

# North Lanarkshire Council Report

## Policy and Strategy Committee

Does this report require to be approved?  Yes  No

Ref SP Date 05/12/24

## Member Officer Working Group on the Third Sector - recommendations

**From** Stephen Penman, Chief Officer (Strategic Communication and Engagement)

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### Executive Summary

The purpose of this report is to provide the Policy and Strategy Committee with recommendations from the Member Officer Working Group (MOWG) on the Third Sector for approval and implementation.

### Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Endorses the work carried out by the MOWG and;
- (2) Approves the recommendations of the MOWG for implementation

### The Plan for North Lanarkshire

Priority	Enhance participation, capacity, and empowerment across our communities
Ambition statement	(19) Improve engagement with communities and develop their capacity to help themselves
Programme of Work	All Programmes of Work

## 1. Background

- 1.1. As part of the review of the Grant Awards Programme approved by Council in February, it was agreed to establish a short-life Member Officer Working Group on the Third Sector to examine the relationship and dependencies between the council, the third sector and communities and to consider how the longer-term sustainability of the third sector could be supported.
- 1.2. The MOWG met on six occasions between March and October. The membership was:

#### *Councillors*

Cllr A Khan – Chair  
Cllr H Brannan-McVey  
Cllr M McPake  
Cllr G Woods  
Cllr D Johnston

Cllr M Hughes  
Cllr A Smith  
Cllr L Nolan  
Cllr G Lennon  
Cllr A Beveridge

*Officers who contributed to the work of the group included:*

Chief Officer (Housing Solutions)  
Chief Officer (Strategic Communication and Engagement)  
Chief Social Work Officer  
Chief Officer (Planning, Performance and Quality Assurance)  
Community Partnership Managers  
Senior Manager, Quality Assurance  
Enterprise Manager

The group was supported by the Democratic Manager and Democratic Co-ordinator.

- 1.3. At its first meeting, the MOWG agreed the terms of reference at Appendix 1 to this report.

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## 2. Report

- 2.1 The MOWG heard presentations and evidence from a number of stakeholders during the course of its meetings, including from council and Health and Social Care Partnership officers, external experts, third sector groups (individually and collectively) and from Voluntary Action North Lanarkshire (VANL), the third sector interface. The group also considered examples of good practice from other local authority areas. A list of those giving evidence is at Appendix 2 to this report.

### Funding

- 2.2 It was recognised at the outset that third sector services and groups are under similar pressures with respect to both rising demand and diminishing resources. While funding is available through both the council's Grant Awards Programme and through the health and social care partnership's Community Solutions – as well as external funders – the MOWG heard from third sector groups that funding applications can be complex with short lead-in times and a need to often provide the same information routinely.

**Recommendation 1:** council and partnership officers to work together to identify ways in which funding opportunities, including external funding beyond that available from the partner agencies, can be communicated to third sector groups earlier, and provide updated advice on securing additional and future funding. In line with commitment made through the review of the Grant Awards Programme, the council and partners should work to develop a 'tell us once' blueprint approach, capturing the default details of applicants with a view to reducing the complexity and burden of repeatedly providing this information.

Public sector partners should also examine the potential to develop a consortium approach to assist third sector groups, or combinations of them, in procuring expertise for specific programmes. The council will work with VANL to create a bank of information, resources and seminars aimed at assisting third sector groups in bidding for contracts with the public sector, aligned with the principles of Buy Social Scotland.

## CommonHealth Catalyst research

- 2.3 The MOWG heard from Professor Michael Roy from Glasgow Caledonian University's CommonHealth Catalyst, who detailed the extensive work his research group had carried out on the third sector in Lanarkshire. From his research, he was able to identify a number of North Lanarkshire-specific lessons learned. Professor Roy underlined the importance of understanding how third sector groups interface with statutory services and suggested that, particularly in North Lanarkshire, there were gaps in this understanding.

**Recommendation 2:** that the council and VANL lead a time-limited mapping exercise across the community planning partnership to capture the ways in which third sector services interface with statutory services and the council's Programme of Work so that duplication can be identified and opportunities to facilitate the growth and sustainability of the sector can be exploited.

- 2.4 Professor Roy's research suggested that the third sector needs to be treated more as an equal partner in service and policy design. An opportunity exists, with the adoption of the CommUnity Agreement and Fair Funding Charter by the North Lanarkshire Community Planning Partnership, ongoing work on Local Outcome Improvement Plans with Community Boards and implementation of the Community Wealth Building Statement, to ensure that the third sector is meaningfully and directly involved in decision-making.

**Recommendation 3:** that the Community Partnership Team lead a review of council policies with a view to identifying further opportunities for participatory funding of the third sector. As part of a refreshed Framework for Working With Communities, the Community Partnership Team should also work with the sector on the creation of a Community Empowerment Toolkit for use across the council aimed at identifying opportunities for third sector groups to be involved in the development of policy and strategy aligned to The Plan for North Lanarkshire.

The toolkit and the mapping outcomes from recommendation 2 should be launched at a Third Sector Conference organised by the council but with input from the sector.

## Awareness of Third Sector service and groups as partners

- 2.5 The MOWG saw evidence of East Ayrshire's Vibrant Communities approach. While Vibrant Communities is essentially a branded communication campaign, bringing together all elements of work with communities, the third sector and partners, an opportunity exists both to promote third sector services and celebrate the successes of the sector alongside local initiatives and outcomes.

**Recommendation 4:** Strategic Communication and Engagement should work across the service (Corporate Communications, Community Partnership and Leadership and Operating Model, which has responsibility for the council's development of community and town hubs) to update the Framework for Working with Communities. This update should include a branded, major ongoing campaign to work with third sector organisations to highlight their services and initiatives, and celebrate their successes and should contribute to growing the sector. The branding assets should be subject to testing with focus groups made up of sector representatives.

This campaign, which will be jargon free and focused on tangible outcomes, will be continuous and will utilise the results from the mapping exercise described above, as well as existing work with the third sector. It will necessarily involve input from third sector organisations themselves as well as community planning partners.

### **Other activity**

- 2.6 Community Boards are North Lanarkshire Partnership rather than council structures. However, Community Boards are currently undertaking significant self-assessment work, which includes a Community Board conference in the coming months, and the council has a role to play in supporting any improvement actions arising from this work.

**Recommendation 5:** that the council ensures that actions arising from the Community Boards' self-assessment work is embedded in the other recommendations outlined above.

### **Next steps**

- 2.7 While the work of the MOWG, and its recommendations, are owned by the council, their successful implementation necessarily involves considerable input, and in some cases partial ownership by a range of others, including VANL, the other community planning partners and representatives of the third sector.
- 2.8 Because of these dependencies, it is essential that the formal and informal structures in places are utilised to firstly, increase awareness of the work of the MOWG and, secondly, ensure that the actions required to ensure successful implementation are well understood by all stakeholders. It is therefore proposed to share the recommendations to the first available meeting of the North Lanarkshire Partnership's Strategic Leadership Board, the Integrated Joint Board and Community Boards.
- 2.9 It is considered appropriate that progress against the recommendations is reported as required to the Communities Committee as the committee with responsibility for oversight of the council's work with communities and the third sector.

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## **3. Measures of success**

- 3.1 Successful implementation of the MOWG recommendations will lead to better understanding of the sector by the council, its partners and the public and will lead to increased opportunities for the sector to grow and prosper, enabling it to continue to provide vital supports to the communities of North Lanarkshire.

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**4. Supporting documentation**

4.1 Appendix 1 – Terms of reference

A handwritten signature in black ink, appearing to read 'Stephen Penman', written in a cursive style.

**Stephen Penman**  
**Chief Officer (Strategic Communication and Engagement)**

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## 5. Impacts

<p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The Third Sector Conference, mapping exercise and campaign have potential one-off costs which will be met within existing budgets.</p>
<p><b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<p><b>5.6</b></p>	<p><b>Technology / Digital impact</b>  Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.7</b></p>	<p><b>Environmental / Carbon impact</b>  Does the report / project / practice contain information that has an impact on any environmental or carbon matters?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.8</b></p>	<p><b>Communications impact</b>  Does the report contain any information that has an impact on the council's communications activities?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>The campaign elements will require extensive communications planning.</p>
<p><b>5.9</b></p>	<p><b>Risk impact</b>  Is there a risk impact?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p>
<p><b>5.10</b></p>	<p><b>Armed Forces Covenant Duty</b>  Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p><b>5.11</b></p>	<p><b>Children's rights and wellbeing impact</b>  Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>



## Third Sector Member/Officer Working Group

### Terms of Reference

#### 1. Purpose

The Third Sector Member/Officer Working Group will examine local and national evidence about the third sector and its interface with the council and make recommendations about how the sector can build on its status as a key provider in the delivery of services that benefit people, communities, the economy and the environment.

The group will also make recommendations about how the council can build on its relationships with the Third Sector and help to ensure the longer-term sustainability of the sector.

#### 2. Membership

Cllr Ayesah Khan LAB	
Cllr Heather Brannan-McVey LAB	
Cllr Michael McPake LAB	
Cllr Geraldine Woods LAB	
Cllr Denis Johnston SNP	
Cllr Margaret Hughes SNP	
Cllr Adam Smith SNP	
Cllr Lorraine Nolan CON	
Cllr Greg Lennon PCNL	
Cllr Alan Beveridge IND	

#### Officers

Communities	Leanne Pollock
Communities	Matt Costello
Enterprise (CWB)	Yvonne Weir
Health and Social Care	Morag Dendy, Maria Williamson
Resilient People board interface	Alison Gordon/Stephen Llewellyn
Communities	Stephen Penman

Additional stakeholder representatives will be invited to attend for specific agenda items



### **3. Key Objectives**

The key objectives will be to:

- Gather local and national evidence about approaches to the sector, including by other local authorities;
- Consider what equitable supports can be introduced or further developed to sustain the sector;
- Consider where council initiatives or approaches would benefit from extended input or partnership working with the sector, e.g. Programme of Work delivery, development of the Leadership and Operating Model, Community Wealth Building,
- Based on this work, make recommendations to the Policy and Strategy Committee for decision;
- Consider how the recommendations could be implemented, including what consideration of these would be required at partnership level.

### **4. Reporting Arrangements**

The group will report to the Policy and Strategy Committee in December 2024.

### **5. Measures of Success**

Sustainable recommendations are considered by the Council which contribute to delivery of The Plan for North Lanarkshire and meet the purpose described in section 1 of this terms of reference.

### **6. Frequency of Meetings**

TBC

## **Appendix 2**

The following individuals and groups gave evidence (written and oral) to the MOWG:

Chief Officer (Housing Solutions)

Enterprise Manager

Professor Michael Roy, CommonHealth Catalyst

Teresa Aitken and Christine McNally, Glenboig Development Trust

Collette Donald, Health and Wellness Hub

Community and Voluntary Sector Partnership Group

David Wood, Chief Executive, Voluntary Action North Lanarkshire