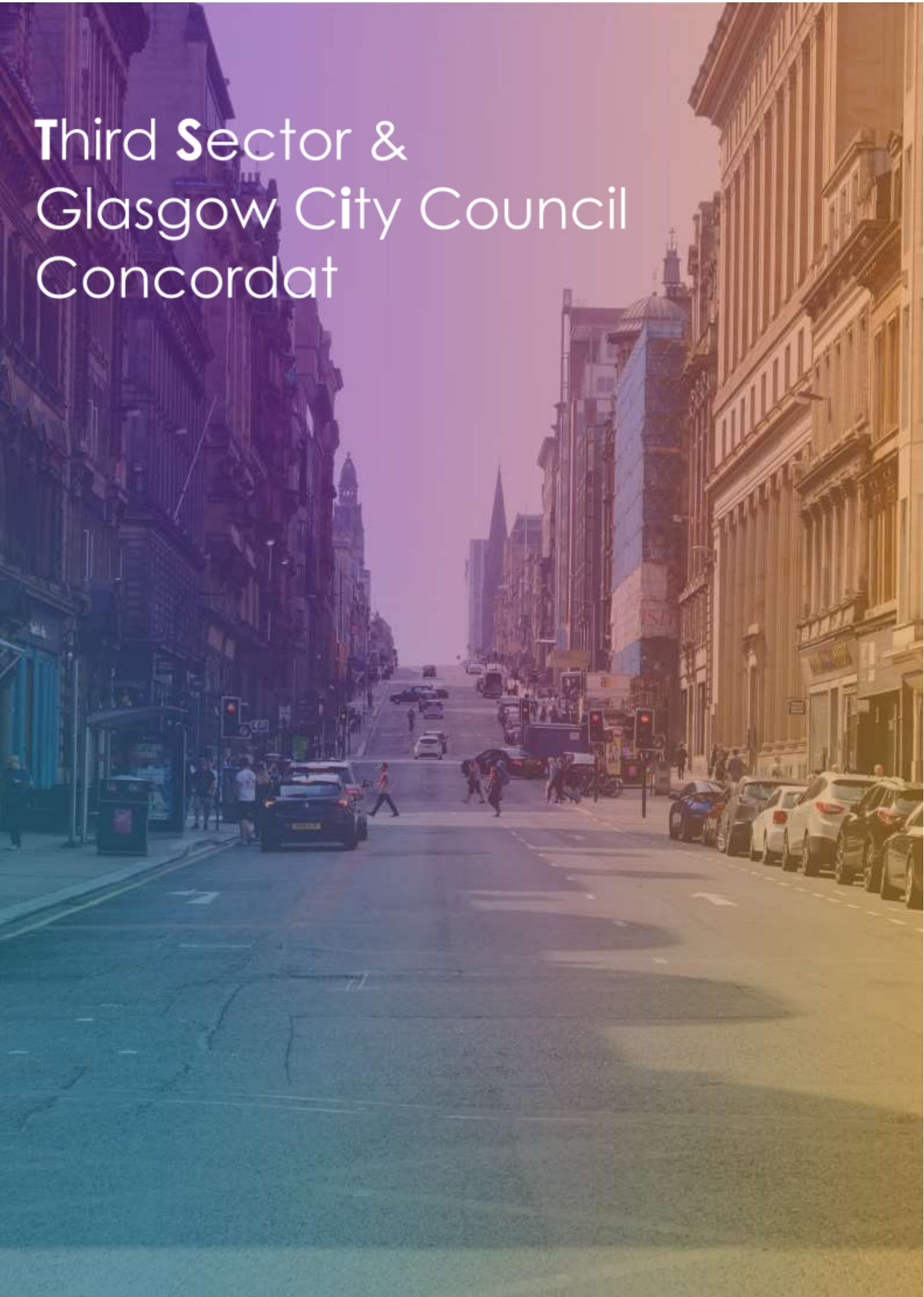


Third Sector & Glasgow City Council Concordat



Background

In August 2018, Glasgow City Council and Glasgow Third Sector Interface launched a new Concordat to transform partnership working between the local authority and third sector in the city. This new approach to joint working contained a shared vision to ensure the local authority and third sector would collaborate to maximum effect, to ensure the greatest impact in addressing city priorities in the years ahead.

The Concordat made a series of commitments which recognise the benefits of working together and acknowledge that each partner offers significant strengths, skills and resources. The plan also seeks to change the way we approach our joint work and address any power imbalances, cultural differences, attitudes and behaviours that can make partnership working and collaboration more challenging.

On this basis, the Concordat and this supporting Action Plan is a genuine attempt to strengthen and improve the relationship between Glasgow City Council and Glasgow's Third Sector. In taking things forward, the following principles will inform the Plan as it is delivered.

Concordat Principles

Partners agree to abide by in all our joint working:

Respect

Accountability

Transparency

Honesty

Integrity

Equality

About Glasgow's Third Sector

Glasgow has an extensive Third Sector which is active in every corner of the city. In areas where there is poverty, deprivation and health inequality, you will find a huge array of Third Sector organisations and voluntary groups working to alleviate these issues.

The work of the sector underpins all areas of social policy, with groups and organisations supporting every conceivable thematic and geographic priority across Glasgow but crucially, meeting need where there has been market failure and/or extreme disadvantage. But Glasgow's Third Sector does not just contribute to social priorities. It packs an economic punch too: the Third Sector contributes to ten of Scotland's National Performance Framework outcomes.

In terms of numbers, Glasgow's Third Sector Interface holds data on over 3,300 independent third sector organisations and groups in the city, 730 of whom identify as social enterprises. These organisations bring an estimated annual income of over £2.8 billion – with social enterprises accounting for £1.1 billion through trading. The sector employs over 27,000 paid staff annually and TS organisations own or rent buildings in the city; develop and train staff and volunteers; support people through jobs and placements who would struggle in the mainstream labour market and provides vital services to support those working in Glasgow's "high value" growth sectors through the delivery of child and social care. In addition, almost 110,000 people volunteer formally for public and third sector organisations delivering an equally wide range of activities and services in the city. With the priority to create inclusive growth in Glasgow's Strategic Plan and Community Plan, the sector's contribution can be maximised as never before.

Shared Agenda and Priorities

The scope and reach of the Third Sector's work and the strategic priorities of the local authority, mean that there are many areas of shared interest, including:

- Tackling poverty and health inequality
- Creating an inclusive economy
- Community empowerment, participation and asset transfer
- Equality and human rights

There are already a host of strategic plans in place that support these priorities including:

- The Glasgow City Council Strategic Plan
- Glasgow Economic Strategy 2016-23
- Glasgow's new CLD Strategic Plan
- Glasgow's Community Plan and the new
- Digital Glasgow Strategy
- Social Enterprise Strategy
- Glasgow's City Charter

It will now be important, as part of the work of the Concordat Action Plan, to review these strategies and sense-check the potential and actual level of engagement with the Third Sector in terms of implementation and delivery, to ensure connectivity is maximised.

In terms of the Concordat itself, the agreement highlights four priority areas that will frame the action plan. These encapsulate themes that will ensure improvements to joint working between Glasgow City Council and the Third Sector as follows:

- Strengthened engagement, collaboration and partnership
- Connected and informed decision-making
- Third Sector Investment and Infrastructure
- Community Empowerment

The detailed actions under each of these themes, connecting to Glasgow City Council strategies, will reflect the “what” in terms of our joint focus.

Of equal importance is the “**how**” we work together, given that the Concordat is fundamentally concerned with the **quality of relationship** between our sectors.

SHORT-TERM ACTIONS - AUGUST 2019

STRENGTHEN ENGAGEMENT, COLLABORATION, TRUST & PARTNERSHIP

No.	Action	Lead	Outcome
1A1	Concordat Working Group - with oversight of the Concordat Action Plan – with representation from the Council and Third Sector. This should include a communications strategy to ensure continued high profile for the Concordat.	Representatives of the Third Sector & GCC for work programmes. Regular updates to be given to GCC Senior Management Team (SMT) & WECCE Committee.	Public statement of membership & terms of reference.
1A2	Create protocols for sharing research and intelligence held by public sector and TSI partners to inform planning and decision-making in Glasgow, and raise awareness of Third Sector infrastructure to GCC staff, so they understand how to connect with the relevant organisations to work in partnership.	GTSIN & GCC.	Document to be shared and posted online on council & third sector websites. Training/workshop type events for GCC staff.
1A3	Collaboration between TS and GCC on developing and sharing good practice regarding public sector equality & human rights duty requirements (inc EQIA training and outputs).	GCC Strategic Policy and Planning & GTSIN .	Shared practice and training for GCC and Third Sector staff.
1A4	Organise second Third Sector Summit to discuss and consult on Action Plan, later in 2019.	Concordat Working Group.	Third Sector Summit held in Autumn 2019.
1A5	Investment in a learning and awareness programme on co-production to ensure this approach is understood and embedded as part of joint working.	Concordat Working Group and support staff.	Shared practice and training for GCC and Third Sector staff.
1A6	Explore the development of collaborative training and skills development for the Third Sector and Public Sector staff, based on training needs analysis across sectors.	Concordat Working Group & Organisational Development.	A well-resourced, highly skilled workforce that can deliver best practice to partners.

CONNECTED AND INFORMED DECISION MAKING

No.	Action	Lead	Outcome
1B1	<p>Agree a set of protocols regarding Third Sector representation on planning/steering groups for all partnership work-streams. This should be linked to rights outlined under participation requests.</p> <p>These protocols would be applicable to all new developments and work streams across GCC. A simple tool for using protocols could be developed and shared as part of 'training' element.</p>	GCC Community Empowerment Services in partnership with TSI.	Agreement of Third Sector involvement in partnership working via the SMT of GCC and the TSI. Roll out to relevant depts. Via SMT.
1B2	<p>Pilot project with Clyde Gateway to involve Third Sector representatives in developing programmes – Health Inequalities/Population health joint working collaboration over next 10 years – would like to explore pilot of strategic approach with Third Sector.</p>	Clyde Gateway and relevant third sector organisations identified via TSI.	Third Sector involved as partners in planning of programme outcomes and delivery approach – not just as contracted organisations.
1B3	<p>Agreement of use of some council facilities for third sector of events.</p> <p>Statement of current position for further discussion.</p>	GCC Community Empowerment Services & SMT.	Agreement of protocols re. use of council buildings.
1B4	<p>Involvement of Third Sector organisations in agreeing and developing actions from Community Learning and Development plan.</p>	Glasgow Life/CES/TSI.	A co-produced Community Learning and Development plan is developed that demonstrates effective partnership working across all sectors in Glasgow.
1B5	<p>Community Planning Partnership – engagement/representation.</p> <p>Following review of Governance framework, increase in number of representatives, including equality reps.</p>	GCC Community Empowerment Services.	<p>Review of third sector engagement and representation at all levels of Community Planning Partnership structures.</p> <p>Ensure efficient and purposeful third sector representation at all APs.</p>

1B6	Refresh the membership of Glasgow's Volunteering Strategy Governance Group.	Volunteer Glasgow & GCC Community Empowerment Services, with support from GCC Transforming Team.	Equalities groups and communities of place are engaged in the work of the Group to refresh Glasgow's Volunteering Strategy and develop the new action plan.
1B7	Co-produce first draft of Participatory Budgeting Framework.	GCC Community Empowerment Services.	Involve more Third Sector partners in the co-production of Participatory Budgeting Framework Increase awareness of Participatory Budgeting activity.
1B8	Continue to develop the BME task group which engages GCC work directly with BME Third sector Organisations.	Cllr Layden, GCC Community Empowerment Services.	BME communities are more engaged in improved public services via the Third Sector Organisations that represent them.

THIRD SECTOR INVESTMENT AND INFRASTRUCTURE

No.	Action	Lead	Outcome
1C1	Implementation, effective awareness and communication of the Social Enterprise Strategy.	Social Enterprise Board and Sub Groups.	Strategic outcomes are maximised.
1C2	Establish GCC specific support available from each department for Third Sector i.e. business support, Business Gateway, funding and investment.	GSEN and GCC.	Information on support available to Third Sector from GCC is captured and up to date. Information is used to produce guidance, identify gaps and inform future decisions.
1C3	Inform the Third Sector of GCC specific support from each department.	TSI and networks.	Information on support available to Third Sector from GCC is widely circulated.
1C4	Review the capacity building needs of the Third Sector and build a capacity building plan and programme for the city.	TSI and GCC Grants & Initiatives Team.	Information is available on the requirements and gaps of capacity building support for the third sector.
1C5	Co-produce the development of the new Grant Programme, including the EQIA process.	GCC, TSI Network and Glasgow Equality Forum.	New Grant Programme for third sector orgs.
1C6	Identify challenges faced by the Third Sector with regards to procurement.	Social Enterprise Board, GTSIN and Sub Groups.	Understand the challenges faced by the Third Sector.
1C7	Highlight the Community Asset Transfer Process and list of empty/unused buildings in Glasgow. Information to be circulated to Third Sector on this and the Keystone Award, which is the capacity building / governance programme with inbuilt mentoring to support third sector organisations successfully run the asset they wish to acquire through the transfer process.	GCC Development and Regeneration Services. GCC Community Empowerment Services.	Third Sector Organisations and Communities of Interest are aware of the Community Asset Transfer Process in Glasgow.

	Identify challenges faced by Community Asset Transfer.	Third Sector.	Challenges faced by Community Asset Transfer are reduced.
COMMUNITY EMPOWERMENT			
No.	Action	Lead	Outcome
1D1	Refresh Glasgow's Volunteering Strategy and agree Action Plan on the basis of stakeholder engagement.	Volunteering Strategy Governance Group & CPP Strategic Board.	All Strategy Governance Group members contribute to development of the new Action Plan and recommend new Strategy and Action Plan for approval by Glasgow Community Planning Partnership by end March 2019.
1D3	GCC will formally sign the Volunteering Charter and the associated specific pledges.	Volunteer Glasgow & GCC.	Charter and Pledges signed. Charter Status achieved.
1D4	Facilitate Ward-based Participatory Budgeting process and support local Citizens Panels.	GCC Community Empowerment Services.	Third Sector partners contracted to support Participatory Budgeting Panels.

MEDIUM TERM ACTIONS - AUGUST 2020			
STRENGTHEN ENGAGEMENT, COLLABORATION, TRUST & PARTNERSHIP			
No.	Action	Lead	Outcome
2A1	Development of a Third Sector Strategy for Glasgow.	Concordat Leadership Group/GTSIN	Third Sector capacity building and support strategy are created.
2A2	Extension of concordat & concordat principles to NHS, IJB, ALEOS.	Community Planning Partnership.	Wider partners are signed up to the Concordat.

CONNECTED AND INFORMED DECISION MAKING			
No.	Action	Lead	Outcome
2B1	Complete Participatory Budget Pilots & engage re. forward planning for future Participatory Budgeting.	GCC Community Empowerment Services	Third Sector involvement in future Participatory Budgeting programme in city.
2B2	Review of third sector engagement in Thriving Places and proposals for future action.	Locality Planning Steering Group.	Following completion of Thriving Places Review, all steering groups have effective Third Sector participation.
2B3	Continued involvement of the Third Sector in the Universal Credit rollout programme and next steps.	Financial Services & GTSIN representatives.	Third Sector involved in all stages of programme.
2B4	Review of third sector involvement in committees across GCC.	Community Empowerment Services & TSI.	Committees have Third Sector representation.
2B5	Evaluation of how well protocols re. planning & sharing of resources/facilities are working in practice.	Concordat Working Group.	All protocols are working effectively.
2B6	Improved working partnerships with Education Services via the Everyone's Children network.	GTSIN/GCC Education Services.	Learning communities have clear route for engaging with local Third Sector.
THIRD SECTOR INVESTMENT AND INFRASTRUCTURE			
No.	Action	Lead	Outcome
2C1	Explore, in Partnership, how current procurement legislation could be used to improve opportunities for investment in the Third Sector.	Social Enterprise Board and Sub Groups.	Investment in third sector is encouraged to retain resources and fund within local areas.

2C2	Explore how current and future practice on strategic commissioning could be developed more effectively across the relevant departments of Glasgow City Council.		Opportunities for current and new models of delivery are explored.
2C3	Explore opportunities and developments within City Deal. Information around opportunities to be shared via existing third sector networks and on council website.	GCC, Development & Regeneration Services & City Deal team and TSI Network.	The Third Sector are aware of City Deal and able to influence and participate in developments.
2C4	Explore opportunities and development within City Region. Information around opportunities to be shared via existing third sector networks and on council website.	GCC Development & Regeneration Services, TSI Network.	The Third Sector are aware of City Region and able to influence and participate in developments.
2C5	Review of GCC funded Capacity Building.	GCC Community Empowerment Services.	Capacity Building Programme provides appropriate support and capacity building to third sector organisations.

COMMUNITY EMPOWERMENT

No.	Action	Lead	Outcome
2D1	Finalise any adjustments to years 2+ of Glasgow's Volunteering Strategy action plan that may be required following publication of the Government's National Volunteering Outcomes Framework.	Volunteer Glasgow. GCC and CPP partners.	Best possible combined use of national and local resources to enable and support people's volunteering.

Long Term Actions - August 2021

No.	Action	Lead	Outcome
3A1	Monitor and evaluate the current Procurement Strategy (2018-2022).	GCC Committee or Procurement Team & Social Enterprise Board.	<p>The strategy delivers outcomes and investment for Third Sector organisations.</p> <p>Third Sector experience and knowledge influences future iterations of procurement strategies.</p>
3A2	Participatory Budgeting Framework is evaluated and rolled out to 23 Wards.	GCC Community Empowerment Services.	Participatory Budgeting Framework co-produced and Third Sector partners involved in facilitating Ward based Participatory Budgeting processes.