A Third Sector Interface for Glasgow

Proposed Framework Agreement

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Prepared by

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Glasgow Interface Framework Agreement

1. Introduction

In 2008, the Scottish Government set out proposals to create Third Sector Interfaces (TSI's) in all of the 32 local authority areas across Scotland. TSI's are intended to establish a coherent and effective mechanism for the provision of support to the third sector as well as ensuring that the sector is fully engaged at strategic level with community planning in local areas. Specifically, TSI's are required to fulfil four functions:

- ❖ to support voluntary organisations operating in their local area;
- ❖ to promote and support volunteering;
- ❖ to develop and support social enterprise; and
- ❖ to connect the third sector to community planning.

To ensure consistency, coherence and parity with Interface developments across the rest of the country, it is proposed that the Glasgow Interface has a structure which reflects Government guidelines, with Glasgow Council for Voluntary the Voluntary Sector (GCVS)[1], Volunteer Centre Glasgow (VCG)[2], and CEIS (representing the Glasgow Social Enterprise Network – GSEN)[3] leading on the first three support functions. However, uniquely in Glasgow, for the fourth function around representation, it is proposed that a wide range of third sector intermediary bodies form a Third Sector Forum in order to fully reflect the comprehensive array of voices and interests of the sector in the city and to create a space for dialogue and consensus among key partners which can inform the community planning process.

In order to gain sign off for Interface arrangements at local level, TSI's are required to develop a Framework Agreement by November 2010. This paper sets out the proposed agreement for the Glasgow Interface and is based on discussions to date between the three core third sector partners (GCVS, VCG and GSE), the wider third sector members of the Interface Group[4] and the public sector partners[5] involved in supporting this development. It will set out the context in which the third sector Glasgow is operating as well as proposed principles, aims, functions, structure, contractual, governance and management arrangements for the Interface in the city as well as recommendations for the percentage allocation of funding to support each of the four Interface functions.

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[1] GCVS is the largest CVS in Scotland and has provided key support to the voluntary and community sector in Glasgow for almost 40 years, helping to build the capacity of the sector and supporting the development of knowledge, skills, governance and innovation.

[2] VCG exist to improve the quality of life for the people of Glasgow by offering opportunities to use and enhance their skills in volunteering, training and personal development and have delivered volunteering development and support services for 40 years.

[3] CEIS is the largest provider of business support to Third Sector Organisations in Scotland providing a range of service from crisis management to new business development. CEiS is providing secretariat support to the Glasgow Social Enterprise Network (GSEN) to co-ordinate social enterprise activity in the city.

[4] Glasgow Care Providers Forum; Glasgow Homelessness Partnership; Faith in Community Scotland; Glasgow Citywide Voluntary Sector Network; Glasgow and West of Scotland Forum of Housing Associations; Glasgow Social Economy Partnership.

[5] Glasgow Community Planning Partnership; Glasgow Life; Glasgow Housing Association; Glasgow City Council; NHS Greater Glasgow and Clyde; Strathclyde Fire and Rescue.

The Context for the Third Sector in Glasgow 2011 – 2014

The voluntary and community sector in Glasgow is facing unprecedented times. The banking crisis, subsequent recession and budget restrictions being implemented by the UK Coalition Government are creating a fiscal climate like no other in recent history. Glasgow City Council has announced a savings target of £180 million over the next three years and other public bodies will also be affected by real term reductions to their budgets which will have a massive impact on services, communities and local people. Combined with the £18 billion reduction in welfare spending at UK level over the next 4-5 years, the picture looks bleak for those most vulnerable and at risk in our society.

However, the third sector has a long history in creating opportunity out of challenge and in providing creative and innovative approaches that address local problems. The new economic landscape demands fresh thinking, radical approaches and new models of delivery and the third sector is in a unique position to shape and address this context. The Third Sector in Glasgow is resilient and has worked especially hard over the last few years to cope with increasing demand despite declining resources. There is no doubt that the scale of the budget cuts that lie ahead will put the sector – and it's public sector partners - under immense pressure in delivering services to vulnerable groups. For many organisations survival is a real issue. Detailed below are the two areas which will present significant challenges:

Declining Resources:

- Massive reduction in public spending by UK Government - £81 billion by 2014-15;
- Large scale reduction to Scottish budget - £900 million over same period;
- Significant reductions in the local authority budget - from the Scottish Government allocation as well as other income sources for example capital receipts, planning fees, home care charges etc. Reductions to third sector grant streams are an inevitable consequence and contract opportunities will also reduce;
- Decline in alternative sources of funding to the third sector for example, trust and foundation grants due to a reduction in charitable giving and increased competition for funds;
- Increased competition for scarce resources between sectors – for example, third sector organisations and ALEO's.

Increased Demand

- Demographic changes to Glasgow's profile - for example, more older people, migrants to the city and unemployed people - impacting on public and third sector priorities;
- Services dealing with poverty and the consequences of poverty face a significant growth in demand due Glasgow's endemic problems of disadvantage and the impact of welfare reform – for example in areas such as money advice, homelessness, addictions, mental health and relationship counselling services;[6]

If Third Sector organisations are to meet the increased demands placed upon them, they will need organisational support to devise strategies and approaches that will build stability and sustainability.

Changing Policy Context and New Relationships

Reduced resources mean a fundamental re-think about how public services are to be delivered is taking place. Cross-boundary working, co-location, merged service areas and staff re-structuring are all being taken forward.. Difficult decisions are also being made about key service priorities reducing what were once complex and detailed policy agendas to more simply defined objectives – particularly around key statutory requirements. The Third Sector needs to adapt to this changing policy environment as well as play a role in setting policy, particularly where there are gaps in public sector provision – for example, around the environmental sustainability agenda and in building civil societies response to cuts at community level.

The "Big Society", which captures the UK Government's policy vision for the third sector, acknowledges the crucial role played by the sector in local communities - identifying and addressing need, providing innovative services and offering support to local people out with the bureaucracy of the public sector. Whilst this has yet to be embraced in Scotland, the Interface provides an opportunity to shape our own vision for the role the third sector can play in Glasgow.

Opportunities for growth and service delivery:

Despite the challenging times ahead, there are areas of opportunity where the third and public sector relationships can be strengthened and aligned as follows:

    a. The Commonwealth Games will present contracting opportunities for social enterprises, legacy and public realm opportunities for third sector organisations and a significant opportunity for a volunteering programme;

    b. Services with a high "return on investment" will increase where cost effective alternatives to public sector delivery are sought;

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[6] GCVS Recession Surveys – 2009 and 2010

c. Volunteering will increase due to the availability of skilled individuals, increased need for support at local level and some trickle down from "Big Society", the new Work Programme and other related initiatives;

d. Asset transfer to community groups will increase in a new relationship between public authorities and communities where localism will be increasingly significant;

e. Community based enterprise activity will increase as it did 26 years ago in the last major recession when the Community Business movement began in Scotland.

f. Civil society will strengthen, creating more empowerment and involvement of local communities in problem solving and creating local solutions to poverty.

In this context, the Interface presents a major opportunity for the third sector to work with the public sector in addressing the city's economic and social challenges and to channel the ideas, energy and commitment of the sector. It offers the promise of a fresh start, for new relationships between third sector organisations and public sector partners and an open, mature and equal style of engagement.

2. Principles Underpinning Glasgow's Third Sector Interface

The Third Sector Interface will foster the values and principles endorsed by the Glasgow Compact, recognising that all partners in the Interface will have an equal voice and that the following values will underpin the agreement:

- respect
- accountability
- transparency
- honesty
- integrity

3. Aims of the Interface

The creation of the Interface provides an opportunity to fully acknowledge and maximise the role, value and contribution of the third sector to the economic growth and social cohesion of the city of Glasgow. Our proposal is that the Interface will aim to achieve the characteristics described below in taking forward it's core functions:

Engagement with Community Planning:

- Able to operate at a more strategic level with CP partners, influencing, interpreting and articulating policies nationally and locally;
- Supporting the development of the Third Sector Compact;
- Articulating what is needed by the third sector and the communities it serves; as well as the contribution that it can make to the Glasgow Single Outcome Agreement (SOA) and other strategic agreements;
- Able to influence the planning and delivery of public services, improving coordination and targeting of services to meet need (both across public agencies and third sector activity);
- Well informed about local need, thematically and geographically and working across these boundaries with local and national agencies;
- More efficient and able to demonstrate its effectiveness/impact and provide strong leadership;
- Representing and advocating for the sector;
- Partners well connected to each other and communicating effectively with each other.

Building Support for the Third Sector:

- Building the capacity of individuals and organisations (their skills, knowledge, resources and confidence);
- Building social enterprise activity;
- Supporting organisations, individuals and communities to realise their potential;
- Ensuring that there is a wider appreciation of volunteering, more effective Partnerships supporting volunteering and an understanding of the importance of volunteering in civic society beyond the infrastructure needs of voluntary organisations;
- Providing efficiencies in the form of economies of scale across partners including, shared back office functions, premises and accommodation, research, intelligence gathering, training, ICT systems, data sharing and funding support, publications and promotional material, cross referrals and joint projects;
- Engaging a wider range of Glasgow's communities, stretching contact beyond the organisations and groupings that traditionally engage with Third Sector Infrastructure Organisations.

4. Functions of Glasgow's Third Sector Interface

The key partners in the Interface – GCVS, VCG and CEIS/GSEN – will individually and collectively deliver a range of activities to ensure core objectives are met and provision is focused, streamlined, effective and flexible in order to meet the needs of the Third Sector in the challenging times ahead. The partners will meet the four Interface objectives as follows:

i) Supporting and Developing Voluntary Organisations

There are over 1700 voluntary and community organisations in Glasgow contributing around £671 million annually to the city's economy.[7] Approximately 1000 of these organisations employ paid staff. The majority of organisations work directly with "hard to reach", vulnerable groups. Given the changing. more challenging social and economic climate, these organisations will need continued support to develop appropriate strategies and capacity to meet increased demand in the years ahead.

The Interface will direct Scottish Government funding towards the following activity during year 1 to meet the objective to "support and develop voluntary organisations", with GCVS leading on :

- **Providing leadership on issues of importance to voluntary and community organisations** -
    - through the development and implementation of a Voluntary Sector Strategy; environmental scanning of needs, access to funding streams and co-ordination of voluntary sector projects in areas such as employability, community learning, development and literacies, community engagement, community capacity building.

- **Building sectoral capacity, strengthening governance and promoting quality and standards** -
    - through training programmes and briefings; early start up and one to one support; change management, promoting awareness and understanding of OSCR and take up of national occupational and quality standards and support for volunteer involving organisations.

- **Communicating with and on behalf of voluntary and community organisations to inform policy, planning and decision-making in Glasgow -**
    - through information briefings, electronic and web communications, consultations and network meetings and through communication with GCC, NHSGG & C, national, regional and local support agencies, academia, LRAs, ALEOs and other public sector agencies.

- **Gathering data and producing research and analysis to assist access to and knowledge about the third sector –**
    - through the further development of Infobase and Engage in line with Managing Intelligence (MILO) requirements; collaborative mapping of the sector with Interface partners and the production of an annual report on the "State of the Sector" in Glasgow.

- **Supporting and contributing to the work of the Third Sector Forum as the main route for engagement with Community Planning at strategic level in the city –**
    - by providing voluntary and community sector perspectives, ideas and solutions to the Forum and contributing to an annual "State of the Sector" event, reporting on the progress of the Interface and providing a showcase for Third Sector achievements, issues and debate.

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[7] Source: Infobase Survey – October 2008

ii) Promoting and Supporting Volunteering

There are well over 1,000 voluntary organizations in Glasgow that are run entirely by volunteers, many offering lifeline services in local communities. An estimated 60,000 people volunteer with these organizations every week, providing unpaid services worth at least £25 million each year.[8] Opportunities to build on the level of volunteering in the city are clear, linked to employability and the increase in numbers of both skilled and experienced former workers and higher numbers of young people entering the labour market - as well as other major strategic developments.

In 2009, Glasgow Community Planning Partnership approved the Strategic Volunteering Framework for the city, delineating the key priority areas of partnership activity to be taken forward in 2009-12 to improve the visibility and status of volunteering, support for the growth and development of volunteering opportunities, improve the quality and nature of support and training within volunteer-involving organisations and rewards and outcomes for volunteers.

The Interface will therefore prioritise the following activity in year 1 to support the objective "to promote and support volunteering", with VCG leading on:

- **Providing leadership on issues of importance to volunteering** -
    - o by ensuring effective contributions are made to national and local priorities including new employability initiatives; the 2011 European Year of Volunteering and the 2014 Commonwealth Games legacy.

- **Implementing the Strategic Volunteering Framework, delivering agreed priorities and reviewing progress throughout the year against key milestones –**
    - o by providing support services to volunteer involving organisations; promoting increased volunteering among under-represented groups, and an effective one-stop shop on volunteering for a targeted number of VIO's and new and existing volunteers.

- **Building sectoral capacity, strengthening governance and promoting quality and standards** –
    - o by developing new models of service delivery such as community support mechanisms for isolated older people and families; promoting good practice in volunteer recruitment, training and consultancy services; the development and delivery of accredited training and awards schemes; assisting VIO's in the implementation of PVG and working with the DWP to encourage claimant volunteering.

- **Gathering data and producing research and analysis to assist access to and knowledge about the third sector –**
    - o through the further development of V-bay in line with Managing Intelligence (MILO) requirements; collaborative mapping of volunteering with Interface partners to identify supply and demand statistics to maximise the impact of volunteering at strategic local levels.

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[8] Source: Infobase Survey – October 2008

- **Supporting and contributing to the work of the Third Sector Forum as the main route for engagement with Community Planning at strategic level in the city –**

    o by providing volunteering perspectives, ideas and solutions to the Forum and contributing to an annual "State of the Sector" event, reporting on the progress of the Interface and providing a showcase for Third Sector achievements, issues and debate.

iii) Supporting and Developing Social Enterprise

In Glasgow there has always been a strong commitment to support community economic activity and social enterprise initiatives, in geographical communities and within priority economic and thematic sectors such as social care, recycling and, more recently, renewable energy.   A wide range of business support services – including training, support for tendering and procurement, financial management and business planning – are already being provided to social enterprises, alongside specialist support in accessing loan and other finance, patient capital and equity based products, and specialist advice in measuring impact and return on investments.

Within the Interface, membership of the Glasgow Social Enterprise Network will be expanded, with Community Enterprise in Scotland (CEiS) acting as the mechanism for the direct delivery of Interface social enterprise support services. CEiS has the support of GSEN members to design and deliver a support programme through a range of agencies and activities to address the specific needs of social enterprises in the city. GSEN members contribute to identification of priorities, establishing programme effectiveness and long term strategic development. To support the objective "to promote and support social enterprise development", the Interface will prioritise the following activity in year 1:

- **Providing leadership on issues of importance to Social Enterprise –**
    o including environmental scanning of needs, development and implementation of a Social Enterprise Strategy and engagement with themes of national and local importance such as tendering with community benefit clauses and community opportunities from renewable energy.

- **Building sectoral capacity, strengthening governance and promoting quality and standards** –
    o through delivery of support for change management and diversification, mergers and shared back office services, developing access to finance and funding, providing one-to-one one and one-to-many support.
    o Linking into Scottish Government Organisational Support programmes including the current and future Third Sector Division Business Support and Opening Markets contracts to ensure that the work of the Glasgow Interface adds value and compliments national resources to best effect.

- **Communicating with and on behalf of social enterprise in Glasgow to inform policy, planning and decision-making in Glasgow -**

- o through links with the Glasgow Economic Forum, LRAs, ALEOs and other public sector agencies.
- o Linking into business services available from the Business Gateway network and Scottish Enterprise (a number of social enterprise are SE Account Managed clients

- **Gathering data and producing research and analysis to assist access to and knowledge about the third sector –**
  - o supporting data collection, in line with Managing Intelligence (MILO) requirements to assist access to and knowledge about social enterprises in the city; promoting Impact Measurement and other tools with Interface partners to better reflect and measure the value and impact of the sector in the city

- **Supporting and contributing to the work of the Third Sector Forum as the main route for engagement with Community Planning at strategic level in the city –**
  - o supporting the active engagement of the Social Enterprise Network in the Forum, to provide social enterprise perspectives, ideas and solutions to the Forum; contributing to an annual "State of the Sector" event, reporting on the progress of the Interface and providing a showcase for Third Sector achievements, issues and debate.

iv) Connecting the Community Planning Partnership (CPP) and the Third Sector.

In taking forward the fourth objective - to "connect the Third Sector to community planning" – discussion with all third sector representatives on the Glasgow Interface Group has indicated support for the creation of a Third Sector Forum as a means to ensure the sector is better able to engage with economic and social planning agencies and to allow the views and issues of third sector organisations throughout the city to be represented. The Third Sector Forum is in part a response to the opportunity that the Third Sector Interface has created.

Our Third Sector is fragmented and will benefit from being more co-ordinated and more representative. The Third Sector in Glasgow has a wealth of experience and expertise that is key to meeting the challenges Glasgow is facing. We believe that a Third Sector Forum will improve the effectiveness of the Sector in this new phase of dialogue and partnership with public sector agencies. In Glasgow, the Council Leader has identified that the City Council is preparing for a new relationship with Third Sector Organisations to address the challenges that Glasgow is facing in the coming years. Whilst the Forum is being created to fulfil the important requirement to engage the Third Sector with Community Planning as a key element of the Interface, we anticipate that the Forum will add further value in helping to facilitate a place for strategic dialogue with the Third Sector with a range of partners in the months and years ahead.

The distinct shape of the forum was determined by the participants who gathered to discuss the construction and operation of a Third Sector Forum on December 14th. The Forum will be developed over the coming months but the following features reflect the participant views at the first Forum meeting; :

- Composition of the wider Third Sector Forum will comprise any third sector organisation who wishes to participate in the Interface

- Meetings of the wider Forum will take place at least twice per year – these meetings will be used to consult on progress of the interface work plan and shaping the content and direction of the following year's workplan.

- An ICT communications platform will be developed to enable communications between the Third Sector Forum and Interface partners. The ICT platform will also allow for circulation of information and consultation with the Forum.

- A Third Sector Forum Executive Committee (TSFEC) will be established in January 2011, comprising of representatives from Third Sector intermediary bodies, networks, national and regional Third Sector organisations.

- The TSFEC will include intermediaries and specialist networks to ensure that diverse and smaller organisations are represented

- Third sector national and regional organisations will also be represented as they employ large numbers of people and deliver a significant number of services and are important to the Third Sector in this city.

- Representatives from equalities organisations will also be sought, to ensure diversity is reflected in terms of membership, perspective and dialogue.

- The TSFEC will provide representation to participate on the Community Planning Partnership Executive and other strategic partnerships as this is a key element of the Third Sector Interface agreement with government. The Executive representative will be identified before the end of February 2011 to assist preparation and planning.

- The TSFEC will engage with the Community Planning Partnership and other agencies to ensure that the full range and scope of Third Sector activity is covered to inform policy and planning.

- The TSFEC will meet at least bi monthly.

- The Interface partners will attend all meetings of the Executive and report on progress of the Interface Work Plan.

5. Contractual, Governance and Management Arrangements

The extensive range and broad scale of services being delivered by the three organisations leading on the core Interface support functions – GCVS, VCG and CEIS - makes it impractical to operate with a single organisation structure with it's own legal identity. Discussion to date at the Glasgow Interface Group – comprising third and public sector members – indicates a consensus that the Glasgow Interface be developed within an agreed Partnership Model. CEiS have been nominated by the Glasgow Social Enterprise Network to lead on the development and management of a support programme on behalf of that network.

GCVS and VCG are membership organisations already accountable and representative of over 1000 Third Sector Organisations in the city. These three organisations have consulted with a wider Interface Group, with the Third Sector Organisations invited by the CPP to participate in the group to develop the Interface, with a newly established Third Sector Forum and with their own networks in order to develop parallel programmes of organisation support and strategic engagement with the CPP.

Management Structure

The Glasgow Interface Support will be a new Special Purpose Vehicle (SPV) consisting of the three Interface Support delivery agencies, GCVS, VCG and CEiS engaging in a unincorporated Joint Venture. The organisations will enter into contractual relationships with one another in order to deliver the Services by way of an "unincorporated joint venture". This arrangement does not require the formation of a separate delivery vehicle. The primary issues and considerations which have led to this approach include risk to charitable assets, problems primary purpose trading and vat issues relating to grant drawdown and service delivery. The legal and funding options have been designed in the absence of grant funding or contract conditions having been made available and as such may alter if conditions of grant offer vary from the anticipated position.

Public Contracts Scotland Regulations 2006 permit bids to be submitted by unincorporated joint ventures (consortia) and there is no requirement for such consortia to form a legally separate vehicle for the purposes of managing grants or tendering for contracts. Our consortium has prepared financial capacity information (including accounts) and technical capacity information (including relevant experience), should this be requested by the Scottish Government or Glasgow Community Planning as part of this process. This information is available in respect of each of the consortium members.

The above will be subject to final ratification by the three agencies' formal governance structures.

Programme Management

The three Interface Partners will develop three Third Sector Strategies in consultation with Third Sector organisations;

- A Voluntary Sector Strategy (by end March 11)

- A Social Enterprise Strategy (by end March 11)

- Glasgow Volunteering Framework (this is already in place)

These will inform the work of the Interface and the Forum and their engagement with community planning and other planning forums.

Flowing from the strategies the three partners will develop an Interface Support Plan which will include individual organisation activities, joint activities and externally commissioned activities – the scope and scale of Interface activities will be defined by Interface funding secured. The three partner agencies will meet monthly to discuss progress against the work plan, agree agenda's of the Forum and its Executive and cover other strategic third sector issues.

A minimum of one person and maximum of two people from each of the three partner organisations will participate in bi-monthly project management meetings. The Chair of the TSFEC will be invited to quarterly meetings of the Interface partners. The SPV will be chaired on an annual rotational basis by each agency. The Chair will represent the SPV, together with the Chair of the Third Sector Forum to engage with the Community Planning Executive and other appropriate Community Planning structures.

The majority of the proposed Interfaces have a model where the CVS, Volunteer Centre and where they exist, a Social Enterprise Network will manage a support programme and co-ordinate Third Sector representation. The Glasgow model recognises the size, scale and diversity of the Third Sector in Glasgow and while the method of managing and delivering the support programme is similar to other Interfaces, the establishment of a Third Sector Forum in Glasgow recognises that in terms of delivering the 4th element of Interface activity - 'engagement with Community Planning' - the Third Sector Forum would have responsibility for this element

Fund Management and distribution;
The three funding streams which come from the Scottish Government to Glasgow City third sector organisations will, in future, be channelled through the Interface, with agreement delineating how these funds will be distributed, managed and accounted for in fulfilling Interface requirements.[9] Assuming that the Glasgow Interface Support Programme is allocated a grant for delivery of support to Third Sector Organisations The interface will review its banking and fund management arrangements on an annual basis but in year one, GCVS will hold and distribute the funds made available for Third Sector Organisation support, to the three Partners. A Management Account will be established showing all funds into and out of this account and the statement of accounts will be produced and circulated regularly to each partner and to the Chair of the Third Sector Forum. We will report on the work of the Interface at regular intervals and a formal report including accounts will be presented at an Annual Third Sector Forum meeting. We will also comply with any reporting requirements of Interface funders.

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[9] Discussion is underway between the main partners regarding the operational arrangements for future funding and further detail will be provided in the Business Plan that will follow this Framework Agreement.
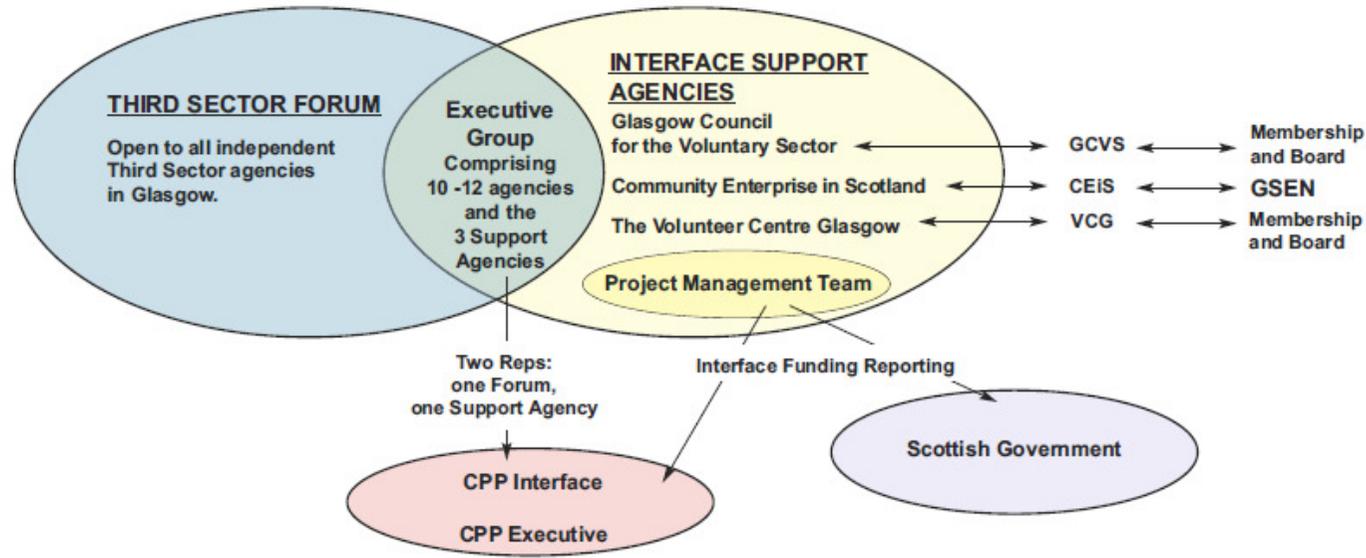
6. Proportional Distribution of Activity

Each of the Interface partners – GCVS, VCG and CEIS/GSEN – will deliver activities against the four core Interface functions. Having considered the range of activities to be delivered, the partners have agreed the following distribution in terms of the percentage funding allocations for each core function. [10]

Interface Functions	Indicative % Allocation
To support voluntary organisations operating in their local area;	33%
To promote and support volunteering;	42%
To develop and support social enterprise; and	15%
To connect the third sector to community planning.	10%

[10] Note – these indicative allocations are based on current funding award levels to the CVS, VC and a three year average award to the LSEP. The actual award will clearly determine the level of activity that can be delivered during 2011-12.

Interface and Forum Composition

THIRD SECTOR FORUM

Open to all independent Third Sector agencies in Glasgow.

Executive Group
Comprising 10 -12 agencies and the 3 Support Agencies

INTERFACE SUPPORT AGENCIES

Glasgow Council for the Voluntary Sector ←→ GCVS ←→ Membership and Board

Community Enterprise in Scotland ←→ CEiS ←→ GSEN

The Volunteer Centre Glasgow ←→ VCG ←→ Membership and Board

Project Management Team

Two Reps: one Forum, one Support Agency

Interface Funding Reporting

CPP Interface

CPP Executive

Scottish Government

THIRD SECTOR FORUM	INTERFACE SUPPORT AGENCIES	CPP INTERFACE
• Two large gatherings, including a State of the Sector event, showcasing the contribution of the sector to the city	• Deliver support programme	• Invite two Third Sector reps to CPP Executive
• Six Executive Group meetings	• Report to Scottish Government	• Refresh Compact with Third Sector Forum (reflecting new partners and priorities)
• Several thematic events / groups	• Consult with stakeholders' forum and members	• Brokerage of public sector relationships
• Representative on CPP Executive	• Provide secreterial support to the Forum, including I.T. platform management, events organisation and project management	• Engage Third Sector in strategic planning for Glasgow
• Reps to meet Interface Support Agencies	• Mapping	