularly affected young people (aged 16-24). Unemployment among young people in Glasgow is higher than for any other age group. In Glasgow, one young person in thirteen (7.8 per cent) claims jobseekers allowance. There are marked variations within the city with some areas having over 15 per cent of young people claiming jobseekers allowance.⁹ Trying to reduce youth unemployment represents a shift towards a more preventative, long-term approach as early periods of unemployment can have a negative impact on an individual's life chances.

18. The vulnerable people priority potentially covers a large number of groups including looked-after children, older people and homeless people. The CPP has recognised that it cannot focus on all vulnerable groups so it has initially prioritised two groups: the **homeless** and those affected by **in-work poverty** ([Exhibit 3, page 13](#)).

19. The choice of homelessness reflects the disproportionately high rate of homelessness in Glasgow compared to the rest of Scotland and concerns about the effects of welfare reform.¹⁰ There are many definitions of poverty. The in-work

poverty definition uses relative poverty after housing costs where individuals are living in households whose income is below 60 per cent of UK median income. More than half of adults and children in Glasgow who live in poverty are in a household where someone is working.¹¹ The CPP is starting work to understand better the nature and scale of in-work poverty in Glasgow.

The CPP has used data to focus its efforts on particular areas of deprivation

20. In addition to its three city-wide, thematic priorities discussed above, the Glasgow CPP is focusing efforts on nine particularly deprived geographical areas ([Exhibit 4, page 16](#)). The Statement of Ambition for community planning emphasises the importance of using detailed, local data to help CPPs take action. To select these nine geographical areas, which are known in the single outcome agreement as *Thriving Places*, the CPP combined:

- local data relevant to the three thematic priorities
- data from the Scottish Index of Multiple Deprivation (SIMD)
- its knowledge of what partners were already doing.

The CPP is initially prioritising attention on three of the nine *Thriving Places*: Parkhead/Dalmarnock, Ruchill/Possilpark and Greater Gorbals. By agreeing to focus partners on some of the most deprived areas, the CPP has signalled its intention to try to reduce further some of the deprivation and inequality that exists within Glasgow.

All partners must continue to show leadership over the longer term to ensure the CPP improves outcomes

21. The CPP has shown strong, collective leadership by agreeing priorities for the next ten years that should begin to address some of the serious issues facing Glasgow. Converting this vision into meaningful, on-the-ground action represents an even more challenging step that the CPP now has to take. This will require strong leadership over the long term and commitment from all partners.

22. In common with most CPPs, and reflecting its duty to lead community planning, Glasgow City Council has been the dominant partner in the community planning process over the last decade and during the development of the current SOA. As noted previously, there is strong support among all partners for the three priorities identified in the SOA. But its ambition will not be realised without:

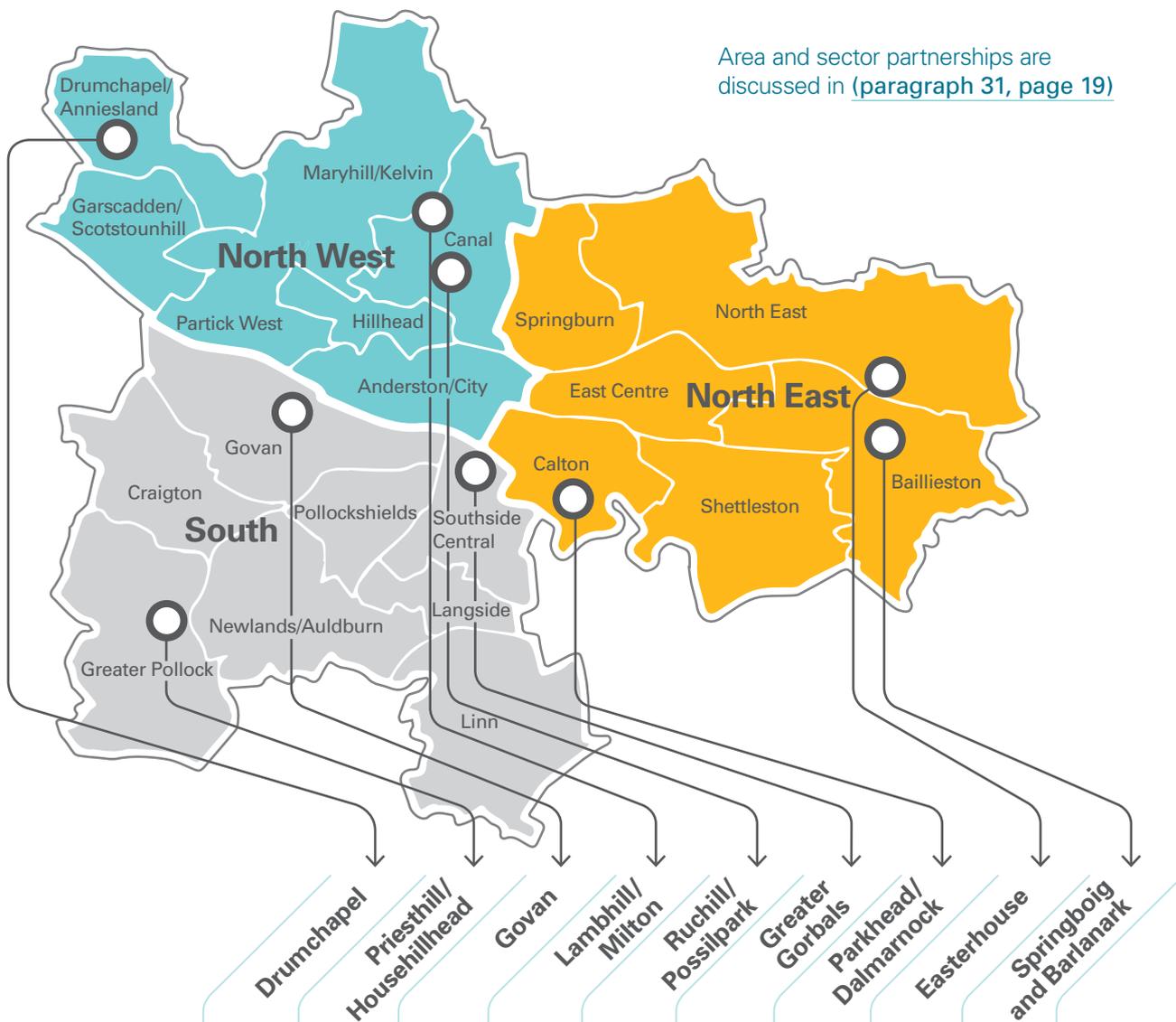
- leadership and commitment from all CPP partners across the public, private and third sectors
- action to achieve “a cultural shift in how public service professionals work collaboratively, strategically, and on the front line”.¹²

23. The process of developing the new SOA has resulted in a greater level of commitment among all CPP partners. It has focused attention on the need for CPP partners, other than the council, to take greater responsibility for the actions needed to deliver the priorities in the single outcome agreement. To ensure that community planning becomes a true partnership, the council may need to give up some of its perceived control over the process.

Exhibit 4

The geography of the Glasgow CPP featuring Glasgow's nine *Thriving Places*

The CPP has prioritised action on some of the most deprived areas in Glasgow.



Population	12,977	8,481	12,403	12,922	9,552	8,757	6,455	8,975	12,899
Child poverty (%)	51	46	38	41	51	51	55	49	44
Income deprivation on (%) SIMD	36	31	30	31	36	29	41	32	32
Employment deprivation (%) SIMD	31	28	29	29	34	26	41	30	30
Under 25s claimant rate (%)	13.9	12.1	13.8	14.1	15.9	9.2	14.3	12	12.9
Alcohol consumption (% above Scottish av.)	115.5	159.3	174.7	133.3	191	263.9	291.2	193.6	152.8

Note: In determining these neighbourhoods, the city has been split into 56 neighbourhood boundaries for the purposes of analysing data, each typically with around 10,000 residents. This level of disaggregation was chosen in order to reflect more natural local neighbourhoods with their own distinct characteristics, but still be large enough for agencies to plan services on a reasonable and practical scale.

Source: Glasgow Community Planning Partnership

24. The CPP is currently developing plans to implement the single outcome agreement. These plans will exist at a city-wide scale and at smaller geographical scales (see [Part 2](#) for more details) and for each of the three thematic priorities. The implementation plans must set out the actions, resources and responsibilities that each partner will take to achieve the outcomes in the single outcome agreement. The CPP initially intended to complete these plans by November 2013, but the current aim is to finalise them in May 2014.

25. This is a small delay relative to the ten-year lifespan of the SOA and the scale of challenge presented by the three priorities. It reflects the CPP's desire to ensure that the implementation plans are clear and effective and there is commitment from all partners to deliver them. While this is reasonable, the CPP needs to keep up its pace and move quickly from planning to implementation. The CPP must convert the willingness and enthusiasm among many of those involved in community planning for the three new priorities into a practical programme of change. Without this, it will miss the opportunity to make changes that could improve outcomes for individuals and communities. Shifting resources will be difficult for all the partners as they balance the needs of the CPP with their own priorities.

26. Equality is one of the principles underpinning the SOA.¹³ The CPP has an Equalities Working Group. During 2014, the group is undertaking equalities impact assessments on the CPP's various implementation plans. The process has highlighted some gaps in the available evidence which will be filled with further research or focused community engagement.

The CPP has not yet established how it will monitor progress in implementing the single outcome agreement

27. The Statement of Ambition for community planning states that CPPs "*must be genuine boards*" and "*will be expected to hold all partners to account for their contribution to local planning and delivery of those plans*". An important aspect of this is establishing a performance management framework that will allow:

- the strategic board to monitor progress in implementing the single outcome agreement over the short, medium and long term
- partners to hold each other to account for their progress in implementing the single outcome agreement.

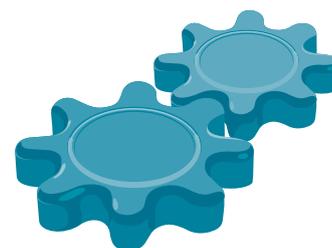
28. The CPP has established a group to develop a performance management framework, but its work has been delayed. In part, this reflects the wider delay in the implementation planning process. The principles of good performance reporting in partnerships are set out in our report [Managing performance: are you getting it right? \(PDF\)](#) . Developing the performance management framework provides an opportunity to review how to communicate and discuss progress in implementing the single outcome agreement to the public. To date, much of the CPP's communication has been through publishing formal plans and papers. This is important and will remain so. But the CPP could develop more accessible ways to involve people in Glasgow in their plans and keep them informed of its progress. The SOA commits to the production of an annual residents' report. This provides an opportunity to explore innovative approaches to communicating and discussing what the CPP has achieved and how its future activity could be shaped.

Recommendations

- The CPP should maintain its pace and agree implementation plans that set out what it will do, the resources it will need and individual partners' responsibilities.
 - The CPP should develop a performance management framework that allows:
 - it to monitor progress in implementing the single outcome agreement
 - partners to hold each other to account.
 - The CPP should consider how it reports its performance to ensure the public can get involved and discuss how it is delivering the priorities in the single outcome agreement.
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Part 2

How is the CPP run?



Key message

- 1 The Glasgow CPP has a clear system of governance and accountability but this has not yet been fully tested. The CPP is structured into 21 area partnerships across the city that reflect council wards, improving how councillors can become involved in community planning at the local level. The CPP partners are building on their existing partnership working to deliver their joint priorities. Partnership working in Glasgow is inherently complex. It will be important for the CPP to work with the new health and social care body as it is being established to ensure it contributes effectively to the delivery of the single outcome agreement (SOA).

The CPP has made its structures more relevant to elected members

29. At the city-wide level, the CPP's strategic board has collective responsibility for:

- delivering the SOA
- determining the partnership's strategy ([Exhibit 5, page 20](#)).

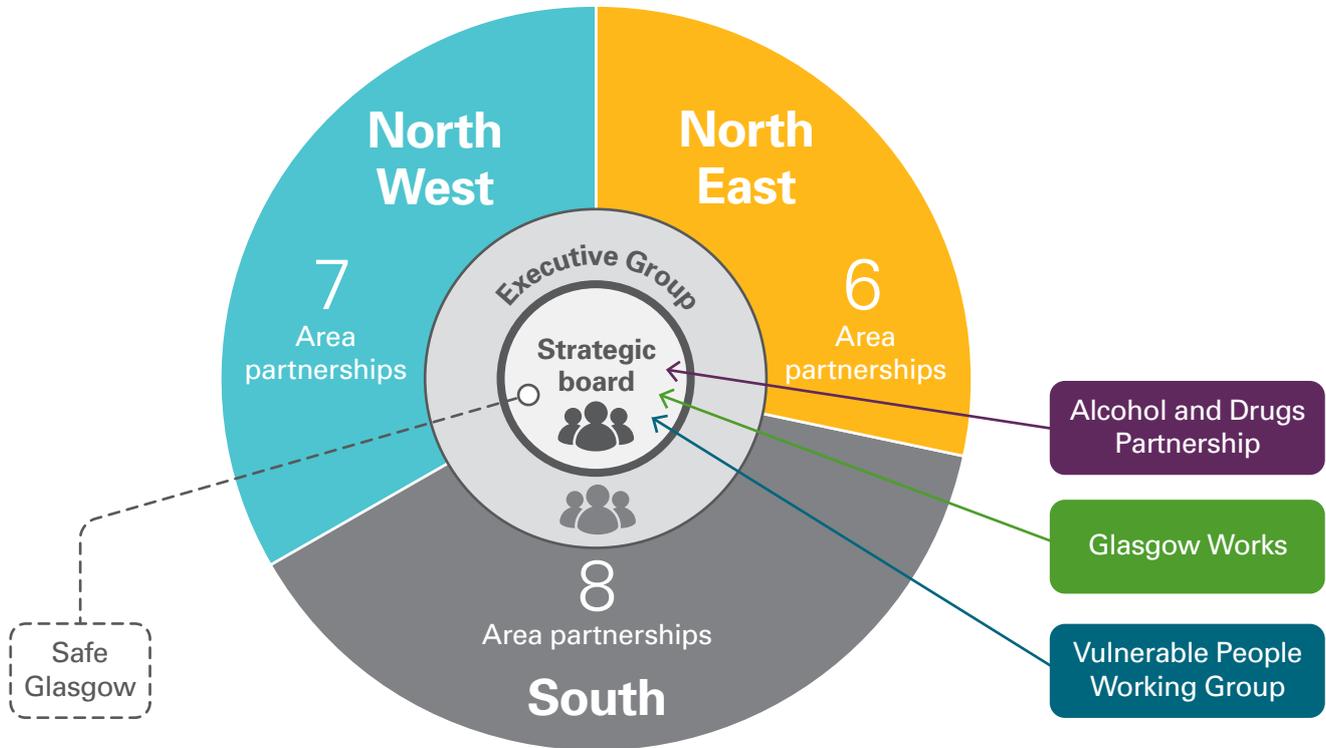
30. A councillor from the Glasgow City Council administration chairs the strategic board. It includes councillors, non-executive board members, senior officers and senior staff from partner organisations, including the third sector. An executive group reports to the strategic board. This group, which is chaired by the chief executive of Glasgow City Council, brings together senior officers from all the partner organisations. The executive group has delegated authority from the strategic board to make decisions. A key test of the effectiveness of the strategic board in the future will be whether it becomes a forum where the partners genuinely challenge each other in holding each other to account for delivery of the SOA.

31. The CPP has reviewed and simplified its structures below the city-wide level. It has abolished the ten former local CPPs that covered several wards. At a local level, there are now 21 area partnerships that match the council's multi-member wards ([Exhibit 4, page 16](#)). This restructuring should allow councillors to become more involved with community planning and play an important local leadership role. The Statement of Ambition for community planning sets this out as an important aim. These 21 areas are grouped together into three sectors covering the north-east, north-west and south of the city. The three sectors will be a key focal point for the implementation of the SOA.

the CPP has reviewed and simplified its structures below the city-wide level

Exhibit 5**Glasgow CPP's governance and accountability structures**

The Glasgow CPP is based on 21 area partnerships and three sectors.



Note: The role of Safe Glasgow is explained on page 23, paragraphs 41 and 42.

Source: Glasgow Community Planning Partnership

32. Many of the community planning partners have changed or are changing how they organise themselves to fit this sector and area structure. Examples include NHS Greater Glasgow and Clyde, police, fire and rescue services and Glasgow Housing Association (Wheatley Group). Even with the restructuring, there are a large number of community planning groups for individual community planning partners to coordinate and support. This partly reflects Glasgow's size. But it may cause pressures locally, where, for example, there are competing pressures from 21 separate neighbourhood management groups and 21 area partnerships.

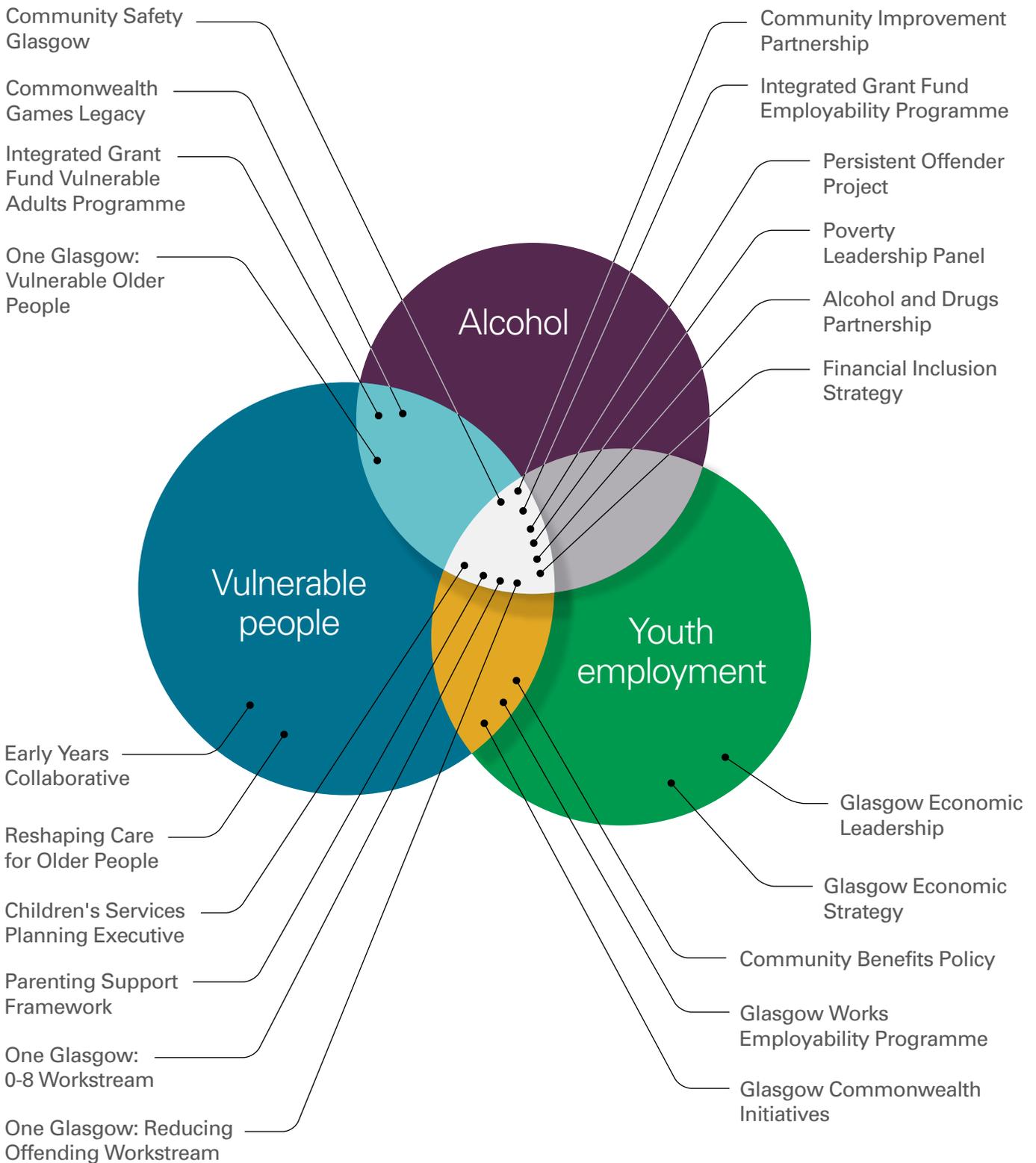
The CPP is using existing partnership structures to deliver some of its priorities

33. Glasgow has many partnerships. Some of these will contribute to achieving the SOA's three priorities ([Exhibit 6, page 21](#)). Some of them will be directly responsible for delivering the outcomes associated with two of the CPP's three thematic priorities. The Alcohol and Drugs Partnership will prepare and implement a plan to achieve the outcomes associated with alcohol and monitor progress against the plan. Similarly, Glasgow Works, which includes the responsibilities of the Youth Employability Partnership, will do the same for the youth employment implementation plan. There was no appropriate, pre-existing partnership directly relevant to the vulnerable people theme. The CPP has formed a working group to lead the vulnerable people priority.

Exhibit 6

Contribution of existing partnership working to the three priorities in the single outcome agreement

Existing partnership programmes in Glasgow outside the CPP structure will contribute to the delivery of the three priorities in the single outcome agreement.



Source: Glasgow Community Planning Partnership

34. Within the vulnerable people theme, a range of groups are already working to reduce homelessness - the CPP's first priority group - and poverty ([Exhibit 7, page 23](#)). Because there are so many groups, this risks duplicating services and developing different approaches. In contrast, the partnership groups that deal with youth employment have already been rationalised. The CPP must regularly review the structures and groups that exist to address its priorities. This will help ensure that there is no unnecessary duplication or lack of clarity about which organisations are responsible for delivering the CPP's priorities.

35. The CPP's strategic board meets quarterly. All three thematic groups and all three geographical sectors will take it in turns to report on their progress against the implementation plans directly to the strategic board. The CPP will produce an annual report on progress against the SOA. The Alcohol and Drugs Partnership and the Youth Employability Partnership (now within Glasgow Works) already have their own existing monitoring and reporting arrangements that sit outside the CPP structures. Care will be required to ensure that all these reporting requirements do not become too demanding or confused.¹⁴

36. The CPP also aims to improve its oversight and connections to other organisations which operate across the wider west of Scotland region. Both the CPP's Strategic Board and Executive Group receive regular reports from these other organisations, for example Strathclyde Partnership for Transport, Scottish Enterprise and Skills Development Scotland.

The CPP has put guidance in place to define roles and responsibilities

37. The CPP has a governance framework that aims to:

- explain the roles and responsibilities of all the different groups involved in the CPP
- ensure a consistent approach.

It is also establishing a programme to help leaders within the CPP develop their skills and abilities. This should provide the necessary leadership and challenge within the CPP to deliver improved outcomes. The CPP has also produced an induction pack for everyone taking part in the CPP. This outlines:

- the partnership's structure and the role of the various groups in that structure
- how it makes decisions
- the role of individual partners on each of the groups.

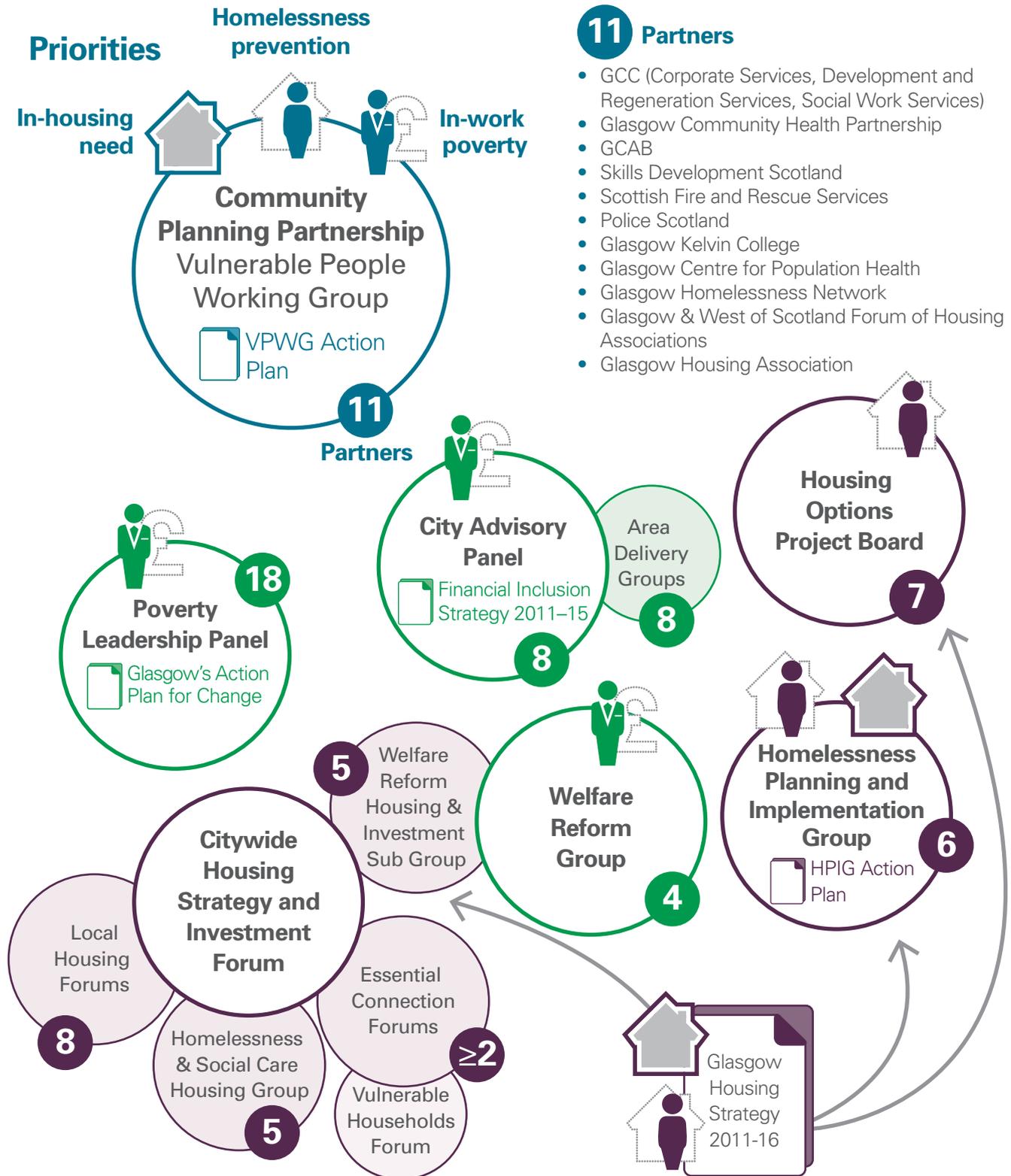
This information is valuable, but should be made available more widely.

38. At the time of our audit, some participants in the sector and area partnerships were uncertain about their role and responsibilities in scrutinising performance locally. This, in part, reflects the fact that the CPP has only recently set up the new area partnership structure. As noted in [Part 1](#), the CPP is developing a performance management framework. To be successful and deliver on its

Exhibit 7

Existing groups in Glasgow with responsibility for reducing homelessness and poverty

Some of the existing structures relating to the CPP's priority areas are highly complex.



Source: Glasgow Community Planning Partnership

priorities, the CPP must ensure that it scrutinises and challenges individual partners' performance at all levels. The performance management framework could usefully clarify the role of sector and area partnerships in holding individual partners to account.

The new body that will deliver health and social care must be aligned with the CPP and its priorities

39. The Scottish Government is bringing adult health and social care services together from April 2015 into new statutory partnerships to improve care and deliver better outcomes. Interim arrangements should be in place by April 2014, with the new arrangements being fully in place in April 2015. Although progress towards health and social care integration in Glasgow took longer than in other CPP areas, a new joint body has now been established.¹⁵ Importantly, the issues that led to the dissolution of the former community health partnership in 2010 seem to have been overcome.¹⁶ The new joint body is operating in shadow form during 2014/15 and will manage all adult and children's services in Glasgow from April 2015. It will be responsible for a budget of around £1 billion.

40. The Statement of Ambition for community planning states that CPPs should "... provide the foundation for effective partnership working within which wider reform initiatives, such as the integration of health and adult social care ... will happen". In line with national developments, NHS Greater Glasgow and Clyde and Glasgow City Council have developed their proposals for health and social care integration in parallel to the work of the CPP. As they establish and develop the new joint body, both organisations must ensure its approach is in line with the CPP's alcohol and vulnerable people priorities.

The new approach to scrutinising police and fire services is at an early stage

41. The Safe Glasgow Group is a subgroup of the CPP's strategic board ([Exhibit 5, page 20](#)). Since the national police and fire and rescue services were formed in April 2013, it has been responsible for scrutinising and reviewing their local plans and performance. The group is still in its first year of operation and developing its approach to how it monitors and challenges the performance of the police and fire and rescue services. Local performance reports from police and fire and rescue services differ in style. The former are more descriptive and the latter are more quantitative. The key issue is the Safe Glasgow Group must be confident that the performance reports it receives allow it to scrutinise and challenge the work of both organisations.

42. Both police and fire and rescue services are developing new local three-year plans covering 2014-17. This gives them an important opportunity to:

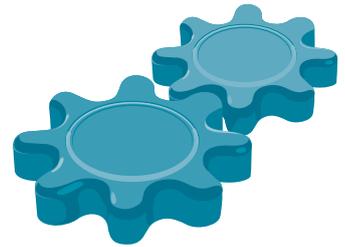
- bring their own priorities in line with the CPP's three priorities
- review how they report on their own performance so that the CPP can properly scrutinise it at city, sector and area level.

Recommendations

- The CPP should regularly review and assess the structures and approaches it uses to deliver on its priorities to ensure that they are effective and fit for purpose.
 - The CPP should ensure that the role of area and sector partnerships in scrutinising performance and holding partners to account for delivering implementation plans is clear to all participants.
-

Part 3

How does the CPP use resources?



Key message

- 1 The partners in the Glasgow CPP collectively spend over £4 billion each year. Most of these resources are currently committed to meeting individual partners' priorities and only a small proportion of this total contributes directly to the priorities in the single outcome agreement. At present, the CPP does not fully understand how much this is and how it is being spent. It is starting to improve its understanding of the resources that relate to its priorities, and how to use these more effectively. This is a necessary and positive first step towards meeting the Scottish Government's and COSLA's aspirations for how CPPs use resources, for managing reduced public sector budgets, and improving outcomes for people.

CPP partners spend over £4 billion each year but the CPP has limited influence over this spending

43. We estimate that the public sector partners in the Glasgow CPP collectively spend in excess of £4.35 billion in Glasgow each year ([Exhibit 8, page 27](#)). This sum is an underestimate as it excludes other public sector organisations who are partners in the Glasgow CPP but operate on a regional or Scotland-wide basis including Scottish Enterprise, Skills Development Scotland and Strathclyde Partnership for Transport.¹⁷ In addition, there is expenditure by Glasgow's large and diverse third sector.

44. Most of this money is:

- currently committed to meeting priorities and objectives that individual partners are accountable for
- tied up in fixed commitments such as buildings and equipment.

Only a small proportion is currently allocated to the CPP's three priorities. To date, the CPP has had limited understanding of the size of this proportion and had limited influence over how individual partners spend it.

The CPP is starting to improve its understanding of available resources

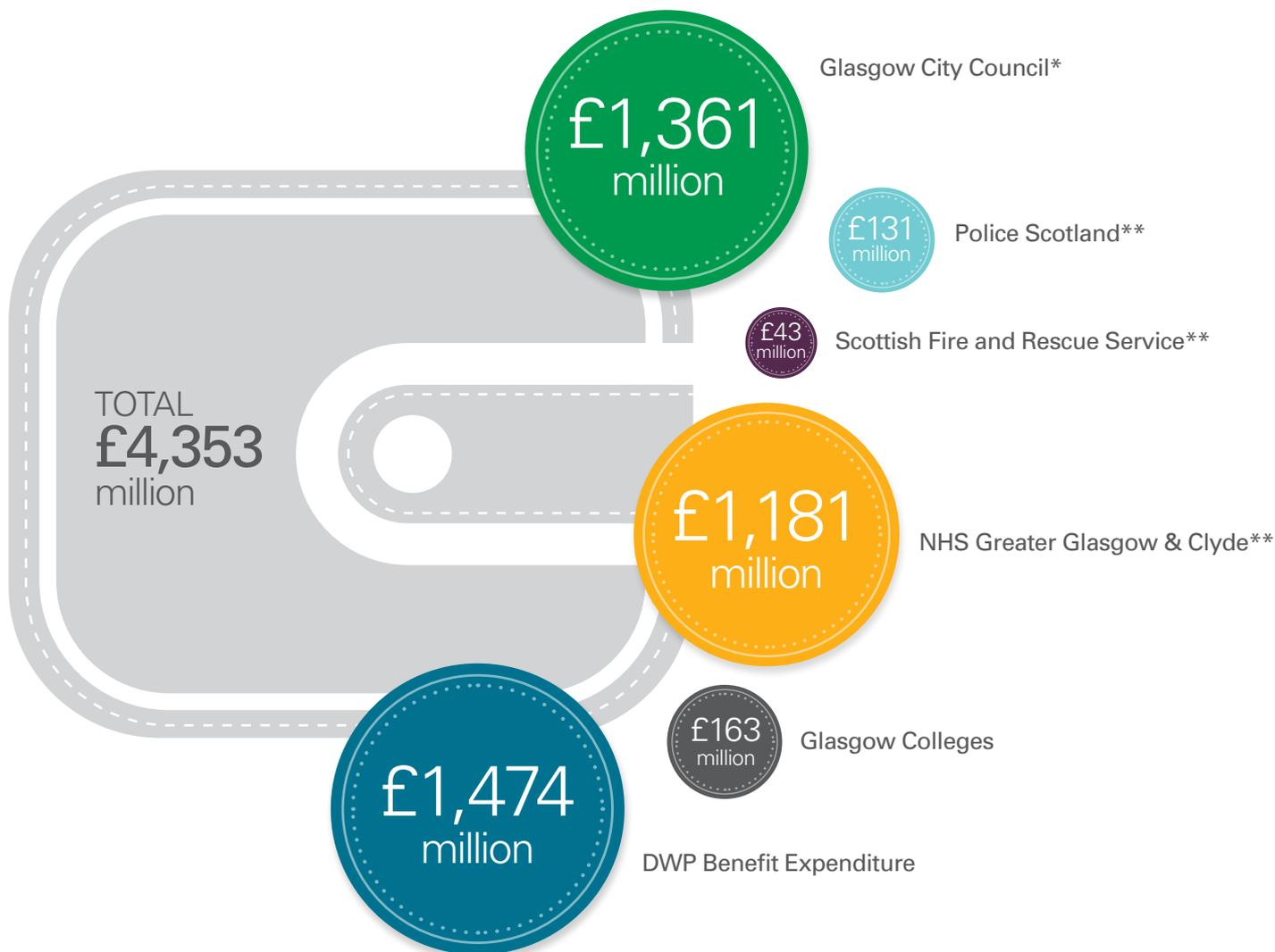
45. In September 2013, the Scottish Government and COSLA set out their vision for how community planning partners should manage their resources.¹⁸ The

physical regeneration alone in deprived areas cannot deal with some of the underlying social and cultural issues

Exhibit 8

Expenditure by CPP partners, 2012/13

The CPP partners spent over £4.35 billion in 2012/13



Notes: * Includes net expenditure to related companies. ** Spending based on population share.

Source: Audit Scotland

vision demands that all CPPs and their SOAs become “*the focal point for the planning and deployment of resources locally*”. The CPP’s draft improvement plan notes that “*we do not yet have a collective audit of all spending and resources committed by all CPP partners across these priority themes*”.¹⁹

46. In November 2013, CPP partners agreed to begin this process by identifying and sharing the resources and investments that they are contributing to youth employment, one of the CPP’s priority areas. This is an important first step. It will allow partners to use this information to plan their budgets for 2015/16 and develop the youth employment implementation plan. The CPP is currently considering a timetable to extend this approach to its other two priority areas. When it has this information, the CPP will have an overview of the resources that its partners have currently allocated to the three priorities. The CPP can then influence how partners allocate and use resources. We consider this is a necessary and positive first step that should help the CPP ensure that partners’ spending on the three priorities is as effective as possible.

47. This approach to understand resources builds on Glasgow CPP’s experience from its One Glasgow initiative. Since 2011, the One Glasgow initiative has involved many of the CPP partners. Initially, it focused on:

- children aged up to eight years
- reducing offending among people aged between 12 and 25
- vulnerable older people aged over 65.

The first phase of projects under the One Glasgow initiative tests a new approach to delivering a public service in a particular area. Before the first phase begins, partners map their existing spending on related activities according to what they were doing to prevent or control a situation or what they were doing to deal with the consequences. This approach aims to help partners move their spending towards preventing negative situations from happening, instead of dealing with their consequences. Some of this analysis proved challenging as not all financial information was available in a consistent manner.

48. Spending money effectively in CPPs is not just about sharing information on budgets and agreeing how and where to spend money. It is also about sharing staff, premises and other assets. We heard the Community Improvement Partnership repeatedly quoted as an example of good partnership working ([Case study 2, page 29](#)). This partnership is currently only active for Glasgow Housing Association properties. The CPP could work to extend this successful approach to other social landlords in the city. There are other examples of practical joint working, for instance the co-location of police, health, social work and advocacy support services in a centre to support victims of domestic abuse. While we heard about several examples of practical partnership working, it appeared that these had not been planned but had developed opportunistically.

The CPP is gathering information about available assets in its nine *Thriving Places*

49. It is important for the CPP to understand what existing assets, such as buildings and equipment, are already available in local communities. The CPP can then use this information to help them understand how partners’ assets may be

Case study 2

Community Improvement Partnership

In 2010, Glasgow Housing Association (GHA), the then Strathclyde Police and Strathclyde Fire and Rescue formed a partnership to:

- tackle anti-social behaviour, such as vandalism, violence and youth disorder
- reduce GHA tenants' vulnerability to fire.

It involved seconding 15 police officers and a senior fire officer to GHA for three years. They used information and intelligence obtained from all partners to identify and prioritise what action to take. All partners deployed resources to carry out these actions. Over 500 members of staff were trained in how to recognise important information and intelligence and in identifying tenants who might be vulnerable.

The partnership has had some marked successes. In 2012/13, anti-social behaviour decreased by 26 per cent against the baseline year of 2008/09. Accidental domestic fires decreased by 31 per cent. Secondary fires, which are often directly attributed to anti-social behaviour, decreased by 56 per cent. From an average of seven to eight fire deaths each year in GHA properties between 2003 and 2011, there have been no fire deaths since July 2011.

Source: Community Improvement Partnership

able to complement these. This is a necessary step in delivering public services in a way that is a partnership between professionals, people who use services and communities. The CPP has recognised this and is adopting an asset-based approach to support its *Thriving Places* initiative ([paragraph 20](#)). This approach aims to understand the human, social and physical resources that exist in local communities. Providers of public services use this information to work with communities to make the best use of these resources ([Case study 3, page 30](#)).

50. Strathclyde Partnership for Transport has carried out an initial asset mapping exercise in each of the three priority neighbourhoods for the CPP. They collected information on:

- the physical infrastructure, for example, community centres and shopping facilities
- local services such as employment and training, social work and education.

Work has started on the next phase. This involves gathering information about the less tangible, but potentially more important, assets that exist within the three *Thriving Places* that will be the initial focus for attention. These include local community groups, organisations and residents. This approach builds on the experience that physical regeneration alone in deprived areas cannot deal with some of the underlying social and cultural issues that affect particular communities ([Case study 4, page 31](#)).²⁰

Case study 3

Understanding assets in the Gorbals

From the 1980s onwards, there has been a concerted effort to improve the quality of housing and the physical environment in the Gorbals. This has been done through the Crown Street Regeneration Project and the New Gorbals Housing Association. Despite ongoing improvements in the physical environment, there are still serious issues relating to unemployment and poverty, drug and alcohol misuse and poor health.

In 2011, the Gorbals Regeneration Group brought together all the main public and voluntary sector organisations working in the Gorbals. The group was set up to resolve the imbalance between the rate of physical improvement and economic and social improvement.

The group carried out a neighbourhood audit to help prioritise future actions by gathering information on:

- the characteristics of people living in the Gorbals
- the priorities of the largest spending public and voluntary agencies and their annual expenditure
- community assets such as buildings and the views of the communities.

Based on this information, the group recommended how the agencies operating in the area could improve the impact of their expenditure by:

- focusing on agreed outcomes
- establishing new joint working and information-sharing arrangements
- prioritising prevention and early intervention
- getting the local community and people who use services involved in changing the way local services are delivered.

Source: Gorbals Neighbourhood Audit

Case study 4

Community regeneration in Barrowfield

During the 1980s and 1990s, Barrowfield, in the Parkhead/Dalmarnock *Thriving Place*, received about £60 million to redevelop its housing stock. In addition, a new community centre provided the community with a valuable physical asset.

Despite this investment, Barrowfield continued to be one of the most deprived areas of Glasgow between 2004 and 2012. Subsequent research attributed this lack of progress to barriers caused by deep-seated social issues such as territorialism, insularity and low self-esteem that were more significant than physical infrastructure.

Source: Audit Scotland

Glasgow's Integrated Grant Fund provides a small amount of funding towards the CPP's priorities

51. Glasgow City Council set up the Integrated Grant Fund in 2010/11. It drew together funding from the Fairer Scotland fund and other council and arm's-length organisations. The Integrated Grant Fund provides funding for programmes and projects that contribute to the CPP's priorities at an area, sector and city-wide scale.

52. In 2013/14, the Glasgow CPP allocated £9.7 million to the Integrated Grant Fund. It contributed to programmes and projects including:

- apprenticeships
- community police officers
- children's services
- community engagement
- third sector support
- small awards at an area level.

A further £8.9 million is available for 2013/14 and 2014/15 from the ten former local CPPs ([paragraph 31](#)). This money is important. But it should not become the focus for attention for partners at an area or sector scale.

Approaches to involving communities across the CPP are not effectively coordinated

53. The Statement of Ambition for community planning aims to get people more involved in delivering improved outcomes. The Scottish Government's proposed Community Empowerment and Renewal (Scotland) Bill would strengthen the legal basis for community engagement and empowerment.

54. The CPP had limited direct engagement with communities during the development of the SOA and the identification of the three priorities. It is currently reviewing how it engages with communities throughout Glasgow. In Glasgow, 78 per cent of the 101 community councils are currently active. Community councils provide an important role in community engagement but they may not necessarily reflect all parts of particular communities. There may be other groups or individuals who are key community representatives and leaders. The CPP is exploring other ways to engage with communities and develop new approaches ([Case study 5](#)). It has begun work to establish 'community platforms' that will provide an alternative mechanism for it to obtain community views.

Case study 5

The Ripple Effect: understanding the impact of alcohol on communities

In the Ripple Effect, 11 voluntary Alcohol and Drug Community Engagers consulted almost 5,000 people of all ages in 16 deprived communities across Glasgow. They used a combination of standard methods: surveys, interviews and focus groups and graffiti response sheets. They also used other techniques, specifically for young people, such as drawings of people affected by alcohol and how young people see alcohol affecting their area. They used these drawings to start talking to people involved in the project.

The results showed the following:

- Almost everyone felt that alcohol affected their communities negatively. The most frequent impacts being antisocial behaviour, litter, violence and vandalism.
- The main public places affected by alcohol were shopping precincts, parks and waste ground.
- The people most affected were children, young people and older people.

The main solutions suggested by local people were restrictions or conditions on selling alcohol, law enforcement, education and awareness about alcohol issues. They also suggested employment and diversionary activities for young people. Many suggestions were implemented, for example off-sales campaigns, promoting fire home safety visits, environmental clean-ups and consulting with parents and young people.

The Ripple Effect will be repeated in 2014, 2019 and 2024 to monitor the impact of the CPP's alcohol priority.

Source: Greater Glasgow and Clyde Alcohol and Drug Teams

55. Individual CPP partners carry out their own community engagement programmes. For example:

- Glasgow City Council conducts a household survey to consult residents on the services it provides
- Glasgow Housing Association surveys its tenants
- Police Scotland conducts annual community consultation surveys
- NHS Greater Glasgow and Clyde has a patients' panel.

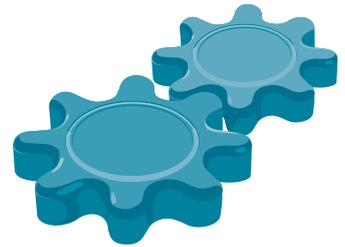
Individual partners within the CPP have good reasons for conducting their own community engagement. But the CPP must find better ways of coordinating this activity and using the results emerging from it to develop its plans and ensure it is using all its resources effectively.

Recommendation

- The CPP should ensure that the results of individual partners' community engagement work are shared among the partners and coordinate the individual partners' community engagement work to ensure the effective use of resources and inform its future plans.
-

Part 4

How is Glasgow performing?



Key message

- 1 The CPP has generally made good progress against the five themes of Working, Learning, Healthy, Safe and Vibrant identified in its last single outcome agreement. Despite this, Glasgow is still not performing as well as other major Scottish cities and comparable English cities. This reflects the scale of the social and economic challenges that it continues to face.

Performance against the last single outcome agreement was broadly positive

56. CPPs aim to improve the lives of people in their communities. Many factors, both national and local, influence local outcomes. Therefore it is difficult to link any changes to specific partnership activities. This makes it difficult for us to assess comprehensively what direct impact the CPP has had. A challenge for the Glasgow CPP will be to demonstrate how it can directly link changes in outcomes to the actions in the SOA and its associated implementation plans.

57. Glasgow CPP's previous SOA had five themes of **Working, Learning, Healthy, Safe** and **Vibrant**. The CPP measured and reported on its progress using 96 indicators and sub-indicators. Overall, performance against these indicators was good with almost three-quarters being within 2.5 per cent of the target.²¹ In particular, performance under the Learning, Healthy and Safe themes was positive.

58. In this section we:

- report on performance against the CPP's previous single outcome agreement
- compare, where we can, Glasgow's performance relative to the other major Scottish cities and a wider set of English cities that may give us a more relevant comparison because of their size and socio-economic profile.²²

Working

59. The Working theme focused on making Glasgow an attractive place to do business and realise its economic potential through more and better employment opportunities. Of the 14 indicators under this theme:

in particular, performance under the Learning, Healthy and Safe themes was positive

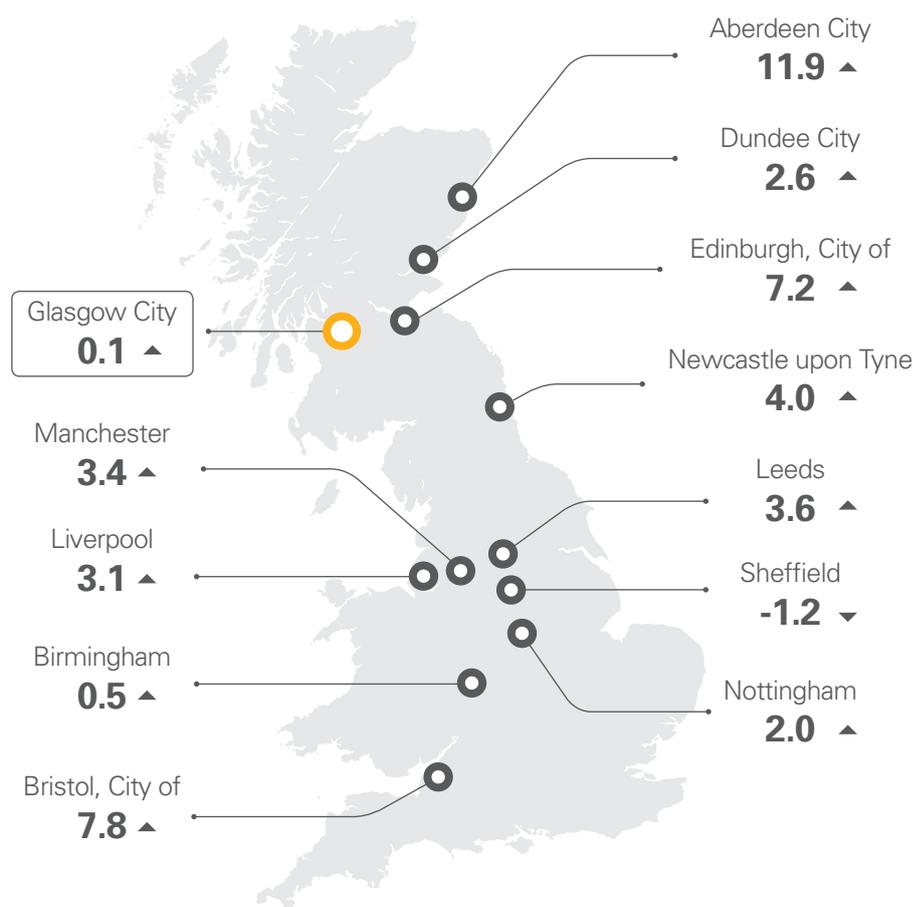
- nine were green (including business births, completed construction projects and development of vacant and derelict land)
- one was amber (increasing the city's population relative to Scotland)
- four were red (tourism expenditure, median earnings, business deaths and increasing jobs in priority sectors).

60. The net business growth rate is one way to assess how attractive Glasgow is to do business in, and provides an indication of employment opportunities. Over the eight-year period to 2012, Glasgow was one of the worst performing cities and only increased by an average of just 0.1 business per 10,000 of population per year ([Exhibit 9](#)).

Exhibit 9

Average net business increase per 10,000 population, 2004-2012

Glasgow has performed less well than other major Scottish and English cities in increasing the number of businesses.



Source: Audit Scotland analysis of Office for National Statistics data

61. In response to this, Glasgow Economic Partnership, a partnership of the public and private sectors responsible for the city’s economic development, commissioned a review of the city’s economic strategy. Glasgow Economic Leadership was then formed to implement the review’s recommendations. Glasgow has recently won an award for the best inward investment strategy in Europe.²³

62. Between 2004 and 2012, the median earnings of those in work who live in Glasgow remained constant in real terms, that is, allowing for inflation. Median earnings had fallen slightly behind that of the other major Scottish cities but remained comparable with earnings in the other core cities. A low level of median earnings, which remain static while household costs such as food and energy costs increase, indicates that more people remain in poverty despite being in work. This is an area that the CPP has chosen for early attention under the vulnerable people priority ([Part 1](#)).

Learning

63. Under the Learning theme, Glasgow has progressed and has closed the gap on the other major Scottish cities since 2004. For example, Glasgow has caught up with other major Scottish cities in the numbers of 18-24-year-olds in full-time education ([Exhibit 10](#)). The Glasgow CPP reported eleven of its twelve Learning indicators as green. The only red indicator refers to the proportion of school leavers in positive and sustained destinations.

Exhibit 10

Percentage of 18-24-year-olds in full-time education, 2004-2012

Glasgow has closed the gap with the other major Scottish cities since 2004.



Source: Annual Population Survey, Office for National Statistics



64. Glasgow has significantly reduced the proportion of its population aged between 16 and 64 who do not hold any qualification, from 22 per cent in 2004 to 16 per cent in 2012. This is comparable with the core cities. But the percentage is still significantly above the other major Scottish cities where the average is nine per cent, although the gap between Glasgow and them has closed between 2004 and 2012.

65. Glasgow has increased the percentage of working-age adults with at least one NVQ level 4 qualification by about ten per cent between 2004 and 2012.²⁴ By 2012, its performance was significantly better than the core city average and comparable with the other major Scottish cities. Having one or more qualifications at this level is likely to indicate that individuals are well educated and therefore likely to affect their life chances positively.

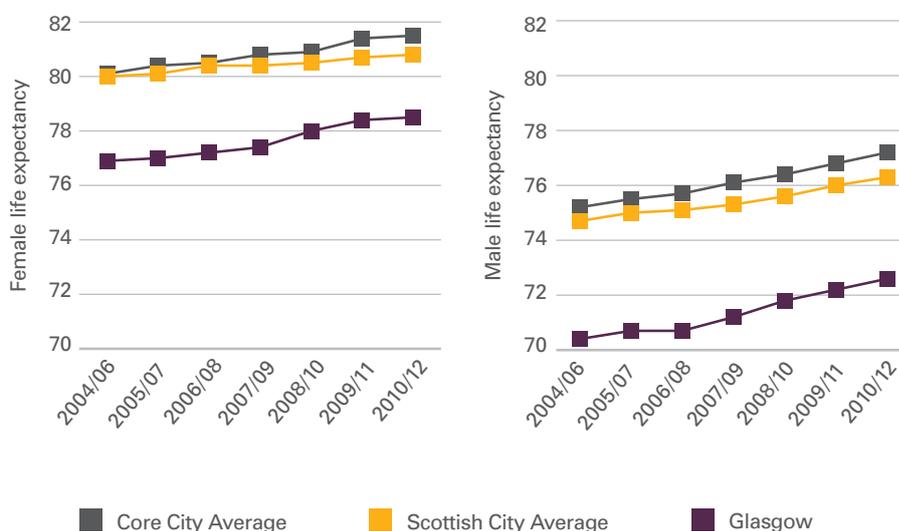
Healthy

66. The Healthy theme sought to give people in Glasgow longer and healthier lives. Life expectancy for women and men living Glasgow has improved slightly but still lags behind both the other major Scottish cities and the core cities ([Exhibit 11](#)).

Exhibit 11

Average life expectancy in Glasgow, 2004/06–2010/12

Life expectancies in Glasgow have risen but remain lower than for other Scottish cities.



Source: Office of National Statistics



67. Of the 23 indicators under the Healthy theme, 18 were rated green, two amber and three red.

Successes included:

- reducing alcohol-related deaths
- reducing the percentage of pupils who drink alcohol or take drugs
- reducing smoking
- reducing deaths from heart disease
- increasing life expectancy.

The targets that Glasgow did not achieve included reducing:

- the percentage of adults who smoke and are living in the most deprived areas
- the percentage of adults who exceed the recommended alcohol consumption
- the proportion of adults who do not meet recommended physical activity levels.

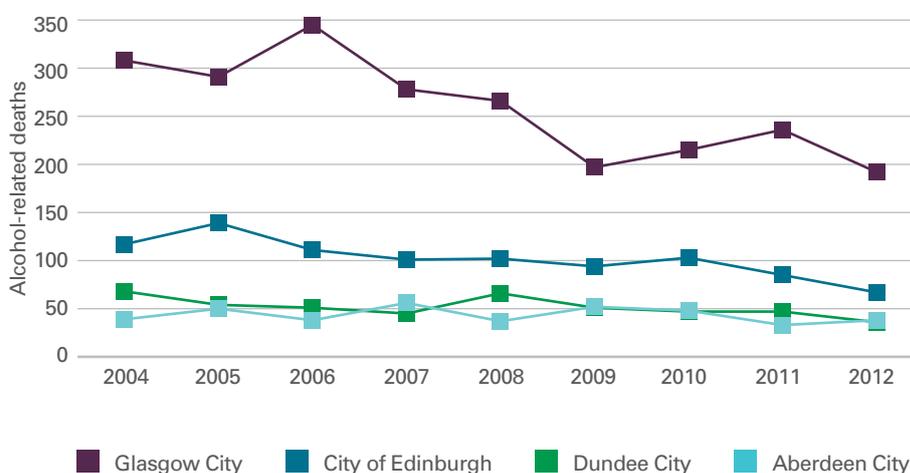
68. As we noted in [Part 1](#), alcohol is an important factor in causing early deaths in Glasgow. Between:

- 2004 and 2012, the number of deaths from alcohol-related diseases reduced by over a third ([Exhibit 12](#))
- 2008/09 and 2012/13, the number of patients discharged with an alcohol-related diagnosis reduced by a fifth ([Exhibit 13, page 39](#)).

Exhibit 12

Alcohol-related deaths, 2004–2012

Glasgow has reduced the number of alcohol-related deaths but it remains higher than in the other major Scottish cities.

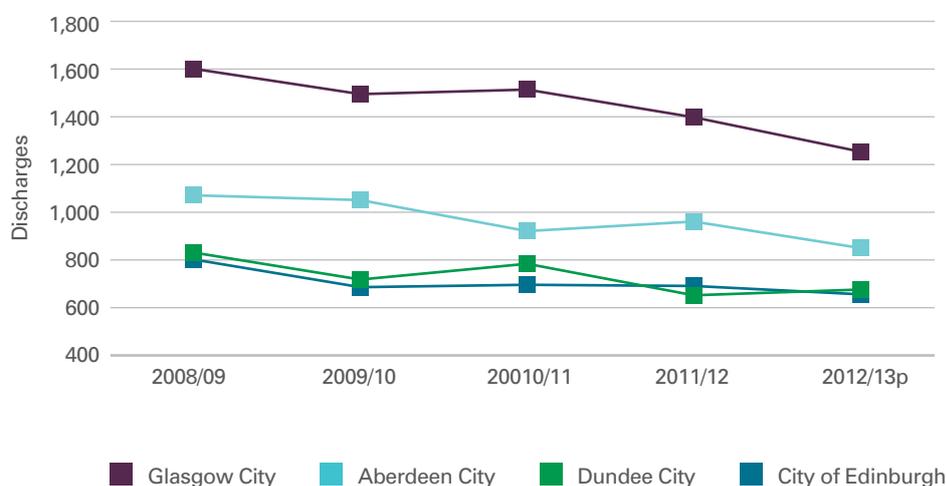


Source: General Register Office for Scotland



Exhibit 13**Hospital admissions and day case discharges with an alcohol-related diagnosis**

Glasgow has reduced the number of alcohol-related discharges but remains higher than the other major Scottish cities.



Note: Figures are the European Age Standardised Rate per 100,000 population, using the 2013 European Standard Population.

p = provisional

Source: Information Services Division



69. However, Glasgow's absolute performance on these measures remains worse than the other major Scottish cities ([Exhibit 12, page 38](#) and [Exhibit 13](#)).

The CPP has identified this as a priority over the next ten years.

70. Being born into poverty is linked to future poor health.²⁵ Glasgow has reduced child poverty figures by over two per cent over the three years for which data is available. However it remains worse (32 per cent) than the other major Scottish cities (19 per cent) and slightly worse than the core city average (29 per cent) ([Exhibit 14, page 40](#)).

Safe

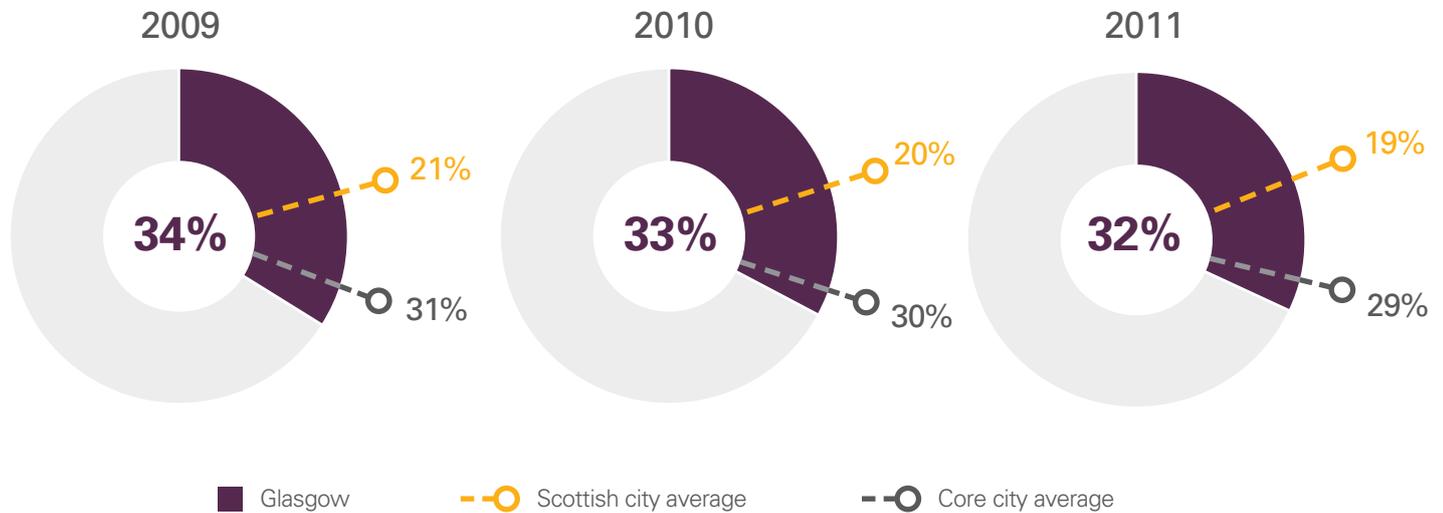
71. The Safe theme aimed to reduce:

- the level of violent crime, including gender-based and domestic violence
- injuries as a result of road traffic incidents, fires and incidents in the home
- the involvement of young people in crime and as victims of crime and accidents
- the fear of crime.

72. The SOA included 13 indicators under the Safe theme. It rated ten green, one amber and two red. Particular successes have included reducing violent crime, fire-raising and vandalism ([Exhibit 15, page 41](#)). There have also been reductions in juvenile crime, domestic violence, domestic fires and road traffic casualties. Targets on reducing the public perception of crime and crimes of

Exhibit 14**Percentage of children living in poverty, 2009-11**

Around one-third of children in Glasgow live in poverty



Source: HMRC



indecentcy have not been met. The latter may be explained by efforts by the police and in the media to increase the rates of reporting.

73. Violent crime in Glasgow has reduced. This has been a particular focus in recent years, with police activity focusing on lower level crime and antisocial behaviour to prevent violent crime from taking place. But Glasgow's level of overall crime and offences has remained relatively constant over recent years, while it has fallen in the other major Scottish cities ([Exhibit 16, page 42](#)).

74. People in Glasgow's perceptions of being safe, for example feeling safe or fairly safe at home at night or when walking alone after dark, showed an overall improvement between 2009/10 and 2012. This improvement followed trends in other Scottish cities but Glasgow's performance is slightly worse ([Exhibit 17, page 42](#)).

Vibrant

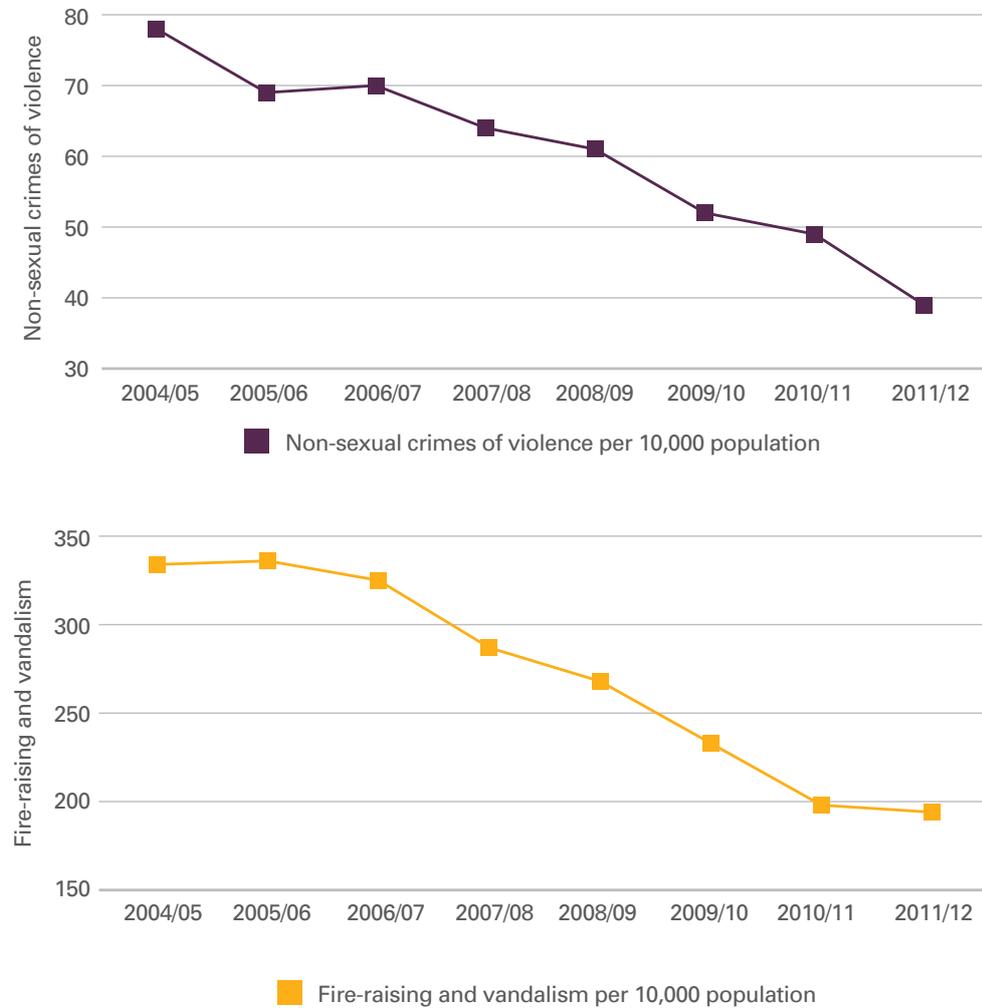
75. The SOA's Vibrant theme focused on the attractiveness of Glasgow as:

- a place to live, invest, work and visit
- its physical environment and infrastructure
- residents' aspirations, confidence, ability to make decisions and get involved in their community.

Overall, performance is a mixed picture. There has been a slight improvement in the perception of Glasgow as a good place to live although Glasgow residents remain slightly more negative about their city than people in the other major Scottish cities ([Exhibit 18, page 43](#)).

Exhibit 15**Occurrence of non-sexual crimes of violence, fire-raising and vandalism in Glasgow**

There have been large reductions in both crimes of non-sexual violence, fire-raising and vandalism in Glasgow.



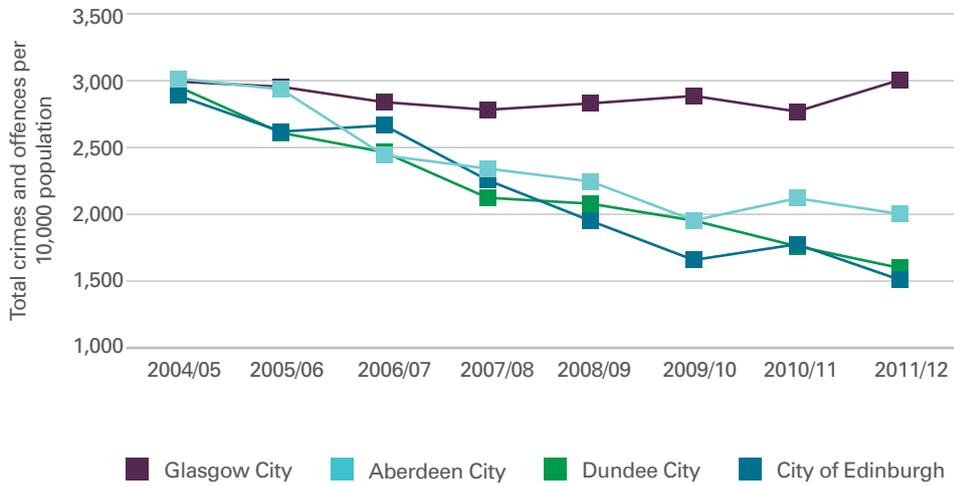
Source: Scottish Neighbourhood Statistics



Exhibit 16

Total reported crimes and offences per 10,000 population

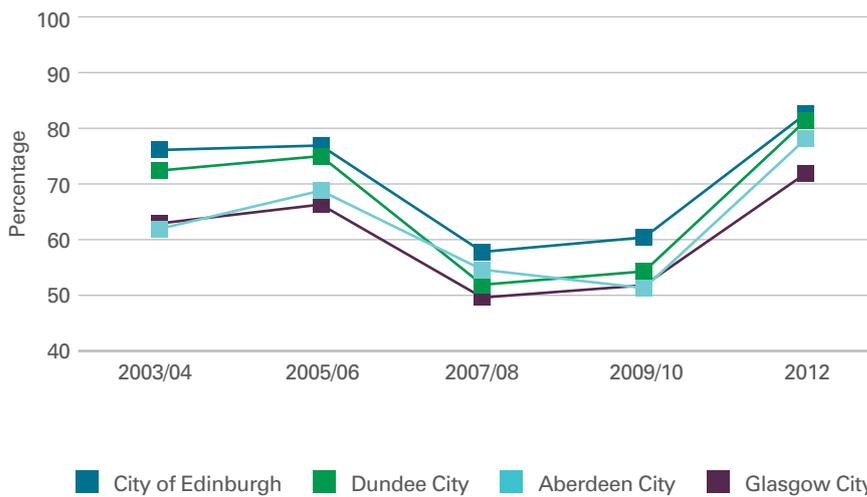
The total number of reported crimes and offences in Glasgow has not fallen as it has in other major Scottish cities.



Source: Scottish Neighbourhood Statistics

Exhibit 17

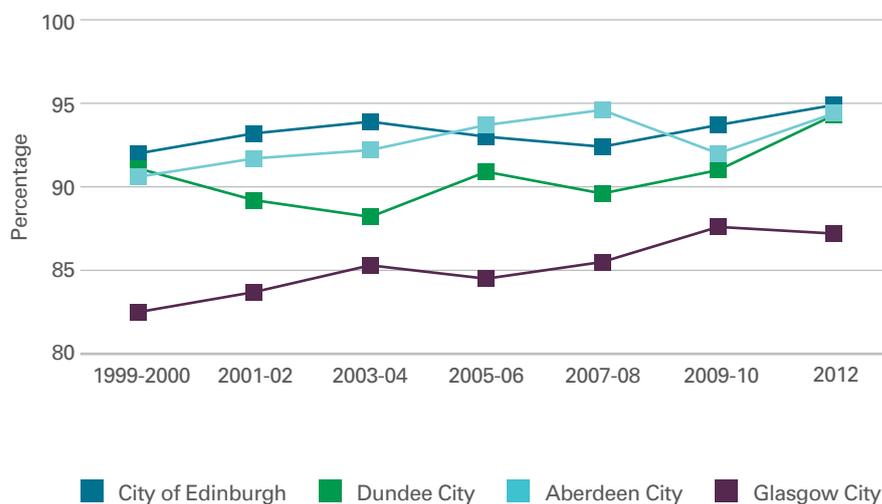
Percentage of adults stating they feel very/fairly safe when home alone at night and when walking alone in neighbourhood after dark



Source: Scottish Neighbourhood Statistics

Exhibit 18**Percentage of adults who rate their neighbourhood as a very or fairly good place to live**

More people in Glasgow consider their neighbourhood positively but Glasgow trails behind the other major Scottish cities.



Source: Scottish Neighbourhood Statistics



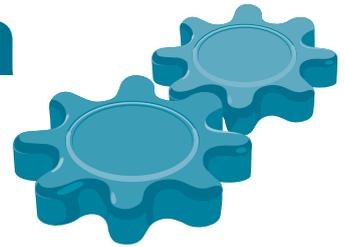
76. The CPP's previous SOA had 34 indicators under the Vibrant theme. Twenty-three were rated green, three amber and eight red.

Successes included:

- more people using museums and libraries
- reducing antisocial behaviour
- fewer attacks on emergency service workers
- more adults rating their neighbourhood as a good place to live
- the cleanliness of the environment.

Although the number of young people using sport and leisure facilities was good, attracting adults was less successful. The percentage of adults who rated their neighbourhood as a good place to live did improve. But the targets for reducing the proportion of residents who considered litter, graffiti, fly-tipping and dog-fouling to be a problem were not met.

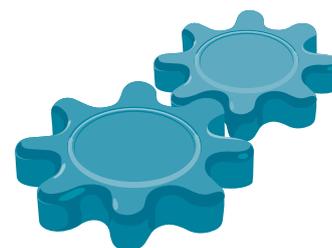
Improvement agenda



The CPP should:

- maintain its pace and agree implementation plans that set out what it will do, the resources it will need and individual partners' responsibilities
- develop a performance management framework that allows:
 - it to monitor progress in implementing the single outcome agreement
 - partners to hold each other to account
- consider how it reports its performance to ensure the public can get involved and discuss how it is delivering the priorities in the single outcome agreement
- regularly review and assess the structures and approaches it uses to deliver on its priorities to ensure that they are effective and fit for purpose
- ensure that the role of area and sector partnerships in scrutinising performance and holding partners to account for delivering implementation plans is clear to all participants
- ensure that the results of individual partners' community engagement work are shared among the partners and coordinate the individual partners' community engagement work to ensure the effective use of resources and inform its future plans.

Endnotes

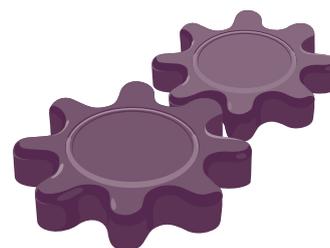


- ◀ 1 *Exploring potential reasons for Glasgow's 'excess' mortality: results of the three-city survey of Glasgow, Liverpool and Manchester*, Glasgow Centre for Population Health, June 2013.
- ◀ 2 *Cities Outlook 2014*, Centre for Cities, January 2014.
- ◀ 3 The Scottish Index of Multiple Deprivation provides a relative measure of deprivation across 6,505 geographical areas (or datazones) across Scotland, each covering an average of just under 1,000 people. In Glasgow, there are 696 datazones. The index is made up 38 indicators in seven areas: income, employment, health, education, access to services, crime and housing. Each indicator is weighted according to its importance.
- ◀ 4 For example NHS Greater Glasgow and Clyde, Strathclyde Partnership for Transport, Scottish Enterprise are members of the Glasgow Community Planning Partnership but are also members of several other CPPs.
- ◀ 5 *Commission on the Future Delivery of Public Services*, Dr Campbell Christie (Chair), June 2011.
- ◀ 6 *Statement of Ambition for Community Planning*, Scottish Government and COSLA, March 2012.
- ◀ 7 [Community planning in Aberdeen \(PDF\)](#) , [Community planning in North Ayrshire \(PDF\)](#)  and [Community planning in Scottish Borders \(PDF\)](#) .
- ◀ 8 The five Community Planning Partnership audits are in Falkirk, Glasgow, Moray, Orkney and West Lothian. We have previously published three national reports on community planning: [Improving community planning in Scotland \(PDF\)](#)  March 2013; [The role of community planning partnerships in economic development \(PDF\)](#)  November 2011; and [Community planning: an initial review \(PDF\)](#)  June 2006.
- ◀ 9 Glasgow Community Planning Partnership analysis for *Thriving Places*.
- ◀ 10 *The Economic Impact of Welfare Policy in Glasgow*, Fraser Allander Institute, 2012. *Monitoring poverty and social exclusion in Scotland 2013*, Joseph Rowntree Foundation, 2013.
- ◀ 11 Harkins C. & Egan J. *The rise of in-work poverty and the changing nature of poverty and work in Scotland: what are the implications for population health?*, Glasgow Centre for Population Health, 2013.
- ◀ 12 *Glasgow's Single Outcome Agreement 2013*, Glasgow Community Planning Partnership, August 2013.
- ◀ 13 The other two principles are early intervention and sustainable change.
- ◀ 14 The Alcohol and Drugs Partnership reports to the Joint Partnership Board and the Youth Employability Partnership to the Children's Executive Group.
- ◀ 15 *Health and Social Care Integration Enquiry*, Joint Improvement Team, November 2013.
- ◀ 16 [Review of Community Health Partnerships \(PDF\)](#)  Audit Scotland, June 2011.
- ◀ 17 Scottish Enterprise's, Skills Development Scotland's and Strathclyde Partnership for Transport's annual expenditure in 2012/13 were £288 million, £198 million and £70 million respectively.
- ◀ 18 *Agreement of Joint Working on Community Planning and Resourcing*, Scottish Government and COSLA, September 2013.
- ◀ 19 *Draft Improvement Plan*, Glasgow Community Planning Partnership.

- ◀ 20 This has also been commented on recently (February 2014) by the Scottish Parliament's Local Government and Regeneration Committee.
- ◀ 21 Indicators and sub-indicators identified as green are \pm 2.5 per cent of the target. Indicators and sub-indicators identified as amber are 2.5–5 per cent below the target. Indicators and sub-indicators identified as red are more than 5 per cent below the target.
- ◀ 22 The core cities are Birmingham, Bristol, Leeds, Liverpool, Manchester, Nottingham, Newcastle and Sheffield (as defined by Core Cities Group, a self-selected, self-funded group led by the leaders of the eight largest city economies outside London).
- ◀ 23 *European Cities and Regions of the Future for 2014/15*, FDI Magazine.
- ◀ 24 NVQ level 4 is the equivalent of a Higher National Certificate or Higher National Diploma.
- ◀ 25 A child is recorded as living in poverty if a family receives child tax credits and reported income is less than 60 per cent of median income, receives Income Support or Income-based Job Seeker's Allowance.

Appendix

Audit methodology



Theme/Area information

We conducted specific audit work under the vulnerable people and alcohol priority areas. We investigated these priorities through more targeted work in:

- two out of the three sector partnerships (North West and South sector partnerships)
- two out of the 21 area partnerships (Calton and Southside Central).

Desk research

Our team reviewed a range of documentary evidence the partnership provided including:

- previous and current versions of the single outcome agreement
- individual community planning partner organisation strategies
- community planning meeting agendas, minutes and reports
- analysis of data on performance and resources.

On-site fieldwork

We carried out interviews and focus groups with a range of community planning partners in October and November 2013. This included members of the Strategic Board, the Executive Group, and thematic groups as well as sector and area partnerships representing the following organisations: Glasgow City Council; NHS Greater Glasgow and Clyde; Glasgow Kelvin College; Glasgow Chamber of Commerce; Glasgow Third Sector Forum; Police Scotland; Scottish Fire and Rescue Service; Glasgow Housing Association and other social landlords; community councils; Citizens Advice Bureau; Glasgow Homeless Network; Scottish Enterprise; Strathclyde Partnership for Transport.

Community representatives also took part in focus groups.

Some of the interviews involved our scrutiny partners from the Care Inspectorate, Education Scotland and HM Inspectorate of Constabulary.

We also observed a range of community planning meetings and workshops during October and November 2013. The New Gorbals Housing Association arranged a visit to the Gorbals for us.

Glasgow Community Planning Partnership

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