



GLASGOW'S REGENERATION OUTCOME AGREEMENT

ANNUAL REPORT 2005/06



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Foreword

Introduction by Councillor Steven Purcell, Chair Glasgow Community Planning Partnership

Glasgow has changed dramatically in recent years and all our efforts must be on ensuring every citizen can share in this. In the year since I became Chair of the Glasgow Community Planning Partnership (CPP) we have done a great deal to achieve this.

Ensuring that all public bodies in the city are working in partnership, along with the private sector, has been an important focus of these efforts. It is simply common sense that everyone with Glasgow's best interests at heart works together to achieve common goals, including promoting economic development, getting people into work and tackling ill health.

In the Community Plan we set out our vision –

'We will make sure that Glasgow is a place of equal opportunities for everyone. Everyone who lives in or visits Glasgow will have the same chances as everyone else to take part in everything the city offers'.

The CPP has a highly ambitious programme for the renewal of the city. We are keen to get on with implementing it. I don't believe that we can truly call ourselves a successful city until each and every Glaswegian is part of this, regardless of their background.

I am very pleased to present the first Annual Report on the Glasgow Regeneration Outcome Agreement (ROA). The ROA is the regeneration programme within the Glasgow Community Plan agreed by all CPP partners.

Glasgow Community Planning Partnership received a total of £41.3 million in Community Regeneration Funds and Community Voices Funding in the year 2005/2006. This Annual Report is an account of how these funds were employed to help implement the ROA.

We have made significant progress in changing Glasgow for the better in recent years but know that there is still a lot of work to be done. I am confident that by continuing to work in partnership we will achieve this and ensure a brighter future for all of Glasgow's citizens.



Councillor Steven Purcell
Chair, Glasgow Community Planning Partnership

Executive Summary

Strategic Context

- Glasgow is a modern vibrant city, buoyed in recent years by some positive economic performance – its new found confidence is currently manifest in the considerable range of physical regeneration activity visible in the city
- however, much still needs to be done to address economic and social inequalities, with continued poor health and high levels of economic inactivity prevalent within some of our communities
- the Glasgow Community Planning Partnership has demonstrated clear instances of partnership working over the past year as a means to tackling the multiple deprivation issues faced by the city - there has been an emergent willingness to collaborate across the public sector in Glasgow
- the successful delivery of the City's Regeneration Outcome Agreement (ROA) will help to address the issues of multiple deprivation in the city, and to tackle some of Glasgow's deep-rooted socio-economic problems such as *worklessness* and *addictions*

Progress on Achieving Regeneration Outcomes

- the past year has been a challenging one for the Glasgow Community Planning Partnership, with the transition from Social Inclusion Partnerships to Local Community Planning Partnership structures taking up considerable partnership time
- over £35m of Community Regeneration Fund (CRF) and Community Voices (CV) funds were spent across the city in 2005/06, contributing towards the city's Regeneration Outcomes and Community Planning Objectives
- the CRF and Community Voices monies were used to deliver more than 500 different projects and initiatives in 2005/06
- a considerable range of Regeneration *Outputs* were achieved through CRF funded activities across the city over the past year, contributing to the main city Objectives of a *healthy, learning, safe, vibrant and working Glasgow*

Main Challenges for the Coming Year

- during the past year, the Partnership has developed the ROA for 2006/08 which sets out how CRF resources will be targeted
- some of the key challenges will be to deliver on the ROA Outcomes, and also to successfully integrate a series of additional funding streams, including *Social Justice*, *Integration Resources*, and *New Futures Fund* into the ROA framework
- a *single monitoring framework* is being established to monitor, review and evaluate the performance of programmes and services receiving funding and specifically their contribution to achieving the Outcomes
- *Glasgow Community Planning Ltd* (GCP) Ltd has now been established to manage the delivery of the ROA and Community Plan across the city

- ten local Community Planning Partnership Boards are being established across the city to facilitate local decision making
- much of the regeneration activity will be delivered through the local area network being established across the city - GCP Ltd has been organised into Area teams to help manage the delivery of local Community Planning decisions

Support to Community Engagement

- the Glasgow CPP spent considerable time over the past year establishing co-terminous boundaries for service delivery for Community Planning
- local community engagement structures are to be established around the new local community planning areas
- a series of community road shows were held across the 10 CPP areas to capture residents views around Regeneration priorities for the city to 2008
- the CPP has developed a *Community Engagement Strategy* as a means to in-build community engagement into the delivery of Community Planning across the city, including to local structures
- the engagement strategy will deliver a 'hub structure' across the local CPP areas, as a means to bringing together the networks of local community groups, and therefore to interface with local CPPs
- equalities issues will be integral to the establishment of an effective community engagement strategy

Partnership Working

- over the year, public sector agencies in Glasgow have demonstrated their commitment to working more collaboratively, with the *Community Safety Partnership* and *Pathfinder Initiatives* being two examples of this
- partnership working is not just about delivering more collaborative activities, but should also be about demonstrating more efficiency and value for money in the delivery of joint public services
- the CRF is being utilised to lever in finance from Community Planning Partners and other agencies, to help deliver better services
- the development and delivery of the framework to tackle *worklessness* and *addictions* is a key example where the Partnership are implementing greater collaboration in the delivery of the ROA

Continuous Improvement

- at the 'in-year stock take' meeting in November 2005, several areas of Glasgow's ROA were highlighted for further development, including the development of Community Engagement, the addressing of equalities issues and financial management
- the Partnership has placed great importance on engaging with thematic groups. The Community Engagement Strategy sets out a commitment to establish an 'Equalities Hub' at a city wide level. This will ensure that groups considered "hard to reach" e.g. those with

- disabilities, black and ethnic minority groups, carers, mental health problems etc. can be engaged in the community planning process
- the CPP is keen to build on the existing community support and equalities infrastructures across the city and to learn from best practice in this field
- the Partnership is developing a transparent allocations policy to ensure that the CRF is used to target the most deprived parts of the city, as well as being used to meet all the key Regeneration Outcomes and Community Planning Objectives

Financial Spend

- spend profiles for the year confirm that almost £35.2m of CRF and Community Voices investment was made in the city
- the largest concentrations of spending, according to *National Regeneration Priorities*, were around *improving health* - £10.6m, *raising educational attainment* - £7.5m, *getting people back into work* - £6.9m, and *building strong, safe and attractive communities* - £4.6m
- the CRF and CV programmes levered in £29m of outside investment, with 187 different funders identified as contributing to CRF and CV funded projects or initiatives

Constraints

- during 2005/06, the CPP were required to develop working practices and agree a model for the implementation of local community planning across ten local areas
- the CPP were also required to resolve the issue of the nature and structure of support required for both city wide and local community planning, and for the management of Community Regeneration Funds and other funding streams.
- at the same time, the Community Planning Partnership had to find a mechanism for the migration of the *Social Inclusion Partnerships* into local community planning structures
- the Community Planning Partnership overcame all of the constraints. Key to the success was the development of GCP Ltd. However, the establishment of GCP Ltd required significant efforts in terms of change management, particularly in relation to staffing issues including employment law and employee counselling
- inevitably, the investment of resources in establishing the new company added to the pressure on the support to the Community Planning Partnership. This has meant that certain issues have progressed more slowly than would have been ideal

Section 1: Update of the ROA Strategic Overview

In recent years, Glasgow has earned the reputation as a vibrant city that has enjoyed something of a renaissance, fuelled by economic, social and cultural regeneration. Many Glaswegians now enjoy a better standard of living than at any time in the past, and the growing confidence of its people has placed Glasgow on a world stage as a modern city with a growing reputation.

However, the story of modern Glasgow remains a tale of two cities. There is still much work to be done to regenerate significant parts of the city, and to improve the economic, social and environmental conditions experienced by many of the city's residents.

According to evidence presented in 2004 from the Scottish Index of Multiple Deprivation (SIMD), more than half of Glasgow residents (309,000) live in what are classed as Scotland's 15% most deprived neighbourhoods. Indeed, two-fifths of all Scots who are deemed to live in deprived neighbourhoods reside in Glasgow.

It is therefore incumbent on those charged with regenerating the city to improve the lives of all Glasgow's citizens, including those in the more disadvantaged areas. The importance of the *Regeneration Outcome Agreement* (ROA) and the targeting of the City's £125m three-year *Community Regeneration Fund* allocation on the more deprived neighbourhoods will help to tackle the imbalance in socio-economic conditions in Glasgow.

However, it is not only the specifically targeted investment programmes that will enhance the lives of residents living in our deprived neighbourhoods. The wider regeneration activities currently being undertaken by all agencies in Glasgow, public private, and voluntary, to bring success and growth to the whole city, will help enhance the opportunities and experiences for all city residents, both affluent and less advantaged. A few of these are listed below.

There is now wide-spread recognition that greater partnership working and innovative collaboration will benefit all residents. It is hoped that both the targeted local regeneration efforts and the more high profile 'flagship' strategic developments being advanced in the city will improve the general economic, social, cultural and environmental conditions experienced by Glaswegians. The Glasgow CPP is committed to bringing the benefits of prosperity to all Glaswegians, particularly those in the 15% Data Zones.

Progress Made Across the City

Recent progress in the city is very encouraging. Glasgow enjoyed another buoyant year in terms of economic performance. A large part of this success has been driven by the considerable physical regeneration activity on-going in the city. These include high profile projects such as the *Clyde Waterfront* and *Gateway projects*, the *Silverburn* shopping development, and the *International Financial Services District (IFSD)*.

The latest figures suggest that the value of development activity rose by 33% over the past year¹, to £3.4bn. In addition to the high profile development, recent success in the city has manifest in the following ways:

- a buoyant property market with commercial office space up-take doubling from August 2004 to August 2005
- continued retail & leisure growth with the completion of Glasgow Fort and the expansion of Braehead
- tourism-related successes, with high levels of hotel room occupancy and the growth in short breaks in the city
- improving investment in transport with record levels of air passenger levels and major investment in infrastructure planned, including the airport link, the rail cross-link, and the completion of the M74 link
- private house building in the city is at its highest for five years, partly driven by city centre and waterside developments

The number of people working in Glasgow has risen markedly by more than over 61,000 over the last decade. The latest figures confirm that Glasgow residents are benefiting from this rise – resident employment rates in the city continue to climb, (by 8,000 in the year to May 2005).

At the same time, the population figures have stabilised, reflecting the growing confidence by residents of the metropolitan area in the importance of Glasgow as a place to live. One of the key drivers of this trend has been the increase in the 25-44 population in the city over the period, which has off-set any declines in other age groups. This trend is significant as the 25-44 group are the largest and most active group in the labour market. In effect, the growth in this group reflects the growing economic opportunities in the city, and the increased confidence in the city as a place to both work and live.

Other socio-economic indicators suggest an improvement in conditions for the city's population. Crime rates continue to display long-term downward trends. Educational attainment levels amongst the working age population are improving. Levels of Incapacity Benefits claimants in the city are falling faster than the national average. Latest evidence suggests that the health and lifestyle habits of the population are improving, with the latest *Health & Well-Being Survey* showing that almost two-thirds of residents take regular exercise, a figure that has been rising since the beginning of the decade.

Progress in our More Deprived Communities

The benefits of recent growth are beginning to be felt in the bottom 15% Data Zones. The release of the updated SIMD 2006 will give us an indication of the degree of progress made in tackling the level of multiple deprivation that continues to exist in Glasgow. The Glasgow CPP will report back on this in more detail in our next annual report. However, a number of key developments have taken place in the past year within our more deprived neighbourhoods (i.e. 15% Data Zones), which will benefit local residents in these areas, including:

¹ Latest figures relate to 2004/05

- the continued work on the *Silverburn* complex in Greater Pollok, which will not only offers jobs in the construction phase, but will offer local residents the chance to secure 80% of the 3,000 retail jobs expected
- the commencement of the £190m regeneration plan for the *Oatlands Neighbourhood*, including new housing, community, retail and commercial facilities, that will transform one of the city's most deprived areas
- the *Drumchapel New Neighbourhood Initiative* has been approved, and work will commence on the 124 acre site in 2006 to build 1,200 homes over the next five years, as well as shops, roads, foot paths and green spaces. Local People will also be encouraged to work on the construction phase of the project
- the completion of the first phase of the *Glasgow Fort* development in Greater Easterhouse, with the site now operating at near capacity, and offering more employment opportunities to the local community. A phase II of the development is planned for the near future

But More Needs to be Done...

Despite the up-beat assessment of progress in recent times, many of Glasgow's citizens continue to experience multiple deprivation. The Glasgow CPP recognise that the pace of change may not always be as desired, and that some parts of the city will be more challenging to regenerate.

Neither the pace nor pervasiveness of change has yet benefited all of our citizens. There are still a number of groups in the city that have not shared in the improving conditions in the city. This is why programmes such as the targeted Community Regeneration Fund are crucial to the delivery of regeneration services to all our communities.

A number of recent issues highlight the need to continue to work hard as a partnership to deliver more effective and targeted services to residents. Despite the wide-spread socio-economic improvements of recent years (as borne out by all the indicators), the health status of the city does not fully reflect this. The so-called 'Glasgow effect' has recently been identified in new research that suggests that there are specific attributes of the Glasgow population that continue to display characteristics of poor health, despite many of the positive improvements². For example, male life expectancy in the city is 69.1 years compared to 73.5 for Scotland. By comparison, the more affluent neighbouring council area of East Dunbartonshire has a far higher male life expectancy rate of 77.2.

Ill health affects those in our more deprived communities even more so. The five year average cancer rate in the city is 43% higher for those living in a 15% most deprived neighbourhood in comparison with those Glaswegians living in a less deprived area. Furthermore, emergency hospital admissions in the 15% communities are 78% higher than those for the non 15% areas of the city. In short, health inequalities in the city remain obvious. The CPP and its partners will continue to work to understand the reasons for this.

² *Let Glasgow Flourish*, Glasgow Centre for Population Health, Hanlon, Walsh & Whyte, 2006

Worklessness and Addictions

During the past year, the CPP also identified *worklessness* and *addictions* as key priorities to be addressed. A “Partnership Away-day” was organised, to which a number of partner organisations were requested to make presentations around issues currently contributing to the City having more than half of its population living in a worst 15% Data Zone. A number of presentations were given from the City Council (Development and Regeneration Services), the Addictions Partnership, Strathclyde Police, Greater Glasgow NHS and Scottish Enterprise Glasgow. The evidence presented to the CPP highlighted a number of challenges:

- 107,000 adults (28% of the working age population) were ‘out of work’, with only 16,000 of these on Job Seekers Allowance
- over 37,000 were on Invalidity Benefits, 32,000 on Sickness and Disability Benefits and 22,000 were lone parent families
- whilst the numbers claiming health related benefits had reduced (by 12,000 in 8 years), the rate of decline was much slower than that for unemployment related benefits
- despite recent declines, Glasgow’s unemployment rate remained much higher than the Scottish average
- as the labour market has tightened, workers will have to be sought from the existing workless population (the 28% identified earlier)
- approximately 11,000 serious problematic drug users live in Glasgow – more than 1 in 5 of the Scottish total, and only 50% of these have achieved contact with the addictions service
- the number of individuals in treatment and rehabilitation has increased year on year by 20-25%
- deaths in the city as a result of alcohol abuse are 60% above the Scottish average

The blight of addictions is more concentrated in our more deprived communities. All of the ten neighbourhoods in the city with the highest levels of hospital admissions resulting from drugs misuse are also within the bottom 15% most deprived Data Zones. Similarly, nine of the ten worst city neighbourhoods ranked by hospital admissions caused by alcohol are also in the bottom 15% most deprived areas. Indeed, there is a strong correlation between deprivation and alcohol and illegal drugs misuse.

As a result of the evidence put to them, the CPP partners have identified a number of common issues around the need to address the challenges of the worklessness, drug and alcohol abuse agendas to deliver the maximum impacts for the city, its economy and its communities.

The CPP believes that there is a strong need to be ambitious about the possibilities and benefits that could be gained by the City’s principle agencies working together through the Partnership. There is a desire to challenge the long standing sense of hopelessness for a large proportion of the population through more targeted interventions, demonstrating a positive approach and challenging cynicism to achieve the attitudinal shift to get more of Glasgow’s citizens into work.

Promotion of best practice is to be an essential component of the Partnerships approach to making a real difference to peoples' lives by demonstrating that earnings can be better through work than on benefits.

The "Away-Day" event concluded with an agreed set of outcomes to be achieved by the Partnership through appropriate targeted activity, including:

- a more successful city economy through a 35,000 reduction of the number of workless people in Glasgow
- clearer paths to employment and more residents accessing employment opportunities thus slowing the flow of new benefit claimants
- reduction in the number of people abusing drugs/alcohol and correlated improvements in mental health

The Partnership is keen that the momentum created at the event is not lost. Whilst there was agreement that some longer term solutions required to be identified to address some of the more deep-rooted causes of worklessness, drug and alcohol abuse issues, there is also an opportunity for the Partnership to work effectively by identifying some early wins. *Worklessness* and *addictions* remain significant barriers to the city achieving its Regeneration Outcomes, and as such, they will receive significant early attention within the ROA and as part of CPP partners' efforts.

Longer-Term Opportunities

The announcement in November 2005 of Glasgow's official launch bid for the 2014 Commonwealth Games could potentially represent one of the biggest regeneration projects in the city for a generation. Should the bid be successful, the Games '*will provide key lasting legacies for the whole community, not just in sporting terms, but in quantifiable social, health, regeneration and economic benefits for Glasgow and Scotland as a whole*'.

Some of Glasgow's most deprived communities will directly benefit from the awarding of the games to the city. In particular, the East End, which contains a high concentration of 15% deprived neighbourhoods, will be regenerated. The games village will be sited in Dalmarnock, and 1,000 new homes will be built on the site after the games end – these will be made available for both social housing and private sale. Adjacent to the games village will be the National Indoor Sports Arena and National Velodrome, which will be sited near Parkhead, another of the city's most deprived areas.

The Games bid will be central to a range of key local and national strategies leading up to 2014 and beyond. Assuming success, it will also be an integral part of the long term Community Planning strategy.

The regeneration activities in the East End taking place as part of the Commonwealth games bid will form part of the strategic *Clyde Gateway Development*, a 20 year, multi-billion pound project, it will see a huge part of the Clyde corridor opened up for housing and economic activity.

More than 10,000 new homes will be built, more than 400,000 sq metres of employment space will be provided and 350 hectares of derelict and

contaminated land will be restored. It will also help initiate extra training courses to ensure the area's workforce have the skills to exploit the new jobs opportunities.

The Clyde Gateway Development, along with the Clyde Waterfront Initiative, will form part of the *Clyde Corridor priority*, as announced in the Scottish Executive's *Regeneration Policy Statement People and Place* (February 2006) which outlines the Executive's approach to regeneration in Scotland.

Recognising the finite resources available, a number of geographic priority areas have been identified through an analysis of opportunities and need across Scotland. The Clyde Corridor is *the* Executive's national regeneration priority area for Scotland for the medium term. This is with a view to stimulating economic growth both locally and nationally, driving smaller community regeneration projects and tackling the concentration of deprivation in the local area. It is therefore envisaged that both public and private investment in the Clyde Corridor will have a significant impact on the Scottish economy. In addition, given the high concentration of deprivation in Glasgow, community regeneration projects may have the potential to impact on the level of poverty and deprivation on a national scale. The Glasgow CPP will work within the strategic parameters as set out in the Executive's policy statement.

Strategic Partnership Working

The 2005/06 ROA document set out some of the key regeneration activities taking place in the city. The document explains how a wide-ranging series of measures are being progressed to assist in the further regeneration of the city, linking in all aspects of the community.

During the past year, the Glasgow Community Planning Partnership has demonstrated a clear determination to link in CRF investment with that of Partner agencies and national priorities in terms of regeneration activities. In doing so, the funded activities are not only linking in with the priorities of the ROA, but also the strategic objectives of individual partners and the over-arching priorities for the city, as reflected in Glasgow's Community Plan.

Specific activity that has been approved by the CPP over the past year includes:

- a new Worklessness Programme made up of nine separate but interlinked initiatives that offer a range of interventions to help those removed from the labour market to either gain employment, or gain valuable experience or skills. The programme will be delivered through the Local Development Company (LDC) network in the city, a key strategic delivery network funded by CPP partners to promote the regeneration of the most disadvantaged parts of Glasgow, in particular, by promoting local areas as places to do business, and helping local residents by supplying effective training, employment and advice
- an Addictions Programme made up of eight separate, but linked, initiatives offering a range of services to those affected by drugs and alcohol addictions. These activities complement and add value to the existing addictions services delivered by the partners. The addictions

- programme is being delivered by a number of CPP partners including the City Council, Greater Glasgow Health Board and Strathclyde Police
- a joint programme tackling both the *Worklessness* and *Vibrant CPP* Objectives. The *Environmental Employability Programme* is run by the GHA and LDC network, and is utilising CRF to fund a transitional work programme for local people who are economically inactive or long term unemployed. The main activities of 'community janitors' will be to improve local environments through activities such as graffiti clean up, de-weeding, cleaning and sweeping, as well as reporting repairs or instances of vandalism in local communities

There is a strong and emerging willingness to collaborate across the public sector in Glasgow and find new approaches to tackle longstanding problems in the city. The Community Planning Partnership will continue to be heavily involved in discussions and developments around this.

A number of possible new public sector arrangements have been examined, which offer the means to deliver better services. These relate to health, employment and economic-growth support for people who are currently inactive, and safer communities. This so-called 'Pathfinder' approach in the city is being developed between the City Council and other key agencies. Further details of this are given in Section 5 on Partnership Working.

The establishment of Community Health & Care Partnerships (CHCPs) in the city is one other example of the emerging partnership approaches to tackling Glasgow's problems, particularly in relation to health inequalities. The CHCPs integrate around 5,000 Council and NHS staff and £750m budgets. They will take responsibility for children and older people's social care and health services, learning disability, addiction, and mental health.

There is emerging partnership working and linkages between the CPP and CHCPs at the local level. In particular, the local CPP teams are organised around the same 5 areas of the city as the CHCPs. Senior management from both local CPPs and CHCPs regularly meet to discuss areas of mutual benefit and service planning and delivery. Indeed CHCP representatives sit on local CPP Boards. The Glasgow CPP, through local structures, is working with colleagues in the CHCPs to identify new service delivery. The Community Regeneration Fund will offer a valuable catalyst to this process.

Section 2: Overview of Progress on Achieving Outcomes

The period 2005/06 was a challenging one for the Glasgow Community Planning Partnership. Central to this was the transition from Social Inclusion Partnerships to Local Community Planning Partnership structures. In addition, the development of the follow-up ROA for 2006-08 engaged considerable staff and partners resources in the process.

Despite this backdrop, Glasgow achieved the delivery of the one-year ROA programme across the city for 2005/06. However, the way in which the city is reporting progress for the 2005/06 period on achieving its Regeneration Outcomes is challenging. The ROA for 2005/06 has subsequently been superseded by the 2006/08 ROA, which has meant that the Regeneration Outcomes identified in the city have also evolved. This has meant that the reporting mechanism used for evidencing progress on the city's Regeneration Outcomes has also changed.

Reporting of Progress Towards Outcomes and Outputs

For the 2005/06 Report, the Glasgow CPP has concentrated on the reporting of *Outputs* rather than *Outcomes*. However, the following templates also demonstrate how the outputs provided will link into the agreed Outcomes for 2006/08.

Through our Area Office network (including assistance from GARA, and the City Council for former BNSF projects), GCP Ltd has compiled evidence of progress on Outputs achieved by all CRF / CV funded activities for 2005/06. This process has helped GCP Ltd to produce a summary of achievements and activities across the city for the past year. In effect, this evidence will help the CPP to understand the contribution of funding towards the key Regeneration Objectives and Outcomes for the city.

Further to this reporting process, local teams were asked to provide a range of case studies that illustrate specific progress made towards achieving Glasgow's Regeneration Outcomes. These case studies highlight instances where services have been delivered around a partnership approach.

As a result of the process described above, Tables 2.1 to 2.5 have been produced to illustrate many of the key outputs achieved throughout the past year. The tables are arranged around the five strategic Objectives of the Glasgow CPP.

The templates present summary outputs against the most relevant Regeneration Outcomes for 2006/08, as a way of demonstrating how the CRF and CV activity for 2005/06 will contribute to longer term Regeneration Outcomes for Glasgow. It is anticipated that the Outputs listed will contribute to changes in socio-economic conditions in the city, which in turn should be reflected in the baseline indicators from 2005 onwards. These will be reported upon within the annual report for 2006/07.

Table 2.6 provides an indicative example of how the CRF funded activities of the Glasgow CPP link into the wider *National Priorities for Community Regeneration*, and the headline *CtOG* targets. The Glasgow CPP regard the 2005/06 ROA period as one of transition, whereby the activities around CRF are being re-profiled to gain clearer

linkages between the city's Regeneration Outcomes, CPP objectives, and *National Priorities*.

The progression of the ROA has led to a more focussed approach on those activities targeted under the CRF. The Glasgow CPP has consolidated the number of Regeneration Outcomes from 30 to 15 from the 2005/6 ROA to the 2006/08 ROA. In addition, the CPP has begun to shift emphasis from the funding of projects serving outcomes, to one more akin to a 'programme based approach'. e.g. Worklessness and Addictions.

Delivering the Outcomes

The case studies enclosed identify specific examples of progress on achieving the city's Regeneration Outcomes via the work of funded activities, and how these relate to particular themes of the Community Plan. However, the CPP recognises that there might not have been as much progress on some of the Outcomes and Objectives as would have been liked.

Essentially, there were a number of factors that may have hampered the progress of achieving the Regeneration Outcomes, including:

- the time and resources needed to manage the end of the SIP programme and the introduction of local CPPs
- the re-structuring of the support organisation for delivering regeneration services and some inevitable dislocation of work
- some sectoral recruitment problems with posts requiring re advertisement
- some unforeseen slippage on capital projects

Some parts of the city had lower achievement than others e.g. in the 15% eligible CRF areas that were not formerly within SIP boundaries. Given the transition process from SIPs to local CPPs, there was limited scope for new regeneration activity to be initiated and delivered in these new 15% areas. However, planning of new services did begin for these areas. In addition, several notable health-related activities including free fruit, breakfast clubs and free swimming did include these areas.

As part of the re-profiling of Glasgow's Regeneration Outcomes, GCP Ltd has developed a range of indicators that will be used to establish progress made in the city towards meeting these outcomes for 2006/08.

Table 2.1

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Healthy Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Healthy Glasgow	<p>1.Reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse</p> <p>2. Increasing opportunities for people to engage in active and healthy lifestyles</p> <p>3. Reduction in the number of people whose lives are affected on a long term basis by mental illness</p>	139	£10,255,585	<p><i>Reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse</i></p> <ul style="list-style-type: none"> • Provided 1,390 contacts with young people and 50 group work sessions to prevent or reduce the likelihood of them becoming involved in drug/alcohol misuse • Ran addictions awareness week, in which 1,062 people attended • Two secondary and 5 primary schools participated in a pilot peer education project for drug/alcohol awareness and prevention • Provided 376 therapeutic treatment hours for individuals with rehabilitation / stabilisation of addictions issues • Drugs rehabilitation service to 94 beneficiaries in Barlinnie Prison • Provided 709 respite placements to families or children affected by drug/alcohol misuse • Provided 200 ex-drug users with anxiety management workshops • Supported 16 pregnant drug-users, 138 people (including young people / children) and 84 families affected by drug/alcohol misuse • Supported 18 individuals diagnosed with Hepatitis C and HIV/Aids • 725 young people engaged in diversionary programmes, many using sports, arts and creative media, or educational group work <p><i>Increasing opportunities for people to engage in active and healthy lifestyles</i></p> <ul style="list-style-type: none"> • 241,168 sessions for youngsters aged 3 – 18 years, coached in or participated in sport, cultural, leisure or community club activities • Provided free access to the Council's swimming pools for 132,063 children / young people - 1,115 given programme of swimming lessons • 134,550 people participated in health based workshops/classes, healthy eating programmes or regular physical activity

Table 2.1 continued....

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Healthy Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Healthy Glasgow	<p>1.Reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse</p> <p>2. Increasing opportunities for people to engage in active and healthy lifestyles</p> <p>3. Reduction in the number of people whose lives are affected on a long term basis by mental illness</p>	139	£10,255,585	<ul style="list-style-type: none"> • A free breakfast service provided to primary school pupils, free fruit to 49,465 children in the City's pre-five, SEN and primary schools • Provided 12,232 individuals with social welfare, employment, law, financial, debt, housing or child care advice • 3,178 young people accessed health services or education and training or outreach services • Delivered 5,000 meals to vulnerable people in their home • Provided 1,000 after school clubs for children and young people, 100 in school holiday programmes, an outdoor play centre for young children, a youth club, and 34 play workshops for toddlers • Delivered fresh fruit and vegetables to over 20 schools, nurseries and community venues within local area and • Provided 672 respite places to vulnerable Asian families with children who are disabled <p><i>Reduction in the number of people whose lives are affected on a long term basis by mental illness</i></p> <ul style="list-style-type: none"> • 2,026 vulnerable people attended workshop programmes or courses to become more involved in the community • Delivered various therapeutic support and/or stress management services to 1,711 vulnerable young people, unemployed, elderly • Supported 241 people experiencing mental, emotional, or health problems • Delivered capacity building programmes to 4 groups per week, serving 120 individuals • 70 young people & 25 vulnerable families received a befriending service

Table 2.1 – A Healthy Glasgow: Description of Outputs

The Glasgow CPP has funded a wide range of health related activities during the past year. Many of these activities are aimed at encouraging more healthy and active lifestyles. In particular, and in line with those activities addressing the worklessness agenda in the city, the Partnership has focused a number of its health related priorities around assisting people (and their families) with addictions issues, or those with mental health problems.

In 2005/06, the Glasgow CPP funded a significant number of initiatives that worked towards the important Outcome of a *'reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse.'* Table 2.1 provides a list of the headline Outputs achieved through CRF funding across the city. One such example of an initiative that tackled this issue was the **Drumchapel Alcohol Support Services (DASS)**. The service provides an accessible counselling service, for anyone experiencing problems because of their own, or another's use of alcohol, enabling them to make positive changes in their lives.

The project aims to reduce alcohol related harm and risk of harm, at an individual and community wide level through a long-term, multifaceted approach to changing the culture of alcohol use. This involves challenging attitudes, increasing knowledge and improving skills to enable individuals to make safer choices, as well as tackling the availability of alcohol. DASS is managed by Glasgow Council on Alcohol (GCA); GCA is governed by a Board of Directors.

Over the last year, DASS has provided flexible, client focused counselling services to help individuals and their families change their alcohol use in order to reduce associated problems, and has carried out various pieces of prevention and education work. The project achieved a 79% successful outcome rate (against a 65% target). They provided ad hoc support to various local organisations and projects. The achieved 96 contact sessions through prevention and education group work and training and 113 liaison/development meetings were attended with other organisations.

The CRF funded a range of activities aimed at the CPP's second key Outcome of *'increasing opportunities for people to engage in active and healthy lifestyles' across the city*, including the funding of sports and leisure activities, as well as the promotion of healthy eating practices. Much of the focus has been on the young, as CPP partners recognise that children should be encouraged to engage in healthy habits as early in life as possible.

The Drumchapel LIFE project is one such initiative funded by CRF in 2005/06 that assists local people to take individual responsibility for their health. It also works with partners to ensure appropriate support structures are in place.

LIFE operates from the KCEDG Commercial Centre in Drumchapel and operates through a Management Committee. Work that has been developed, supported, resourced and funded by the Project has made significant differences to a large number of local people. It worked with over 5,000 local people last year through initiatives such as *Get Cooking, the Fruit Barra Network and Soup Dragons*. The Smoke Free Drumchapel Initiative was instrumental in a number of public buildings in

the Drumchapel area being designated 'smoke free' almost a year in advance of the smoking ban being implemented in March 2006.

The Project works closely with statutory and voluntary sector partners to deliver other initiatives, e.g. substance misuse, physical activity and mental health initiatives. Emotional Literacy/Emotional Intelligence Training was carried out through the New Learning Community Health Steering Group with Pre 5 and Primary School Teaching staff.

Drumchapel LIFE also supports the Drumchapel 5K event, which encourages the local community to be involved in physical activity by taking the lead in developing an annual 5k race event. In 2005/06, 742 people took part in the race which was a huge success, both as a way of highlighting the importance of exercise in a healthy lifestyle but also as a way to bring the Drumchapel community together for a fun filled day.

Table 2.1 lists a large number of detailed health-related Outputs achieved through assistance from the CRF, many of which were delivered across the city. These included activities to increase physical activity, such as free access to the Council's swimming pools for children and young people. A free breakfast club was delivered to primary and nursery school pupils, including those in the most deprived areas, in which local children benefited from fresh fruit.

Mental health and well-being is another of the Partnership's main concerns, and is reflected in the third Regeneration Outcome of '*reducing the number of people whose lives are affected on a long term basis by mental illness*'. Consequently, the CRF was used to fund a range of initiatives to tackle these issues among Glasgow's population in 2005/06. Many of the key Outputs from these activities are listed in Table 2.1.

The Inclusion Now (COPE) project is one such example of an initiative that supports people who experience mental/emotional distress as a result of social exclusion issues in Drumchapel. This Project also provides training on Applied Suicide Intervention Skills (ASIST), as well as Scottish Mental Health First Aid for local workers and local people.

COPE operates from a purpose designed Centre in Drumchapel on an appointment or drop-in basis. They also provide their training directly from the Training Rooms in the Centre and on an outreach basis. The Project operates via a local management committee and holds a number of stakeholder events throughout the year.

In 2005/6 COPE provided training on ASIST to 199 people through the provision of 8 ASIST courses. They provided 6 courses on Scottish Mental Health First Aid where 139 people attended.

The total number of individuals supported by COPE in 2005/6 was 881. Although not all those people referred to COPE engaged with the service for long enough to record positive outcomes from using the service, 69% of them (609) receiving support and achieving positive outcomes - in other words, they improved their emotional well-being and general outlook.

Table 2.2

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Learning Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
<i>A Learning Glasgow</i>	<p>4. Increased number of 16-19 year olds engaged in education, training, or employment</p> <p>5. Increased number of people with formal qualifications – either academic or vocational</p> <p>6. Increase opportunities for informal learning among our communities</p>	120	£7,773,198	<p><i>Increased number of 16-19 year olds engaged in education, training, or employment</i></p> <ul style="list-style-type: none"> • 24,025 young people were introduced to the concept of further and higher education or supported to remain in school • 9,309 young people attended homework clubs/ homework support services or study centres • 2,271 children and young people participated in youth activities or training involving arts/sports/leisure. • 1,834 young people took part in some form of training, largely pre-vocational and core skills training, (including IT), some of which included work placements, or apprenticeships • 1,330 young people were provided with information, advice, support or guidance on educational, employment and training opportunities • 244 young people were assisted in making the transition from primary to secondary education, 76 transition support sessions were delivered • 103 young people were provided with support and assistance in finding a positive leaver destination when leaving school • 84 young people were involved in tutoring/peer programmes, whilst 35 new tutors were trained <p><i>Increased number of people with formal qualifications – either academic or vocational</i></p> <ul style="list-style-type: none"> • 35,862 hours of training were delivered • 12,088 people participated in arts/sports/leisure training or activities

Table 2.2 continued...

<p>A Learning Glasgow</p>	<p>4. Increased number of 16-19 year olds engaged in education, training, or employment</p> <p>5. Increased number of people with formal qualifications – either academic or vocational</p> <p>6. Increase opportunities for informal learning among our communities</p>	<p>120</p>	<p>£7,773,198</p>	<p><i>Increased number of people with formal qualifications – either academic or vocational continued...</i></p> <ul style="list-style-type: none"> • 3,670 people were provided with information, advice, support or guidance on educational, employment and training opportunities • 1,810 people took part in some form of training, largely pre-vocational and core skills training, 231 of whom gained formal qualifications • 1,068 people with a history of drug or alcohol misuse were supported into education, training or employment • 554 people were supported/assisted into further or higher education • 461 people were supported/assisted into employment, and 18 new people were also recruited as volunteers • 30 employers were engaged with to develop policies and practices concerning the recruitment and employment of recovering drug users • 65 arts related training sessions took place • 61 training opportunities provided for businesses, including 15 for new businesses and 4 for social economy organisations • 46 people undertook education / training or employment due to the provision of childcare <p><i>Increase opportunities for informal learning among our communities</i></p> <ul style="list-style-type: none"> • Digital inclusion was promoted and facilitated amongst 40,600 people. • 1,154 people accessed computing and/or internet facilities • 76 new people were involved in community activity and 1 new community resource centre was provided • 30 informal learning workshops/group work programmes were delivered • Support was provided for 12 community internet sites • 2 IT suites were provided for particular user groups (1 for women and 1 for ethnic minorities)
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Table 2.2 - A Learning Glasgow: Description of Outputs

A 'Learning' Glasgow at first sight presents a vision of investment in schools and a concentration on children and young people. These are extremely important areas, which are the subject of much activity under this theme. However, the CPP is equally committed to the provision of lifelong learning opportunities in order to offer Glasgow's adult population the chance to improve their educational attainment.

The percentage of Glasgow's working age population without formal qualifications is above the Scottish Average. Creating a learning culture in which all age groups have access to education and learning and have the confidence to take up these opportunities, is fundamental to promoting Glasgow as a learning city.

In 2005/06, the CRF funded a total of 120 projects under the 'Learning' Glasgow theme. This included a wide variety of projects whose work has made a significant contribution to improving the educational opportunities available to Glaswegians. Examples included assisting people into further/higher education and training, employment, providing information, advice and support on learning opportunities and skills development. Some projects also focused on helping people gain qualifications. Emphasis has been placed on particularly excluded groups e.g. work carried out to meet the educational needs of people with a history of drug or alcohol misuse.

Table 2.2 lists the outputs achieved using CRF funding in 2005/06 that contributed to the Regeneration Outcome of *'increasing the number of 16-19 year olds engaged in education, training, or employment'*. One example of an initiative funded during the past year that aligns with this Outcome is the **Community Connections to Education, Training and Employment Project**. This project reaches out into the community to encourage, support and motivate non-traditional learners experiencing multiple barriers to inclusion to take the first steps on the ladder of lifelong learning.

The activity is delivered in Greater Easterhouse and bridges the gap between informal community based learning and further education, training and employment. This enables lone parents, unemployed male and female residents to access lifelong learning, whilst increasing their levels of confidence and motivation. The programme has been developed and delivered in partnership with John Wheatley College. A significant proportion of participants in this initiative are young people aged 16-19 years old.

This project delivers a range of activities including courses providing core skills in ICT, communications and numeracy, complemented with a unique personal and social development and learning support programme. It also engages with men from workless households to offer core and interpersonal skills training, as well as seeking to increase personal development and involvement in community learning. Thirdly, the project offers Community Work courses that provide local people with the opportunity to become involved in building the capacity of local organisations while studying for relevant SVQs. Lastly, it offers a range of 'widening access' taster courses, developed for local people and organisations to increasing the lifelong learning opportunities in Greater Easterhouse

The outcomes achieved from the project ensure that each individual student receives

sustained levels of support, developed in response to individual user needs, many of whom may have low levels of confidence and self esteem. The project provides a unique learning support programme which includes educational visits, a programme of team building and personal challenges and a community involvement element designed to support active citizenship. Lastly, the project delivers structured vocational guidance and aftercare services which include tracking of students for 6 months after courses and pre entry induction and support.

In 2005/06, a considerable volume of training was delivered across Glasgow, much of which related to pre-vocational training or core skills training. Much of this activity is listed in Table 2.2, under the Outcome '*increased number of people with formal qualifications – either academic or vocational*'. One high profile project that has greatly assisted in delivering this has been the **East End Community Academy**.

The East End Community Academy, based at Parkhead Cross, was set up by East End Partnership in conjunction with Cisco Systems, to deliver computer courses and training to people in the East End. As an affiliated member of the Cisco Academy, Microsoft Academy and Comptia Academy programmes, the initiative is able to offer local people the opportunity to gain qualifications that are recognised in industry worldwide as proof of an individual's skills in computing. These qualifications enable students to compete more effectively in the job market or offer a route into a completely new career within the IT industry.

The Community Academy links with other community learning centres within the *east-end connected* Learning Network, and also within John Wheatley College, in an effort to reach all the areas of the East End. Key target groups for the Academy include local unemployed people, college students, school-leavers, school children, SMEs, third sector organisations and any East End resident wishing to undertake our training. A range of full-time and part-time, daytime and evening courses are offered.

The East End Community Academy also runs a full range of employability services for it's clients, from help with the creation of a CV, to help with searching for a job. The Academy has also built up partnerships with many commercial organisations to offer clients relevant work experience after they have achieved their qualifications.

Since classes commenced in August of 2005, 300 clients have attended the Academy for some form of computer training, taking part in eight formal courses or drop-in sessions. Forty-two of those people achieved a formal or vocational qualification or positive outcome during the last financial year. Many of these students are now undertaking work experience placements or are now in employment.

The CRF has also helped to '*promote informal learning opportunities*' over the past year, mainly through the promotion and development of IT facilities within the community. Many of the outputs achieved are listed in Table 2.2. One high profile example of achievements is the **Countdown East End** project.

Countdown East End is an adult literacies project which focuses on sustainable community development. It aims to increase literacy levels in the Glasgow East End and the number of people involved in local community activity. It runs alongside the community learning project, Parents of East End Primary Schools (PEEPS), which provides a variety of adult learning courses for parents of local primary school

children. Countdown East End supports PEEPS by identifying unstated literacy and numeracy need and addressing this need through a system of peer educators.

Peer educators are recruited from current and past participants, and are trained to identify literacy need in others and support learning. Courses run by PEEPS have included D.I.Y., cookery, computing, personal development and promoting positive behaviour in children.

The system of peer educators has had a 'cascade' effect on others – part of their role is to identify other potential educators and to encourage PEEPS course participants to become actively involved in wider social justice issues in their communities.

As part of the Countdown East End project peer educators and literacies learners have been encouraged to look at wider community activity in the area. Much of the literacy learning activity that takes place has focused on decision making in the East End. Participants have been looking at the work of other voluntary projects in the area and the funding issues that they face. They have also been researching Community Councils. The projects aim to increase participation through publicising the core activities at PEEPS.

The primary achievement of the project is to increase the community's ability to identify and tackle literacy problems where they exist, and to do so in a sustainable way. The peer educator system is also building the confidence and skills of individuals and bringing more local people into community activity. The project engaged with 240 individual learners in 2005/06, offering a total of 800 hours of learning time to each participant.

Table 2.3

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Safe Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Safe Glasgow	<p>7. Reduction in anti social behaviour</p> <p>8. Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse</p> <p>9. Reduction in the level of discrimination and victimisation among those living in Glasgow</p>	31	£1,692,427	<p><i>Reduction in anti social behaviour</i></p> <ul style="list-style-type: none"> • 2,952 young people provided with support and diversionary activities to reduce anti social behaviour. The activities include activities within schools, youth clubs and weekend outdoor programmes • Restorative justice options developed within schools to tackle the issues of bullying and violence and to reduce school exclusions • Anti Racist Training provided for Youth Work agencies • As part of <i>Street watch</i> Glasgow, CCTV developed and now operational in Drumchapel, Easterhouse, Toryglen and Penilee • CCTV cameras also installed in Craigend and Ruchazie • 3 local landmarks enhanced by lighting treatment <p><i>Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse</i></p> <ul style="list-style-type: none"> • Toryglen Community Safety Initiative, through the development of a high profile policing unit and engaging vulnerable groups notably young people, has resulted in a reduction in the crime rate • The extension of CCTV initiatives had resulted in safer communities through the reduction in crimes rates (e.g. Penilee and Toryglen) and increased conviction rates (e.g. Greater Easterhouse - 3.3% increase in detection rates for crime committed within the area)

Table 2.3 continued...

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Safe Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Safe Glasgow	<p>7. Reduction in anti social behaviour</p> <p>8. Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse</p> <p>9. Reduction in the level of discrimination and victimisation among those living in Glasgow</p>	31	£1,692,427	<p><i>Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse continued...</i></p> <ul style="list-style-type: none"> • 386 vulnerable residents/households provided with advice/support on home security and home/street safety • A street work initiative in the Greater Pollok area that works with young people involved in violence and gang activity associated with drugs and alcohol misuse. Local police reported a reduction in gang activity in the area and local people have indicated a reduction in vandalism <p><i>Reduction in the level of discrimination and victimisation among those living in Glasgow</i></p> <ul style="list-style-type: none"> • 8,788 children (under 11) attended a Child Safety Centre • 1,844 people from asylum seeking and ethnic minority communities received support from Victim Support North • 153 women provided with counselling/support, 2,443 women provided with info/support on domestic violence • 30 children who had a mother experiencing domestic violence were provide with childcare services • Multi Agency Racial Incident Monitoring system established • 10 personal safety advice workshops provided to women in Drumchapel • 90% of people in Toryglen feel safer knowing that CCTV cameras are operating in their area and 57% feel that CCTV cameras allow them to access more areas of their community • Established a North Glasgow volunteer home befriending service

Table 2.3 – A Safe Glasgow: Description of Outputs

The 2005/06 Regeneration Outcome Agreement outlined 31 initiatives, funded through the Community Regeneration Fund, working towards the objective of creating a safe Glasgow in which crime and the fear of crime are substantially reduced. As part of this objective, projects were funded that directly dealt with addictions issues.

The full list of CRF funded outputs for 2005/05 aligned to the '*Reducing Anti Social Behaviour*' Outcome are given in Table 2.3. Some of the activities funded included the provision of diversionary activities for young people involved in or at risk of anti social behaviour, preventative work in schools and community safety initiatives.

Govan Youth Information Project Outreach Work is one project that tackles anti-social behaviour. Outreach workers provide information and support services to young people in Greater Govan. The project also runs issue based workshops, training, advocacy and referral where required. Workshops include drugs and alcohol awareness and employability skills. They also run a school summer holiday programme of activities. Two outreach workers are employed and the project is run by a voluntary management committee which is made up of local people and users.

The project provides personal and social education classes in local schools and local groups. It also runs a weekly youth group meeting in Govan. It has dedicated premises where young people can visit to source information and advice and is also a site for the local community internet service, which provides free PC / internet access.

During the past year, the project has met or exceeded a number of targets. Over 630 young people were in receipt of support to access leisure facilities, whilst over 420 participated directly in leisure activities during school holidays. Around 200 persons were provided with advice or guidance in relation to further learning opportunities.

The project strives to ensure that all work undertaken with participants has an educational element to it. In particular, the *Transition into Employment* course greatly improves the number of young people obtaining education, employment or training on leaving school and is confirmed by their destination figures. Request from schools for personal and social education classes far exceeds staff availability. The project reports that while young people are participating in these diversionary activities, it leads to an overall reduction in the number of local anti social behaviour incidents.

The Community Regeneration Fund was used to address another of the Partnership's Regeneration Outcomes, '*Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse*'. Table 2.3 lists some of the outputs achieved by CRF funded projects in 2005/06. It should be noted that many initiatives that tackle crime through tackling the city's drug or alcohol misuse problem may alternatively be categorised under *healthy Glasgow* Objectives.

The **BOUNCE** project works with children and young people aged 8–12 years who have been affected by parental substance misuse. The project works with young people and families to improve confidence and self esteem and to reduce the harm caused by parental substance misuse. They work in partnership with Education, Health and Social Work regarding referrals and child protection. The project also delivers a mentoring/support programme for the children. They are encouraged to try

new activities and interact with new people. The mentor accompanies the young person to their chosen activity and works to build a strong bond with them.

The project has a base in Govan, although there are also a number of activities citywide that young people can access. The project is managed by Barnardo's and has a full time co-ordinator and 13 part time session staff. Session staff provide mentoring and support to the young people. The project has met its targets to work with children and young people affected by parental substance misuse. The project report that they are now oversubscribed in terms of referrals.

A number of young people have engaged with community resources and activities, which has helped them to work through issues affecting their lives. The positive role model training provided by mentors encourages the development of positive citizens of the future. Through the building of relationships with mentors and peers, the young people have shown a marked increase in their self esteem. This has led to other added benefits, such as improved behaviour. Feedback from the local school has shown a marked increase in attendance from young people who use the service.

The third Regeneration Outcome supported by the partnership that aims to advance the *safe Glasgow* objective is '*A reduction in the level of discrimination and victimisation among those living in Glasgow.*' Many of the funded activities are aimed at supporting the victims of crime, or reducing the fear of crime. Outputs achieved under this Outcome are listed in Table 2.3. Many of those supported have been victims of crime, especially domestic and/or racial violence.

Victim Support Glasgow is an independent, voluntary organisation registered as a Scottish Charity, and affiliated to Victim Support Scotland. It aims to address victimisation and discrimination in the North of the city. The local initiative *Victim Support North Glasgow* provides practical and emotional support to victims of crime in the North Glasgow area. The service offers face to face support as well as specialist wide-ranging support to the indigenous, asylum seeking and refugee communities. It also trains and supports volunteers to provide victim support services.

The initiative operates from bases in Sighthill and the Red Road flats and covers the areas of Milton, Springburn/East Balornock and Sighthill, although available to other areas in the North if required. The service operates via a drop-in facility and referrals from Strathclyde Police and other agencies. Due to the location of the offices in the north, Victim Support in the North has the highest level of self-referrals due to the large number of asylum seekers and refugees living in the area.

As well as dealing with a large client base in 2005/06, the initiative also selected three local people for training, one of which went onto complete the foundation training. The most common outcomes provided by the project include:

- listening to and emotionally supporting clients;
- support with contracting and referral onto other voluntary and statutory agencies as appropriate;
- support throughout the criminal justice process,
- assistance with Criminal Injuries Compensation claims; and
- access to interpreters as necessary.

Table 2.4

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Vibrant Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
<i>A Vibrant Glasgow</i>	<p>10. Increase in the number of residents who are happy with the quality of their neighbourhood</p> <p>11. Increase in levels of community engagement</p> <p>12. Increasing access to Glasgow's amenities through better transport services</p>	79	£2,952,647	<p><i>Increase in the number of residents who are happy with the quality of their neighbourhood</i></p> <ul style="list-style-type: none"> • 4,213 trips to culture, sports and leisure facilities in city for school children, involving 101,112 children • 5,300 storytelling sessions and arts events, 1,160 adults and children engaged in arts events • 650 football coaching courses delivered for adults and children • Youth theatres and drama programmes for 222 young people • 25 local environmental projects assisted to improve environment • 9 environmental improvement schemes completed for communities • 7 play areas refurbished or improved, 4 new play areas created • 5 community arts festivals / fairs / workshops • Employment of 3 Community arts worker • Administration of 5 youth organisations • 3 young persons projects established - Over 100 young people supported 5 days a week during school holidays • Funding of environmental officer • Funding of a sport and outdoor activities programme for young people • Funding of bowling coach • Delivery of an educational and activity based programme to children • Worked with 50 children and families to deliver play and educational development activities to pre-5s • Support for 23 young people to live independently

Table 2.4 continued...

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Vibrant Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Vibrant Glasgow	<p>10. Increase in the number of residents who are happy with the quality of their neighbourhood</p> <p>11. Increase in levels of community engagement</p> <p>12. Increasing access to Glasgow's amenities through better transport services</p>	79	£2,952,647	<p><i>Increase in the number of residents who are happy with the quality of their neighbourhood cont...</i></p> <ul style="list-style-type: none"> • Out of school care for 30 children, evening activities for 10 young people, and adult education and leisure classes for 15 users • 19 families supported in good parenting schemes • Project for 29 vulnerable or detached young people supported , evening drop in centre for 48 people <p><i>Increase in levels of community engagement</i></p> <ul style="list-style-type: none"> • Project supporting 130 refugees families, 16 refugee volunteers • Information, advice and support to 13 asylum seeker families • 5 BME / Ethnic Minorities Development or outreach Workers funded • 4 Multi-cultural festivals or workshops • Ethnic Minorities Advisory Service funded • Project to ensure race perspective reflected in housing and regeneration agenda • The refurbishment of 12 local community facilities / resource centres • 7 persons completed community development training • Peoples Panel officer employed <p><i>Increasing access to Glasgow's amenities through better transport services</i></p> <ul style="list-style-type: none"> • 2 community transport buses, carrying 150 people per week operated • 2 Community transport schemes for elderly, the infirm, children and young people, to 2189 individuals, and 250 groups, 15 volunteer drivers

Table 2.4 – A Vibrant Glasgow: Description of Outputs

A 'vibrant' Glasgow has different connotations to different people. It encompasses a range of different activities. In essence, the Community Planning Partnership is striving to create a Glasgow where people wish to live, work and play. Additionally, the city is aiming to improve the experience and perception of Glasgow as a place to visit. Community engagement will be at the heart of achieving a vibrant city.

The quality of the neighbourhood environment and the availability of local amenities are essential to promoting local vibrancy. A key Regeneration Outcome is to *'improve the number of residents who are happy with the quality of their neighbourhood'* – in other words, to increase people's satisfaction of the areas in which they live. In 2005/06, the CPP funded a wealth of activities that contributed to the quality of local neighbourhood, as can be seen in Table 2.4.

The local environment has been enhanced by the funding new projects to improve local conditions. A significant number of existing projects were assisted with finance to continue to expand their services. These projects typically included activities around the clean up of public spaces, recycling schemes, the improvement of pathways, seating or other green spaces in local communities. Several play areas were also improved, with new outdoor play spaces created.

Culture, leisure, sport and the arts were supported by CRF across the city in 2005/06. The Fund helped to deliver access to city amenities, the largest example of which was the *Class Connections* scheme which funded over 4,200 trips by school children to participate in Glasgow's culture, sport & leisure facilities. Other notable schemes involved the encouragement of participation in sport through football coaching courses, or involvement in the arts through local youth theatres.

CRF helped to fund a wide range of community events to celebrate the talents of local people, and encourage a sense of community spirit and co-operation. **Oatlands Community Resource Centre (CRC)** is one such funded activity. CRC provides an all-ages service to the community in Oatlands and delivers a range of activities for young people right through to pensioners' activities.

Some examples of the valuable work of Oatlands CRC delivered in 2005-2006 were:

- provided a safe and healthy environment for local residents
- encouraged participation in all activities, and thus reduce isolation
- encouraged local residents to attend meetings and have their opinions voiced
- promoted issues of health and well-being
- worked in partnership with other agencies, such as around community health
- encouraged the community to engage in leisure activities, trips and outings
- provide a youth club for 13 to 16 year olds

The Oatlands CRC is a local community facility in the heart of the area. There are plans within the regeneration of the area to develop a purpose-built or refurbished community facility which will meet the various needs of the regenerated area. Oatlands CRC has a part-time co-ordinator who also works for Langside College and has created strong links into learning opportunities which are delivered locally.

The Centre has been proactive in engaging the local community, from door to door surveys, leaflets and word of mouth publicity, to holding consultation events. The initiative is also pivotal in organising the Oatlands Fair which was attended by 400 people in 2005 which encouraged social interaction and community spirit. The Centre continues to provide a focal point for community activity, engagement and volunteering at a time when the community is facing a range of challenges, not least upheaval for many long-time residents of the area.

'Increased levels of Community Engagement' is a key Regeneration Outcome for the city. Specific activities to develop community engagement were in operation across the city in 2005/06, and some of the CRF funded outputs achieved in the past year are listed in Table 2.4.

The Gorbals Fair is one such example of a funded event that set out to increase local community engagement. It takes place annually and is the focal event of the year for the Gorbals community. It encourages all local residents regardless of age and abilities, including newcomers to the area, to meet, celebrate and engage to foster a sense of belonging and achievement. The programme includes a street parade involving local organisations and agencies, a day-long programme of activities, performances, stalls and entertainment across a range of local venues.

The Gorbals Fair is organised by a committee of local organisations, such as Gorbals Youth & Community Theatre, Gorbals Healthy Living Network, The Initiative and Citizens Theatre. The Fair is project-managed by the General Manager of Gorbals Youth & Community Theatre. The organisation of the Fair is highly participative and involves wide consultation with the local community and relies heavily on local voluntary effort for its success.

In 2005, the Fair demonstrated key elements of genuine community engagement. Over 100 people took part in the organisation of the day, whilst stalls were provided by 12 local groups, as well as 14 external groups and 3 statutory services. Over 500 people participated in the day's activities, which included a parade by 2 pipe bands, 9 local groups, 5 external organisations, 3 dignitaries and 2 musical groups.

Some of those attending were visitors to the Gorbals and were attracted by the reputation of the Fair. This is helping to break down stereotypes of the Gorbals as an area to be avoided, built on past reputation. There was also an opportunity for new residents of the Gorbals to engage with longer standing residents and add to the social cohesion of the area. This is particularly pertinent for some of the BME communities, including asylum seekers and refugees now living in the area. The Fair offers local organisations an opportunity to engage with a large number of local people and advertise the services they provide in a non-threatening and enjoyable context. The Fair continues to grow each year and is attempting to secure private sponsorship to sustain its growth.

Lastly, the CPP has recognised that *'access to Glasgow's services and amenities through better transport services'* is an important factor in improving the vibrancy of the city, as a lack of transport can often act as a social, economic and cultural barrier to some people. Better, more frequent transport services have been identified as a priority amongst residents, and the CPP has reflected this within the 2006/08 ROA.

The funded activities will hope to build upon some of the community transport initiatives delivered in 2005/06, including a number of schemes that assisted thousands of individuals. These schemes have initially been targeted at those residents with particular needs, such as the elderly, the infirm, and the young, although investment in transport services will be targeted for the whole community across the lifetime of the ROA and Community Plan.

One example is the **North Area Transport Association (NATA)** that provides community transport services, including vehicle hire, driver and escort assistance and related training courses as well as vehicle management services.

The initiative operates by working closely with other local organisations and service providers in the North of Glasgow who join as members and book transport on behalf of their clients. The main target groups for their services are the elderly, disabled, young people and children who require support to access day-care, childcare and other key services or community facilities to help reduce their isolation and enhance their quality of life.

Over the past year, NATA have successfully met all their targets and have had a significant effect on their target groups and the wider community. At least 250 local groups have access to the service and have benefited through increased use of their facilities and services. In addition, they have increased access to key activities and services to 377 local residents, and through partnership with the Healthy Living Centres, have contributed to the health and well-being of 567 elderly and disabled local residents through increased access to services.

NATA also has a regular pool of eight volunteers who have benefited from their Minibus Driver Awareness Scheme (MIDAS) training programme and offer this to local organisations with the aim of increasing their pool of drivers.

Table 2.5

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Working Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
<i>A Working Glasgow</i>	<p>13. Increased number of people of working age who have a job (recognising the need for quality, sustained employment)</p> <p>14. Increased number of people with health or support needs who are job ready</p> <p>15. Increased levels of entrepreneurial activity</p>	76	£6,836,724	<p><i>Increased number of people of working age who have a job (recognising the need for quality, sustained employment)</i></p> <ul style="list-style-type: none"> assisted 10,115 individuals to access training or learning opportunities, including vocational training and Further Education qualifications 1,609 persons into employment 157 into modern apprenticeships <p><i>Increased number of people with health or support needs who are job ready</i></p> <ul style="list-style-type: none"> 738 childcare places provided 145 after school care places 262 young people (16-18) provided with key worker support 240 young people from BME communities given careers advice Assisted and supported 567 people in removing barriers to work 196 young persons assisted through personal development courses 70 children in after school care and healthy diet programmes 60 persons into work taster programmes 44 young people supported in voluntary community programmes 21 pre-3 childcare places created 30 ex-substance mis-users supported into education or training 15 people into ILM places Employment of a part time after school care worker Operation of a play activity scheme for 5-12 year olds Employment of a part time key worker to promote positive futures for young people Support and training for local childcare workers 1,200 career guidance appointments made with young people

Table 2.5 Continued...

CPP Strategic Objective	Related Regeneration Outcomes for 2006/08	Number of Projects or initiatives in 2005/06	Total CRF / CV Investment in 2005/06	Summary Outputs Achieved by 'a Working Glasgow' Related CRF/CV Funded projects 2005/06 (outputs contributing to relevant Regeneration Outcomes for 2006/08)
A Working Glasgow	<p>13. Increased number of people of working age who have a job (recognising the need for quality, sustained employment)</p> <p>14. Increased number of people with health or support needs who are job ready</p> <p>15. Increased levels of entrepreneurial activity</p>	76	£6,836,724	<p><i>Increased number of people with health or support needs who are job ready continued...</i></p> <ul style="list-style-type: none"> • Employment advice and support to 50 disabled people • Sustained a credit union with 3,900 members • 632 new members recruited to credit unions • 570 people given debt counselling • 270 people represented at benefits tribunals <p><i>Increased levels of entrepreneurial activity</i></p> <ul style="list-style-type: none"> • 300 persons given business advice • 176 jobs created or safeguarded by supporting businesses • 50 social economy organisations supported • 41 people into self-employment • 64 new enterprises created • 6 businesses supported to adapt business premises • 3 new social economy organisations created • Development of a local social economy team • Funding of a business development officer • Employment of community fundraiser • Increase in community owned commercial property

Table 2.5 – A working Glasgow: Description of Outputs

The Community Regeneration Fund delivered education and training across some of the most deprived areas of Glasgow in 2005/06. This activity covered a wide variety of activities, from formal college courses, to short training courses. This number also included vocational training, often delivered in conjunction with employers. Many of the training or education courses were offered to parents (often lone parents) who had enrolled their children into childcare facilities.

These activities contribute to improving the employability of Glasgow residents, particularly those in the most deprived areas. These activities not only provide formal education to participants, but also the practical skills that employers seek. In addition, these activities greatly enhance the confidence levels and well-being of participants, enabling them to participate more in society, including the labour market, whereas before, they may not have had the assuredness or motivation to participate in the wider job market. A full list of the outputs achieved through CRF for 2005/06 are listed in Table 2.5.

Over 1,600 persons were assisted directly into employment over the year. For many of those successfully entering employment, the issue of sustainability of employment was central, with a number of funded activities concentrating on helping participants to sustain employment past an initial support period.

Promoting Economic Regeneration is one example of numerous projects across the city aiming to increase the number of people in work.

Specifically, this large scale project provides a comprehensive programme of activities and initiatives based on vocational, guidance, training, after-care and business development to help local people and companies to improve their current economic standing and future prospects.

The project currently engages clients in the Greater Pollok area, and works with both local residents (particularly those distant from the labour market) and local businesses by providing a programme of activities which:

- significantly raises the self-confidence and self-esteem of local people who engage with the project;
- grows the local skills base by ensuring that there is a significantly increased number of people from key target groups participating in effective and appropriate training;
- maximises the earnings/employability of local people and assisting them to move from unemployment or part time/temporary/insecure jobs to secure and better paid employment; and
- increases local business activity through growing the local company base and increasing the numbers, competitiveness and profitability of local businesses

The operating organisation is Greater Pollok Development Company (GPDC), recently re-branded as '*Equip*'. The Board of GPDC is comprised of local community representatives, local elected members, representatives of Partner agencies and members of the business community.

During 2005/06, Greater Pollok Development Company exceeded many of its targets in relation to the Promoting Economic Regeneration initiative. Almost 1,100 new customers were engaged, whilst 2,200 existing customers were helped.

Funded activities led to 770 local people being assisted into employment, many of the placements locally. Over 350 were assisted into training courses, 214 into further education, and a small number into volunteering activities. Some of the specific training courses related to literacy and numeracy, IT skills and Construction.

As part of this programme of activity, GPDC have established *Greater Pollok Working*, a group of key local organisations that work in partnership to maximise the number of local people that benefit from the huge levels of investments in the area. This has resulted in a 20% increase in employment outcomes when compared with the previous three years. Due to the nature of this project, it is evident that more local people are moving into local jobs as well as more local jobs being created.

Much of the activity funded by the CPP that relates to a working Glasgow recognises that many clients are so far away from the labour market that they need intensive support services to move them along a journey of progression, so that one day, they may be able to participate in the labour market. This is reflected in another of the city's key Regeneration Outcomes '*to increase the number of people with health or support needs who are job-ready*'.

Funded activities recognise that the rewards are sometimes long-term, and will require sustained time and investment to achieve tangible results. Many of the clients targeted are long-term unemployed, ex-substance mis-users, persons with low skills or qualifications, young vulnerable people, persons from BME communities, persons experiencing debt issues, or persons with health issues. Table 2.5 provides a list of some of the outputs achieved using the CRF in 2005/06.

The ***Tailored Guidance for Ex-Drug Users*** project is one of the many CRF funded initiative that assists persons who are further from the job market. The project is delivered by Glasgow North Ltd (GNL) and offers specialist guidance to clients from North Glasgow who have previously experienced addiction issues, with a view to supporting and moving them into employment via the services of GNL and other agencies as appropriate. Specialist Employability Workers provide vocational guidance, support and action planning activities and assist the clients to access other GNL services such as money/benefits advice/ICT and vocational training opportunities and employment support.

In 2005/06, the Project assisted 120 clients move on from their current circumstances – 43 people into employment, 24 beneficiaries into Further Education, 32 people onto community based education, 11 people into voluntary work and 10 people into voluntary training. For each beneficiary of the project, an action plan is agreed which details the timetable on the

outcome they wish to achieve. The project has managed to increase contact with appropriate partner agencies as well as work with a number of new agencies. Organisations in which partnerships have been established include The Volunteers Network, The Shaw Trust, Phoenix House, JobCentrePlus and Realise. The advisors are also part of a Local Drugs Forum meeting monthly along with the Shaw Trust, Working Links and Phoenix House.

Once beneficiaries are in employment, training or further education, advisors from GNL continue to follow up their progress to ensure they are supported through their change in circumstances.

The Project has exceeded the targets originally set, a significant achievement in what is a challenging client group. A number of clients have moved on to counselling roles, passing on the help they have received to others.

Lastly, the Glasgow CPP has made *'increasing levels of entrepreneurial activity'* another of its key Regeneration Outcomes. CRF has assisted a number of initiatives in the city to support and grow the business base. Glasgow suffers from a lower than average concentration of businesses, and therefore employers are key to creating local employment. Table 2.5 illustrates some of the main outputs achieved through CRF in the past year.

Often, in more deprived areas, the establishment of social economy organisations is an effective route to tackling the issue of a low business base and low resident employment, through linking ownership and responsibility for such organisations within the local community. The CRF helped to support existing social economy organisations in deprived parts of Glasgow, and was also used to establish new organisations.

The **CEDA (Castlemilk Economic Development Agency) Social Economy Team** is one example of an initiative part funded by CRF to assist in improving business growth, and in particular social economy businesses.

The Social Sector Team was set up to develop and sustain the impact of local community projects, voluntary organisations and community enterprises (the social economy). In doing so it seeks to improve local community services and to create new opportunities for local residents to work, train and volunteer within the community. The Team works as part of CEDA Business Services, thus providing organisations access to a wide range of skills and resources.

The project has three basic aims:

- to help establish new community enterprises and projects
- to build capacity within those organisations most vulnerable to change
- to support the growth of those most forward looking organisations

In 2005/06, most outputs were either met or exceeded. 27 organisations were assisted, with one new project established. This meant that 92 jobs were safeguarded, and two new jobs were created. Over 30 directors or voluntary

managers of local organisations received developmental support, whilst a further 50 staff or volunteers received relevant forms of training.

The project has been successful in supporting organisational growth and the development of staff and voluntary manager's skill base. As a result of ongoing training, mentoring and support, several organisations have put in place earned income development strategies and are refining and developing business and marketing strategies to take advantage of these opportunities.

Organisations have been supported to develop partnership arrangements with other social enterprises to develop a wider and more comprehensive range of services to their clients.

The services provided by this project have contributed towards the stability and sustainability of local organisations through training of board members/voluntary managers, improving the skills of senior managers and key members of staff, and developing strategies for service improvement and income diversification.

Monitoring Community Voices and Community Engagement

During 2005/06, the Glasgow CPP awarded a total of £2.16m to support community engagement across the city. This included £780,000 from the Community Voices (CV) Programme, of which £724,000 was spent. A total of £1.44m of CRF was spent in Glasgow in 2005/06 on Community Engagement activities, largely through the Community Forums and local SIPs. More than 50 different activities were funded by CRF and CV over the year.

CRF resources were targeted on the most deprived areas of the city to facilitate better and more effective community engagement. In 2005/06, this focused largely on the SIP areas in the city. Much of the CRF element dedicated to community engagement was used to cover the staff costs and associated operating costs of the *Community Forums* and Community Support Services in the city.

The Community Voices programme was employed to strengthen community participation within the SIP areas, and to ensure that community representation played a full and equal part in local partnerships.

There were 8 Community Forums and Support Services operating in the city in 2005/06, operating across the existing SIP areas with the exception of the East End, Toryglen, and Penilee. Instead, these areas employed additional community support staff or resources located within other agencies to facilitate community engagement.

Much of the CRF expenditure went toward the staffing and operation of Community Forums. However, the SIPs used CRF in a number of other ways:

- to provide community newsletters or other promotional and information materials
- to improve awareness and involvement in social inclusion issues
- provide development training to residents, SIP Board members and Community Forum members with regard to community engagement and participation issues
- facilitate the transition to Community Planning structures

Typical activities supported through the Community Voices programme included:

- capacity building training
- community events
- information and newsletters
- IT support and equipment
- development support

In addition, the Community Voices programme was used to sustain continued involvement of young people in the work of *the Big Step Partnership*, as well as to facilitate empowerment of women engaged with the *Routes Out of Prostitution Partnership*. GARA used CV funding to facilitate youth forums and develop capacity building among its target audiences.

Support for community engagement, either through the CRF or CV programme will directly contribute to the Objectives of the Glasgow CPP and the city's ROA. In particular, community engagement at all levels is written into the aims and objectives of the Community Plan to 2010.

Community engagement will run through *all* of the Regeneration Outcomes within the ROA itself, where communities are placed at the centre of decision making around health, employment, learning, safety and vibrancy. Specifically, the CPP will hope to progress Regeneration Outcome 11 '*increase in levels of community engagement*' through the work of the CPP and partners. GCP Ltd will monitor levels of Community Engagement over the lifetime of the ROA, using a number of indicators.

In terms of reporting on the Outcomes achieved in Community Engagement from the CRF and CV Programmes for 2005/06, the evidence available is more qualitative. A recent independent scoping exercise on Community involvement structures for Community Planning was conducted for the CPP by *MCM Associates*³. This report confirmed that whilst there was a good range of information in relation to the Outputs achieved through Community Engagement, the Outcomes tend to be expressed in more general terms, and limited information is available on the impact achieved in terms of increasing the level and extent of community engagement.

The main finding of the scoping exercise in was that:

'It is also suggested that the fund needs to be linked to more specific outcomes with a robust monitoring framework established to gather information on the progress that is being achieved'

The CPP has noted this recommendation and is working with partners and community structures to ensure that adequate and appropriate monitoring of community engagement activities are incorporated into the new Community Engagement structures and single monitoring framework.

One of the main challenges for community engagement will be to ensure that community participation is achieved in those 15% areas not previously served by local SIP structures. There are particular capacity building issues that need to be addressed to ensure that local involvement and participation is achieved across all CRF eligible areas. On a wider front, the CPP will need to ensure Community Engagement takes place across the entire city. The CPP is investigating appropriate structures to facilitate this process.

The development of the Community Engagement Strategy and the establishment of Community Hubs structures will be key to delivering effective community engagement within the Community Planning process in the city.

³ *Scoping Exercise – Support Arrangements Required for Future Community Involvement Structures in Glasgow*, MCM Associates Ltd, 2005

Table 2.6

CPP Strategic Objective	Main Closing the Opportunity Gap Objectives addressed	Main National Priorities for Community Regeneration	Number of Projects or initiatives	Total CRF / CV Investment
Healthy	C,D, E	Improving Health, Engaging Young People	139	£10,255,535
Learning	B,C,D	Raising Educational Attainment, Engaging Young People	120	£7,773,289
Safe	C,D	Building Strong, Safe and Attractive Communities, Engaging Young People	31	£1,692,427
Vibrant	C,D	Building Strong, Safe and Attractive Communities, Engaging Young People	79	£2,952,647
Working	A,C,D	Getting People Back into Work, Engaging Young People	77	£6,851,167
Community Engagement	C, D	Building Strong, Safe and Attractive Communities, Engaging Young People	52	£2,163,513
Operating Costs			29	£3,506,919
Inclusive	All	All	527	£35,195,496

Closing the Opportunity Gap Objectives	
A	To increase the chances of sustained employment for vulnerable and disadvantaged groups - in order to lift them permanently out of poverty
B	To improve the confidence and skills of the most disadvantaged children and young people - in order to provide them with the greatest chance of avoiding poverty when they leave school
C	To reduce the vulnerability of low income families to financial exclusion and multiple debts - in order to prevent them becoming over-indebted and/or to lift them out of poverty
D	To regenerate the most disadvantaged neighbourhoods - in order that people living there can take advantage of job opportunities and improve their quality of life
E	To increase the rate of improvement of the health status of people living in the most deprived communities - in order to improve their quality of life, including their employability prospects
F	To improve access to high quality services for the most disadvantaged groups and individuals in rural communities - in order to improve their quality of life and enhance their access to opportunity

Table 2.6 CPP Strategic Objectives

Table 2.6 illustrates spend during 2005/06 by CPP Objective. The table attempts to reconcile Glasgow's CPP objectives against the National Priorities for Community Regeneration, and also illustrates the main CtOG addressed within these Objectives.

As can be seen in Table 2.6, there is some variance if we compare the monies invested against CPP Objective and the related National Community Regeneration priorities (reported in Section 7, Template 3.1.) which reports final spend figures from Glasgow City Council records. This variance for the individual priorities can be explained by the different ways in which the City Council and GCP Ltd categorise each CRF funded activity. Also, it is not straight forward to merge all CPP Objectives into particular National Priorities – therefore some variance in the breakdown will naturally exist.

Case Studies – Progress on Achieving Regeneration Outcomes

These case studies represent examples of CRF funded activities that have provided a positive contribution towards meeting Glasgow's Regeneration Outcomes, through the delivery of successful Outputs. In all cases, a co-ordinated partnership approach has contributed to the delivery of services that provide tangible benefits to those involved, and have impacted on both local communities and the city as a whole.

Case Study 1: Glasgow Fort Partnership

1. Brief project/partnership description

The Glasgow Fort Partnership was established to secure for local people the majority of jobs being created at the Glasgow Fort retail complex. There was also recognition that a development of this scale would not just be about placing local residents into jobs but would additionally bring with it other benefits for the community. For example the partnership acknowledged that a high percentage of local residents would lack necessary skills to secure the jobs at the Fort and as such training would have to be provided. There was a recognised need to help individuals remain in employment after securing jobs and the Partnership would therefore have to develop aftercare support.

The Greater Easterhouse area has a growing social economy sector that has developed products that could be 'bought in' by the Fort development and the Partnership. Other benefits identified by partner members included developing health initiatives, improving the transport network and developing future skills of the Fort workforce. Contracts for local Social Economy Enterprises e.g. Greater Easterhouse Environmental Trust and Community Arts Groups were also awarded by the Fort for estate management and entertainment events.

2. How was the Project / Partnership formed?

Glasgow Fort, the newly created £200m retail development at Easterhouse brought with it tremendous opportunities for one of the most deprived areas in Scotland.

The most beneficial element in terms of economic impact has been the creation of over 2,000 new jobs in an area with high unemployment and deprivation levels. Within the Greater Easterhouse area:

- 45% of the working age population is not in employment
- all of the neighbourhoods in the area are in the poorest 15% deprivation data zones in Glasgow
- the majority of residents leave or have left school with very little qualifications.

In order to maximise jobs and other opportunities for the community of Greater Easterhouse, Greater Easterhouse Development Company (GEDC) under the direction of the then Social Inclusion Partnership established and led the Glasgow Fort Partnership.

3. What were the ROA outputs that the project/programme contributed to in 2005/06 and how do they link to the CPP Objectives?

ROA Outputs:

- people provided with employment-related advice/guidance
- people undertaking vocational training
- people supported into employment
- people supported to retain employment
- young people assisted with employment-related advice/guidance (16 to 25 years)
- social economy initiatives supported
- business supported with staff recruitment
- business assisted to provide work placements

In terms of linking to CPP Objectives, the main focus of the partnership was helping towards the following regeneration objectives:

To create a Working Glasgow
To create a Learning Glasgow
To create a Healthy Glasgow
To create a Vibrant Glasgow

4. How did the project /partnership perform in 2005/06? &

5. How did they achieve the progress/success?

The Glasgow Fort Partnership has provided a wide range of services that have ensured that residents of a CPP area have equal opportunity to compete for jobs being created in the area and have additionally contributed to the ROA outputs by providing the following services:

Helping the community access vacancies

One of the main priorities of the partnership has been to establish a recruitment service that would work with retailers to ensure that jobseekers were provided with access to vacancies. The first step in this process was to create a database of customers interested in working at the Glasgow Fort.

In order to obtain information relating vacancies to jobseekers, the partnership introduced a number of different ways that would maximise the availability of jobs. Firstly collaborative work undertaken by GEDC and *JobcentrePlus* enabled the partnership to open and staff a Recruitment Facility at the Glasgow Fort Retail Park.

The partnership has collaborated to hold a number of successful Jobs Fairs during the last year. Over 80% of Glasgow Fort retailers took stands at these Jobs Fairs and were visited by over 2,300 eager job applicants. Staff from the Partnership were on hand at the jobs fairs to provide help with job applications and guidance for jobseekers.

The Glasgow Fort website includes a recruitment section where all vacancies at the Glasgow Fort are advertised. Jobseekers are able to apply on the web or receive vacancy information and included on the website are tips on how to complete CV's and job applications.

In addition, all Fort job vacancies were emailed by GEDC recruitment staff to the extensive network of Social Economy and Community based organisations operating within Greater Easterhouse and the East End.

Moving people into work

1,296 jobs have been filled through the Partnership at Glasgow Fort. Analysis shows that 599 (just under 50%) of jobs have been secured by Greater Easterhouse residents. Further analysis demonstrates that 851 (69%) jobs have gone to someone living in either Greater Easterhouse or the East End.

Providing training & Skills

The Partnership has established three training programmes that have helped individuals gain employment at the Glasgow Fort both in terms of construction and retail. Over 30 individuals undertook construction skills training tied with the fort development. The main retail programme provided training places for over 100 individuals. This course was aimed at clients who would require a higher level of support before they eventually move into employment. The course provided wide ranging skills development and work placements. Our second retail training programme for those individuals who were nearer the job market helped them to move directly into a work based placements with their preferred choice of retailer.

Helping new employees stay in work

To help employees sustain their employment, a job aftercare service has been established – “Sustaining Employment”. This service provides support to those individuals who may have a potential to relapse during their first 6 months of employment. An appointed Aftercare Officer makes regular contact with the new employee ensuring that their transition into employment is not too problematic. An innovative support pack- *the Responsible Retail Pack*- has been created for new employee's signposting them to agencies providing support in terms of money advice, health and childcare. A recent evaluation of this service highlighted that *'almost all assisted clients felt they had benefited from aftercare in terms of increased employability in some way, even those who had not completed the programme'*.

Investment in local economy

A number of social economy organisations within Greater Easterhouse have benefited greatly from the Glasgow Fort development. The Greater Easterhouse Environmental Trust was supported by the partnership to tender for grounds maintenance contracts at the Fort. The Trust was successful and is now delivering the contract which has enabled them to employ 10 local people. The Arts Company have been fundamental in delivering a number of arts related activities at the Fort including; Christmas events, store launches and other activities such as the Fort Factor.

Glasgow Fort has provided community organisations with a facility to raise awareness of healthy living. Organisations such as *Boots* have been working along side the community health project to promote smoking cessation and the affects of too much sunbathing. In terms of addressing parenting issues at the Fort, the Partnership facilitated a group of young mothers from the area in the development of a parent and child facility. Another initiative between the Partnership and the Early Learning Centre allowed the donation of 650 new and recycled books to 25 childcare groups in Greater Easterhouse.

ROA Outputs

ROA Output	Measure	Result
W500	No of People provided with employment-related advice/guidance	c2,800
W504	No of People Undertaking Vocational Training	140
W512	No of people supported into employment	1,296
W514	No of people supported to retain employment	c70%
W518	No of young people assisted with employment-related advice/guidance	c2,000
W517	No of social economy initiatives supported	13
W529	No of businesses supported with staff recruitment	73
W531	No of businesses assisted to provide work placements	10

6. What is/are the distinctive feature(s) of the project/partnership that enabled the progress/success in 2005/06?

In addition to the measurable impact on the local community, the success of the partnership and its initiatives has also impacted positively on the organisations involved in the partnership itself. The Partnership believes that this is an outstanding example of a public/private sector joint initiative; the members of the team have learned from each other, and now all have a greater understanding and respect for the views and objectives of the different organisations. More importantly, these views and objectives have merged and reshaped to become the goals and vision of the partnership.

Another impact of the Partnership's work is that all involved in the delivery of the Glasgow Fort Partnership have gained positive publicity not just in the local area but all over the UK. The model of partnership working has been highlighted as a model of best practice for engagement between the public, private and voluntary sector.

Publicity has included national newspaper editorials and national news coverage (praising the work of the partnership). This national coverage has also provided positive publicity for the Easterhouse area of Glasgow instead of one where poverty and disorder normally outweighs the positive aspects of the community.

Some of the other impacts of the partnership have included:

- winner of Glasgow Business Awards – Business In the Community Category
- winners of the 2005 SURF award for Partnership Working
- corporate Social Responsibility Award from British Land
- case study in the Scottish Executives new Regeneration Policy Statement
- partners asked to speak at a number of national events and conferences relating their experiences of partnership working

The Partnership has recently been informed that the Glasgow Fort Partnership has been nominated as a finalist at the Scottish Business Awards. Representatives from the partnership met with the judging team on the 1st June.

7. What lessons have been learned? Could these lessons be transferred to other services/ geographical areas?

8. Any further comments/details regarding project/programme progress in 2005/06?

The Partnerships organisational structure has been of key importance to its success. With 18 partners it would be all too easy for the Partnership to become an ineffective 'talking shop'. This has been avoided through the working group structure that minimises the input into each intervention to only the key partners. While some partners do not feel they have a perception of the Glasgow Fort Partnership as a whole, in practice the segmented approach has ensured each partner is clear on their roles and responsibilities.

Effective partnership working is a characteristic of Greater Easterhouse. Therefore, perhaps a more significant achievement has been the buy-in of the Partnership's commercial partners. The strategic intervention with the Fort's developers and centre managers has been essential to the Partnership's credibility and delivery. The buy-in of the retailers has then enabled the thematic interventions to develop, particularly the recruitment intervention. The commercial basis of the Partnership has been critical to their involvement.

Furthermore, through the efforts of the Partnership the image of Easterhouse is changing. Amongst local residents there is feeling of optimism from Glasgow Fort and, in due course, the Bridge. Moreover, the Fort has employed local people. Externally, employers' and shoppers' positive experiences of the Fort have started to break down their previous misconceptions of the area. Changing attitudes is a long term process but the Fort has certainly kick-started this change.

The Partnership has learned, however, that there is scope for improvement:

- half the vacancies at the Fort were handled by the Partnership, so there is considerable scope to do more
- although it is hard to be sure, given the classification system used, there seems to have been limited recruitment of the long-term unemployed

The wider interventions have all been well managed and coordinated within the wider Glasgow Fort Partnership. While hard to accurately measure progress, all have brought about some significant achievements. Childcare, Health and Social Economy have all looked to maximise the social benefits for the area. Use of the *PQ* magazine and other media resources through the Communications intervention has helped publicise all their efforts and brought significant buy-in amongst local residents.

In terms of the future community goals and the plans of the partnership a two stage plan has been prepared to ensure that all activities can be prioritised and delivered. Funding for various elements has been secured up to 2008. The Partnership will continue to provide support to retailers at Glasgow Fort in terms of their recruitment campaigns. Presently there are around 20 vacancies per month. The Partnership proposes to continue a retail training programme which will prepare individuals for future jobs as they are created.

A Phase 2 of the Glasgow Fort is currently moving through the planning process. If planning is granted Phase 2 will generate another 250 – 400 jobs therefore continuing the support provided to both local people in terms of access to jobs and to the retailers in terms of securing them the best choice of employees. This is paramount to the continuing success of the partnership.

The Partnership is now finding that retailers involved in the partnership are playing a wider active role and this alone will ensure the sustainability of the Partnerships' objectives.

The work of the Partnership has been evaluated by Glasgow University and has highlighted the success of partnership working in the community. The evaluation has additionally provided a number of recommendations which will be implemented to ensure that the Glasgow Fort Partnership continues to develop.

In terms of transferring the knowledge gained through the development and implementation of the Glasgow Fort Partnership, GEDC has been in close contact with representatives from Greater Pollok Working, a partnership vehicle established to maximise the local benefits of the 1 million square foot *Silverburn* shopping development which is currently under construction in Pollok, in order that the good practice learned at the Fort can be replicated.

Case Study 2: East End Partnership Link Up Services

1. Brief project/partnership description

In the East End of Glasgow, Link Up Services has created and put into practice a model for moving service users from addiction to employment involving a multitude of agencies and projects. The project adopted a holistic, whole-life approach to identify and address the needs of service users.

Service Level agreements were established between Link Up Services, Glasgow East Community Addiction team, The Milestone Project (community rehab), A4e and Progress2

2. How was the Project / Partnership formed?

The partnership was formed out of the informal networks of service providers on the ground and encouraged by a developing supportive policy environment. The informal network of interested service providers has evolved into service level agreements between organisations / agencies. This bottom-up approach has allowed partners to pool their skills, knowledge and experiences. This has been crucial in moving service users towards employment and ensuring support across health, care and employability services.

3. What were the ROA outputs that the project/programme contributed to in 2005/06 and how do they link to the CPP Objectives?

The project contributed to a range of outputs and outcomes from the *Learning, Working, Safe, and Healthy* themes, predominantly the first two. In particular, the project contributes to the outcome of supporting vulnerable groups and those with particular support needs to be able access appropriate learning opportunities, from formal qualifications to non-vocational training activities.

Over 71% of individuals accessing the service have participated in further training activities, achieved a qualification or indeed have been successful in securing employment. Improving the health of the target group is also a key feature of the project activity, in terms of harm reduction and leading healthier lifestyles. This has been achieved through individuals challenging their own behaviour, combined with greater acceptance from partner agencies and service providers.

4. How did the project /partnership perform in 2005/06?

By adopting this holistic partnership approach, which includes case conferencing, advocacy, immediate interventions, resource sharing, out-reach presence in methadone clinics, joint working, support networks:

- 504 individuals accessed Link Up employability services
- 71 individuals achieved a qualification
- 29 individuals entered further vocational training/further education
- 235 individuals participated in non-vocational training activities; and
- 25 individuals entered employment

5. How did they achieve the progress/success?

The success of Link Up Services is down to the expertise, skills and positive attitude of staff, supported by partners willing to adopt a flexible approach to engage those hardest-to-reach. The service is about adding value by recognising and utilising the strengths of partners and creating an environment whereby service users are empowered.

The approach has also helped change working practices and encouraged a culture of mutual trust between partners – no one provider holds all the keys.

6. What is/are the distinctive feature(s) of the project/partnership that enabled the progress/success in 2005/06?

The “buy in” of all agencies involved and Link Up’s ability to introduce appropriate services at the right time is one distinctive feature. The importance of partner buy in required in working with such a challenging client group is central to any success. The time it takes to source and negotiate an off-the-shelf service can literally undo all previous partner efforts to engage with potential clients.

A distinctive feature of Link Up’s ability to successfully engage with the client group is their approach to seeing addiction in its wider sense – a lifestyle. The health and wellbeing approach adopted by Link Up has moved some ways to supporting individuals to challenge this lifestyle.

7. What lessons have been learned? Could these lessons be transferred to other services/ geographical areas?

The importance of having access to services when required has been an important lesson learned. Any undue delay in accessing services can undo a lot of hard-won progress.

The Link Up approach could effectively transfer to other services and geographical areas. The approach largely builds upon existing resources by drawing them together through service level agreements. The essential feature of the initiative is having a Link Up worker with the flexibility to respond in real time to unforeseen events in the life of the client.

Setbacks are almost inevitable, so having the flexibility to manage the intervention and providing positive alternatives has greatly contributed to the success of Link Up.

8. Any further comments/details re project/programme progress in 2005/06?

The East End of Glasgow has long been blighted by addiction in its communities. Link Up recognises that for the hardest-to-reach client group this has moved towards becoming a norm. Link Up has continually worked at complementing and connecting existing provision into a holistic lifestyle package that challenges this norm on all fronts.

Given the outputs indicated, the programme has demonstrated that it can effectively engage and progress this difficult and challenging client group.

Case Study 3: People Development Programme

1. Brief project/partnership description

The People Development Programme is a guidance, counselling and employability project. It delivers services to unemployed clients across North Glasgow, including support to access job vacancies, complete application forms, produce CVs, organise work shadowing or employer visits and generally raising the confidence of unemployed people.

The role of the service is to assist in removing barriers that prevent people accessing employment, increase the ability of individuals to compete for jobs, and provide long-term support to enable them to sustain their employment and progress within the workplace.

The staff in the programme are responsible for providing an employment guidance and counselling service to local unemployed people. The Employment Advisors provide advice and practical support to local individuals who are searching for opportunities in employment, training or education. The project operates across various Glasgow North offices in Royston, Possilpark, Milton, Ruchill and Springburn.

The project works with a variety of agencies that seek to assist clients towards employment, and who refer clients on to Glasgow North Ltd for this service (e.g. local voluntary sector agencies, Further Education colleges, Jobcentre Plus, Health and Social Work Services through the Equal Access programme).

2. How was the Project/Partnership formed?

Glasgow North Limited (GNL) has consulted widely on this programme. It has been designed in consultation with representatives on the Community Forum, the Board of Glasgow North Limited – which includes representatives from community organisations, the private sector, elected members and funders.

The project was established as the key driver in promoting the employability agenda across North Glasgow. As discussed, clients are referred from a variety of agencies, through word of mouth and local advertising etc. The project also participates in a number of outreach events in North Glasgow communities each year and holds annual events such as the North Glasgow Jobs Fair, where GNL invites the participation of local and citywide employers and partner agencies.

3. What were the ROA outputs that the project/programme contributed to in 2005/06 and how they link to the CPP objectives?

The project contributed to the following CPP objective:

Working Glasgow:

- to provide funding at the local level to assist Glaswegians into work.
- to engage with employers (private, voluntary/social economy and public sectors) to create good quality jobs (skilled, sustainable and with decent pay) for Glasgow.
- to increase work experience opportunities and the development of apprenticeships.

4. How did the project/partnership perform in 2005/06?

In 2005/06, achievements were as follows:

- 736 local residents assisted into jobs
- 233 local residents assisted into further education
- 225 local residents going onto vocational training
- 380 local residents accessing the clients' fund

The Client Fund – known as the 'Flexible Employment Fund' provides assistance to individuals to help them take up employment. One of the main benefits of this fund is the speed at which it can be accessed by employment advisors on their clients' behalf. GNL has set up accounts with various suppliers so that specific items of clothing, tools or equipment can be sourced for people who are starting work. GNL works closely with colleagues in Springburn Jobcentre Plus so that clients can access the Client Discretionary Fund, Glasgow North Limited's Flexible Employment Funds, and, where appropriate, Lone Parent Support.

5. How did they achieve the progress/success?

Success was achieved by using Community Regeneration Funding to secure match funding from the European Regional Development Fund, which enabled additional client support services and client funds to deliver the programme.

Success is also due to the dedication and enthusiasm of project staff, and their detailed knowledge of North Glasgow. GNL carry out a monthly client survey which provides feedback on projects to help them understand the complex needs of their clients. The outreach provision helps in this respect, as they are able to deliver services across 7 different premises.

Locally and citywide, close partnership working enables them to find out about employment, training and learning opportunities for their clients, and the flexibility of project elements such as the Client Funds mean that they can respond quickly to client needs in pursuing client goals.

An efficient and transparent Project Monitoring Framework allows GNL to track client progress as well as project progress. The system allows them to monitor progress on a monthly basis and make any necessary adjustments to ensure they remain on target.

6. What is/are the distinctive feature(s) of the project/partnership that enabled the progress/success in 2005/06?

This project is distinctive as it provides tailored solutions for clients that meet their personal needs as well as being able to respond quickly to opportunities on behalf of their clients.

Partnership working with local agencies (voluntary organisations and FE colleges) and statutory providers (Jobcentre Plus, Health and Social Work Services etc) ensures progress/success.

- 7. What lessons have been learned? Could these lessons be transferred to other services/ geographical areas? &**
- 8. Any further comments/details re project/programme progress in 2005/06?**

Lessons learned are:

- client needs and clearly understood action plans should be paramount in the provision of services.
- clients requirements differ from person to person.
- quick decisions often need to be taken if a client is to progress into employment.

Section 3: Main Challenges for the Coming Year

The development of the 2006/08 ROA

The last year was a transitional period for the Glasgow CPP. This transition was reflected within the ROA for 2006/08, where further details of the process are provided. In particular, the ROA for 2006/08 established a framework for the integration of SIP or former BNSF activities into the Community Planning framework. This integration was largely achieved over the 2005/06 period.

Towards the end of 2005/06, the Partnership was advised that it would be responsible for managing three other funding streams from 1 April 2006 – Integration Resources, Social Justice Resources and the New Futures Fund successor programme. Whilst the Council will now administer the Integration Resources and New Futures Fund allocations, GCP Ltd will continue to administer the Social Justice Resources allocation on behalf of the CPP.

In the coming year, these funding streams will be subsumed into the Community Planning / ROA framework. There will require an in-depth process undertaken early in the new financial year to assess progress to date and fit with the Regeneration Outcome Agreement for 2006/08.

In addition, the Glasgow Key Fund Phase III, which is administered by Glasgow Key Fund Ltd (a wholly owned subsidiary of GCP Ltd), is funded from a number of sources including European Regional Development Fund (ERDF), Community Regeneration Fund and Social Justice Resources. In light of the latter two funding sources, there will be a requirement for projects funded through the Glasgow Key Fund Phase III to demonstrate a fit with the ROA, and in particular the objectives of a *Working* and *Learning* Glasgow.

The impact of these changes should not be underestimated, particularly in terms of the additional workload placed on the Partnership and GCP Ltd. The additional management time required to manage and monitor these funds will be a challenge over the coming year. There requires an exercise to be undertaken to establish how activities currently funded through these funding streams can be profiled within the ROA. In addition, the monitoring and evaluation of activities will need to be subsumed within the wider Monitoring and Evaluation framework for the ROA activities.

The Glasgow CPP is determined to deliver funded activities within the ROA that take a more 'programme-based' approach. In addition to the worklessness and addictions themes, the Glasgow CPP will develop other themes such as financial inclusion over the coming year. It is anticipated that this programme based approach will result in additional management time, as well as extra monitoring and evaluation commitments.

Lastly, and perhaps most crucially, the development of the ROA and the targeting of resources to our most deprived communities means that there is now a substantial part of the city (approximately 80,000 people) eligible for CRF which was not previously targeted by the SIP programme. The issue for GCP Ltd and partner agencies is how to identify and develop capacity for new

services to those parts of the city not previously covered by service providers. GCP Ltd and partners will continue to identify, establish and promote capacity building within those parts of the city not previously covered.

A common performance management framework

A further transitional element that has occupied significant resources has been the establishment of a new performance monitoring or management framework. GCP Ltd is in the process of developing a *single monitoring framework* that will establish systems to monitor, review and evaluate performance of programmes and services which receive finance from the CPP, and their specific contribution to achieving the ROA Outcomes.

One of the primary reasons for developing this framework is to establish a mechanism to report back to Communities Scotland on the progress being made towards achieving the agreed Regeneration Objectives and associated Outcomes and Outputs using the targets and indicators set out in the ROA. This will be made via the Annual Report and in-year stock-take exercise.

However, the framework will also allow the Glasgow CPP and staff within GCP Ltd to monitor closely and in detail, the activities of individual projects or funded activities, to ensure that they are delivering on their stated Outputs and Objectives, and are contributing to the city's Regeneration Outcomes as expected. The framework will allow a consistent cross-city approach to the monitoring of CRF funded activities, both area-based and thematic. In addition, the framework will also allow a consistent approach to monitoring activities funded under other funding streams (*Key Fund, New Futures Fund* etc.) in order to bring them under the one consistent and transparent process.

The framework will enable GCP Ltd staff and the Glasgow CPP to more systematically analyse the spending profiles across the city against ROA Outcomes, CPP objectives, CtOG targets etc. This analysis will allow the CPP to make more informed decisions about future funding activities.

The framework will also address the need to monitor the activities of programme-based approaches, such as worklessness and addictions. In addition, the framework will establish how certain CRF funded initiatives can demonstrate added value or additional attribution for activities already funded by CPP partners elsewhere, or other major funders in the city. The framework has been developed over the past few months by a working group of GCP Ltd staff and key CPP partners, and should be rolled out to CRF funded recipients by October 2006.

The development of GCP Ltd

The transition phase from SIP to Community Planning structures was a process led by a support team of seconded officers appointed by the Glasgow CPP assisted by staff from the former Glasgow Alliance. In addition, support was provided by other CPP partners, including *Communities Scotland*. Despite the challenging operating environment, the city managed to develop a new ROA for 2006/08, deliver a final Community Plan to 2010, and manage the integration of the former SIP areas into the ten new local structures.

It became evident to the CPP that the delivery of the ROA and the Community Plan would require considerable human resources, given the scale of regeneration activity in the city. Glasgow Community Planning (GCP) Ltd has been established to manage the delivery process across the city. A *Service Level Agreement (SLA)* is being finalised that will set out the range of services to be delivered by GCP Ltd on behalf of the Glasgow CPP.

The establishment of GCP Ltd has been a challenging process. It has resulted in the fundamental re-structuring of the former Glasgow Alliance. In addition, many new staff have been recruited, whilst a number of Glasgow City Council staff, who previously managed the Smaller Areas SIPs, have also been subsumed within the new structure.

GCP Ltd now serves a larger area of the city. In terms of eligible CRF areas, an additional 80,000 residents live in these areas, which have not been part of the previous SIP programme – 309,000 instead of 236,000 residents are eligible. In total, 54% of the Glasgow population live in CRF eligible areas.

Given that many of these additionally eligible areas will not have benefited to the same degree as previous regeneration programme activity, there will be a major challenge to build the capacity in these areas. This will include identifying organisations that can deliver services in these areas, as well as establishing management structures from amongst the delivery agents, stakeholders, partners and community residents. In particular, there will be a major challenge for GCP Ltd and partners to identify, engage and develop working relationships with local community structures, some of which may not be fully established in some parts of the city.

Activities will be co-ordinated by GCP Ltd staff both at a central level and across the city. GCP Ltd has now organised into 5 Area teams, each containing two local CPP areas. Staff have been assigned to local offices depending on the levels of need. The process of staff re-structuring is only now coming to an end, with GCP Ltd anticipating the completion of the recruitment process by autumn 2006.

It has been agreed that whilst delivering Community Planning to the entire city is essential, priority will be given to work relating to the bottom 15% Data Zones. It is important that GCP Ltd have staff coverage across the city, in order to facilitate partnership working with service providers in each local CPP area. As such, GCP Ltd has established eight area offices serving the ten local CPP areas, with plans to increase the local area presence over time.

The development of a new remit and responsibilities for the organisation, and the considerable re-deployment and recruitment process, has presented considerable challenges for the organisation in recent months. It is anticipated that the change process will last several more months, with some issues around recruitment, property, infrastructure and management still to be resolved. As part of the change process, GCP Ltd will implement a comprehensive training programme for staff, partner agencies and local CPP Board members. For GCP Ltd staff, it is essential that they not only

understand their own roles within the organisation, but share in the strategic vision of Community Planning in the city and how it can and will make a difference to the lives of the citizens of Glasgow.

The establishment of the local Community Planning Partnerships

In the next phase of implementing community planning, there will be a strong focus on developing the local community planning partnerships, including the local Boards. This will offer significant challenges as the CPP requires to motivate distinct and different communities to work together, some of which have been in SIPs, some are new areas eligible for targeted assistance, and some are more prosperous areas. The main focus of effort for the next 12 months will be in the former SIPs and the new eligible areas. As with all partnerships this will require:

- good working relationships between partners
- open and inclusive processes to encourage partners to take on their roles on an equal footing
- partners be fully committed to contributing positively to the agenda; and
- effective communications

Terms of reference for local Partnerships still need to be agreed. This will include how decisions are reached, and how meetings will be managed and chaired. The Area Teams within Glasgow Community Planning Ltd are to provide the support required to achieve the above.

Each local Community Planning Partnerships is centred around local Boards. These Local Boards consist of a core membership (around 18 members), with flexibility to co-opt on additional members for a period of time, as and when appropriate.

The Chairs of each Board have been selected from elected members of the city council, with three other councillors also selected for each area. In addition, core membership has been identified from Strathclyde Police, Strathclyde Fire & Rescue, Education, the Local Development Companies, Communities Scotland, JobCentre Plus, and the new Community Health & Care Partnerships (CHCPs). Board members from most of these sectors were selected before the end of March 2006.

The challenges facing the Glasgow CPP have been to establish representation from other sectors or groups, and intensive work remains on-going to secure membership this membership. Housing representatives will be secured through the Local Housing Forums, which have re-structured around the 10 local CPP boundaries in the city.

GCP Ltd is currently discussing voluntary sector involvement on the Boards with GCVS. These discussions should be concluded shortly, with local voluntary sector representatives identified by Autumn 2006.

A challenge for local CPP Boards will be how to achieve community representation. The long term aim of the local CPPs is to have community representatives selected onto local Boards via the 'Community Hub-Structure' model identified in the Community Engagement Strategy. However, discussions around how best to facilitate and deliver on the Hub structure have not yet been concluded. As a result, a temporary arrangement for community representation has been identified.

It is proposed that interim community representation will be sought from:

- experienced community representatives from previous SIP Boards
- community reps from local tenants / residents / housing groups
- representatives from the various equalities networks across the city
- representatives from local Community Councils in the city

It is anticipated that community representatives from these groups will be asked to sit on local CPP Boards for a limited time until the full hub-based engagement structure is established by the end of 2006 / early 2007.

Local CPP Boards met for the first time in May 2006, with the first meetings being viewed as an introductory exercise in Community Planning. At these meetings, discussions were around the context for Community Planning at a city and local level, as well as the existing resources being made available via the CRF, other funding streams and CPP partners in each local area.

The Glasgow Community Planning Partnership has identified training and development as a key component of the process for establishing the new Boards. GCP Ltd have commissioned consultants to deliver training to all those involved in the Community Planning process, from staff, stakeholders and partners, to local Board members.

All local Board members will be given extensive training on the opportunities and responsibilities within local Community Planning Partnerships. Each Board member will receive training on the work of partner agencies within each area, to gain an appreciation of how the partnerships can function. Board members will also be made aware of the potential resources available within Community Planning, both through existing partner resources, and the additional funding stream available such as CRF etc.

Local Boards will also be given an appreciation of the particular socio-economic issues facing their local CPPs. This process should help Board members make more informed decision-making within their local areas.

Lastly, the central CPP and local Boards will continue discussions over the next few months to establish the precise roles and responsibilities of local Boards relative to the central CPP Board. The outcomes of this process will inform the training and development process for Board members, to ensure that expectations are carefully managed.

Section 4: Community Engagement

This section reflects on a range of Community Engagement activities undertaken across the city during the period 2005/06. It presents a range of activities, from the wide-ranging engagement of communities as part of the ROA process, to local level engagement around specific service planning.

Templates 2.1 and 2.2 have been completed by staff within GCP Ltd and key partner agencies, particularly those who have been closely involved in the community engagement process within the past year. This included contributions from staff within the former CPP Support team staff, which assisted in the drafting of the original Community Engagement Strategy.

In addition, the assessments were informed by feedback received from a series of Focus Groups conducted by independent consultants regarding the broad issue of progress on Community Engagement within Glasgow. Focus Groups were held with both community resident representatives (mainly from former SIP Boards), and Partner agencies, including the City Council, the Further Education Sector, Strathclyde Police, and the Voluntary Sector. A full report from these Focus Groups has been provided by the consultants.

The focus groups identified a range of barriers and challenges to the development of more effective community involvement in the delivery of the ROA and Community Planning more generally within Glasgow. The Partnership is aware of many of these issues and will implement its Community Engagement Strategy and other actions to address many of them. The barriers identified were as follows:

- the need to ensure a better understanding in the community about community planning (including its community engagement dimension) and how it differs from previous approaches to regeneration
- maximising the accessibility of engagement activity to all people, including “hard to reach” groups
- putting in place clear and well understood structures for community engagement, which gain widespread support in the community
- ensuring that the basis for representation of the community within community planning structures specifically, gains widespread support
- continuing to encourage a culture of community engagement throughout partner agencies

Some of these barriers, and the ‘action plans’ required to tackle them, are specifically addressed in Template 2.2 later in this section.

Context

As identified earlier, the year 2005/06 has been a year of great transition within Glasgow, and this has been reflected in the various community engagement structures and processes within the city. To understand the strategic direction of future Community Engagement structures in the city, it is worthwhile setting the context of change over the past twelve months.

During the course of 2005/06 proposals for the delivery of local community planning structures began to be developed. It was agreed by the Glasgow CPP that it was important to build structures that would be acceptable to the widest range of Partners. In the knowledge that these structures were developing at the same time as the Community Health and Care Partnership (CHCP) structures, there was a desire that both structures attempt to find boundaries which provided the best possible fit for both Community Planning and Community Health and Care.

Whilst these discussions were ongoing, the City Council was also engaged in an exercise with the Local Government Boundaries Commission to develop the new Multi Member Wards areas for the 2007 Local Government Elections. It was agreed by both the Community Planning Partnership and the Community Health and Care Partnerships that these political boundaries should be considered for the development of the new service structures.

The CHCPs agreed a five area structure covering the City. The Community Planning Partnership has also accepted these five areas but has agreed that at over 100,000 of a population in each of the areas, they were too big to provide local engagement. Subsequently, the CPP has agreed ten local Community Planning areas which sit co-terminous within the five CHCPs.

Whilst the discussions around these proposals were ongoing at the City Wide Community Planning Partnership, it was agreed that the existing SIP and Community Forum structures be funded for the financial year 2005/06. Part of the logic for this was to ensure that none of the momentum, which had been developed by the various community engagement processes delivered across the geographic and thematic SIPs, was lost. Thereafter, further consideration could be given to finding the most appropriate solution for the development of community engagement structures for the new 10 community planning areas.

In an effort to keep these community support structures up to date with developments, a number of engagement events took place between the SIPs and their local community structures, which were delivered as regular briefing meetings for local residents.

ROA 'Roadshows'

In developing its Regeneration Outcome Agreement for 2005/06 the Community Planning Partnership worked closely with a range of organisations and agencies across the City. Following agreement of the five strategic objectives, themed groups were established with relevant key players. These groups were tasked with determining the city wide regeneration outcomes based on regeneration activity currently being undertaken by agencies and organisations across Glasgow. It was acknowledged that there was limited community involvement in this process with input only through the existing SIPs to influence the Community Regeneration Fund Investment for 2005/06.

In order to address this, in developing the Regeneration Outcome Agreement for 2006/08, a comprehensive community consultation process was agreed. Using comprehensive statistical profiles for groups of multi member wards as

a basis for discussion, the CPP embarked on an ambitious programme of community events in August & September 2005. These profiles were used to develop ten outcomes, two for each of the strategic objectives of the CPP.

The CPP sought the views of those members of the community that reside within the most deprived 15% of Data Zones. The CPP used a range of mechanisms to identify those residents who would be invited to participate including existing SIP and Community Forum databases, known community based structures out-with SIP areas (community councils, tenants and residents associations), youth organisations and networks, specific structures (Asylum Seeker and Refugee groups, Framework for Dialogue networks and other BME groups). Efforts were made to ensure these events were as accessible as possible. Translators and crèche facilities were provided where required and a number of events were successful in attracting participation from young people with support from relevant agencies.

Residents were asked whether they agreed with the statistical profiles that had informed the proposed Outcomes and to highlight any issues that may have been overlooked. They were also asked to discuss the proposed Outcomes and to agree, revise or delete these as they considered appropriate for their area. In addition, residents were asked to suggest an additional Outcome for each of the strategic objectives.

As well as local events, short questionnaires and a pre-paid envelope were provided to invitees. This was used by those unable to attend the events, and focused on the same issues that were discussed at the workshops. The questionnaires were tailored to each area to take cognisance of the different priorities across the City. A citywide questionnaire was also devised and circulated through the voluntary sector and the thematic SIPs for completion. In total over 500 completed questionnaires were returned.

The CPP used the feedback from these consultation events and the questionnaires to determine the final fifteen Regeneration Outcomes for the 2006/08 ROA. A number of those that were proposed were accepted without change, for others it was necessary to make some additions or changes to the wording and a third of the final Outcomes were entirely new, having been proposed and agreed by the community themselves.

Community Engagement Strategy

Working closely with communities on the regeneration of their neighbourhoods has been a key feature of Glasgow's Social Inclusion Partnerships. Whilst keen to build on this experience, it was important to recognise that the introduction of Local Community Planning Partnerships in April 2006 required engagement with all communities, not solely those where deprivation is a major issue.

In preparation for this, Glasgow Community Planning Partnership commissioned consultants to look at how best community engagement in Community Planning could be supported. The process involved interviews and Focus Groups with key partners and community representatives from a

wide range of networks and forums. The consultants' findings led to a recommendation to establish 'Community Hubs' which was further tested in a focus group of 18 community representatives from a range of different backgrounds and areas across Glasgow.

The outcome of this process led to the development of a consultation booklet "Engaging our Communities". This was widely distributed across the city both directly through community organisations and also in a supportive manner which engaged the city's network of community development staff. This document set the context for community engagement in Community Planning, explained the concept of the Community Hubs and invited residents to comment or put forward alternative proposals, using either a questionnaire incorporated in the booklet or by individual submission forwarded to the Support Team. A wide range of individuals and community groups took the opportunity to respond, most overwhelmingly supporting the Hub concept and many suggesting that existing community structures should play a key role in their development.

The vision of the Hubs is of a set of functions that could be delivered through an existing organisation. The principle function of a Hub would be to facilitate local community engagement activity through:

- setting up a database of local community organisations willing to commit themselves to the objectives of community engagement
- promoting awareness of and helping communities and service providers operate to agreed standards
- informing local groups/organisations/individuals about the work of Local Community Planning Partnerships and the Glasgow Community Planning Partnership
- encouraging the involvement of equalities groups and thematic communities within their Local Community Planning Partnership Areas in Hub activities
- supporting agreement of local priorities for community engagement
- filling gaps where existing engagement structures cannot respond to emerging issues e.g. affecting a broad range of community interests
- facilitating engagement between communities and service providers
- providing a route for input to the Partnership at Board and sub structure level
- making sure there are strong links to local community learning and development action plans
- facilitating the involvement of existing and new community engagement structures in community planning
- providing accessible information that supports and enhances opportunities for community engagement.

It was proposed in the consultation document that a community hub be developed in each of the 10 local Community Planning partnership areas and a thematic/equalities Hub at a citywide level, bringing together thematic communities where these are better supported to engage on a citywide basis.

In December 2005, Glasgow Community Planning Partnership engaged in negotiations with the Joint Network of Community Forums to look at how to develop community support structures that would lead to the establishment of Community Hubs. A key early requirement of this was to begin the process of broadening and deepening community engagement beyond the designated Social Inclusion Partnership areas. Consultancy support was provided to the Joint Network to enable them to work through the challenges of re-focusing their eight structural mechanisms serving the Social Inclusion Partnership areas into a co-ordinated approach that could provide a fit with local Community Planning Partnerships, CHCPs and other structures. This work has been complex and challenging. Discussions are ongoing as to how to achieve effective mechanisms.

In the short term, interim arrangements will ensure that communities are engaged in the early development of the new Local CPP structures.

Equalities and Accessibility

As part of our community engagement strategy, it is incumbent on the Glasgow Community Planning Partnership to work with the diverse range of communities and interest groups in the city, to ensure that we become a truly inclusive partnership. The CPP has initiated a number of actions and policies to reflect the diverse circumstances of residents of the city:

- Glasgow's Community Plan 2005-2010 was recently published, and has been made available in thirteen different languages via the CPP web site to reflect the cultural diversity in the city. An 'easy read' version has also been made available
- foreign language translators were brought in to support some of the ROA consultation events held across the city in the Autumn of 2005
- the Community Engagement Strategy consultation document was also made available in several languages, as well as large print
- the Community Planning 'Road show' events held across the city in Spring 2006 included publicity materials that were made available in non-English languages, and were distributed to a diverse network of groups supporting the city's Black and Minority Ethnic communities. The support of Glasgow Anti-Racist Alliance (GARA) has been noteworthy in promoting race issues in Community Planning activities
- where possible, Community Participation events are held at times and venues that are convenient to local residents i.e. some are convened during the day, and some in the evening time. Community transport and childcare facilities are made available where appropriate
- the CPP Area Teams have established links with the Lesbian, Gay, Bi-Sexual and Transgender Community in the city

Despite the progress made to promote inclusiveness across the city, more work needs to be done to ensure that the work of the Partnership fully addresses equalities and accessibility issues. In early 2006, the Equalities Network Forum (ENF), a forum made up of four equalities networks, (covering disability, ethnicity, gender and sexuality) was given the remit to undertake engagement work on behalf of the CPP. The initial brief for ENF in 2006/07

was to undertake an initial programme of engagement activities with a diverse range of communities and to draw up a proposal, based on the views of a wide range of interested groups, for the development of the Equalities Hub.

The objective of this work will be to develop an infrastructure that will:

- establish an effective resource base to support community engagement from a range of equalities groups
- support the mainstreaming of equalities in local CCP areas

A number of other practical measures can be progressed by the CPP over the coming year to improve the accessibility element of community engagement. These include:

- the development of a new web site for Glasgow Community Planning Ltd that achieves a high 'accessibility rating'
- the production of relevant CPP materials translated into languages other than English, large print and audio versions of key documents, where requested, as well as easy read, jargon free materials
- working with various equalities groups in the production and editing of relevant CPP materials to ensure that our varied audiences are both understood and accurately represented
- improving the interaction with resident and local interest groups by organising events at times and venues that reach out into local communities

Examples of Recent Local Engagement

The following case studies reflect some of the work done by the thematic partnerships to engage with diverse groups across the city over the past year.

KARIBU Consultation Workshop

GARA (Glasgow Anti-Racist Alliance) worked together with Karibu, an organisation which aims to promote interaction and integration for African women and children, to arrange an engagement and consultation workshop with young refugees in Glasgow. The aim of the event was to bring together young refugees and asylum seekers to discuss issues that affect them as young Glaswegians, and to identify young people who might want to take up opportunities to get further involved in GARA's youth participation programmes as well as governance of other mainstream organisations, such as the Glasgow CPP. Forty young people from Red Road, Sighthill, Pollokshaws and Shawbridge attended the event at GARA's city office.

The event delivered a number of outputs that could be seen to contribute a number of the city's Regeneration Outcomes. In particular, the event focused on the key issues of:

- Community Engagement – facilitating a youth forum to capture the views of young BME people on issues that affect their lives
- support for capacity building, and actively seeking involvement of young black people in governance of partner organisations

The event allowed GARA to gain a valuable insight into the perspectives of a group of young people in Glasgow whose voices are heard less than others. This brought new insights to GARA's work in promoting race equality and will assist us in addressing race issues relating to all five of the CPP themes. Specific themes to which this was relevant included:

- Healthy Glasgow – the event helped to identify young black people to participate in forthcoming capacity building work which they hope will lead to their future involvement in the governance of social care and health organisations, leading in turn to better planning and decision making
- Learning Glasgow – concerns about the quality of English language teaching for non-English speaking children, standards of classroom discipline, racist attitudes from staff and other pupils – and some praise for the way schools dealt with racial abuse
- Vibrant Glasgow – concerns about street racism, about difficulties in travelling safely which prevents young people from attending facilities
- Working Glasgow – worry that opportunities are denied to asylum seekers
- Safe Glasgow – young people talked about their experience of racial violence and abuse

GARA disseminated the comments made by the young people through its website, a newsletter, and by means for further discussions in communities. GARA are supporting the young people in developing and articulating their views through local Community Planning structures

The purpose of the partnership was to bring young black people together with GARA to identify and articulate issues of concern. As such, 10 young people were identified to receive capacity building training, delivered by GARA partners, whilst 20 young people were identified to take part in the continuing youth forum and other forms of engagement work.

In terms of lessons learned, and what can be taken forward, the event showed that young black people have a lot to say about their experience of using public services and their experience of living in the city. There are barriers to their participation in consultation exercises, including a perception that it is not safe or easy to travel to “unknown” territory.

By building a relationship with the refugee community organisation, and providing transport and a safe venue, as well as by providing interesting activities, GARA managed to get some comprehensive views expressed as well as identifying young people who would be motivated to take part in future capacity building and engagement work relating to Community Planning.

East End Social Inclusion Partnership - Services to Young People

Early in 2005 East End Social Inclusion Partnership commissioned a Review of Services to Young People in the area. The review identified a range of key practice and process issues, including:

- the quality and range of future services for young people
- balance of services, activities and development work
- effective promotion of youth services and opportunities
- attraction and training of youth workers and volunteers
- the need for a clear indication of outcomes
- sustainability of projects and services
- mechanisms for improving partnership working
- practical ways to continue to consult with young people

A small Implementation Team was established by the SIP, with representation from key local agencies, to examine the above issues and develop a more co-ordinated approach to service delivery. This group linked closely with the SIP Board and worked in partnership with the East End Youth Network to implement a co-ordinated programme for the improvement of services to young people.

Action Plan

The Implementation Team developed a 43 point action plan which was approved by the SIP Board. This included long and short term actions with partners taking responsibility for different elements. The key areas of focus included:

- developing a vision and key indicators for services to young people
- mapping services/facilities and identification of service gaps
- promoting and supporting joint work, partnerships and a more co-ordinated approach to services
- making best use of existing resources/attracting additional resources
- supporting and strengthening East End Youth Network and its sub groups as the key mechanism for partnership working in relation to young people
- supporting youth involvement activity in various ways
- assisting with the promotion and marketing of services and opportunities for young people
- training sessional youth workers and volunteers

Examples of progress are grouped together as follows:

Co-ordinated programme of services for young people:

- support to Youth Network to strengthen partnership structures
- submission of a joint funding bid to support a more co-ordinated approach to service delivery in future
- local partnerships commissioned through CRF to fill gaps in services and develop programmes of activity for young people in specified areas

Youth involvement activity:

- series of youth events to help identify issues and needs for young people in their areas, showcasing services available to young people and feeding back to young people on action taken

- a partnership of local projects was developed to work with young people to develop a youth newspaper, reporting on youth issues and promoting positive stories about young people
- support to YES project (Young East End Speaking) to work with young people on getting involved in local issues and decision making
- inclusion of young people in Community Conference on Regeneration Outcome Agreement consultation and community planning

Training of volunteers/staff:

- development of a programme of training for Sessional Staff, Volunteers and Young Volunteers
- delivered in partnership between John Wheatley College, GCC Youth Services and the YES Project
- second phase now completed with future plans in place.

Promotional and marketing strategy:

- Youth Network website developed as a tool for information sharing, promotion of youth activity and development of partnership working
- series of leaflets and posters developed and aimed at informing young people of activities and services available to them

Future Engagement

While positive progress has been made, this is recognised to be a long term task which will require commitment to action over an extended period. Work is continuing within the Community Planning framework and the need for continuing Services to Young People Partnership Structure and an action plan will be considered by the local CPP in due course.

Community Engagement Focus Groups - Issues for the Future

It appears that for many there is still a partial understanding of the re-focused priorities of community planning. To some, community planning is still seen as being exclusively about the fair and effective allocation of funds, rather than being about how mainline resources can be used in the way which is of greatest benefit to the community. Therefore, whilst there is some understanding of these issues, the CPP will need to recognise the need for a clear and consistent message about this.

There is a need to ensure a broad understanding (and, indeed, effective activity) in terms of the full scope of community engagement activity. This will include the role which information, consultation and deeper involvement can all play as elements of the overall community engagement strategy. The emergent community hubs and the local CPP structures will need to address all of these elements. Based on the recent focus group findings, this is well understood by partner agencies who are prepared to bring to the table the issues on which they wish to engage with the community, whilst recognising that some element of their “day job” can be delivered without specific reference to community involvement (for example, they may have specific statutory responsibilities). However more needs to be done in terms of building awareness amongst community activists of the parameters of the full range of community engagement activities.

Template 2.1

Community Engagement Assessment

1	2	3
Each question is followed by some Standards from the National Standards for Community Engagement. Using these will help partnerships complete the self assessment exercise.	(1-5)	What evidence is there for the score you have given? You will find the indicators for the National Standards for Community Engagement useful in providing evidence
1= the CPP has little or no evidence to support the statement; 3= the CPP has some evidence to support the statement; 5= the CPP has strong evidence to support statement		
CPP uses the National Standards for Community Engagement to underpin its work	3	<ul style="list-style-type: none"> Glasgow Community Planning Partnership at its meeting in June 2004 endorsed the National Standards for Community Engagement ROA Roadshow Events 2005 Consultation events on Community Plan Focus Group events confirmed awareness of the standards but indicated more needs to be done to identify practical application
CPP engages with a broad range of representative structures within the community including the most excluded groups (<i>Involvement Standard, Working Together Standard, Working with others Standard</i>)	3	<ul style="list-style-type: none"> The CPP structure at a Glasgow-wide level and the transitional SIP structures were generally seen as engaging with many representative structures, within what is a complex landscape for service delivery. There are examples of this being broadened out over the past year (in the context of the transition from SIP's) to engagement with representative structures, such as Community Councils, which have not previously been engaged to any great extent with the CPP However, some partners felt that more could be done to engage with communities out with traditional structures, which would be required particularly to reach the most excluded groups CPP commissioned the Equalities Network Forum to engage with equalities groups and communities of interest as part of the proposed development of the Equalities Hub.
CPP uses a broad range of approaches to engage communities (<i>Methods Standard,</i>)	3	<ul style="list-style-type: none"> ROA Road Show events organised to discuss Regeneration Outcomes Community Involvement on SIP Boards, now involvement on local CPP Boards (see Template 2.2 for further information) Development of Hub structure (see Template 2.2) Community Seminars (such as introduction to Community Planning events,

		<p>May 2005)</p> <ul style="list-style-type: none"> Evidence is apparent of a broad range of approaches being evident. For example, at a local level a number of the transitional SIP Boards have undertaken exercises such as Participatory Appraisals and others have engaged the broader community through methods such as People's Panels
<p>CPP provides relevant information needed for effective engagement (<i>Information Standard, Feedback standard</i>)</p>	3	<ul style="list-style-type: none"> Former SIP teams provided information via their offices and Boards, e.g. local newsletters Local CPP teams provide information on events via local offices CPP web site provides details of all CPP Board papers, events etc. Feedback is that, community representatives generally felt that they were provided with a great deal of information to assist them in the decisions which they had to make as part of the transitional SIP structures. They did, however, feel that more could have been done to present information in a user friendly and jargon-free format. This desire was shared by participants in the Partners groups At present, many of the representatives of the community on former SIP boards do not feel that they have adequate information on the emerging structures and on their potential to contribute to them Part of the information which has historically been lacking is feedback from the evaluations of mainstream services which take place out with community planning
<p>CPP monitors and evaluates community engagement in the ROA (<i>Sharing Information Standard; Support Standard; Feedback Standard; Monitoring and Evaluation Standard</i>)</p>	3	<ul style="list-style-type: none"> ROA indicators and baseline information includes collection of information relating to levels of Community Engagement New ROA monitoring framework includes annual reporting form that asks for a breakdown of Community Engagement for all funded activities There is a debate on the way forward. Desire on part of some to continue with current approaches rather than to place a focus on continuous improvement in terms of how community engagement could be approached. In some cases, community representatives see the engagement process as being exclusively about the community's involvement in formal decision-making structures rather than being related to the broader information and consultative aspects On the other hand there is a view that there are opportunities to encourage a more innovative approach to aspects of community engagement,

		including reaching the more excluded groups and that more scope needs to be available for new approaches to be tried out
CPP identifies resources for community engagement and continuous improvement (<i>Improvement Standard; Support Standard</i>)	3	<ul style="list-style-type: none"> Community Voices Allocation £780,000 in 2005/06 £1.4m of CRF resources applied to Community Engagement activities Specific financial resources are set out in the CPP's budget for community engagement activity and, historically, the level and nature of these resources has been well understood Amongst many community representatives from the former SIP Boards and, in particular, those who are involved in Local Community Forums, there is some concern as to the levels of resources which will be made available for this activity in future years
CPP improves public services in response to community priorities (<i>Planning Standard</i>)	3	<ul style="list-style-type: none"> The ROA road show events were designed to verify or otherwise the Regeneration Outcomes for the city, as well as enabling residents to select additional priorities important to them Neighbourhood Management Pilot aimed at improving local service delivery by involving residents in the management of specific resources Some positive examples for example, the police service noted how they had re-targeted some of their local resources at areas which had been identified as problems with regards to anti-social behaviour, having received this feedback through the community planning structures; colleges were able to comment on how they had expanded their outreach work and re-focused aspects of their service provision However, general feeling appears to be that a more co-ordinated effort to demonstrate improvements in public service delivery in response to specific community engagement activity should be a feature of Community Planning in the future
CPP refers to Community Learning and Development and Tenant Participation strategies to show how it understands these can support engagement	2	<ul style="list-style-type: none"> From the Focus Groups, there was an understanding of the importance of tenants participation work to the overall approach to delivering the ROA. This was less evident with respect to community learning and development strategies. There is hope that the new community planning structures will better join up these wider strategies

Template 2.2
Community Engagement Action Plan

1	2	3	4
Key barriers to having more effective community involvement in delivering the ROA	Planned action	Partners	How will you judge success
<p>The need to ensure a better understanding in the community about Community Planning (including its community engagement dimension) and how it differs from approaches to regeneration which have been delivered in the past.</p>	<p>Develop new assessment instruments to evaluate impact of support to Community Engagement.</p> <p>Develop and implement 'Community Hubs', including the Equalities Hub.</p>	<p>All CPP Partners</p>	<p>Use of new monitoring framework.</p> <p>Focus Group evidence.</p> <p>Survey work.</p> <p>Feedback from 'Community Hubs'</p>

Template 2.2 cont...
Community Engagement Action Plan

1	2	3	4
Key barriers to having more effective community involvement in delivering the ROA	Planned action	Partners	How will you judge success
Community participation in local Community Planning Partnerships	<p>GCPP has agreed an interim solution to identify the four Community residents required to sit on the developing local structures.</p> <p>4 residents to be drawn from 1 member (and a substitute) from existing SIP area(s)</p> <p>1 member (and a substitute) from amongst the active Community Councils operating within the Local Community Planning Partnership Area</p> <p>1 member (and a substitute) from amongst the tenants/residents/housing groups active within the area, and</p> <p>1 member (and a substitute) from amongst equality related organisations.</p> <p>Require to identify a geographic spread across the local CPP area.</p> <p>GCVS commissioned to achieve local voluntary sector representation.</p>	<p>Glasgow Community Planning Ltd.</p> <p>Community Councils Resource Centre</p> <p>Glasgow Housing Association</p> <p>Glasgow City Council</p> <p>GCVS</p>	<p>Willingness of residents to participate and accept assistance offered</p> <p>Meetings being conducted with residents</p> <p>Residents participating in discussions and influencing decisions</p> <p>Feedback for participants</p>

Section 5: Partnership Working

This chapter highlights instances of recent collaborate working among Glasgow CPP partners, highlighting some of the initiatives and approaches being developed to tackle the city's social and economic problems. These examples demonstrate a more joined up approach to service provision, and help deliver more efficient and effective targeting of partners resources.

Community Planning

Guidance from the Scottish Executive describes Community Planning to be about:

“the structure, processes and behaviours necessary to ensure that organisations work together and with communities to improve the quality of peoples’ lives through more effective, joined up and appropriate delivery of services”

The Glasgow CPP recognises that meaningful partnership working is essential to achieving the Regeneration Outcomes as detailed in the ROA.

Community Planning brings partnership working to the forefront of public services and provides a new emphasis for joined up working across key agencies. It is clear that a new synergy exists amongst the key public and private sector partners in Glasgow to work together in order to bring greater benefits to the citizens of Glasgow and push forward with the agenda for change, particularly in the area of social regeneration.

The opportunities arising from greater partnership working within the Community Planning Partners will also influence the way in which the CPP manages the financing of projects, programmes and initiatives. In particular, the activities delivered under the current ROA programme are set to benefit from a more coherent and joined-up approach to funding amongst the CPP partners.

During 2005/06, several initiatives were developed that illustrate the greater openness of CPP partner to come together to ‘pool’ some of their joint resources, and in effect aligning their budgets. Some examples are included here. The true value of Community Planning in Glasgow is not just about better partnership working itself, but in demonstrating more efficiency and effectiveness in the funding and delivery of services. By pooling resources together from areas such as health, police, housing, and economic development etc, the partnership hope to achieve economies of scale in joint service provision and better planning. This approach should not only benefit the implementation of the ROA, but wider service provision for local residents.

Community Safety Partnerships

The Planned Glasgow Community and Safety Services is a recent example of partnership working, and also an illustration of the Public Sector Reform agenda in practice. It is designed to offer:

- integrated service provision
- pooling of budgets and resources

It is essentially a Crime Prevention Pathfinder. Its design and delivery will focus on intervention around the person, family or neighbourhood. It will operate as a company limited by guarantee. It will have strategic and operational responsibility on behalf of Glasgow City Council for:

- antisocial behaviour
- council security
- violence against women
- public space CCTV

It is intended that the Partnership will be fully operational in September 2006, and interim staff have already been appointed. It will build on existing Community Safety Partnership arrangements in the city. It will be accountable to a Pathfinder Board, and will have five area teams that will be aligned to the Community Health & Social Care Partnership boundaries in the city. Community Safety Forums will also aim to align with local Community Planning Partnerships.

Pathfinder Initiative

Towards the end of the year 2005/2006, the Council and Scottish Enterprise Glasgow proposed a new Enterprise and Business Growth unit, with staff and funding from both agencies used to tackle problems of low business growth, improved value added and productivity.

In respect of worklessness and economic inactivity, the opportunity exists to fully integrate the efforts of the relevant agencies to tackle Glasgow's worklessness problem. This initiative will not only offer better services, but will demonstrate the real efficiency and cost savings of combining resources.

A consortium arrangement, which will involve the CPP and key partners, is being formed to enable the city to bid for special status in respect of Benefit flexibilities and reinvestment of savings. There is no doubt that tackling this issue will require extraordinary efforts, and following on from successful partnership arrangements in the city, and in the light of the worklessness priority agreed by the Community Planning Partnership, the creation of an integrated joint Employability Unit to drive this social and economic priority through is being considered.

Mainstreaming of Partnership Funds

One of the real tests of the success of the Community Regeneration Fund will relate to the legacy it will leave across the city, in terms of the continuation and enhancement of services. In 2005/06, CRF and Community Voices monies were used to fund approximately 500 separate projects or initiatives across the city. In some instances, CRF was the sole or primary funding source for projects, whilst in others it contributed part of the overall services costs, along with other funders. The CRF, and before it the SIP fund, have

also been used successfully to lever in other monies to establish and support projects or initiatives that might not have operated otherwise.

By the end of the current ROA programme in 2008, one of the key objectives of the Glasgow CPP will be to ensure that successful and strategically important projects supported with CRF, will continue to deliver services across the city. In essence, the CPP should ensure that there is a degree of 'mainstreaming' of funding, whereby successful projects or initiatives are able to generate sufficient incomes, or secure grant funding from alternative sources (which would include the CPP partners themselves), once CRF monies have been withdrawn.

As Glasgow is only one year into its current three-year ROA programme, there are currently few examples to report on for 2005/06 of mainstreamed services. However, the CPP are confident that it will be able to report back on progress towards this in subsequent years. However, a number of services or projects operated in the city that were previously managed under the SIP programme have recently demonstrated the additionality that SIP / CRF funding has played in establishing such initiatives. It is hoped that the successes learned under the SIP programme and the lessons learned will help mainstream many of the CRF funded initiatives in future years.

One example of the recent mainstreaming of the CRF has involved the ***Drumchapel Supported Youth housing Project***, which provides a high standard of both accommodation and support to young people who are homeless or threatened with homelessness in the Drumchapel. The Project supported 28 young people in their own tenancies in 2005/06.

The Project is managed by Quarriers, a voluntary organisation which provides a range of services throughout Scotland for children, families and young people including various projects aimed specifically at young homeless people. In Drumchapel, Quarriers are working in partnership with a number of both statutory and voluntary sector agencies including the City Council, Communities Scotland, local housing providers, community representatives, and employment and training providers.

Young people are allocated their own tenancy and a named project worker offers support on a one to one basis 7 days a week. Support can cover a range of independent living skills including budgeting, benefits, cooking, shopping, emotional, loneliness, neighbour issues, self esteem and support from other agencies within the local community. The project also explores employment and training opportunities. In addition to the one to one support, group work sessions are offered which aim to look at a range of different issues including training, health and well-being, and social activities.

The former Drumchapel SIP supported the project with considerable SIP funding from 2002 onwards, and in 2005/06, awarded a final allocation of £60,000 CRF monies to assist in operating costs. From 2005/06, the project secured considerable funding from the City Council via the *Supporting People Grant*. This has not only allowed the project to continue to operate as before,

but actually enabled it to expand its services. For 2006/07, the project will be able to support a total of 32 young people in their own tenancies. This provides an example of a successful local project that works with targeted groups, that is able to sustain its services through the mainstreaming of funding via alternative sources, in this case one of the main CPP partners.

During 2005/06, a number of specific instances of collaborative working occurred across the Partnership that delivered tangible improvements to programme development and service delivery. Some are listed below.

Worklessness & Addictions - Partnership Away Day

The Executive Group of the CPP held a further 'Away Day' in September 2005 in order to establish how the issues of Worklessness and Addictions affect the range of organisations across the city. The purpose of the Away Day was to initiate discussions with partners to establish the extent to which Worklessness and Addictions are problems for the city, to establish current provision, identify gaps in service delivery, and to develop a partnership approach to tackling these issues as a way forward.

The Away Day involved a number of presentations, including from the Scottish Executive, Glasgow City Council, University of Glasgow and Jobcentre Plus. The purpose of the presentations was to set the context of Worklessness and Addictions in Glasgow and to inform the discussions for the remainder of the session.

Following on from the Away Day and some additional work undertaken by Professor Alan McGregor into the issues of Worklessness and Addictions, the Partnership agreed to invite bids for unallocated resources in 2006/08 to develop programmes of activity which aim to address these two issues. Discussions were subsequently entered into with the Local Development Company Network in Glasgow with a view to developing bids to extend their services to include all areas in the bottom 15% Data Zones. At the same time, discussions were also entered into with Glasgow City Council Addiction Services in relation to developing the Addictions bids.

All of the submitted bids were subject to an external appraisal in advance of consideration by the Partnership. At its meeting in February 2006, the CPP approved its Worklessness and Addictions Programmes:

- the new Worklessness Programme is made up of nine separate but interlinked initiatives that offer a range of interventions to help those removed from the labour market to either gain employment, or gain valuable experience or skills. The programme will be delivered through the Local Development Company Network in the city. Total CRF funding of £4,825,708 in 2006/07 and £4,856,010 in 2007/08 has been awarded for this programme of activity
- an Addictions Programme made up of eight separate but linked initiatives offering a range of services to those affected by drugs and alcohol addictions. These activities complement and add value to the existing addictions services delivered by the partners. The addictions

programme is being delivered by a number of CPP partners including the City Council, Greater Glasgow NHS Board and Strathclyde Police. Total CRF funding of £1,508,708 in 2006/07 and £1,418,340 in 2007/08 has been awarded for this programme of activity

Partnership working will be essential to taking these Programmes forward. Discussions have been ongoing with the LDC Network, Jobcentre Plus and Addiction Services to take these programmes forward in 2006/07. Work is also ongoing in relation to developing a monitoring and evaluation framework for the Worklessness and Addictions Programmes to enable the Partnership to measure the added value of these activities. Key partners will continue to be involved in agreeing this framework to ensure that it is fit for purpose.

The Big Step 'Am a Bovered' Children and Young Peoples Event

The big step Social Inclusion Partnership was established to improve the opportunities available to children and young people looked after and formerly looked after, in order to address the inequalities they face. The 'big step' were determined that it should utilise its experience of engaging with young people to assist the Community Planning Partnership to achieve their goal in consulting with the widest audience on the Community Engagement Strategy.

The children and young people's community consultation event '*Am a Bovered*' was held in October 2005 on the basis of providing the opportunity for children and young people from across the city to come together to voice their opinions and views on Glasgow Community Planning Partnerships proposals for community engagement.

The initial issue identified was how to set up a process for involving children and young people in the Community Planning process and ensure that children and young people have an opportunity to contribute their views on issues that affect them. This approach would have to be targeted to the widest possible audience to include young people from the general population yet inclusive enough to ensure representation from young people looked after and accommodated, young people looked after in the community, young people who were formerly looked after, black and ethnic minority young people, young people with disabilities and young people who were marginalised through experiencing homelessness.

It was necessary to ensure the buy in and engagement with young people and it was important that this was delivered in a youth friendly venue which was a fun and entertaining event to participate in.

In order to achieve objectives, it was clear that *the big step* could not work in isolation and a joint partnership approach was necessary in order to best achieve and deliver the event. As a result an event steering group was set up involving *the big step* Partnership Support Team, GCC Cultural and Leisure Services, Youth Services, Glasgow Homeless Network, locality based Social Inclusion Partnerships, Young Scot - Dialogue Youth, NHS Greater Glasgow, Social Work Leaving Care Services, Social Work Residential Services,

Community Engagement/Support Forums, and individual voluntary sector youth projects.

A total of 267 children and young people attended the event with 66 members of staff accompanying young people and the 12 members of the event Steering Group supported the coordination of the event.

The consultation was hosted by a local personality to ensure interest and buy in from young people. The consultation was conducted using hand held voting systems which gave instant access to results providing both a fun and informative element to the consultation process.

The main outcome and achievement was the delivery of a children and young people's event which overcame territorial barriers and brought together a diverse community of young people in a fun and relaxed atmosphere. This was the first attempt which had been made to bring different groups of young people outlined above together to consult on issues which affect all young people as well as identify specific issues in relation to vulnerable communities. A DVD was produced of the event, which recorded young peoples' and agencies perceptions of the value of bringing young people together to share information and experiences. Young people in attendance positively engaged with the system of gathering information.

The impact and support which came from partnership working was key to the success of the event. The Partnership working leading up to the event was intensive and required commitment in terms of time and resources from the Partnership Support Team and all partner agencies involved in the event steering group. The outcome of this approach was enhanced, partnership working with agencies not traditionally involved with *the big step*, raising the awareness of issues faced by vulnerable communities within local structures.

The learning materials from the event have been distributed across local Community Planning Partnership areas, as well as key partner agencies who deal with young people. The data and information compiled from the event forms a positive input to the Community Planning process, in that it provides a better understanding of the views and aspirations held by young people.

Essentially, the event also provides a 'template' on how to approach the future engagement of young people across the city with regard to Community Planning, and how partnership working can influence positive outcomes.

Routes Out of Prostitution Women's Event February 2006

The *Routes Out of Prostitution* Social Inclusion Partnership has a number of specific aims and objectives in respect to preventing women, particularly vulnerable young women, becoming involved in prostitution; and to prevent further harm by supporting those involved to leave prostitution. They organised a Women's Event in February 2006, which aimed to:

- promote the work of the Partnership and intervention agencies providing support to women to exit prostitution

- provide the opportunity to women currently involved in or with a past history of engagement in prostitution an opportunity to be part of the Partnership through their participation in the proposed establishment of a Users Forum – the women’s involvement group (WIG).

Based on previous experience there was unanimous agreement that a Partnership approach was necessary to best achieve and deliver both an effective women’s event and in particular one which sought the establishment of the WIG as the key output. The key partners identified to bring together to plan the February Women’s Event were:

- ROOPs Partnership’s Intervention Team
- ROOPs Partnership’s Routes into Learning ALN project,
- GCC Culture and Leisure Services
- Aberlour No 1 Project
- Young Women’s Project.

The multi-agency planning group focused on working together in organising, coordinating, planning and promoting the event with a clear buy into the benefits that would come from the successful establishment of a WIG. The group met weekly and the minutes of the meetings were tabled at the community involvement working group which allowed for the involvement from the wider community of interest in the prostitution agenda in Glasgow.

Following much discussion it was agreed that a high ratio of staff to women should be set for the day with emphasis being on ensuring that; women had access to workshops, sessions and activities designed to reduce stress, build confidence and self-esteem and that staff were to directly engage with women on the issue of prostitution.

23 women attended the event with 15 members of staff attending on the day. All agencies (including NHS Greater Glasgow, Glasgow City Council, and Learn Direct Scotland) who had committed to the day participated in the event which ran from 1-7pm. There was a full range of activities planned on offer throughout the day, including access to workshops, sessions and activities to reduce stress, build confidence and self-esteem.

All women attending discussed prostitution related issues with staff and had the opportunity to engage with each other and identify as a community. The day resulted in the establishment of the Women’s Involvement Group (WIG) which across the remainder of 2005/2006 met on 7 occasions as a key output of the February Event. Presently, WIG has 17 women signed up to participate, with further interest from agencies wishing to refer women to participate.

As well as achieving the primary objective of establishing WIG, the event highlighted the importance of partnership working and the benefits to be gained from partnership working were achieved. Taking a partnership approach results in enhanced working relationships across all partners involved which can then be carried forward to future activity.

Section 6: Progress on Aspects of the ROA Highlighted for Improvement

In September 2005, Communities Scotland published its National Performance Management Framework (PMF) which set out the broad principles of the PMF for the Community Regeneration Fund and Community Voices Programme – Regeneration Outcome Agreements. The PMF is essentially the mechanism for evidencing progress on achieving the outcomes set out in ROAs including the overarching theme of community engagement. The PMF is structured around two processes each year, the Annual Report and the In-year Stocktake.

In light of the fact that the Glasgow CPP's ROA for 2005/06 did not receive Ministerial approval until June 2005, Communities Scotland proposed a slightly different approach to the In-year Stocktake than would be the case for subsequent years. The focus of the 2005 meeting was to discuss progress since ROA approval and to agree how aspects of the ROA highlighted for further improvement would be progressed.

The 2005 In-year Stocktake was held on 23 November 2005 and involved representatives from the seconded Community Planning Support Team, Glasgow Alliance and Communities Scotland, Edinburgh and Glasgow offices.

A number of the issues raised at the In-year Stocktake are covered in greater detail elsewhere in the Annual Report, and as such are briefly mentioned in this section of the report. This included the restructuring of the former Glasgow Alliance structure, progress with the transition of SIPs to local community planning structures, and the development of a monitoring framework by which to measure progress against the ROA.

Some of the main issues highlighted at the In-year Stocktake are discussed below.

Community Engagement

The ROA for 2005/06 briefly set out the Partnership's commitment to ensuring genuine community engagement in the community planning process in Glasgow and explained how the community had been involved in agreeing the priorities of both the Community Plan and ROA and in the development of community engagement.

In terms of the In-year Stocktake meeting, there was a discussion around the importance of continuing to improve community engagement in the community planning process, as well as taking forward the Community Engagement Strategy and the commissioned work on 'Scoping' the Support Arrangements required for future community involvement structures.

Since the In-Year Stocktake, the Partnership has continued to progress work around ensuring genuine community involvement and engagement. This has been with a view to finding the most appropriate solution for the development of community engagement structures for the 10 new local community planning

areas, including coverage in all of the areas in the bottom 15% Data Zones. Work has included further consultation on the Community Engagement Strategy and on its proposals to develop Community Hubs. This work is ongoing and is covered in more depth in Section 4 of the Annual Report.

Equalities Issues

The ROA for 2005/06 emphasised the importance that the Partnership placed on engaging with thematic groups as well as those that are based within a particular geography. Indeed, the Partnership set out within its Community Engagement Strategy the commitment to establish an Equalities Hub at a city level. This was with a view to ensuring that groups considered “hard to reach” e.g. those with disabilities, black and ethnic minority groups, carers, mental health problems etc. can be engaged in the community planning process. The Partnership is keen to build on the existing community support and equalities infrastructures across the city and to learn from best practice in this field.

At the In-year Stocktake meeting, Communities Scotland emphasised the importance of incorporating coverage of equalities issues within the ROA.

As indicated earlier in the Annual Report, the year 2005/06 was a transitional period for the Glasgow CPP. As a result of the transition to community planning structures and the subsequent restructuring of the former Glasgow Alliance structure, which resulted in the formation of GCP Ltd, some areas of work have been progressed more slowly than originally anticipated. This has been true for progressing discussions on the establishment of an Equalities Hub at a city-wide level. In relation to community engagement, much of the Partnership’s effort in 2005/06 was spent on progressing work around the establishment of Hubs to help co-ordinate engagement activity in the new local community planning partnership areas.

The Scoping Study into the support arrangements required for future community involvement structures report recommended that GCP Ltd should invite the Equalities Network Forum (ENF) to submit a proposal to support the engagement of key equalities groups within the community planning process. This work will be progressed early in the financial year 2006/07.

The ENF members are the Glasgow Black and Ethnic Minority Voluntary Sector Network, Glasgow Disability Alliance, Glasgow Women’s Voluntary Sector Network and the West of Scotland Lesbian, Gay, Bisexual and Transgender Forum. Its role is to advise the Council on relevant areas of policy, consultation, service delivery and to draw its attention to issues of concern to the Equality Networks individually and collectively.

The commissioning brief to be issued to the ENF will outline the objectives and areas of activity for 2006/07 of which the core activities will be to:

- set out proposals for undertaking consultation in relation to the development of the Equalities Hub and other mechanisms for the effective engagement of key groups, including proposals to support mainstreaming of equalities issues with Local CPP areas

- outline proposals for a detailed monitoring and evaluation framework that will measure progress in relation to engagement of key groups within the community planning process
- outline proposals for a detailed development plan for 2007/10 supporting the engagement of key groups as part of community planning

It is envisaged that the Equalities Hub will seek to facilitate improved and more appropriate services to communities and will ensure the provision of capacity building support and advice to:

- equalities groups to enable them to participate effectively in the community engagement processes of community planning partners, service providers and partnerships
- Community Planning partners, service providers and partnerships, to enable them to improve mainstreaming of the inclusion of equalities groups in their community engagement processes

In addition to the above, Communities Scotland commissioned a consultant to undertake a desk based analysis of all ROAs (as of June 2005) that examined the coverage of equalities issues and to provide evidence to support an improvement programme. The Partnership's ROA was included in this process and action points arising from this have been taken on board.

Equalities Monitoring and Regeneration Outcomes

As part of the framework for monitoring Glasgow's Regeneration Outcomes for 2006-08 (as described in section 2 of this report), the CPP will collect a range of indicators to monitor how the city has progressed its Outcomes. The first stage in this process has been to establish baseline information to inform the assessment of future progress.

This process has been challenging in trying to source information for the 15% areas, even for a large city like Glasgow. It became evident that further breakdowns of the indicators by gender, ethnicity, disability etc. were extremely difficult to source. The main barriers to collecting baseline information broken down by these elements are threefold:

- the lack of consistent and comprehensive equality related information being collected by projects
- the small sample sizes of population sets making any data retrieved as being unreliable; and
- issues of confidentiality, whereby the small numbers involved makes it unethical and in some cases illegal to release certain data for small groups, whereby the anonymity of individuals could be compromised

These issues are not just a problem for the Glasgow CPP or any other CPP, but for partner agencies, including the Scottish Executive. It is challenging to obtain detailed socio-economic information at a sub-Scotland level for many such groups, including BME communities.

Subsequently, the Glasgow CPP has been unable to subset the baseline data for the indicators chosen, to identify particular groups including BME communities. As the recent *Tribal* report for Communities Scotland on the availability of baseline indicators for ROA recognises, there are very few indicators available that provide sufficient detail to allow the publication of such statistics.

GCP Ltd does have a wealth of information about activities relating to the equalities agenda. For example, *Outputs* within the 2005/06 ROA relating to BME groups and people with mental health problems are demonstrated within the templates presented in this report.

Improving the provision of equalities monitoring information has been a core objective in developing the *Single Monitoring Framework* that will be introduced in 2006. The CPP, and in particular GCP Ltd will investigate ways in which to demonstrate progress on the City's Regeneration Outcomes that encapsulate progress for all our communities, and will focus on BME groups, gender and disability. In terms of ethnicity, gender and disability, monitoring information will be required from all projects that will allow more detailed analysis of service usage and the impact of the service provision. This information will satisfy any existing legislative obligations and would form the initial analysis for an Equalities Impact Assessment.

The monitoring framework will also allow for review of progress that is being made by CRF funded projects to:

- engage with people from all communities
- improve service accessibility for equalities groups
- to providing inclusive and mainstream service provision for members of all communities

The three thematic partnerships have all developed annual implementation plans for 2006/07 that include action plans linked to ROA Outcomes and Outputs. This will facilitate greater analysis of the impact of the partnerships work in supporting those vulnerable clients groups and in tackling racism.

The new database being developed by the City Council and GCP Ltd will capture additional information relating to equalities groups for all those activities funded under the CRF and similar funding streams. However, these will relate to specific Outputs and activities, *not* Outcomes.

Work will be undertaken to identify available indicators that can be used as indicative or proxy measures of Outcomes progress, which will distinguish between various communities in the city. The progression of baseline studies for each local CPP area will be one of the vehicles to deliver this process over the 2006/07 period.

Financial Management

At the in-year stock take, the Community Planning Partnership were also asked to address the issue of CRF allocations and the development of a transparent allocations policy based on need. The Partnership is very supportive of the need to progress this matter, and work on this has been advanced in the months since the in-year stock take.

The allocations of CRF funds across Glasgow are based on the strategic objectives of the Community Plan and the Regeneration Outcomes, as identified in the ROA. Some of the newly funded activities for 2005/06 were targeted towards the themes of worklessness and addictions, to reflect the immediate priorities of the CPP. The implementation of the worklessness, or employability programme will be delivered across the city, according to need. For 2006/07, the Partnership will also be keen to develop new programmes that tackle the other themes of Community Planning, including a *safe and vibrant* Glasgow.

In terms of area allocations, the CPP recognise that the distribution of CRF funds across the city must be based on a robust and transparent formula. For 2005/06, much of the funded activity across the city reflected the distribution of funds under the out-going SIP Programme (minus a 15% reduction), plus some of the new programme activity described earlier. However, for 2006/07, the criteria for CRF allocations must also recognise the following key issues:

- the scale of deprivation in each of the local CPP areas, as highlighted in the Scottish Index of Multiple Deprivation 2004 (and also the soon to be released SIMD 2006)
- the targeted allocation of funds to areas of multiple deprivation not covered under previous programmes including the SIP fund
- the use of CRF funds to further ROA and Community Planning objectives

In addition, the central CPP will consider further criteria in allocating funds across the city, including the leveraging in of other funds, the need to move to a programme-based approach to funding activities, and the consideration of how local decision making by local CPPs will influence the process.

An early indicator of how the CPP will put into practice transparent and consistent allocations policies will come when local CPPs are asked to assess how unallocated funds will be distributed locally for 2006/08. Over £3m will be distributed pro rata across the 10 local CPPs, based on the analysis of need taken from the SIMD 2004.

Each local CPP will be asked to assess how to approve spend in their local areas according to a number of criteria, including:

- how proposed activities contribute towards the relevant Scottish Executive's *Closing the Opportunity Gap* objectives and targets

- ensuring targeting in the bottom 15% of Data Zones as identified in the Scottish Index of Multiple Deprivation (2004), and especially those not in previous SIP area
- using the funds to generate the more effective use of partners' and other resources to deliver improved outcomes for the most deprived communities.
- making a direct contribution towards the Regeneration Outcomes as identified in the Regeneration Outcome Agreement for 2006/08
- demonstrating a clear fit with the strategic context of the Glasgow Community Plan 2005/2010.
- seeking to lever in additional partner resources to maximise the impact of projects/services in improving the quality of life of those living in Local CPP areas

Section 7: Financial Commentary

In 2005-06, a total of £35,195,000 of CRF and Community Voices money was spent in the city of Glasgow. A further £29,715,000⁴ was contributed by a range of other funding providers. This meant that for every £1 million of CRF invested in activities across the city, a further £844,000 was levered in from other sources. Template 3.1 presents a breakdown of the figures in relation to each of the *National Community Regeneration Priorities*, and identifies the broad types of activity and services funded by the CRF under each National Priority. More detailed information on the Outputs from the funded projects and services can be found in Tables 2.1 to 2.5.

Also contained in Template 3.1 are details on the main funding providers other than CRF, sorted against each National Community Regeneration Priority, and the amount of their funding spent. A total of 187 separate funding providers⁵ contributed towards CRF funded projects and initiatives, although only the top ten under each National Priority are listed.

CRF spend contributing to the National Priority of “*Building Strong, Safe and Attractive Communities*” in 2005-06 totalled £4.6m (13% of total CRF expenditure). This levered in an additional £7m from other funding providers, with Glasgow City Council making the largest contribution, of £2.6m.

Under the National Priority of “*Getting People back into Work*”, CRF expenditure totalled £6.9m, (20% of the total). A further £12.5m of funding from other providers was spent, making this the National Priority leveraging in the largest amount of non-CRF funding. The largest contributors were the *City Growth Fund*, *Glasgow City Council* and the *European Social Fund (ESF)*, which between them provided more than half of the non-CRF funding identified under this priority.

A total of £10.3m (29% of the total) of CRF money was spent on “*Improving Health*” in Glasgow, which was the largest volume of CRF expenditure categorised under any of the National Priorities. Spend of funding from other providers under this priority totalled almost £5.7m, with more than half of this amount coming from *Greater Glasgow NHS Board* and *Glasgow City Council*.

The National Priority of “*Raising Educational Attainment*” was the focus of over £7.5m (21%) of CRF expenditure and levered in £4m of other funding. *Glasgow City Council* was again the main non-CRF contributor, investing £880,000 under this priority. *ESF* and *ERDF* also provided considerable funding to projects and services working towards this priority.

As the table shows, no CRF or non-CRF expenditure can be directly attributed to work on “*Engaging Young People*”. As neither the Community Plan nor

⁴ This is a best estimate based on figures supplied by Area Teams and relevant Partners

⁵ Please note that for some funders listed, the contributions actually come from the same core sources, but are listed individually, depending on what information has been supplied by each project / initiative. E.g SIB is often listed separately from Glasgow City Council, even though they both come from Glasgow City Council.

ROA have specific Objectives or Outcomes for young people, specific activities cannot be categorised against this National Priority. However, *this does not mean that CRF funded activities do not include the engagement of young people*. Rather, the engagement of young people is a theme that runs through all CPP Objectives and Regeneration Outcomes. Supplementary analysis undertaken by GCP Ltd. clearly demonstrates that funded activities do target the young, with 229 projects or initiatives (44% of the total) having identified some aspects of their work that targets young people as client groups.

A total of £2.1m (6% of the total) of CRF expenditure went towards “*Supporting Community Involvement*”, of which £724,000 related to activity funded under the Community Voices Programme. Almost £465,000 of non-CRF monies were levered into these activities, with £136,000 contributing to Community Voices Programme activity. *The Big Lottery Fund, Glasgow City Council and ESF* were the three largest contributors to “*Supporting Community Involvement*”.

Finally, £3.4m (10%) of CRF money was spent on “*Core Support and Monitoring and Evaluation*”, which includes covering staff costs. This cost included a £650,000 administration fee to the City Council, to administer the CRF funds on behalf of the CPP. A further contribution of £32,000 for these activities came from non-CRF sources, mainly the *Greater Glasgow NHS Board and Glasgow City Council*. Please note that the template does not show the partner contributions made centrally to the former Glasgow Alliance for central operating costs.

Unallocated Spend and Monies Carried Forward

The Partnership has endeavoured to ensure expenditure of all funds as allocated. However, as always, there are unforeseen circumstances which prevent this. A relatively modest unexpected under spend of £215,347 was reported for 2005/06. This constituted just 0.57% of the allocated CRF spend for the year.

The Partnership agreed at its meeting on 29 August 2005 to make use of some of unallocated money carried forward into the next financial year (2006/07), as offered up by Communities Scotland. Whilst it was difficult to estimate a figure for this process given the attempts to change the previous SIP programmes toward more thematic programmes focussing on the identified key themes of Worklessness and Addictions, the Partnership sought the following allocations to be carried forward:-

Unallocated Community Regeneration Funds 2005-06:	£3,500,000
Identified Capital slippage on current programme:	£2,625,634
Anticipated slippage on current revenue programme:	£936,627

These amounts were acknowledged by the Partnership, and the unallocated funds were carried forward into the 2006/07 programme, to allow for a more planned approach to be taken regarding this expenditure.

The City Council and Glasgow Community Planning Ltd. are now working closely on a number of issues around the financial management of the Community Regeneration Fund and the development of a single monitoring framework for CRF funded activities. In addition to this, the Council is installing an updated database which will assist in the ability of the grant recipient to produce required monitoring information to Communities Scotland in line with current CRF Conditions of Grant.

This should assist in the speedier submission of grant claims and expenditure profiles in line with the requirements of Communities Scotland.

Template 3.1

National Community Regeneration Priorities – CRF Activity Relationships – 2005-2006

1	2	3	4	5
National Community Regeneration Priorities	Broad types of project/services funded by the CRF contributing to meeting the priority	Total CRF spend contributing to the priority 2005-2006 (£'000)	**Partners making financial contributions to the CRF activities identified in Column 2.	For each of these partners, financial contribution 2005-2006 (£'000)
<i>Building Strong Safe and Attractive Communities</i>	<ul style="list-style-type: none"> Community safety (including CCTV and lighting) Environmental projects Provision of diversionary activities Integration and inclusion of ethnic minorities Play area provision 	£4,616,966	Top 10 largest funding bodies: <ul style="list-style-type: none"> Glasgow City Council Glasgow Housing Association Heritage Lottery Fund Strathclyde Police Historic Scotland Communities Scotland Scottish Enterprise Future Builders Scotland GEDC SIB 	Total non CRF contributions: £7,040,202 Amount: £2,644,973 £848,459 £433,440 £390,312 £352,000 £293,458 £232,000 £193,000 £167,000 £111,335
<i>Getting People back into Work</i>	<ul style="list-style-type: none"> Childcare provision Advice, information, guidance & support Training Social economy projects Assisting people with a history of substance misuse Supporting people into employment Provision of work placements and apprenticeships 	£6,927,816	Top 10 largest funding bodies: <ul style="list-style-type: none"> City Growth Fund Glasgow City Council ESF Scottish Enterprise ERDF Childcare Strategy Childcare Works SIB CEIS Careers Scotland 	Total non CRF contributions: £12,485,596 Amount: £4,366,500 £1,685,569 £1,601,337 £911,725 £615,106 £452,086 £252,720 £232,104 £180,903 £173,547

1	2	3	4	5
<i>Improving Health</i>	<ul style="list-style-type: none"> • Support for individuals with drug/alcohol misuse issues • Provision of stress centres • Sports and fitness • Information and support on healthy lifestyles, diets etc • Projects dealing with mental health issues 	£10,280,216	<p>Top 10 largest funding bodies:</p> <ul style="list-style-type: none"> • GGNHS • Glasgow City Council • Big Lottery Fund • New Opportunities Fund • Hungry for Success • Working for Families • Scottish Executive • Community Fund • Sport Scotland • Childcare Strategy 	<p>Total non CRF contributions: £5,689,095</p> <p>Amount: £1,808,146 £1,278,975 £470,336 £367,265 £305,000 £186,495 £171,000 £112,211 £85,993 £75,000</p>
<i>Raising Educational Attainment</i>	<ul style="list-style-type: none"> • Information, advice, support and guidance for adults and young people • Provision of ICT facilities and training • Provision of arts, sports and leisure facilities and activities for adults and young people • Provision of homework clubs and study support sessions • Support for transition from primary to secondary education • Support into training and further/higher education and to gain qualifications 	£7,538,718	<p>Top 10 largest funding bodies:</p> <ul style="list-style-type: none"> • Glasgow City Council • ESF • ERDF • GGNHS • Children in Need • Big Lottery Fund • Learning Connections • Scottish Enterprise • Lloyds TSB • North Glasgow College 	<p>Total non CRF contributions: £4,002,498</p> <p>Amount: £879,688 £779,015 £358,507 £154,060 £141,974 £135,682 £105,000 £96,000 £91,028 £82,275</p>

1	2	3	4	5
<i>Engaging young people</i>	Activities that relate to engaging young people are captured within all of the Glasgow CPP Objectives: working, learning, vibrant, safe and healthy. The CPP does not have a specific Objective for young people, and as such cannot categorise specific activities against this National Priority	According to analysis, 229 projects or initiatives, or 44% of the total engaged with young people in 2005/06 – this represented £15.1m of CRF investment	n/a	n/a
<i>Supporting community involvement</i>	<ul style="list-style-type: none"> • Community Forums • Youth engagement • Capacity building 	£1,389,009	Top 10 largest funding bodies: <ul style="list-style-type: none"> • Big Lottery Fund • Glasgow City Council • GGNHS • Garfield Weston Foundation • Robertson Trust • Carnegie Trust • Community Volunteer Fund • SCARF • Glasgow Housing Association • Integration Resources 	Total non CRF contributions: £328,807 Amount: £106,216 £96,965 £30,000 £13,764 £13,764 £10,000 £9,833 £7,250 £6,920 £6,000
<i>Supporting community involvement: Community Voices Programme</i>	<ul style="list-style-type: none"> • Training, support and capacity building for community empowerment 	£724,121	Other funding bodies: <ul style="list-style-type: none"> • ESF • Glasgow City Council • Charitable Trust Fund • Community Fund 	Total non CRF contributions: £136,413 Amount: £86,033 £11,836 £8,000 £1,000

1	2	3	4	5
<i>Core support and monitoring and evaluation</i> ***	<ul style="list-style-type: none"> • Employment of development officers • Providing support for partnerships • Capital and equipment 	£2,768,620	Other funding bodies: <ul style="list-style-type: none"> • GGNHS • Glasgow City Council • Anti- Social Behaviour task Force 	Total non CRF contributions: £32,500 Amount: £21,000 £11,000 £500
<i>Administration costs</i> *		£650,000		
Total		£35,195,496		

**this is the administration fee charged by Glasgow City Council for administering the CRF*

***as the total number of partner funders are too numerous to present in this table, only the top 10 for each priority are listed, although full details are available from GCP Ltd*

**** this total excludes significant partner contributions made centrally to the former Glasgow Alliance for operating costs. The figures for other funders given here relate only to specific match funding identified for specific activities within local SIPs*

Section 8: Examples of Good Practice

This section sets out some examples of good practice identified by the CPP and GCP Ltd for the year 2005/06. As part of the annual reporting process, GCP Ltd asked all Area offices across the city, as well as the thematic partnerships, to select examples of funded activities that demonstrated both a strategic partnership approach to service delivery, and also represented a positive model of service management. Case studies have been gathered that address some of the main themes of Community Planning in the city. Each of the case studies presented here have been selected to demonstrate these qualities.

The CPP is keen to demonstrate good practice across the city, using examples of service delivery from 2005/06. It is not always the case with examples of good practice that all possible Outputs and Outcomes are delivered in full for each year. As such, some of the examples provided here might not necessarily have met all target outputs for the 2005/06 period. However, what they all have in common is a demonstration of the impact of the CRF as a mechanism for effective service delivery.

A 'Safe Glasgow' Case Study: Restorative Justice Programme

1. Brief Project/Partnership description

Developed in response to a rise in low-level crime and disorder the project provides early intervention in the hope of engaging young people in alternative activities that can divert them from future offending.

The multi-agency approach has three separate strands which can be used individually or together including:

- Restorative Cautioning – working with offender and their families
- Restorative Conferencing – working with offender, their family and any victims
- Restorative Programme – 4 week core skills training programme

2. How was the Project / Partnership formed?

Lead officers from various Council departments including Social Work Services, Education Services Cultural and Leisure Services and Building Services as well as Strathclyde Police agreed to pilot a project to tackle the growing problem of vandalism.

3. How was the initial issue / problem identified by the partners?

The issue of youth crime and disorder (Safe Glasgow), particularly in reference to anti-social behaviour was highlighted at a local, regional and national level through research including Citizens Panel, Scottish Crime Survey, Scottish Household Survey etc. Partners, such as Strathclyde Police, the Children's Panel, the Reporter, schools and communities all cite these issues as growing problems which need to be tackled.

4. What did the Project/ Partnership set out to achieve?

Aims:

- To hold young offenders to account for their actions as part of an early intervention initiative, specifically targeting young people under 16 who commit low level crimes (graffiti, vandalism etc.)

5. How did they come to a consensus about what should be achieved and how this should be done (e.g. that a partnership approach was best)?

It was agreed that to achieve success the partnership could not be restricted only to Council involvement. It had to involve other partners such as the Police, the Youth Justice Forum, the Children's Panel, The Reporter, Strathclyde Fire and Rescue Service Community Safety Forums, the private sector, NHS Greater Glasgow and Clyde and the Procurator Fiscal.

6. Describe the design/development stage(s) of the Project/Partnership

The project was developed from a pilot, which was initially designed to tackle the specific problem of vandalism. Through monitoring and evaluation of the pilot, as well as a political impetus at a national level, the project was rolled out to include other low-level crimes and to cover the whole city.

7. What did the Project/ Partnership actually do in 2005/06?

The project continued to provide a range of early interventions and preventative approaches to youth offending across the city. It also developed innovative approaches through extending its role into schools, with an emphasis on reducing exclusions.

8. What elements identified the Project/ Partnership in 2005/06 as being good practice/innovative in its approach?

As part of the new developments, since August 2004, the Restorative Justice Service has been delivering Restorative Interventions within selected schools in Glasgow. This provision is designed to support and enhance existing behavioural policies within schools.

The service initially worked with 4 schools; however, in response to early indications of success, this has now been extended to a further 4 secondary schools in Glasgow. In addition to this the service is now creating links with a view to expanding existing services in secondary schools into associated primary schools.

As well as dealing successfully with issues such as challenging behaviour and bullying, the restorative conference is now being used as an alternative to exclusion where appropriate.

9. What successes, if any did the project/ partnership achieve in terms of outputs and outcomes in 2005/06?

	2005/06
Number of young people referred to the service	1,994
Participation rate of young people referred to the service	70%
Participation rate of victims participating in the service	70%

10. What did the project/partnership learn from the approach that they took (could be either positive or negative) that would be useful to transfer to other projects/ partnerships?

The undoubted benefits of taking part in this multi-faceted approach to a complex issue

A 'Working Glasgow' Case Study: STAR Project

1. Brief Project/Partnership description

The **S**upported **T**raining **A**nd **R**ehabilitation Partnership initiative was designed to co-ordinate and complement existing local addiction services and to develop innovative services responses to unmet need. This project was the outcome of partnership working between the Drumchapel and Dumbarton Road Corridor Social Inclusion Partnerships and was rooted in the belief that the beneficiary should be the prime driver of service development and evaluation.

The primary project objective was to create a coherent pathway for individuals to progress from a chaotic lifestyle to open employment. This has been achieved through ensuring that each beneficiary has access to an appropriate package of individual support, which is designed to address any barrier(s) to progress. The support is provided by the partner agencies (inc. personal development programmes, pre-vocational/vocational training, voluntary opportunities and supported employment) enabling a clear progression from treatment to employment.

2. How was the Project / Partnership formed?

The design of STAR evolved directly from the Drumchapel Addiction Strategy (1999). STAR was to be the entity designed to ensure effective delivery of the proposed community rehabilitation programme in the west area of Glasgow. The partnership consisted of the Operational Group, which reports to the Monitoring Group, and has clear lines of accountability. Momentum is the lead partner in STAR with five delivery partners (Glasgow City Council Social Work Services, Drumchapel Opportunities, Glasgow Volunteer Centre, Glasgow Council on Alcohol and Drumchapel Adventure Group). The delivery partners are each charged with delivery of specific elements of the programme and exchanged letters of commitment and responsibility which ensured that each partner organisation was clear about its own responsibilities, and equally clear about what it could expect from the other partners.

3. How was the initial issue / problem identified by the partners?

The DAT Report [Greater Glasgow Corporate Action Plan –Part B] provided GCC Social Work figures estimating 12,500 to 15,500 problematic drug mis-users in Glasgow, and confirmed the link between drug misuse and deprivation. The Plan also indicated that the then current services, which had been developed “opportunistically and in a piecemeal fashion”, could only provide for a maximum of some 24% of the demand, and that there was a particular lack of resources north of the River Clyde. Figures provided by Scottish Drugs Forum (SDF) suggested some 1,300 individuals in G11/13/14/15 who were injecting drugs. Thus, the demand for a service existed in the area. The next step was to identify the treatment model that would best meet the need.

The most significant step taken by the partner organisations, in considering the design of STAR, had been to engage with members of the target group through a peer research exercise. A group of stable and ex users were trained by and supported by staff from SDF, undertook a consultation study gathering information from individuals who had accessed services, and those who had not.

The peer research highlighted four core needs around which the entire programme has been built:

- an activity based programme to reduce the impact of a life no longer driven by an addiction

- ordinary activities in ordinary places
- easy and quick access to individual support
- a flexible approach which gives individuals, who may have relapsed, the ability to re-enter the programme at the appropriate level

4. What did the Project/ Partnership set out to achieve?

Aims

- to support individuals who are misusing, or who have misused drugs and/or alcohol to access and sustain rehabilitation, education, training and employment, and to maintain tenancies.
- to create a co-ordinated, cohesive pathway to social and economic inclusion for people who are misusing or have misused drugs and/or alcohol
- to ensure that each individual travelling on the pathway has access to an individual package of support designed to overcome the obstacles in his/her way
- to ensure through the work of the Beneficiary Council (a group including service users that provides peer research, steering, monitoring, development and mentoring services to the programme) that the beneficiaries impact directly upon programme design, development and delivery
- to ensure that all key stakeholders are formally engaged with the process, and that there are clear lines of accountability

5. How did they come to a consensus about what should be achieved and how this should be done (e.g. that a partnership approach was best)?

The original consensus evolved from the findings of the peer research study and a common desire to meet the needs of the target group. Allied to this was the guiding principle behind STAR that no one organisation could address the full complexities of this social problem, so a key feature would be identifying the most appropriate organisation to deliver each element of the programme. Equally important would be the formalisation of the accountability to each other and the service users.

The mechanism for achieving ongoing consensus and accountability is through two partnership groups. The Operational Group meets monthly, and is made up of representatives of all the partners integrally involved in delivery of the programme. This includes representation from the Beneficiary Council, which has a delivery role in terms of both the peer research and the mentoring elements. Each partner reports to the Group on the delivery of specific areas of responsibility, and the group addresses issues and problems arising.

The second partnership group is the Monitoring Group, which consists of stakeholders who either do not have a direct delivery role, or who have a dual role. The Operational Group reports to the Monitoring Group on a quarterly basis, which form a view upon whether STAR is being delivered and developed effectively.

6. Describe the design/development stage(s) of the Project/Partnership

There are four main components of the programme:

- 4) **Link** programme – this operates in tandem with the addiction workers on an individual basis with service users. Two core functions are to
 - create a personal support package, through mainstream and voluntary services, designed to address the social issues specific to the individual.
 - support the individual in accessing and maintaining a pathway through the routes to employment options provided by The STAR Partnership.

6. continued...

- 1) **Platform** - an eight-week curriculum of personal and skills development occupying two days per week of the individual's time, designed and delivered by Momentum and the Drumchapel Adventure Group, to meet a gap in provision identified by the partnership. This is an activity based personal development opportunity, the activities being a combination of Outdoor Education, Arts and Community Interaction.
- 2) **Escalator** programme –co-ordinated by the Glasgow Volunteer Centre. The programme volunteering opportunities, including mentoring of their peers at an earlier stage, pre-vocational training, vocational training, core skills training and a community driven task based programme which are provided to the individual where and when it is required.
- 3) **Supported Employment** Programme - designed by Drumchapel Opportunities and emerged out of the evaluation of an earlier pilot. The programme aims to provide training and development opportunities in order to assist them into economic activity and paid employment. The key elements of the programme are core skills development, work preparation, work experience and supported employment opportunities. The successful engagement of employers achieved during the pilot forms a key building block for this element.

7. What did the Project/ Partnership actually do in 2005/06?

The project achieved all of the aims and objectives in Q4. STAR is fortunate in the support it receives from the local community and local organisations.

8. What elements (e.g. service model/design, service intervention) identified the Project/ Partnership in 2005/06 as being good practice/innovative in its approach

The partnership has been innovative in a number of ways, and examples of good practice have emerged from the approach, as illustrated below:

- the formal nature of the partnership
- the clear lines of accountability
- the creation of a complete pathway for the clients to follow
- the single staff induction process
- the peer research process
- the management structure (Operational and Monitoring Groups)

9. What successes, if any did the project/ partnership achieve in terms of outputs and outcomes in 2005/06?

NUMBER OF BENEFICIARIES

People contacted, or were contacted by the project during the reporting period	99
No of the above who started using the services	99
No of people who have moved on, or were successfully referred to other activities or services	20

9. continued...

DESTINATION OF BENEFICIARIES

Action	Target	Actual to Date
Referrals	100	187
Referrals - female	45	69
Engaging	-	102
Not fully engaged	-	51
Not engaged at all	-	34
Employment [including voluntary]	10	8
Entering Further Training	45	43
Gaining a full or part qualification	50	0

GENDER OF BENFICIARIES - Females 81, Males 106

FURTHER INFORMATION ABOUT BENEFICIARIES

No. of people from each category who benefited directly from the project:

People who are homeless - 31
 People who are unemployed - 187
 People who have offended - 142
 People with a mental health condition - 83
 People who live in Social Inclusion Partnership areas -146
 People with dependent children - 101

10. What did the project/partnership learn from the approach that they took (could be either positive or negative) that would be useful to transfer to other projects/ partnerships?

The lessons learnt were that

- a formal partnership structure with clear lines of accountability, appropriate partner roles, and robust management systems is the most effective way to address some of the more intransigent social issues of social inclusion.
- there needs to be a comprehensive programme of cultural exchange between the partners, beginning with staff induction and including such techniques as shadowing. These programmes need to take place at the earliest opportunity as great deal of time can be wasted as misunderstandings lead to staff pulling in different directions.

A 'Healthy Glasgow' Case Study: Kool Kidz

1. Brief Project/Partnership description

The project aims to increase physical activity and healthy lifestyle choices amongst P5 children in the Greater Pollok area through fun and interactive approaches. This is achieved through eight workshops that are integrated into the school curriculum and an after school club. The programme was recently extended to include P7 children to assist with the transition to secondary school. This explored issues such as sport, territorialism and bullying.

Workshops have included a healthy eating/taster session, smoking prevention, introduction to new healthy food through arts activity, and coping strategies and emotional wellbeing/confidence building through drama. The After School Clubs are led by PSSl coaches and promote physical activity in a fun, non competitive environment within the school itself. Children are also signposted to other local activities. The project has also introduced Family Sessions that bring together children, parents and/or extended family to promote the health message through food workshops, Yoga, Tai Chi, Circus Skills, dance and play.

2. How was the Project / Partnership formed?

The project itself was set up by an officer from the Community Action Team and a member of the local Health Promotion Team.

3. How was the initial issue / problem identified by the partners?

Kool Kidz was established in response to the Greater Pollok SIP Baseline study that highlighted the concerns of parents around safe places to play and a lack of suitable facilities.

4. What did the Project/ Partnership set out to achieve?

Aims:

- to increase participation in sport activities that are delivered in a safe environment
- to provide information that will assist children to make positive healthy lifestyle choices.
- to provide children with the basic fundamental skills required for life long participation in sport and recreation
- to support children in transition from primary to secondary schools

5. How did they come to a consensus about what should be achieved and how this should be done (e.g. that a partnership approach was best)?

It was understood that what children learn in their formative years will inform their future lifestyle choices and that, as schools provide a safe environment through which children can access opportunities, this approach could tackle attitudes to health and sport thereby preventing longer term health problems. Following a successful pilot programme it was agreed that further funding would be provided to continue to work towards the aims of improving the health of children in the area.

6. Describe the design/development stage(s) of the Project/Partnership

The Kool Kids Working Group was established in September 1999 to plan and implement the pilot phase of this project. This group consisted of head teachers, staff from Health Promotion, Cultural & Leisure Services, Theatre & Arts Companies. SIP funding enabled the establishment of a children's health club in two primary schools in the area. These proved to be extremely successful in increasing involvement in physical activity but also highlighted concerns regarding the nutrition intake of children in the Greater Pollok area.

Following the successful pilot, the project was extended

- from two primary schools to all primary schools in the area
- to increase opportunities to train and employ local people in children's play provision
- to increase opportunities for parental involvement
- to employ an administrator

7. What did the Project/ Partnership actually do in 2005/06? (e.g. what ROA outputs did they achieve? what processes did they employ? and what services did they deliver?)

The outputs agreed for the Kool Kids project in 2005/06 were:

- continue to deliver the Kool Kids programme to 19 primary schools (including 1 special needs school) in Greater Pollok
- after school clubs delivered 5 days a week for 1 hour for 30 weeks, staggered across 19 schools i.e. 3 or 4 schools per day
- 32 different sports games in total with 4 games per session being the norm
- 30 curriculum activities (e.g. art workshops) programmed with individual schools
- transition programme for pupils due to access St Paul's and Rosshall Secondary Schools

The project achieved the majority of its outputs as set out in 2005/06 ROA.

The project partially achieved 2 outputs: they delivered Kool Kids programme to 16 of 19 primary schools – this was due to the closure of 3 schools. The children from the schools have been amalgamated to existing schools, so the project is actually reaching all the kids it intended to but not in the same schools.

8. What elements (e.g. service model/design, service intervention) identified the Project/ Partnership in 2005/06 as being good practice/innovative in its approach?

There is no other locally based project that offers provision that is as wide ranging as Kool Kids. Kool Kids is used as an example of best practice within Glasgow and has influenced practice and policy at a national level.

The mix of workshop activity and after school clubs combined with the family sessions to ensure that messages are taken into the home is innovative within the area.

Kool Kids has influenced the development of a similar element of the New Opportunities PE & Sport Programme which operates as part of the school curriculum. It also complements the Scottish Executive's Active School Co-Ordinator Programme. The project has also provided the impetus for discussion on rolling out a city wide health education and activity programme on the basis of the success of Kool Kids.

9. What successes, if any did the project/ partnership achieve in terms of outputs and outcomes in 2005/06?

The project achieved most of the outputs agreed for the Kool Kids project in 2005/06. Delivery of the project was reduced from 19 to 16 primary schools as a result of mergers. The programme was available to all children originally identified.

10. What did the project/partnership learn from the approach that they took (could be either positive or negative) that would be useful to transfer to other projects/ partnerships?

The lessons learnt were that

- by offering consistent term time activities it makes a huge difference. This has enabled the addition of other aspects such as curriculum healthy eating which in turn has resulted in building relationships with other agencies.
- it is essential to develop partnerships with the Active Schools and health development officers as these results in attracting more services to the area.

Section 9: Constraints

During the period 1 April 2005 to 31 March 2006, Glasgow Community Planning Partnership required to develop working practices and agree a model for the implementation of local community planning across ten local areas. It also needed to resolve the issue of the nature and structure of support required for both city wide and local community planning and for the management of community regeneration funds and other funding streams. At the same time, the Community Planning Partnership had to find a mechanism for the migration of the Social Inclusion Partnerships into community planning structures.

The Community Planning Partnership achieved all of the above. This involved very significant resource input. As a result, it was agreed to undertake a fundamental restructuring of the former Glasgow Alliance. This involved the absorption into the new structure of the Smaller Area Social Inclusion Partnerships. This required significant efforts in terms of change management particularly in relation to staffing issues including employment law and employee counselling. Inevitably this investment of resources added to the pressure on the support to the Community Planning Partnership. This has meant that certain issues have progressed more slowly than would have been ideal.

For example, the development of a new single monitoring framework was not achieved by 31 March 2006. This new single monitoring framework which will be aligned to the Regeneration Outcome Agreement will be ready by October 2006. In the meantime, interim arrangements to continue with the Social Inclusion Partnership and BNSF monitoring arrangements have been agreed and implemented.

One specific example of delays to CRF funded projects includes the Penilee CCTV initiative. This programme has been held up due to a slippage in the tendering process and delays caused by local planning issues.

Other significant constraints e.g. issues relating to community engagement, or company restructuring have been referred to in some detail elsewhere in this report.