



Glasgow's Regeneration Outcome Agreement

Annual Report 2006/07

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Foreword

Introduction by Councillor Steven Purcell, Chair Glasgow Community Planning Partnership

In recent years, Glasgow has undergone extensive physical and economic regeneration. The city's economy is now worth over £13.5 billion, cementing Glasgow's position as the economic powerhouse driving Scotland forward. Employment in the city is at its highest rate for 25 years, and the number of residents who are economically inactive continues to fall.

Physical regeneration of the city is continuing apace. With around £5.6bn of public and private sector investment the Clyde Waterfront has the potential to deliver real benefits for the entire economy. In addition, the International Financial Services District has continued to grow and is well on track to deliver its target of attracting 20,000 jobs to the area. For many of us, the city is almost unrecognisable from the Glasgow of old.

However, too many Glaswegians are unable to fully share in the prosperity that others enjoy. The city remains unequal; whilst many of our citizens are taking advantage of the new opportunities presented to them, others are not so fortunate.

As Chair of the Glasgow Community Planning Partnership, I firmly believe that working in partnership, we can make a real difference to the lives of people across the city. Community planning is specifically designed to close the opportunity gap and we must focus all our efforts on achieving this.

In 2006/07, the Partnership was responsible for over £44 million of direct regeneration funding and our challenge is to ensure that these resources are targeted at addressing the needs of those living in the most deprived areas.

Community planning is beginning to make a real difference to the lives of Glaswegians. The city now has 40,000 fewer residents living in a "deprived" neighbourhood. However, regeneration of our most deprived communities is an ongoing process; we can always do more and it is so important that we do not lose the momentum we have already built up.

I am proud of what we have achieved in the last year but I know that more can be done. Community planning is starting to really deliver for the people of Glasgow, and I am delighted to present the second Annual Report on the Glasgow Regeneration Outcome Agreement.



Councillor Steven Purcell
Chair, Glasgow Community Planning Partnership

Executive Summary

Strategic Context

- this report reflects on the activities and achievements of the Glasgow Community Planning Partnership (CPP) during 2006/07, and in particular, it details how the Partnership spent over *£44 million* of direct investment in ROA related activities
- coupled with identifiable match funding of over *£55 million*, the total combined value of regeneration activities attributed to the city's ROA was *£100 million* in 2006/07
- the past year was another successful one for the City of Glasgow, with further growth in the job market and successes in key sectors including *tourism* and *finance*
- figures suggest that levels of deprivation have also fallen in the city, with 40,000 fewer residents living in deprived neighbourhoods compared to two years previously
- however, the CPP recognises that more effort needs to be done to tackle the concentrations of extreme poverty that remain in some parts of the city
- the landscape of public service delivery in the city is changing and CPP partners are at the forefront of ensuring that better, more efficient public services are developed for Glasgow residents. Local community planning structures will also be at the heart of changes to service delivery
- the year ahead will be a challenging one for the CPP, with more work required to refine the structure and delivery of community planning in the city. However, the partnership are confident that they will remain responsive to the challenges ahead

Progress on Achieving Regeneration Outcomes and the Delivery of Outputs

- the CPP made awards to 540 projects or initiatives during 2006/07, and a total of *£44.6 million* was spent. The impact of this investment is demonstrated through the impact on the city's Regeneration Outcomes, and also seen in the level of outputs achieved
- the CPP has to address a number of challenges in reporting back on progress towards progressing the city's Regeneration Outcomes, including issues around time lags in data availability and the continuity of information. Nevertheless, a volume of evidence is now available to help the CPP assess the level of progress made towards delivering the Outcomes
- some progress was made towards meeting the *healthy Glasgow* Outcomes, with levels of exercise reported as rising in deprived areas, and reductions in mental health issues recorded. However, data relating to alcohol suggesting rising abuse levels merely emphasises that more needs to be done to address a range of health issues in Glasgow
- the *learning Glasgow* Outcomes are being progressed at a faster pace in some areas compared to others. Educational attainment levels for young people are improving, as is access to some forms of

informal learning. However, less progress has been made in raising levels of participation in further education in deprived areas

- evidence demonstrates that the labour market conditions in the city continue to improve, with a range of positive activity helping to deliver on the *working* Glasgow Regeneration Outcomes. The proportion of residents in deprived areas claiming key work related benefits has fallen significantly in recent years
- the CPP has made significant progress in demonstrating equalities Outcomes within service development and delivery in the city. The establishment of the *Glasgow Equalities Partnership* in early 2007 is helping the CPP to ensure that the consideration of equalities practices is at the heart of community planning and regeneration
- Glasgow Community Planning Ltd (GCP Ltd) has developed and refined a monitoring system that enables the CPP to demonstrate the impact of activities within the context of equalities outputs – the CPP will now be able to demonstrate the impact of funded activities on particular groups, including those relating to gender, age, ethnicity, and disability

Reporting on Linked Funding Streams

- Glasgow's ROA has developed and adapted over the past two years to reflect changes in the regeneration environment. During 2006/07, the CPP managed to integrate several linked funding streams into the ROA, many of which related to employability activities
- Financial Inclusion (FI) activities are also being aligned more closely to ROA objectives and outcomes. In 2006/07, these activities were managed by Glasgow City Council, and delivered £500k worth of new services and projects offering financial advice, information, and improving capability. These services are currently being more closely aligned with the employability objectives of the ROA
- the CPP was given the responsibility to manage, review, plan and implement those activities under the Scottish Executive's NEET strategy. The CPP undertook significant activity in 2006/07 to ensure that existing and new services not only met the Executive's guidelines on delivering against the strategy, but that these were also consistent with existing ROA activities around worklessness
- CPP partners and GCP Ltd. were involved in the development of a single *City Strategy* plan which addresses employability issues in Glasgow. Existing partner strategies including the ROA and *Workforce Plus* are now aligned under a single plan for the delivery of employability services in the city. The worklessness activities funded within the ROA contribute a large element of the new City Strategy
- the CPP also took over responsibility for the delivery of the *New Futures Fund* Successor Projects, a programme of employability related activities aimed at helping people facing disadvantage in the labour market. A re-profiling exercise was undertaken by GCP Ltd and the delivery bodies to ensure the strategic fit between these activities and the ROA Outcomes

Community Engagement

- the CPP advanced a wide range of activities in 2006/07 to support and facilitate better community engagement within regeneration and Community Planning in Glasgow
- a number of structures were established to support this process, including the establishment of *Community Engagement Coordinating Groups* across the city and the development of *Community Engagement Plans*. More effective community engagement between partners and residents will also be facilitated by a team of *Engagement Network Coordinators* deployed across the city. A *Community Engagement Database* is also being established to help facilitate contact between community groups, stakeholders and partners
- the establishment of the *Glasgow Equalities Partnership* (GEP) will help to ensure that all residents across the city are engaged in the community planning process. Part of the remit of GEP will be to monitor and assess whether the National Standards for Community Engagement are being applied in the engagement of equalities groups
- the CPP has reflected on the progress and achievements made over the past year in setting up structures and ensuring that the National Standards have been applied as rigorously as possible in all community engagement activities carried out
- evidence presented in this report suggests that a great deal of progress has been made in adopting the standards amongst partner agencies, and also that the CPP employs a significant range of structures and methods to engage with stakeholders and residents alike. However, further progress needs to be made in the year ahead in demonstrating the positive Outcomes in the city which have been driven by effective community engagement

Partnership Working

- Community Planning is about bringing agencies and the communities they serve together to deliver better services. Of those activities funded within the ROA, the CPP can demonstrate a range of examples of effective partnership working that have improved service delivery over the past year
- the *Better Neighbourhood Management Pilot* in the North of the city involved a number of partners to improve the security, environment and cleansing activities in a number of neighbourhoods. The local community was extensively engaged to identify local priorities for the deployment of services, with a series of actions carried out by the partners in response to this. Owing to the success of the pilot, a roll out of the model across the city is planned for 2007/08
- *Clean Glasgow* is an ambitious new initiative to promote a range of local environmental activity that engages communities, promotes partnership working and encourages a holistic approach to local environmental improvement – £1m of CRF has been contributed to the initiative

Financial Commentary

- total CRF and Community Voices spend in 2006/07 was £42.8 million, with an additional spend in linked funding streams of £1.7 million, giving a total ROA spend of £44.6 million over the year
- the 540 projects, initiatives and supporting activities levered in an additional £55.6 million, which means that for every £1 million of ROA funding, partners contributed £1.25 million in investment. Even where CRF was not the main funding source, the range of activities funded suggest that CRF was a significant catalyst for delivering a range of regeneration services across the city
- the largest concentrations of CRF / CV spending, according to *National Regeneration Priorities*, were around *getting people back into work* - £11.5m, *improving health* - £11m, *building strong, safe and attractive communities* - £7.3m, and *raising educational attainment* - £7m

Section 1: Update of the ROA Strategic Overview

The past 12 months have represented a year of change in Glasgow, not only in terms of the Community Planning agenda, but in a wider context as the city transforms many of its structures and processes. Against this background, evidence has emerged to suggest that the lives of Glaswegians are improving, with a buoyant labour market and reduction in levels of relative poverty being widely reported.

This report reflects on a further year of development in Community Planning in the city in which the development of new structures and forging of joint working have become more obvious. The past year has witnessed a consolidation of many regeneration services as the Community Planning partners more closely align related activities in order to progress the city's Regeneration Outcomes.

Progress Made

In many ways, Glasgow is booming. Recent statistics show that there are now 419,000 jobs in the city – a 25 year high - and the Glasgow economy is worth over £13.5 billion, confirming that the city continues to be Scotland's economic powerhouse. Over the past three years, the number of working age Glaswegians who are economically inactive has fallen from 122,000 to 105,000.

Physical regeneration of the city is continuing apace. The Clyde Waterfront project has seen over £700 million of development proposals for Custom House Quay, Queens Dock and Pacific Quay. In addition, the International Financial Services District has continued to grow and is well on track to deliver its target of attracting 20,000 jobs to the area.

Tourism is central to improving the city's economic performance, and Glasgow's tourism industry has played a leading role in the city's economic growth in recent years. It is recognised as one of the sectors offering the best potential for growth and for achieving a step change in overall economic performance. Glasgow is an important urban tourism hub, now attracting 2.8 million tourists and generating some £708 million per annum. Indeed, the newly refurbished Kelvingrove Art Gallery and Museum is now the number one tourist destination in Scotland, with over 1.9 million visitors in the last year.

The headline deprivation statistics also suggest an improvement in conditions in the city. Figures released in late 2006 suggest a reduction in the overall level of multiple deprivation in Glasgow. Section 2 of this report investigates in more depth some of the outcome indicators being used to assess progress towards the city's regeneration outcomes. However, the initial evidence from the Scottish Index of Multiple Deprivation (SIMD) 2006 indicates that *fewer Glaswegians are now living in multiple deprivation than in 2004.*

The SIMD indicates that around 40,000 fewer residents lived in a deprived neighbourhood (Data Zone) in 2006, in comparison with 2004. A total of 44

city neighbourhoods moved out of the bottom 15% most deprived areas of Scotland. The main factor that drove these changes was the significant and continuing improvement in the city's labour market. More Glaswegians are now in a job and fewer are reliant on work related benefits. Additionally, the SIMD identified improvements in education, training and skills levels, as well as in health indicators in many neighbourhoods.

But more still to be done...

Although the results from the SIMD indicate positive progress, the Glasgow CPP will continue to strive to deliver more effective, integrated regeneration services in the city. There remain some big challenges to be addressed, with too many of the city's residents continuing to experience poverty. Recently published statistics continue to emphasise the challenge that lie ahead:

- according to the latest figures from the *General Register Office for Scotland*, Glasgow is the only local authority area in the United Kingdom where average male life expectancy remains below 70 years
- almost one-in-four working age adults (24%) have no formal qualifications, the highest level of any local authority in Scotland, and considerably above the national average of just 15%

Although the SIMD 2006 results show that conditions are improving, it is still true that almost half (47%) of the population of Glasgow continue to live in a neighbourhood experiencing multiple deprivation. Indeed, of the neighbourhoods moving out of deprivation from 2004-2006, most continued to be classed in the bottom 20% most deprived.

The SIMD 2006 also suggests that in the neighbourhoods of extreme deprivation in Glasgow, that is those ranked in the bottom 5% in 2004, there was less movement out of deprivation. Glasgow continues to account for more than half (52%) of the 5% most deprived neighbourhoods in the country. These neighbourhoods will require more intensive and prolonged activity over a longer period of time to begin to tackle the causes of multiple deprivation.

However, the CPP is determined to ensure further progress is made during the last year of the current ROA and beyond. Concentrated efforts will be made by the full range of partners to continue to tackle the causes and effects of extreme deprivation experienced in too many of the city's neighbourhoods.

The Shifting Strategic Environment

Glasgow's Regeneration Outcome Agreement is not the only high profile strategic regeneration framework currently being delivered across the city. Over the past year, further advancements have taken in place across a number of important programmes which will impact on the delivery of the ROA and how CPP partners work together. These include:

- the Scottish Executive's *Regeneration Policy Statement*, and the focus on the Clyde Corridor area which encompasses an area which includes the Clyde Gateway and Waterfront initiatives

- the development of City Plan 2, which identifies a metropolitan growth corridor along the Clyde Gateway
- further planning for the Commonwealth Games in 2014, and the advancement of plans to regenerate the East End of Glasgow, as well as planning wider infrastructure improvements across the city
- progressing of the plans for the city's airport rail link and the M74 extension
- the city's refreshed ten year Economic Development Strategy, which aims to introduce a step-change in the city's economic performance
- The GHA on-going programme of neighbourhood renewal

It is imperative that the priorities and focus of the ROA remain complementary to the range of other strategic activities being pursued across the city. Many of the large scale strategic developments might take time to impact upon the socio-economic fabric of the city, and indeed the lives of ordinary residents living in the deprived communities. Whilst the full scale of the impact of the current ROA programme will not be fully known for several years, this report does demonstrate some of the more immediate and tangible effects on the lives of Glaswegians, and on the city's Regeneration Outcomes.

Pathfinder Development

One of the most significant impacts on the role and function of Community Planning concerns the wider public sector reform agenda, or the so called 'pathfinder' approach which was originally referred to in our 2005/06 report. Further structural reform was implemented amongst key city partners during 2006/07, with the aim to developing better public services. On-going discussion were held throughout the year as to how the Community Planning Partnership, both centrally and locally, could align with this agenda and help deliver more efficient, effective services to residents.

Partnership Working

The CPP has made good progress in developing the support structures to facilitate community planning at both the city wide and local levels. All ten local CPPs are now established and are active in shaping priorities for their local areas, as well as forging partnership working amongst agencies in local neighbourhoods. As will be demonstrated in Section 4, local residents are being engaged in a number of ways across the ten CPPs and associated structures. Many of the new structures have been established specifically to support the community engagement process in the city, and involve a wide range of agencies.

There was also the broadening of ROA activities in the past year as a number of linked funding streams were brought under the umbrella of ROA activity, including these formerly administered within the former *New Futures Fund* (NFF). This led to the forging of closer links between agencies in order to ensure the integration and development of regeneration activities.

In parallel with this, a number of important strategic initiatives were launched nationally that impacted on the alignment of ROA funded activities. These included the Scottish Executive *Workforce Plus* and *NEET* strategies, as well

as the DWP *City Strategy* Programme. Glasgow CPP partners and the support company GCP Ltd. have focused significant resources during the year to ensure a strategic fit between the development of new activity under the linked funding streams, Glasgow's Regeneration Outcomes, and the strategic objectives of the various national strategies.

In particular, much progress has been made on Glasgow's City Strategy, which will now act as the single employability framework for funders / suppliers of services in Glasgow, to tackle Glasgow's high level of worklessness. The partners acknowledge that by working together and pooling resources in this way, they aim to make a far greater impact collectively, as opposed to on an individual agency by agency basis. The Glasgow CPP is one of the key partners to the City Strategy, and the integration of activity around the ROA worklessness programme will be crucial to the overall success of the strategy.

A full update on progress on linked funding streams is provided in Section 3 of this report.

Challenges for the Coming Year

The final year of the current ROA three year programme will be equally as challenging to the Glasgow CPP as the first two years. A number of priorities will be pursued by the CPP Partners and the support company in the year ahead.

Evaluation of the Current ROA and Planning for post 2008 ROA

Preliminary discussions are underway concerning an evaluation programme for Glasgow's ROA. GCP Ltd have already commissioned an evaluation of the *worklessness* programme within the ROA and other CRF funding made available to the LDCs (now Local Economic Regeneration Agencies), and this should be completed before March 2008.

The CPP plans to introduce a general evaluation of ROA activities to assess the transformation from a *project to programme* based approach to regeneration, ahead of any successor programme. It is essential that a comprehensive evaluation of current ROA activities is undertaken in order to assess the impact, and to inform the process for identifying future priorities.

In order to maximise the learning from the current programme, a diverse range of possible evaluations are being considered, which might include the *Addictions Programme*, *Safe Glasgow activities*, *Healthy Glasgow*, *NEET*, *Former New Futures Fund projects*, *Integration Resources*, and *Financial Inclusion*.

Additionally, the CPP will consider the evaluation of the existing fit between the Social Inclusion Budget programme activity (currently administered by Glasgow City Council) and the ROA.

Outcomes Demonstration

The CPP and its support company will undertake a complementary exercise to use available statistical evidence to establish the impact of the ROA on the

city. This will require drawing together of appropriate indicators across the range of CPP themes to assess how conditions have changed in the city over the three year period, both city wide, and at local levels.

However, the time lags on data publication and non-availability of some of the data originally identified in the ROA will make it challenging to report on final progress in the city by the end of the 2007/08 period using Template 1.1. It may take up to two years for a full assessment of the impact of the ROA activities to become apparent through the data. In the mean time, the CPP will gather supplementary evidence from a range of indicators both city wide and at a local level, to complement the measurement of progress being made across the regeneration Outcomes and CPP themes.

Public Sector Reform: the Pathfinder and Community Planning

The alignment of public sector reform through the pathfinder and Community Planning structures will form one of the most challenging tasks for the CPP during the coming year. There will be further alignment of strategic and operational partnerships in the city in order to establish joint priorities and provide the direction for public service delivery in the city. CPP structures, both centrally and locally, will be linked into this agenda, and crucially, local CPP Boards will have a major influence on shaping the progress made at the local level in terms of reform.

Further linked funding streams

Over the course of 2007/08, the CPP will enter further discussions with the City Council to establish the integration of the Financial Inclusion Programme into the ROA framework. CPP partners will ensure that there are clearer linkages between the Financial Inclusion Programme and the City Strategy and Workforce Plus plans.

Some of the known barriers to employment relate to financial management issues such as debt, reliance on benefits, and personal budgeting issues. The CPP partners will work with the City Council to develop a clear focus for the Financial Inclusion programme to ensure that the funded activities have a strategic fit with ROA outcomes, and in particular, that they address the wider employability agenda in the city.

At the time of writing, it is not clear whether Glasgow will be one of the pilot partnership areas participating in the new delivery structures for *European structural funds* across Scotland. However, should the city be chosen as one of the pilot areas, the CPP are confident that the city partners will be able to integrate the delivery of structural funds with the other linked funding streams currently delivered under the ROA. In particular, the linking of structural funds resources with other activities would help strengthen the focus of regeneration activities in the city. The partnership would welcome the opportunity to develop linkages with the structural funds over the coming year.

Community Engagement

In Section 4 of this report, a substantial degree of evidence is presented on the progress made in the city over the past year to establish adequate support structures for community engagement. The CPP have placed community

engagement at the centre of community planning and have committed further resources into establishing and supporting adequate engagement structures both locally and city wide.

A team of dedicated staff are being employed by GCP Ltd to help facilitate the process in the city and the formation of *Community Engagement plans* will set out the future direction of related activity and priorities for CPP partners, stakeholder and residents alike.

A Single Outcome Agreement

Discussions around the development of a single outcome agreement for Glasgow will continue in the year ahead. Whilst the exact form and extent of such an agreement is still to be decided, CPP partners aspire to progressing this. Throughout the past year, the CPP partners have invested significant efforts into linking in the various additional funding streams under the ROA umbrella. The CPP is confident that the experience and learning gained from this process will enable the partnership to make a significant contribution to the development of a wider single outcome agreement for the city.

Changing Cultures

One of the issues for CPP partners to address in the year ahead will be how to address the issue of continuing funding. As the current ROA programme draws to an end, CPP partners will be required to intensify discussions on how to sustain many of the activities currently supported by ROA funding streams. Effectively, this will involve consideration on how partners can mainstream regeneration funding. The CPP may have to work at changing the culture of the way in which funding is secured. The final year of the current ROA activity is perhaps an opportune time to address this however, as the city undergoes a series of large scale structural changes in the way in which public services are planned, managed, delivered and indeed financed.

Sustaining / Mainstreaming Services in the longer term

Whilst this report relates to the mid-point of the current three year ROA programme of activity for Glasgow, the first year of the current ROA programme was very much seen as a transitional year, with many new structures and activities being worked up around the ROA and Community Planning. Although it is anticipated that the CRF will stimulate mainstream funding for projects throughout the city, it is still too early to demonstrate many practical examples of this.

At the current stage in the development of community planning in Glasgow, it is perhaps more appropriate to focus on the ways in which the CRF has acted as a catalyst for change in the provision of services throughout the city. In this sense, the CRF is encouraging the *mainstreaming of ideas* and there are a number of practical examples of partners working together in this regard. Much of the mainstreaming activity has focused on how the CPP has influenced and shaped models of delivery. A number of examples of this are evident. These are covered in more detail in Section 5, and include:

- the Clean Glasgow campaign
- the Better Neighbourhood Management pilot; and

- the City Strategy on Employment

One of the few practical examples of actual mainstreaming of CRF funded services relate to the proposals to integrate the services provided by the *Routes Out* partnerships into key partner agencies. More details of this are found in Section 5.

The CRF is currently being used in the city as the catalyst for public service delivery and the changing ways in which partners have come together in partnership since the inception of the current ROA. The initiatives and programmes mentioned above and others like them demonstrate the ways in which the CRF has had the most visible impact on public service delivery in the city.

It is anticipated that as the public sector reform agenda moves forward in the city that the new proposed structures being established will encourage CPP partners to consider how they can more effectively mainstream services which may currently be funded out of non-core budgets in the city, including the CRF and other ROA expenditures.

Section 2: Overview of Progress on Achieving Outcomes and the Delivery of Outputs

This section provides some evidence of the progress being made in Glasgow to impact upon the city's Regeneration Outcomes, as originally outlined in the ROA 2005-2008. There were 540 awards made by the Glasgow CPP in 2006/07, of which 448 (83%) were *Community Regeneration Fund (CRF)* and 39 (7%) were *Community Voices*, with the remainder made up from *Integration Resources*, *Former New Futures Fund*, and *NEET* programmes. The evidence provided here draws upon the data presented in Templates 1.1a and 1.2, and also in the selected case studies.

Challenges

This is the first year in which the Glasgow CPP has presented evidence of progress towards achieving the city's Regeneration Outcomes in the format set out in the PMF guidance. In 2005/06, evidence of progress focused upon the considerable level of *outputs* and activities progressed by the funded activities. For this year's report, we have reported against the selected indicators, as set out in Template 1.1a. However, there remain a number of challenges in reporting progress towards indicators for Glasgow's ROA. These include:

- data availability
- data reliability and consistency of measurement
- time lags in the reporting period
- difficulty in presenting measurable targets
- attribution of the CRF within a larger programme of activity

In addition, the volume of regeneration outcomes and associated indicators for an ROA as diverse as Glasgow's has required the CPP to establish a comprehensive collection and monitoring mechanism to serve this.

It has also become apparent that some of the original Regeneration Outcomes identified by Glasgow in compiling the 2005-2008 ROA have not proved to be as active a priority for the city as the CPP had originally anticipated. Some of the Outcomes have not been progressed as visibly as others, and progress made in some of these areas cannot easily be demonstrated or indeed attributed to specific ROA funded activities.

Therefore, a number of Outcomes have been very challenging to report back on, either because reliable data are unavailable, because of a lack of Outcome activity by the CPP, or where CRF and CV attribution is particularly difficult to pinpoint. This is particularly true for outcomes around:

- S32 – reducing the level of discrimination and victimisation
- V42 - increasing access to Glasgow's amenities through better transport

Evidence of activity and progress around these outcomes are presented using Template 1.2, where key *outputs* are presented.

The CPP has not sought to change any of the agreed Outcomes for the current 2005-2008 ROA - it has simply pursued some Outcomes more intensively than others. More analysis of how and why this has occurred will be given by the CPP at a later date.

These factors have made it challenging to demonstrate the impact of CRF activity on all of the regeneration priorities in Glasgow. Nevertheless, the evidence presented in Template 1.1a suggests that progress has been made in some key aspects of regeneration activity in Glasgow, both at a city level, and more specifically, in the most deprived communities. In several instances, the evidence suggests that *the gap between our most deprived communities and the rest of the population has diminished*.

The Single Monitoring Framework

One of the most challenging and intensive developments for GCP Ltd. as the support company to the Partnership has been the establishment of the Single Monitoring Framework (SMF). The initial development of the SMF was reported on in the past report, and significantly more progress has occurred during 2006/07. The SMF is now fully operational across the organisation, and this now provides the partnership with a wide range of monitoring and performance information on all projects and initiatives funded under the city's Regeneration Outcome Agreement.

The challenge to GCP Ltd. has been how to establish a single framework that accommodates *all* funding streams within the ROA, including CRF, Community Voices, NEET, Workforce Plus, former NFF and Integration Resources. The SMF now provides key management and financial information to the Partnership, and greatly assists the CPP in the assessment of performance monitoring. The establishment of the SMF has enabled the CPP to provide much of the information provided in this section.

Regeneration Outcomes Progress

The evidence on progress towards Glasgow's Regeneration Outcomes is presented here around the five themes of Community Planning.

Healthy Glasgow

The health indicators monitored by the CPP to assess progress towards Glasgow's health related Outcomes show progress in some areas and a lack of progress in others. There have been some technical problems with data - there are some issues over the continuity of data capture methods in Glasgow, whilst time lags in updating data has also been problematic.

Updated evidence from the 2005 *Health & Well-Being Study* suggests improvements in some aspects of peoples' lifestyles. The proportion of those in the most deprived areas taking regular exercise rose from 55% to 65% from 2002-2005. Results from the same survey suggest that the proportion of Glaswegians with mental health issues declined in the deprived areas, as in

other parts of the city – the proportion of people in 15% areas with positive perceptions of mental health or emotional well-being increased from 72% to 78% from 2002-2005.

Available data to monitor the levels of residents suffering from health problems resulting from drug or alcohol misuse suggest a mixed performance. The level of emergency hospital admissions as a result of drugs misuse declined between 2003/04 and 2004/05, and seems to be on target in the 15% areas as elsewhere. Conversely, the level of admissions attributable to alcohol has increased in the most deprived areas between 2003/04 and 2004/05.

The recording of hospital admissions data in Glasgow has changed across all hospitals, with an improvement in the sensitivity of the tracking of reasons for admissions. As such, drugs and alcohol admissions rates have differed greatly for some hospitals, which have affected the monitoring of indicators. The CPP will look to re-base some of its health related indicators in the final year of the current ROA, with a recommendation to review baselines and targets for future monitoring processes.

Learning Glasgow

Glasgow has three learning Outcomes, focusing on young people, formal qualifications, and informal learning. The city has made great improvements in increasing the levels of school leavers going into education, training or employment, up from 70% in 2003/04 to 82% in 2005/06, with the ROA target of 75% already exceeded.

Follow up evidence in early 2007 of those leaving 18 months prior suggest that the figure for those still in education, employment or training had dropped back down to 76%. The range of activities that address the NEET group will continue to improve the future prospects of young people in the city, with a focus on addressing the issues of *progression* and *sustainability* of positive outcomes. The CPP and partners will take cognisance of this issue in the range of activities planned to address the NEET group in the city.

Evidence on the levels of adults from deprived areas with formal qualifications suggests no change between 2003/04 and 2004/05. Two-thirds (65%) of adults in deprived areas have formal qualifications, compared to 89% for non deprived areas, illustrating that the gap between the two remains significant. It should be noted that the time lag in the evidence does not allow us to measure any impact in the actual ROA period 2005-2008 as yet.

Informal learning is a key Outcome for the city, and is seen as relevant alongside formal qualifications. It has been challenging to develop meaningful and reliable indicators for this Outcome, and the establishment of baselines and targets has been difficult. From the evidence available, progress on this Outcome is mixed, with available indicators suggesting that the level of informal learning conducted through FE and HE institutions falling very slightly between 2003/04 and 2004/05. However, this was part of a wider

trend, not only in the deprived areas, but across Glasgow and Scotland as a whole.

Safe Glasgow

Much of the data identified to assess progress towards the safe Glasgow outcomes are sourced from Strathclyde Police. An update from Strathclyde Police should follow shortly. Once the information has been supplied, a full assessment of progress will be submitted here.

For the time being, supplementary evidence suggests that there remain differences between community safety issues in Glasgow's deprived communities in comparison with non deprived areas. The SIMD 2006 indicates that 213 local neighbourhoods (Data Zones) were in the bottom 15% most deprived crime Data Zones in Scotland in 2006. No comparison data for 2004 is available. This means that 31% of Glaswegians live in a neighbourhood deemed to be 'crime deprived' in 2006, the highest proportion of any CPP area in Scotland. However, Glasgow accounts for just over one-in-five (22%) of all crime deprived Data Zones, compared to 48% of all the bottom 15% Data Zones. This suggests that whilst crime is a problem for Glasgow, it is proportionally less so of an issue compared to the income, health and employment domains. The Glasgow CPP will monitor the trends in crime deprivation, and will report on the updated SIMD 2008 indicators for crime as part of any final impact assessment of the ROA.

Vibrant Glasgow

The availability of updated evidence on the vibrancy outcomes is problematic, with some updates not available on an annual basis. In addition, the establishment of adequate indicators for the transport outcome has yet to be resolved, due to difficulties in identifying statistics at the deprived neighbourhood level. It is difficult to identify transport indicators that can be attributed directly to ROA funded activity, and instead output evidence is presented in Template 1.2.

An assessment of some of the Vibrant Indicators will follow. GCP Ltd. are awaiting data from the Scottish Executive on the results of the 2005/06 Scottish Household Survey – once these have been supplied, an updated assessment of progress on neighbourhood perceptions will be submitted.

Working Glasgow

There has been significant progress in Glasgow towards meeting the key objective of increasing the proportion of residents in work. However, due to time lags in the data available for the ROA, it is not possible to provide a full and comprehensive update of this. The latest update for 2005 shows that the proportion of residents claiming workless related benefits *fell significantly* for those in deprived areas, and is well on track to meet the target of 27%. It is anticipated that future evidence will demonstrate the further impact of the ROA, city strategy, NEET and Workforce Plus strategies, in reducing further the proportion of residents who rely on key work-related benefits.

More recent indicators on worklessness not originally available as part of the ROA submission confirms the successes of the city partners in tackling this issue. Indeed, the City Strategy will monitor a range of key indicators to establish the impact of the programme. Between November 2005-2006, DWP records show that workless benefits levels fell by 3,400 across the city. The overall City Strategy target is to reduce levels by approximately 17,200 by 2010.

In terms of entrepreneurial activity, the updated evidence suggests that better than expected progress has been made, and that the original targets need to be re-assed. For the Outcome of *increasing the numbers of persons with health or support needs who are job ready*, there has been a significant amount of activity around this outcome, but it is difficult to evidence progress using particular indicators. Instead, output evidence is presented in Template 1.2a.

Linked Outputs

For some of Glasgow's Regeneration Outcomes, the lack of up to date or consistent evidence makes it more challenging to demonstrate progress during the past year. Alternatively, Template 1.2a allows the Glasgow CPP to better demonstrate the level of actual progress through the achievement of reported outputs for 2006/07.

Template 1.2a: Selected Safe and Vibrant Glasgow Outcome Activities

Outcome Ref.	Key Associated Outputs (these are a cross section of outputs <u>only</u>)	Related project service or activity	Comments on progress
Reduction in the level of discrimination and victimisation amongst those living in Glasgow	<ul style="list-style-type: none"> 174 households provided with advice / support on home security 148 home/street safety measures provided 100 home/street security measures provided 32 people supported as a result of being victims of crime 9 advisory sessions on personal safety delivered 9 advisory sessions on home safety delivered 4 households provided with advice / support on home security <p>Infrastructure to delivery activities:</p> <ul style="list-style-type: none"> new/improved play facilities provided new/improved community facilities/buildings provided environmental improvements 	<p>Organisational support and infrastructure to local groups and partners to deliver supports to integrate host communities, refugees and asylum seekers. Much of this activity is around education and learning, as well as social events</p> <p>Also to ensure that social inclusion initiatives address the needs of all communities, and to promote inclusion and to raise awareness of the services available to minority ethnic and refugee communities</p>	<p>Target 624 Actual 536</p> <p>Below target on some training and learning output targets</p>

		To reach and engage young asylum seekers and to build relationships with young people from host communities to jointly participate in learning opportunities	
Increasing access to Glasgow's amenities through better transport	<ul style="list-style-type: none"> • 1,664 people participating in recreation activities • 250 people undertaking core skills training - literacy, numeracy, communications, basic IT Skills • 100 people with physical disabilities supported to access learning opportunities • 100 people participating in capacity building programmes • 306,320 instances of children and young people in receipt of support to access leisure facilities • 306,320 instances of people participating in arts/recreation programme activity • 17,688 young people participating in leisure activities provided during school holidays 	<p>Community transport scheme, connecting residents to amenities, including the young, elderly, vulnerable</p> <p><i>Class Connections</i> transport scheme to open up opportunities to Glasgow's children and young people who otherwise may have been unable to attend museums, libraries, parks and leisure centres, in addition to a wide range of other City venues</p>	<p>Target 3,364 Actual 3,364</p> <p>Targets met for year</p> <p>Target 408,598 Actual 630,328</p> <p>Targets exceeded due to the accessing of new initiatives and facilities made available during the year</p>

Only a small number of projects in the city which addressed the Outcome of *reducing the level of discrimination and victimisation amongst those living in Glasgow* were progressed in 2006/07. However, these tended to be intensive activities that provided a range of services within the local communities. The activities around these projects focused on issues such as home safety, personal safety and the creation of a better environment in local areas by improving facilities. Target groups for these activities concentrated on asylum seekers and refugees and attempts to integrate with indigenous local communities. A number of outputs were pursued over the year to assist in integration efforts, some of which are outlined in Template 1.2.

There were also few activities funded via the CPP to progress the Outcome of *increasing access to Glasgow's amenities through better transport* during 2006/07. It is therefore difficult to assess attribution to the CPP through any set indicators. Despite the small number of activities, the impact was significant in terms of outputs achieved. A community transport scheme in the North of the city helped widen access to amenities and facilities to a broad range of people, including vulnerable groups. The service opened up access

to opportunity in the North, and continued to prove popular and met all its targets for 2006/07.

A city wide initiative for young children of school age opened up access to city amenities for a high volume of users. Sport, culture and leisure facilities were accessed by city school children throughout the year through the transport facilities and subsidies offered by the *class connections* scheme. This scheme exceeded its original targets for several reasons, most notably due to the reopening of facilities such as the *City Halls* and *Kelvin Grove Art Gallery*. Additionally, the Council have now introduced a charter of 'cultural entitlement' for children in the city, giving them the right to access a range of city facilities – this entitlement commitment greatly increased the requirement for services from *class connections*.

Evidence of progress towards CPP Outcome achievement can also be demonstrated by some of the impacts of specific projects funded via the ROA, and the range of outputs achieved throughout the year. Examples of these case studies are presented at the end of this section.

Equalities Progress and the ROA

The past year has seen a great deal of positive progress in terms of mainstreaming equalities considerations within service delivery. GCP Ltd have also made further advances in establishing better information around equalities monitoring to help the CPP assess the impact of funded activities within the ROA.

Equalities Hub Development

In our previous report, the Glasgow CPP recognised that further work was required in relation to embedding the equalities agenda within community planning, and ensuring that service delivery and planning recognised the needs of all members of the community. As a response to this, the CPP invited the *Equalities Network Forum* (ENF) to submit a proposal to support the engagement of key equalities groups within the community planning process, to develop an '*equalities hub*'. An initial proposal for this work was produced by the Equalities Network Forum in the second half of 2006 in response to the brief, and work has been progressed at a pace.

The voluntary sector members of the ENF are four Equality Networks in Glasgow - *the Women's Voluntary Sector Network*, *the Black & Ethnic Minority Vountary Sector Network*, *the Lesbian, Gay Bisexual & Transgender Forum* and the *Glasgow Disability Alliance*. These networks have a total membership of over 250 voluntary and community sector groups and individuals across the City of Glasgow. They help voluntary sector equality workers and equality-focused voluntary organisations to develop professional and organisational relationships, to influence policy, and to step up knowledge of equalities and diversity best practice.

In developing the proposal for the equalities hub the four equality networks set up *Glasgow Equalities Partnership* (GEP), a company limited by guarantee, as the organisation to act as the corporate body to receive funds

and act as contractor for the delivery of the equalities hub programme of work. Each of the four networks nominates members to GEP's Board of Directors.

The ENF and GEP undertook a full and extensive process of consultation and dialogue with the Equalities networks, their memberships and other stakeholders in the production of the proposal for the equalities hub, which was submitted to the Glasgow CPP for consideration.

Glasgow Equalities Partnership (GEP)

The Equalities Network Forum's understanding of Community Engagement has been formed through experience of both being engaged as communities and as organisations promoting the engagement of others. The Glasgow Equalities Partnership are now working with CPP partners and others to help implement the National Standards for Community Engagement in an inclusive, equalities driven agenda. Working through the National Standards within an equalities context will implement a more dynamic process of dialogue and discussion leading to action for change.

A total of seven GEP staff were recruited during the first few months of 2007, with several development staff recruited with specific equalities remits, including women's groups, disability, BME and LGBT . Whilst there are no dedicated staff posts for age and faith/belief, these equality issues will also be addressed as part their work, albeit to a limited extent.

During the early part of 2007, key areas of work undertaken by GEP included:

- mapping activity in relation to equality & diversity good practice
- building links with CPP partners and other organisations, focussing on positive equality and diversity practice, innovative community engagement practice and equality-focussed service provision/representation
- building relationships with the area network teams within Glasgow Community Planning Ltd. and identifying opportunities for collaborative working
- production of an Equalities Monitoring Briefing for voluntary sector organisations and projects funded by GCP Ltd.
- attending the Glasgow Equality Networks Forum meetings (hosting the meeting in March 2007 and following this with a briefing on our organisation to ENF members)
- participating in Culture & Sport Glasgow's consultation into the emerging CLD Strategy (GEP's focus being around community capacity building). The team is also active in the current research commissioned by CLD into practice standards and equalities monitoring across CLD providers in Glasgow.
- contributing to the Commission for Racial Equality's formal investigation into Regeneration.

It should be recognised that the work of the GEP is still in its early stages of development, and that much of the impact of the GEP within community

planning structures will be demonstrated in 2007/08. A number of key activities and outcomes have been identified for the year ahead. During the next year, activities to be progressed will include:

- a need for broad equality & diversity training in relation to community engagement and community planning – to be developed by GEP in collaboration with other agencies
- a need to develop a varied range of strategic partnerships and joint working arrangements with key community planning partners, equality-focussed organisations and other voluntary and statutory agencies
- a need to develop effective monitoring and impact assessment frameworks for identifying developments in equality & diversity practice in relation to community engagement and community planning. This will include identifying case studies covering the six equality strands and the five community planning themes in Glasgow.

Equalities Monitoring

As reported in our annual report for 2005/06, the monitoring of equalities indicators to demonstrate progress towards the city's regeneration Outcomes is a challenging process. Given the size and scale of population included within the city's deprived areas, the Glasgow CPP relies almost exclusively on existing sources of published information from national or local sources. The evidence presented in Template 1.1a and outlined above has been challenging to collect for the regeneration areas in the city, with issues of data availability, reliability and continuity particularly prevalent. It has therefore been difficult to progress the collection of many of the indicators by equalities strands i.e. by gender, age, race, sexual orientation, faith, etc., as the data are not available for many of these strands.

The CPP acknowledges the work done on behalf of Communities Scotland to evaluate the availability and appropriateness of equalities indicators across Scotland. However, many of those indicators available (such as unemployment Claimant Count by gender) do not overlap with those indicators chosen to assess progress towards Glasgow's regeneration Outcomes. It has therefore not been possible to provide a report on Outcomes progress by the various equalities strands for this report. The CPP will consider the development of a dedicated equalities indicators framework, based on the availability of appropriate data for the 2007/08 report.

However, the CPP has made great strides in the monitoring of equalities within service delivery of the ROA over the past year. GCP Ltd made further developments to its Single Monitoring Framework (SMF) during the year, which incorporated the capturing of equalities monitoring information. For 2006/07, all projects funded under the ROA (including CRF and CV) were asked to provide an annual return on service delivery and achieved outputs. As part of these returns, projects had to provide information on their target groups, which identified whether they specifically delivered services to users from across the equalities strands. All projects were also asked to submit evidence that detailed the number of service users by:

- ethnic background
- gender
- age
- disability

In recognition of potential difficulties in collecting information across these equalities strands for some projects, GCP Ltd. asked projects to outline the challenges they faced in collecting the data, and asked for suggestions on best practice. The learning from this process has fed into the development of the equalities monitoring framework for 2007/08.

For 2007/08, GCP Ltd has widened the range and depth of equalities evidence to be collected by individually funded projects within the ROA. During the early months of 2007, GCP Ltd sought advice from Communities Scotland and national statutory agencies with regard to best practice in collecting equalities monitoring information. In addition, events were held across the city to consult with projects on the collection of monitoring information for 2007/08. Part of these discussions centred on equalities information.

For 2007/08, all projects will be expected to collect information on service users as above. In addition, the monitoring framework will include the completion of an additional equalities monitoring form which has been developed in consultation with projects. This form was developed as a response to projects highlighting any difficulties in collecting information from particular service users. The form will be made available to individual service users for completion and will be treated as private and confidential. Discussion was also had on the collection of information on faith and sexual orientation and it is the intention of GCP Ltd to consider the collection of information on these strands from 2008 onwards.

For 2006/07, an analysis of service users by ethnicity, gender, age and disability will be developed for the CPP to help inform the understanding of service delivery by equalities strands. This information, and that collected for 2007/08, will help the Partnership to make more informed decision making about the focus and depth of service delivery amongst Glasgow's various equalities strands.

Case Study – A Vibrant Glasgow – Maryhill Integration Network

The *Maryhill Integration Network (MIN)* is an example of a successful initiative that impacts on the themes of a *vibrant Glasgow*, but also demonstrates good community engagement, as well as promoting a healthy outlook for those living in the city.

Maryhill Integration Network impacts upon the regeneration outcomes of *increasing the number of residents who are happy with the quality of their neighbourhoods; increased levels of community engagement; and increasing the opportunities for people to engage in active and healthy lifestyles*

Maryhill Integration Network was established to co-ordinate the running of drop in centres for asylum seekers and refugees and to promote a positive understanding of the issues facing asylum seekers and refugees amongst the host community of Maryhill by providing opportunities to develop better mutual understanding. The Network also provides a forum for the sharing of information, skills and knowledge of good practice and provides a forum where issues of common concern can be raised.

MIN is a charitable organisation run by volunteers. Membership is made up from volunteers living in/working in/church members in Maryhill and representatives from 22 agencies and organisations. The Network has also received funding from SRIF, Glasgow City Council Community Action Team, Glasgow City Council Arts Strategy, Lottery Awards for All and GARA.

MIN works in association with the Framework for Dialogue Group and is also part of the Community Responses Co-ordinating Group where all Integration Networks come together.

The project targeted children, young people, families, older people, communities, BME communities, women and men.

A range of activities is undertaken to promote the settlement and integration of refugee and asylum seekers in Maryhill. All these activities are delivered using a partnership approach. These activities include the co-ordination of weekly drop-in sessions, a women's group, a music integration project and contributions towards the progress of the Maryhill Framework for Dialogue Group. In addition to these core activities, MIN organises local events celebrating cultural diversity throughout the year.

The outputs achieved by the project during 2006/7 included:

- 200 people in receipt of information or advice
- 185 people assisted through asylum seeker and refugee integration activities
- 169 people participating in social/health activities (e.g. clubs, exercise groups, self-help groups)
- 105 people participating in arts/recreation programme activity

For most of the outputs, targets were met or exceeded, given the popularity of the services on offer to various groups.

Drop-in Sessions

These sessions are semi-autonomous and organised (usually) by church members from 3 Churches in Maryhill. MIN meets the costs for accommodation/catering and broadband rental. The main attraction at these sessions is the English Classes where ESOL volunteers assist with English language instruction. These sessions also provide for social interaction and also act as a conduit for local and city-wide agencies to provide refugee and asylum seekers with information, advice and support. Play facilities for young children are also provided to promote social interaction at an early age.

Women's Group

The Oasis Women's Group provides an opportunity for people to mix with the local community of Maryhill. Healthy lunches are provided along with a variety of activities e.g. arts and crafts, fitness and stress management.

Music Integration Project

The Music Integration Project was launched in spring 2006 to promote integration through the medium of music and performance. Through the Music Project, a women's dance group was established and towards the end of summer 2006, the Music Integration Project developed a large scale dance/theatre production involving asylum seekers and refugees, BME communities, local professional dancers, musicians and residents. The performance "To Glasgow. With Love" took place both in Glasgow and in Edinburgh as part of the International Festival for Middle Eastern Spirituality and Peace. There are plans to tour other parts of Scotland with the play.

Maryhill Framework for Dialogue

Maryhill Framework for Dialogue produced its second newsletter as well as organising monthly social events involving other agencies e.g. Scottish Opera, Strathclyde Fire and Rescue and Maryhill Writers Group.

Events

MIN organised 4 large events for Refugee Week celebrations, Black History Month, New Year Party and International Women's Day, and were key performers at North Glasgow Arts and Regeneration Network's Big Splash Event on March 2007.

The impact of the Maryhill Integration Network on the local community has been significant. In particular, following the launch of the Music Integration Project in spring 2006, there is evident achievement of social and cultural integration of asylum seekers, refugees and local residents along the Maryhill Corridor.

Case Study: A Safe Glasgow - 'Greenbridge Initiative' – YMCA Glasgow

This project contributes towards the priorities of *safe and healthy Glasgow*. It addresses the National Priorities of *Engaging Young People* and *Building Strong, Safe and Attractive Communities*. It contributes to the Regeneration Outcomes of '*reduction in anti social behaviour*' and '*increased number of people engaging in active and healthy lifestyles*'

The project works specifically with young people who are involved in violence and gang activity with some engaging in these activities as a direct result of drugs and/or alcohol misuse. Through specific street work and group work young people are encouraged and supported to become involved in identifying alternative opportunities.

The project works closely with a range of agencies in the South West of the city in order to signpost young people where appropriate. The project is a key member of the Greater Pollok Youth Partnership group which includes the majority of youth providers in the area. The Partnership provides opportunities to better link, network and plan joint working. The project along with young people and the Gate Project is undertaking a peer research programme into alcohol and young people over the next six months. Other work undertaken by the young persons advisory group and volunteers include working with St James Church to turn a vacant room into a youth friendly facility. The project also works in partnership with others such as SWAMP, Positive Futures, South West Working and Leithland Neighbourhood Centre. The Initiative has recently developed links with Inverclyde where workers and young people have twice attended and facilitated workshops/presentations.

The Greenbridge Initiative works specifically with young people involved in violence and gang activity including young people involved in these activities through drugs and alcohol. The Initiative carries out regular streetwork sessions mainly during Thursday to Sunday nights when there is a higher level of young people hanging around. Working in Partnership with the Jack Jardine Centre a drop in has been established on a Sunday night. Various outdoor activities have been run including go - karting, cinema trips, MD's visit and various other activities. Several young people take an active part in volunteering and take responsibility for organising and participating in programme planning and delivery. The Initiative also organises various workshops on topics such as drugs and alcohol awareness as and when young people request information.

The Greenbridge initiative *exceeded all* of its output targets for 2006/07, delivering:

- 393 people receiving information and advice
- 241 young people participating in advisory sessions on safe and responsible behaviour
- 80 advisory sessions on drugs or alcohol misuse delivered
- 318 people participating in social/ health activities
- 226 young people participating in weekend sports activities/programmes provided

- 108 people participating in social/health activities (e.g. Clubs, exercise groups, self-help groups)
- 216 people in receipt of advocacy support
- 117 people participating in diversionary support programmes

The added value of the project's work is in the help given to young people to get together to discuss common issues and work towards positive alternatives. This has resulted in 8 young people becoming actively involved in volunteering with the project and wider community. Four young people have been supported to take up new opportunities.

The project has demonstrated a clear impact on its chosen outputs by exceeding all targets set. As an example, the project has given 393 young people information and advice. The project acknowledges that the nature of street work means that the workers become a walking resource and those young people who choose not to engage with other providers use the workers to gain specific information on a range of issues/concerns. The partnership working ethos of the project contributes to this enormously when signposting to other services.

The project has also impacted on the provision on *safe Glasgow* Outcomes by engaging a total of 441 young people through the provision and delivery (by young people) of a range of workshops focused on gangs, territorialism and drugs awareness. The project has begun a peer research programme into the use of alcohol by young people and delivered presentations and workshops to youth conference in Inverclyde on the work of the Initiative and youth involvement.

Young people are active participants in planning programmes and volunteering, and have their own advisory group. The young people have received support to become volunteers within the project and in the wider community, delivering workshops on a range of issues to both their peers and other agencies.

They are also developing a constitution for the *Jack Jardine Drop In*, and when this is complete, the young people will begin to source their own funding. New links with youth providers in Inverclyde has given young people the opportunity to be proud of their achievements and community.

Case Study: A learning Glasgow - Countdown East End

Countdown East End (Parents of Primary Schools, PEEPS) has worked in partnership with other local projects in the *Active Communities Network* to increase access to learning in the East End of Glasgow. The project has provided a clear focal point for learners to engage in developing the PEEPS programme, whilst offering the opportunity for non-traditional education organisations to bring their specialist experience and expertise to complement existing work. The project has been funded via CRF and a number of other funding sources including Glasgow City Council, the Local Regeneration Agency, and ERDF.

PEEPS serves the CPP priority of a *learning Glasgow*, and fits with the national priority of *engaging communities*. The project impacts on several ROA outcomes - *increased number of people with formal qualifications, either academic or vocational, increased opportunities for informal learning among our communities, increased number of working age people with a job, and increased numbers of people with health or support needs who are job ready.*

PEEPS is involved in the Active Communities Group, part of the *Glasgow Adult Learning Network*. The project serves a number of groups within the community, including people with disabilities. Services are provided for people with a sensory impairment, learning disability, physical impairment, a mental health condition and other disabilities. The project targets a wide range of participants across the community, including older persons, young people, and people with young families.

During 2006/07, PEEPs exceeded its targets, and the project's original target of 120 learners which increased to 308. Ten of the project's students have commenced courses at Glasgow University and 4 have started an HNC in Community Development.

The added value of PEEPs on the wider community is illustrated through its work in partnership with other local projects in the Active Communities network to increase access to learning. This has been achieved in a variety of ways from assisting local people to access college/university, to obtain further qualifications. In addition they have promoted literacy for all in particular managing to include people with a variety of disabilities by removing barriers to learning. An example of this is having the computers checked out and adaptations made to allow people to use them.

The group is a good example of community engagement and uses the community engagement standards as a working document in their practice. The project has met the community engagement outcome by using the community engagement standards as part of their work practice. This has impacted on the project's ability to attract learners from socially excluded groups and local people.

Case Study: A Healthy Glasgow – Health Spot

The *Health Spot* initiative is a health based project that serves the South East of Glasgow. The key aim of the project is to provide an innovative, holistic, and flexible health service for people aged 12-25 years, which empowers and supports them to take responsibility for their own health and well being, and therefore improve their overall quality of life.

The project impacts on several Regeneration Outcomes, including: *the reduction in number of people with health problems and in particular as a result of drug or alcohol misuse; increase opportunities for informal learning among our communities; and increasing the opportunities for people to engage in active and healthy lifestyles.*

The project, which is managed by Glasgow South East Regeneration Agency, receives funding from South East Community Health & Care Partnership (CHCP) and Lloyds TSB, in addition to CRF. The project works in partnership with a variety of organisations within the CPP area with the CHCP being the main partner. The project continues to make links with local organisations and networks e.g. SE Addictions Group, in delivering a programme of activity in the South East of the city.

The project works with young people (aged 12-25) providing a weekly drop in as part of its core service, where young people can access medical assistance, information, and support or advice on physical, mental, sexual and emotional health issues. In addition, Health Spot provides weekly health improvement street work sessions; training and education programmes for young people, parents and staff; regular research and consultation and provision of 'The Zone' health information service.

In carrying out its activities, and contributing to the aforementioned Regeneration Outcomes in 2006/07, Health Spot has provided information/advice to 426 young people, supported 82 young people to cope with their addiction problems, and supported 89 families to cope with a family member's addiction problem. In addition, the project provided prevention and education activities to 1,263 young people, assisted 970 young people to participate in group work support programmes, provided development/support on relationship and parenting skills to 26 teenage and young mothers, and assisted 1,058 young people to access sexual health services. Health Spot also provided counselling support to 90 young people, assisted 279 young people to participate in stress management/holistic therapies, provided support to 101 young people with mental health problems, and provided 68 people with personal development training. Lastly, the project assisted 171 young people through joint healthcare/ employment activities.

Utilising CRF, Health Spot has continued to develop and sustain positive relationships with young people whilst providing barrier free, confidential and anonymous health services. Young people engaged with the project's addiction street work service stated that the initiative had made a difference to their confidence, self esteem and increased their understanding of alcohol

and drug related issues. The holistic approaches of the project have impacted not only on *healthy* Glasgow outcomes, but have also made a real difference to the other outcomes including a *working, safe, learning* and *vibrant* Glasgow. Health Spot is a funded project making a real difference to people's lives in the South East of the city.

Section 3: Reporting on Linked Funding Streams

Glasgow's ROA has developed and adapted over the past two years to changes in the regeneration environment. The focus and delivery of the ROA has shifted to take advantage of new opportunities arising from emerging themes such as employability, education, and Financial Inclusion.

Glasgow's ROA now encapsulates a number of additional funding streams over and above the CRF and Community Voices activities identified originally. The inclusion of activities under linked funding streams has enhanced the delivery of regeneration and community planning activities in Glasgow and produced an ROA framework that is more cohesive and inclusive for the city.

Two of the main funding streams that are now more closely aligned to the strategic aims of the ROA are *financial inclusion* and *employability*. Developments against these themes for 2006/07 are reported in this section. Whilst the alignment of linked funding streams with existing CRF activity is a significant development, it should be noted that the existing CRF employability programme within the ROA accounts for three times the value of the linked funding streams.

Financial Inclusion

As with most CPP areas, the programme of Financial Inclusion continued to be managed by the local authority in Glasgow for 2006/07. £900k was awarded for 2006/07 but this was re-profiled to £500k with the remainder carried forward to 2007/08. This reflects the fact that Financial Inclusion is a new area of work and a new funding stream which required the development of new services. Similar re-profiling was requested by many of the other local authorities which received Financial Inclusion funding as all required similar development time for new projects.

The spending plans for the Financial Inclusion Fund were developed by Glasgow City Council's Financial Inclusion Team in consultation with key strategic partners, specifically the Education & Prevention Sub Group of the Strategic Planning Group. The spending plan was then approved by the Scottish Executive's Financial Inclusion Team.

The plans have been developed in line with the policy framework of the Scottish Executive's Financial Inclusion Action Plan and Glasgow City Council's Financial Awareness and Debt Strategies. These policy objectives can be summarised as: improving money advice services; financial education in schools; financial capability for the wider population; promoting affordable credit; developing credit unions; and improving access to mainstream services for vulnerable groups. As the plans have developed and evolved there have been some significant changes, all of which have been approved by the Scottish Executive.

The various Financial Inclusion Projects contribute to several of the City's regeneration Outcomes, namely, a *Healthy, Working, Vibrant* and *Working*

Glasgow. The Outcomes applied to each project can be seen in the Financial inclusion Template 1.1b, in the appendices of this report.

As a result of the time spent developing new projects, as well as some delays caused by tendering requirements and recruitment issues, activity and spending in 2006/ 07 was concentrated in several areas:

- Scotcash Community Development Finance Institution (CFDI)
- Financial Awareness Strategy Officer and Support Officer
- Financial Education Development Officer
- CAIS Online (Casework Advice and Information System)
- GAIN Helpline & Website (Glasgow's Advice and Information Network)
- MADAS (Money & Debt Advice Services)
- Greater Easterhouse Money Advice Project (GEMAP)

Following on from the development work in 2006/07 a range of new services and projects will be implemented early in 2007/08 including:

- Credit Union development project
- Financial Inclusion Advisers in each of the CHCPs
- BME project
- Parents and Children Together (PACT) team money advisers
- Glasgow Association for Mental Health (GAMH) development worker
- Implementing National Standards for Advice & Information
- Professional Development Award for Money Advice
- Programme for embedding Financial Capability into Citywide employability programmes
- Feasibility Study into providing Regulated Financial Advice as a social enterprise

Considerable time was also spent on developing the Financial Inclusion Strategy which will provide recommendations for improving existing advice and information services and incorporating new services such as financial capability.

As they were mostly new services baseline figures were not available, or were not applicable to, the projects in 2006/ 07. Where applicable, they will be included for 2007/ 08.

Employability

In addition to the significant programme of CRF funded employability activity in Glasgow's ROA, there are three separate strands of funding linked with the ROA and CRF programme. These are:

- More Choices, More Chances (Not in Education, Employment or Training - NEET).
- Workforce Plus.
- New Futures Fund Successor Programme.

More Choices More Chances: A Strategy to Reduce the Proportion of Young People Not in Education, Employment or Training (NEET).

Glasgow Community Planning Partnership has been given the responsibility of managing, reviewing, planning and implementing the collaborative improvements outlined in *More Choices More Chances* (MCMC), the Scottish Executive's NEET Strategy, and as such was allocated £400k per year for 2006/07 and 2007/08. In response, GCP Ltd set up a NEET Working Group comprising all key agencies. In October 2006, the Working Group submitted a joint interim Workforce Plus/NEET Action Plan to the Scottish Executive which outlined the short-term priorities and expenditure for 2006/07.

It was crucial to establish the appropriate planning structures to link in effectively with the relevant structures across the city. Subsequently the following structures were established:

- Glasgow Community Planning Partnership NEET Board
- Glasgow Community Planning Partnership NEET Employability Working Group
- Glasgow City Council Education Services NEET Working Group
- Glasgow City Council Education Services School NEET Working Groups

Given the interface of the NEET Strategy with a number of other strategies and policy initiatives at a national, regional and local level, the partnership structures had to link effectively with other structures dealing with children and young people and employability generally. As such extra cognisance was given to the representatives that sit on the working groups and the Board. The connection between the NEET agenda at a national, city and local level was therefore developed and maintained.

As the Glasgow CPP received the MCMC funds towards the end of the year, the Scottish Executive agreed that £300,000 could be carried forward for use in 2007/08. The remaining £100,000 was allocated to three projects. The majority of the MCMC funds allocated in 2006/07 (£80,500) focused primarily on preventative services aimed at young people at risk of becoming NEET whilst the balance of £17,500 was utilised to increase the effectiveness and efficiency of the Get Ready for Work (GRfW) programme and to ensure that GRfW offers more responsive and dynamic learning. Further information in relation to the outputs achieved by the MCMC funding in 2006/07 is provided in Template 1.2b whilst the additional funding levered is detailed in Template 3.1.

Workforce Plus

Partners in Glasgow have come together to develop a proposal for a pilot within the Department of Work and Pensions *City Strategy*. It has been agreed with the Scottish Executive that the *Workforce Plus* plan for the city should be integrated into the one plan with the Cities Strategy. The alignment of employability budgets of partner agencies is a core principle behind Glasgow's City Strategy Business Plan. The Glasgow CPP aims to use the Workforce Plus and unallocated New Futures Funds to promote the agreed

work plan of the consortium, established to implement the developments outlined in the City Strategy Business Plan. The consortium has agreed a Memorandum of Understanding which will formalise the relationship and create *Glasgow Works* – the Glasgow Welfare to Work Partnership. Further information on the City Strategy is provided in Section 5 of this report.

In addition to the New Futures Fund projects described, the specific services/developments which have already been agreed for funding through Workforce Plus in 2007/2008 are:

- a) The *Equal Access to Employment service*, which is a Glasgow city-wide strategy aimed at getting those furthest removed from the labour market back into work. Equal Access is a partnership between the city's main service providers, based on the principles that people with health and social care needs should:
- be given meaningful choices and opportunities to get and sustain a job
 - have services that are person centred and include employment as a major element of social inclusion
 - have effective welfare rights and financial management advice to prevent debt
 - have access to mainstream training and employment services as well as specialist support

Presently, the local Equal Access posts are located within Local Regeneration Agencies (LRAs).

- b) *Full Employment Area Initiative* (FEAI) Glasgow: The aim of FEAI is to find new ways of reaching and actively engaging with workless people in Glasgow. This is done through utilising people with experience of long term unemployment to meet local residents and address the barriers, including referring to appropriate support services, that are holding people back from employment.
- c) Contribution to the development of the *Performance Tracking system* which is an integral part of the City Strategy. Currently there is no single performance system for capturing information on which services are delivered to which recipients and by whom. Nor is there comprehensive information on how individuals progress through the range of services towards employment. A system has been in development since early 2007, and will be piloted and rolled out to providers as a means of tracking activity, progress and performance. Organisations in receipt of funding from the Consortium partners will be required to use the system as a condition of funding.

In total, £830,000 remains to be allocated. As previously indicated, the aligning of the employability budgets of the consortium of the partner agencies is a core principle behind Glasgow's City Strategy business plan. The majority of the unallocated funding is from New Futures Successor Funding and

underlines our commitment to mainstream the principles of New Futures. The aim is to effect a shift from ad hoc employability projects to a coherent service infrastructure for people facing serious disadvantage who are ready to progress towards the labour market, based on clear evidence of need in the local area.

New Futures Fund Successor Programme

The New Futures Fund Successor Programme (NFF) is an employability pilot for people facing disadvantage in the labour market. It targets those individuals facing a wide range of problems, often inter-linked, associated with homelessness, addictions, disability and mental health problems and helps move them towards employment, education or training. Towards the latter part of 2005, the Scottish Executive advised that from the financial year 2006/07 onwards, CPPs would be responsible for managing the successor funding stream.

Initial guidance emphasised the importance of ensuring continuity of provision for existing NFF clients and building on NFF in order to deliver more comprehensive, sustainable provision for people who are furthest from the labour market. More detailed guidance in relation to the successor programme highlighted the following key points for the NFF successor programme going forward into 2006/07:

- increased emphasis should be placed on the Scottish Executive's *Closing the Opportunity Gap Targets*, particularly targets A and B
- the successor programme should fit with the Scottish Executive's Employability Framework for Scotland
- the overall objective of the successor programme should be to move away from funding ad hoc projects. This was with a view to developing a service infrastructure for people facing serious disadvantage who are ready to progress towards the labour market

Glasgow CPP was awarded an allocation of £1,094,000 in each of the financial years 2006/07 and 2007/08 for this programme. In light of the transition of funding to CPPs, the Scottish Executive set out the following requirements and timescales in relation to the NFF successor programme:

- Stage 1 - by end February 2006, CPPs were to have informed projects that there had been an agreement between the Scottish Executive and CPPs that funding could be continued until the end of June
- Stage 2 - by end March 2006, CPPs were to produce outline plans that set out how they would assess NFF projects and the timescale for the work to be undertaken
- Stage 3 - by mid June 2006, CPPs were to have completed the assessments and made decisions about extending the funding of NFF projects and to have notified projects

- Stage 4 - by end October 2006, CPPs were to produce developed plans, setting out their proposed priorities for how they intended to use the successor fund. The level of detail expected in the plans were to be proportionate to the amount of funding received and the number of projects in the CPP area.

The deadlines for all stages were met by the Glasgow CPP. In terms of the process undertaken, GCP Ltd. commissioned an external consultant in January 2006 to undertake some exploratory work in relation to identifying how the 12 existing NFF projects fit with the Regeneration Outcomes and Outputs in the Glasgow CPP's ROA for 2006/08. Whilst this work was progressed, the 12 projects were awarded continuation funding until the end of June 2006. The work undertaken by the consultant indicated that the projects demonstrated a good fit with the *working, learning* and *healthy* Regeneration Outcomes in the ROA and with the Worklessness priority of the Glasgow CPP.

The NFF projects were then invited to complete a self-assessed scoring framework by May 2006 which was then subject to external audit. In the absence of the Scottish Executive's Employability Framework for Scotland (not published until June 2006), the scoring framework was based on the *Equal Access to Employment* Strategy framework with some additional CRF related questions around fit with Regeneration Outcomes and Outputs.

The funded organisations were asked to score their project against a range of factors in the framework and to provide a brief statement of evidence in support of each score. Following an external audit of the scores, undertaken by a Reference Group made up of GCP Ltd, Glasgow Addiction Services, Equal Access and a voluntary sector organisation, the projects were placed in one of the categories listed below:

- Category A - project to be funded till the end of March 2007
- Category B - project to be funded till the end of March 2007, but would be required to comply with an action plan which addressed issues identified in the scoring/audit process
- Category C - funding to cease at the end of June 2006

As this process was undertaken, two projects confirmed that they did not require continuation funding in 2006/07. With regards to the remaining 10 projects - 5 were classed as Category A, 4 as Category B and 1 as Category C. Organisations funded include *Quarriers, Unity Enterprise, Ethnic Minority Enterprise Centre* and *Blue Triangle Housing Association*.

For the financial year 2006/07, a total of £793,123 was awarded to projects from a total allocation of £1,094,000. The remainder (£300,877) was placed in the Central Unallocated Provision for use in the financial year 2007/08.

A plan was later submitted to the Scottish Executive which explained that in Glasgow, the Cities Strategy Bid would be the focus around which future employability service provision, including the NFF Successor Programme,

would be based in the City. The longer term future of these projects will be dependent by their ability to encompass the changes that will arise with the development of Glasgow's employability service model.

Evidence of Progress within Linked Funding Streams

It is not possible for the CPP to provide definitive evidence of the progress of linked funding streams towards Glasgow's Regeneration Outcomes for the 2006/07 report. A number of factors prevented the full integration of these streams into the ROA, which prevented the establishment of relevant indicators, baselines and targets:

- Financial Inclusion activity was managed by Glasgow City Council in 2006/07, and was not fully subsumed into the ROA
- some of the Workforce Plus activities continued to be managed by the Scottish Executive in 2006/07
- Workforce Plus and NEET outcomes evolved throughout the year as Glasgow's employability framework (City Strategy) was developed

As the alignment and integration of many of the activities funded under these streams becomes better defined over the next year, it will become clearer as to the impact of these streams on Regeneration Outcomes and the wider regeneration agenda in Glasgow. In the meantime, we are able to demonstrate the impact of some of the funded activities through the use of Template 1.2b (output achievements, former NFF and NEET activities).

Template 1.2b demonstrates some of the key outputs from the nine former NFF and three NEET projects managed by the CPP within the ROA for 2006/07. Total spend for these projects in 2006/07 was £843,301 (£743,673 former NFF and £99,628 for NEET).

The nine former NFF and three NEET projects contributed to eight of the city's Regeneration Outcomes. These projects largely focused on working, learning and healthy themes, with outputs around employment and learning particularly prevalent. A wide range of outputs were delivered and for almost all activities, targets were met or even exceeded throughout the year. Template 1.2b includes a cross section of outputs achieved under each outcome to illustrate the range of activities achieved – *it does not include all outputs achieved*.

Template 1.2b Output Achievement – Former NFF and NEET Activities

1	2	3	4
Outcome Ref	Key Associated Outputs (these are a cross section of outputs only)	Related project service or activity	Comments on progress
Reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse	<ul style="list-style-type: none"> 179 people in receipt of support to cope with their addiction problems 171 sessions/courses delivered that contribute to healthier lifestyles 92 persons participating in group work support programmes 27 people provided with advice on benefits 	Employability programmes working with clients furthest from labour market, including persons experiencing homelessness, or addictions.	<p>Target 535, Actual 846</p> <p>Targets exceeded, higher demand than anticipated</p>
Increasing the opportunities for people to engage in active and healthy lifestyles	<ul style="list-style-type: none"> 50 people in receipt of information / advice 50 persons assisted with debt / multiple debt 48 people in receipt of advocacy support 	Training & development support for persons experiencing homelessness	<p>Target 210, Actual 218</p> <p>On target for year</p>
Increased number of 16-19 year olds engaged in education, training, employment or voluntary work	<ul style="list-style-type: none"> 3,919 young people provided with advice / guidance on learning opportunities 1,800 young people in receipt of additional class support 564 young persons undertaking certified further education courses 87 young people given key worker support 	Support to young people – positive guidance and advice to young school leavers and young homeless persons	<p>Target 4,646, Actual 10,645</p> <p>City Council unable to separate NEET or MCMC contribution from wider programmes, most other elements achieved or exceeded targets</p>
Increased number of people with formal qualifications – either academic or vocational	<ul style="list-style-type: none"> 330 people provided with advice/guidance on learning 136 people undertaking core skills training 121 people undertaking personal development training 87 people undertaking pre-vocational training 	Employability programmes to support vulnerable groups, including the homeless, persons with addictions, BME groups, disabled, to engage in labour market	<p>Target 886, Actual 1,032</p> <p>Achieved or exceeded targets in most outputs</p>
Increase opportunities for informal learning among our communities	<ul style="list-style-type: none"> 172 persons undertaking personal development training 159 people undertaking ICT introductory training 80 persons undertaking taster courses 71 persons provided with advice / guidance on learning opportunities 	Labour market awareness for vulnerable groups including homeless, persons with addictions, BME groups, disabled persons – education, skills and training	<p>Target 761, Actual 813</p> <p>Achieved or exceeded targets in most outputs</p>
Increase in levels of community	<ul style="list-style-type: none"> 300 young people taking part in community engagement activity 	Positive progression for young people	<p>Target 488, Actual 323</p>

engagement	<ul style="list-style-type: none"> • 18 organisations taking part in capacity building programme 		Ambitious targets hampered by availability of trainers
Increased number of people of working age who have a job (recognising the need for quality, sustained employment)	<ul style="list-style-type: none"> • 1,140 people supported into employment • 1,070 young people supported into skills based training programme • 94 people provided with employment related guidance or advice • 49 persons given personal development training 	Support for young school leavers, and employability activity for those furthest from labour market, including those with addictions problems	<p>Target 427, Actual 2,822</p> <p>City Council unable to separate NEET or MCMC contribution from wider programmes, most other elements achieved or exceeded targets</p>
Increased number of people with health or other support needs who are job ready	<ul style="list-style-type: none"> • 355 persons supplied with employment related advice / guidance • 260 persons undertaking personal development training • 254 persons undertaking pre-vocational training • 34 persons supported to retain employment • 31 young persons undertaking further education 	Employability support, including skills and training for vulnerable groups, including homeless, persons with addictions, BME groups, disabled. Numeracy and literacy for working age people furthest removed from labour market	<p>Target 1,210 Actual 1,312</p> <p>Achieved or exceeded targets in most outputs</p>

*actual figures impacted by GCC Education Services NEET project. GCC were unable to distinguish outputs of NEET or MCMC-funded element of programme from mainstream outputs of programme

Case Study – New Futures Fund – Training and Development Services - CPP Theme: a *working* Glasgow

Move On's Training & Development Services is an example of a former New Futures Funded project that has now been re-profiled and integrated into Glasgow's ROA. Move On's Training and Development Services received £127,239 of New Futures Funding in 2006/07 to provide a training and support service for men and women who have experienced homelessness. The Service is committed to providing the advice, support and information required to enable these individuals who are currently economically inactive to progress towards employment.

The aims of the service are to enable service users to: stabilise their life through the structured routine of the programme; increase their self-esteem and confidence; develop skills; have increased awareness of themselves and have a clearer idea of their future plans; and move on into employment, volunteering, education or further training. The Training and Development Services initiative fits with the national priorities for getting people back into work and raising educational attainment, and works towards the CPP objective of a *working* Glasgow.

In addition, the programme works toward a number of Regeneration Outcomes that include increasing the number of people with health or other support needs who are job ready; increasing the number of working age people who have a job; increasing the number of people with formal qualifications; and reducing the number of people with health problems, in particular as a result of drug or alcohol misuse.

The initiative targets those farthest removed from the labour market, whose lives are affected by poor health, addiction, low levels of basic skills, and homelessness, in order to support them to move forward on to the employment pathway. In 2006/07, 50 people participated on the training and development programme of which 15 were female and 35 male. Of these, 3 persons were aged between 16-19, 24 persons were aged between 25-39 and 7 were aged between 40-59. Three quarters of the service users were on Incapacity Benefit, although the majority have aspirations to work. In addition, 96% of the service users on Move On's Training and Development Programme have identified addiction as the major barrier they face preventing them from moving on towards employment.

The service is demand led, focussing on access, progress and retention, addressing the root causes of labour market mismatch for those furthest from the job market. The service users have informed choices and are supported in developing their own pathways to sustained employment. In 2006/07, the service supported 50 people to commence the Training and Development programme of which 27 completed the programme. 60% of the service users commencing the programme have engaged with the aftercare service.

Over and above these headline figures, all participants received information/advice, pre-vocational training, personal development training, core skills training, and support to cope with their addiction problems. Nine of the participants were supported into, or retained in, employment, 8 entered further education courses and 6 participated in vocational training courses.

The training and development service is part of a wider programme of activities offered by Move On. These include:

- A graduate programme for those who have completed the training and development programme and who have moved into a further option, offering opportunities for peer support for participants. This is with a view to sustaining progress.
- An aftercare service that works with service users to identify suitable future options and then support them in these options.
- A Floating Support service
- A Housing Education service

Over and above this, Move On also work with a number of partners to deliver a joint adult literacies project and a money and debt advice services that is open to all Training and Development service users.

Section 4: Community Engagement

This section provides an overview of community engagement activity in Glasgow over the past year and should be read with the supporting information in Templates 2.1 and 2.2. The templates have been completed by staff within GCP Ltd in consultation with partner agencies and community residents who are members of the Community Engagement Co-ordinating Groups. This overview of activity will demonstrate how the Glasgow CPP has developed an understanding of and employs the *National Standards for Community Engagement* to underpin its approach to engagement.

The exercise to gather evidence of Community Engagement activity over the past year demonstrates that a significant level of activity has been conducted across the city. For reasons of brevity, it has not been possible to demonstrate the full range of depth and activity within this section and related templates.

Progress

The CPP and its support company Glasgow Community Planning Ltd. is fully committed to engaging communities in its work, and in 2006/07 made more in-roads at meeting the National Standards for Community Engagement. This is an on-going commitment, and one which requires considerable time and resources to implement. This was recognised in the CPP's original ROA submission document, which indicated *"that the process of engaging its communities will evolve over time and particularly during the next two years as the structures for Community Planning at a local level emerge and mature."*

GCPL has in the past year moved forward to develop community engagement structures for the 10 new Local Community Planning (LCPP) areas. Factors which have impacted on the speed of establishing the new structures have been the scale and complexities of Community Planning in the City of Glasgow and the significance of the move from Social Inclusion Partnership and Community Forum structures which were no longer fit for purpose. Despite these challenges new community engagement structures have emerged in 2006/7.

CRF Activities

Much of the community engagement activity undertaken over the past year has taken place at the local level, and has been facilitated using *Community Voices* funds to foster better engagement between CPP partners, stakeholders, and residents. Additionally, much of the activity described in Template 2.1 has been implemented to engender the national standards within the community planning process.

However, the CPP are working to ensure that all activities within the ROA, including CRF funded projects, not only recognise the national standards, but try to employ them within their activities. In the past year, the Community Regeneration Fund has been used by a significant number of funded projects to undertake community engagement activities as part of their efforts to deliver on regeneration outcomes.

For example, CRF funds were used to organise almost 1,600 separate events to deliver community engagement activities for 29,000 individuals across Glasgow. In addition, the Glasgow *Young Scot / Kidz Card* programme enhanced engagement amongst children and young people in the city through providing better access to a range of services provided by both the public and private sectors in Glasgow. This programme was accessed on 150,000 separate occasions by Glaswegian youngsters in 2006/07.

Community Engagement Co-ordinating Groups (CECGs)

The foundation for the delivery of community engagement at the local level in the past year has come about through the establishment of five Community Engagement Co-ordinating Groups (CECGs). These have been established at local area level and have been meeting regularly since late 2006. They comprise a wide range of CPP partners, and are represented by managers whose staff have a community engagement remit along with, in many instances, community residents who are involved in local community groups and participation structures. Each CECG has responsibility for developing area *Community Engagement Plans*, which are to be approved by the Local Community Planning Partnerships (LCPPs) and other relevant structures. The Groups will agree strategic priorities for community engagement and develop and encourage the use of the most effective mechanisms for engagement activities. The CECGs are also responsible for ensuring the effective and efficient delivery of the plans, and securing value for money.

Community Engagement Plans

Since the end of 2006, local draft Community Engagement Plans have been in development across the five local areas, and it is anticipated that they will all be finalised and agreed by mid 2007. The development of the plans have been co-ordinated by the CECGs. The plans have identified existing community resources by utilising local mapping exercises already undertaken by area teams and partner agencies during 2006. In order to ensure consistency in the content of the engagement plans, each one will follow a draft framework which has been developed for consultation. The plans will be based upon the National Standards for community Engagement and will encourage feedback from stakeholders.

The plans will include provision to support and encourage all organisations and community groups funded to deliver community engagement regeneration objectives to incorporate the National Standards for Community Engagement into their working practice and adopt them in the planning, delivery and evaluation of community engagement activity and service provision.

Engagement Network Co-ordinators

To facilitate and co-ordinate the community engagement process, the Partnership approved funding during 2006/07 for the creation of five Engagement Network Co-ordinator (ENC) posts across the city. The Co-ordinators will have an important role in ensuring that structural arrangements for community engagement are in place and operating well. An important

aspect of their roles will be to facilitate the development and management of local “Hub” structures which will act as reference panels of local residents and interest groups. Engagement Network Co-ordinators will all be recruited by the middle of 2007.

Community Engagement Database

A key initiative to promote the community engagement standards of involving and sharing of information in the city is the development of a new Community Engagement Database (CED). The database is anticipated to collect and store key information on over 2,000 community and voluntary groups operating across the city. The work progressed during 2006/07 included carrying out an initial scoping exercise and issuing a Brief which outlined the context within which the development of the database sits. An Advisory Group has been established to manage the development of the Community Engagement Database which will be launched in October 2007. The primary aims of the database are to enhance the understanding of the sector and crucially to provide a resource that connects CPP partner agencies to relevant local groups.

Glasgow Equalities Partnership (GEP)

The Glasgow Equalities Partnership has been established to support the development of positive links between Community Planning Partners and organisations working in the equalities fields. Initially this has involved working with the four autonomous Equalities Networks in Glasgow. Some of the early activity includes the development and production of an Equality Monitoring Briefing. It is also working in partnership with Culture and Sport Glasgow, focusing on capacity building relating to consultation on the emerging Community Learning and Development (CLD) Strategy. The GEP is active in research commissioned by CLD into practice standards and equalities monitoring across CLD providers in Glasgow.

This work being carried out by the GEP is indicative of the CPP employing a range of the National Standards for Community Engagement. These include the involvement standard; the support standard; the working together standard and the working with others standard. The GEP will develop further activities during 2007/08 to ensure that equalities issues are embedded into community engagement and the community planning process at large.

Youth Engagement

At a citywide level, the development of a Children and Young Peoples’ Engagement programme is being led by Culture & Sport Glasgow with full collaboration by local Community Planning teams. A number of events have taken place in local areas supporting and encouraging effective engagement with young people, which have identified young peoples’ concerns and also ways to tackle identified stereotypes.

The key initiative in Glasgow for ensuring that children and young people’s views are heard in the development and delivery of services as part of the community planning process is *Dialogue Youth*. In addition, Culture & Sport Glasgow are currently leading on the development of a Young Peoples’

Engagement Model which recognises the need to use a range of methods relevant to meaningful engagement with this extremely important sector of the community. It will ensure young people contribute meaningfully to local and city wide engagement processes and structures.

Glasgow Young Scot and *Kidz Card* provide free and discounted access to a wide range of services. They also provide a range of engagement methods i.e. direct mail, e-mail, websites, interactive websites, street work questionnaires and focus groups, to facilitate communication and engagement in the widest sense with approximately 80,000 of Glasgow's children and young people. This work employs the involvement, working together, working with others and the feedback engagement standards.

Big Step

The *big step* is the operational partnership to assist young care leavers in Glasgow. During the past year, the *big step* has managed a series of programmes or events for young people in the city, aimed better engagement with this group, including:

- in October 2006 the “*Young Survivor’s Steps to the Future*”, a group of unaccompanied asylum seeking children (UASC), resident in Glasgow, launched a welcome handbook they had developed for new UASC arriving in Glasgow. This activity employed the sharing information, involvement, support and working together standards of community engagement
- the “*Give It A Go*” event facilitated by the *big step* Partnership, Learn Direct Scotland and Glasgow Homelessness Network was attended by 103 young people and had the focus of linking young people into learning and developing new skills. The event was planned by 15 young people supported by a range of partners. It addressed the following national standards: working with others; involvement; support and planning standards
- the “*Youth bank*” committee comprising young people disbursed £12,100 during 2006/07 by way of 39 grants awarded. The objective of the *big step* Care Leavers’ Youth Bank is to provide young people who have left the care of the local authority with the opportunity to promote personal, social, emotional or professional development. It incorporates the support, planning and improvement standards

Community Engagement Assessment

The Glasgow CPP undertook a significant programme of activity in relation to Community Engagement in 2006/07. Templates 2.1 and 2.2 presented in the appendices capture some of the key issues identified in reviewing activity over the past year.

Process for the self assessment

Template 2.1 captures the progress made in Glasgow around Community Engagement in the context of applying the National Standards for Community Engagement. *The National Standards for Community Engagement Toolkit* was used to assess progress made against each of the Standards.

The Toolkit includes a set of questions which are designed to trigger action against each of the standards. Rather than using the sets of indicators for each of the standards in the 'Structures' and 'Methods' sections, these trigger questions were adapted to review progress. These questions are included as an appendix prior to Template 2.1.

The method for scoring each category was based on both the quantity and quality of evidence from across the city of all of the Standards mentioned in each category having been met. That is, lower scores indicate that there is not consistent evidence that all of the Standards in that category have been met equally.

Each of the five Community Engagement Co-ordinating Groups prepared a return based on experiences in their respective geographical areas. These five templates were then discussed and analysed by GCP Ltd. staff centrally. One amalgamated version for the whole city was completed.

Template 2.1 Community Engagement Assessment

Template 2.1 provides a cross section of examples from Glasgow over the past year. Some of the evidence referenced relates to activity in a particular local CPP area, although we have tried also to incorporate activities that were common across all parts of the city.

In recognition of the on-going activity regarding community engagement, and in particular the development of engagement plans, much of the evidence presented in the templates is forward looking. The CPP has decided to include references to this activity as much of the development work for 2007/08 actually began in the second half of 2006 and into the early months of 2007.

The templates represent only a *fraction* of activity reported during the year – a full breakdown of the evidence is available from GCP Ltd. For some engagement evidence, the format and layout of the template makes it challenging to demonstrate fully the range and depth of activity undertaken.

Template 2.2: Community Engagement Action Plan

Template 2.2 represents a composite of action plans from across the five areas of Glasgow. Most of the barriers are common among each of the local Partnerships in Glasgow, although the planned actions may differ slightly in each area. Community Engagement Plans are being drafted in each of the five areas, and will include a number of planned actions to address barriers and to engender better community engagement within community planning at the local level. These plans will be produced by mid-Summer of 2007.

Case Study: *Your Space Youth Engagement Events*

The '*Your Space*' programme has the key aim of engaging with young people in Glasgow. In particular, its key Objectives include the development of mechanisms for groups of young people to participate in activities that advance the *vibrant* and *safe* themes of Community Planning. The activities of *Your Space* fit with the national priorities for community regeneration to *engage with young people* and *build strong safe attractive communities*.

'Your Space' developed as an 'umbrella' engagement project and was produced on behalf of the Drumchapel Environment Trust with assistance from Drumchapel Community Safety Forum, Drumchapel LIFE (Healthy Living Initiative) and Glasgow City Council Cultural & Leisure Services Youth Services. The project received financial support from the Community Regeneration Fund and the Community Voices Fund, provided by the West Local Community Planning Partnership (WLCPP). The Drumchapel Environment Trust, Drumchapel Community Safety Forum, Drumchapel LIFE, Glasgow City Council Cultural & Leisure Services Youth Services and Drumchapel G15 Youth Project provided other financial and 'in kind' support.

The '*Your Space*' method combined art workshops and the Dummygame© (based on a conceptual art manifesto) with DJ workshops, hip-hop dance, drama and crafts. Together, all of these activities plus T-shirts, healthy food and drinks (fruit smoothies) were provided free of charge to encourage young people to attend the youth engagement events.

Eight youth engagement events were successfully completed on the *Vibrant* theme and other CPP themes including *Health, Working, Learning* and *Safety* to enable participation. The events engaged 110 young people to discuss issues relating to space and place and other CPP Themes within the Drumchapel area. Activities included DJ workshops, Hip-hop dance and Art Workshops, which led to young people having their say on the CPP Themes.

Responses obtained from the young people included their views about the environment, health and well-being, safety, learning and working. These were used to open up discussion about the issues in their lives, providing them with an opportunity to engage via the '*Your Space*' project with the political process of Community Planning Partnerships to influence policy making, service provision and decision making on matters affecting the young people's lives in Drumchapel, Glasgow.

As a result of this engagement exercise with young people, it was agreed by partner organisations that consideration should be given to providing affordable facilities or amenities including improved green space (parks, pitches, youth shelters etc).

Also, organising or re-planning clubs, disco's and trips out-with the area are an easy way of responding to young people in the short term and will demonstrate that 'providers' are not only willing to listen to them but able to turn their responses to 'Your Space' into action.

The added value on the target group and wider community was to:

- incorporate young people's views, needs and aspirations in the development of services, for example, proposals to develop youth activities on Friday and Saturday evenings to reduce antisocial behaviour and smoking cessation support for young people under 16 years old
- develop structures for wider engagement of young people by developing a youth practitioners group, a youth network and forums. Recommendations were made to form a representative youth network/forums which will have a structured local and citywide process for consulting and responding to young people's concerns/issues
- develop a youth consultation and engagement strategy producing detailed information, compiling providers and venues where youth activities take place and the best way to disseminate the information

This project demonstrated good practice by instilling the National Standards for Community Engagement in the development and delivery of the 'Your Space' youth engagement events.

Case Study - Active Communities Programme

The *Active Communities* Programme is a funded activity that has supported better Community Engagement in Glasgow during the past year. In addition, the programme has helped to address the learning Glasgow agenda by supporting the regeneration outcomes of: *increase opportunities for informal learning among our communities; and increase number of people with formal qualifications – academic or vocational.*

The headline aim of the Active Communities Programme is to support the development of active and informed communities that can engage with and have an influence on the community planning process.

The programme's key objectives are:

- strengthen the work of the East End Forum to promote, encourage and Support Active Citizenship
- strengthen the ability of community organisations and groups to build capacity in support of community regeneration activity
- ensure that communities are involved in decision-making processes which affect them
- increase the job readiness and qualifications for local residents through work experience and volunteering opportunities in relation to community engagement
- fully adopt the National Standards for Community engagement

The Active Communities Programme is a community-led initiative to encourage and support effective and meaningful community engagement in Glasgow's ongoing development, and would seek to build on the ongoing work of local forums in the East Centre and Calton Area. The programme is a grass-root initiative to complement and enhance the developing city-wide engagement strategy.

The programme is a community based skills development course that supports groups of community activists, volunteers and unqualified practitioners to understand more about the techniques, principles and theories that underpin community work practice. Participants are initially required to complete a 50 hour active learning programme usually delivered over a 14 – 15 week period. The work and competency based approach requires all participants to volunteer 10 hours per week in an appropriate community setting. Each participant is required to achieve a 90% attendance rate and meet the academic requirements to successfully complete the course.

This year, the programme has supported: 20 participants to successfully complete the community based skills development course – Activate Course. 14 participants complete their first year on the BA Community Development, University of Glasgow (June 2007). 15 participants embark on the HNC Working in Communities, John Wheatley College – a pilot part time course delivered in the local community (Bridgeton Community Learning Campus).

and, see a further 7 participants accepted onto the BA Community Development course, which will commence September 2007.

Given that participants are drawn from an area of Glasgow that has one of the lowest levels of educational attainment in Scotland, the programme can demonstrate some notable results.

From the outset, the programme has evolved to be largely deliverable from existing partner resources, securing improvement in the coordination of existing service provision to meet local need. All participants are offered access to a case worker from the Local Regeneration Agency and any additional learning needs are met / provided by John Wheatley College, irrespective of the chosen progression route. For the participants in employment (predominantly entry level) participation has largely been down to the commitment of local employers to meet the demands of full time study delivered through day release.

The Active Communities Programme recognises the resource-intensive nature of meaningful community engagement and links local activists, volunteers and unqualified workers to the employment opportunities generated. Linking educational and employment opportunities to community engagement provides a real opportunity to deliver sustainable improvements and an essential 'early success' that builds on existing strengths within communities.

The Active Communities Programme rests on the added value that results occur when people and communities are genuinely engaged in the decisions made about services which affect them.

Case Study – *Give it a Go*

Community engagement, through partnership working, was the main focus of the *Give It A Go* event. The event was targeted at young people who were at risk of homelessness or who had experienced homelessness (including young people who had care experience) aged between 14 to 25 years of age.

Strong partnership working between Learn Direct Scotland, Glasgow Homelessness Network and *the big step* Partnership facilitated the development and implementation of the event at Hampden on 26th July 2006. Initially, a representative from an event management company attended the first meeting to give young people and the participating organisations an insight into what goes into planning and hosting an event.

During the early planning stages, young people supported by a range of partners (Base 75; Community Learning; GENR8; Aspire; Quarriers; Learn Direct Scotland, GHN and *the big step*) were invited to take part in the planning of the event. Approximately 15 young people attended a series of meetings from November 2005 to July 2006. The young people on the planning group decided that the initial date for the event (Spring 2006) was too early and that they would like more time to prepare and have a larger event in the summer of 2006. All the young people offered contributions by identifying what young people wanted from an event, where it should be and who it should be for. The young people also worked on the marketing and helped out on the day. Overall, the input from the young people was invaluable and contributed to the success of the day whilst the young people's own skill set was developed including communication, meeting, team building; confidence building; planning; budgeting; negotiating; etc.

The event was held at Hampden on 26th July to link in with the theme of the summer "World Cup". 103 young people attended the event which ran from 11.00 to 6.00pm. The focus of the event was to link people into learning and developing new skills. All the activities were timetabled in order to allow the programme to be accessible for all the attendees. Some of the activities were hosted by young people themselves and volunteers.

In addition to the key planning partners, other organisations offer their support to the day; GHA; Shelter Scotland; NHSGGC; YoungScot; Barnardo's 16+; Prince's Trust; Move On; Impact Arts; Glasgow Homelessness Partnership; Castlemilk Stress Centre; Phoenix Centre; Science Centre; Elephant in the Room; Venture Scotland; Scottish Council Single Homeless; Scottish Drugs Forum; The Initiative; The Bambury Centre (carried out interviews) Citizens Online & Scottish Enterprise. A number of partners offered prizes and there were lots of goodies to take away.

Learn Direct Scotland; Glasgow Homelessness Network and *the big step* carried out a de-briefing session and highlighted a number of issues that we can take forward in planning future events. Following the event a survey was carried out with all organisations who took part in the event, details of the survey are available.

Case Study - *The Bridge*

The Bridge in Easterhouse provides a high profile example of partnership working. It has improved public services in response to community priorities set using all 10 National Standards for Community Engagement. It meets the Community Planning Partnership objectives of creating a “healthy”, “learning” and “vibrant” Glasgow. The project is the first of its kind in the UK and highlights an innovative, integrated approach to the provision of public services i.e. leisure, learning, the arts and training.

Experience of effective partnership working at the Bridge has led to the development of greater capacity building and employability activities. Opening in July 2006, the funding of £10.5million came from 5 main sources: Glasgow City Council; John Wheatly College; Glasgow Easterhouse Arts Company; Glasgow Community Planning Partnership and the Scottish Arts Council. Taking only those aspects of the activities at the Bridge financially supported by the CPP (i.e. Greater Easterhouse Learning Network, Youth Access, the Arts Company and Visual Statement), they have impacted on several ROA *learning* and *safe* Outcomes.

The concept of the Bridge developed from community profiling and consulting, involving local people at the formative stage of planning. Community profiles, feedback through the customer comments system, learner evaluations, mystery shoppers and CIPFA user surveys all assisted in helping shape services at the Bridge. The Trondra History Group were involved in naming the Bridge. John Wheatly College students were involved in submitting ideas and obtained valuable experience of working to a brief with real clients.

The Bridge links John Wheatley College with the newly refurbished Easterhouse Swimming Pool and consists of a new Library and Real Learning Centre and a purpose built arts facility. The Flexible Learning Centre is made up of three distinct rooms comprising 50 computers for public use. The arts facility, known as the Platform, is a base for the National Theatre of Scotland and a local performance company, Visual Statement. The arts centre comprises: a 210 seat (650 standing) auditorium including a backstage workshop; a spacious multi-media space comprising recording studio with practice rooms alongside video and sound editing facilities; a visual art and crafts room; costume workshop; a meeting space and a modern café bar with performance space.

The art activity delivered through the Arts Team and Greater Easterhouse Arts Company (GEAC) has been as a direct result of the community requesting this type of project. The arts team has delivered projects on demand and continue to do this through partner groups consulting directly with local residents. Groups such as the Festival Forum enable the Arts Company to involve different sectors of the community in the decision making process and the development of future projects. GEAC's Board, along with the Festival Forum, is partly made up of local residents who are fully involved in the decision making process.

With the opening of The Bridge, GEAC has consulted a wide range of community bodies to identify what type of activity residents would like to see take place in the new facility. This was done formerly through the arts strategy and latterly with focus groups. Local steering groups are encouraged e.g. a partnership project currently being developed with Easthall Housing Association.

The success of the Bridge can be evidenced by the significant increase in the usage of services. In the first eight months Easterhouse Library has gone from 28th to 4th in the league table of library usage in Glasgow with visitors up 242%, PC bookings up 166%, Library membership up 47%, adult non-fiction lending up 88% and teenage lending up 53 %. Community engagement has involved using a number of measures to engage groups, from all over Greater Easterhouse, to participate, discover and connect with the building and services in the library, the pool and the theatre.

Section 5: Partnership Working

At its very heart, community planning is about bringing agencies and the communities they serve together to deliver local services and this section highlights how the Glasgow CPP is encouraging partners to work towards this end. As community planning structures have developed over the last year, we are beginning to see significant progress in partnership working throughout the city helping to deliver on the CPP's priorities.

The CPP is now two years into its current three-year ROA programme, and the successes of partnership working are clearly visible in communities across Glasgow. By the end of the current ROA, one of the key objectives of the CPP will be to ensure that successful CRF-funded projects throughout the city are able to continue delivering services once CRF has been withdrawn. Funding for these projects could come from mainstream sources (including CPP partners) or through self-generated means.

Although it is anticipated that the CRF will stimulate mainstream funding for projects throughout the city, it is still too early to see many practical examples of this. At this stage in the development of community planning, it is more appropriate to focus on the ways in which the CRF has acted as a catalyst for change in the provision of services throughout the city. In this sense, the CRF is encouraging the *mainstreaming of ideas* and there are a number of practical examples of partners working together in this regard.

Better Neighbourhood Management Pilot

The Better Neighbourhood Management Pilot in the Springburn & Glasgow Western North East Local CPP area is a prime example of partnership working in the city. The pilot has centred on three priority areas of service delivery:

- Security – involving the control of nuisance and general supervision;
- Cleansing – involving street cleaning, refuse collection and rubbish removal; and
- Environment – involving the maintenance and repair of damage to public areas (parks, open spaces, roads, street lighting etc.)

To drive forward the pilot, a steering group was established which brought together some of the main CPP partners. Members of the Group included:

- Glasgow Community Planning Ltd (GCPL)
- Glasgow City Council
- Glasgow Housing Association
- Glasgow Community and Safety Services
- North Glasgow Community Health & Care Partnership
- Glasgow North Regeneration Agency; and
- Strathclyde Police

Surveys of local residents helped to pinpoint the top 10 priority issues for each neighbourhood within the LCPP area identifying issues such as road safety, litter and vandalism, dog fouling, dumping and youth disorder. From those results, GCPL and partners developed action plans to address these issues.

The Neighbourhood Management Pilot aims to change the way mainstream services are delivered through: changing partner agencies' policies and priorities; re-allocating mainstream resources; reshaping the way mainstream services are delivered; "joining up" services; and improving access for service users.

In order to assess the effectiveness of the pilot project and the local action plans, GCPL have established a Monitoring and Evaluation framework. Information gathered through this framework will be used to inform the decision on whether to roll the Neighbourhood Management process out across the city.

This project is an example of partnership working being used to bend mainstream resources and act as a catalyst for change amongst partners. By identifying and acting upon local priorities, the Neighbourhood Management pilot has been able to ensure more effective use of mainstream funding.

Clean Glasgow campaign

The *Clean Glasgow* Community Campaign is an ambitious new initiative to promote a range of local environmental activity that engages communities, promotes partnership working, and encourages a holistic, integrated and sustainable approach towards local regeneration and the enhancement of local environments.

The initiative is governed by Glasgow City Council in collaboration with key partners including Glasgow Community Planning Ltd, Communities Scotland, the Glasgow Housing Association, and Glasgow Community and Safety Services. It will initially run to March 2008, and has a total budget of approximately £4 million, of which £1 million is provided through the CPP.

The main elements of the programme include:

- *Delivery of a Clean Glasgow Neighbourhood Charter*
- *Clean Glasgow Community Action Team (CGCAT):* To focus on taking forward the Charter and encouraging communities, groups and schools to sign up to it. CGCAT will be responsible for developing resources, coordinating responses, ensuring cohesion across the dedicated teams and coordinating community led clean up campaigns. CGCAT will provide appropriate training and resources such as skips, clothing and safety equipment, graffiti kits, etc.
- *Dedicated Community Safety Patrol Officers (CSPO):* A critical role of the CSPO activity will be to increase the level of reporting of incidents and complaints as these are traditionally low in such areas. They will be responsible for issuing enforcement notices on individuals committing offences relating to the environment. They will also maintain a key link to the coordination of community led clean ups

- *Dedicated Graffiti Team:* The Team will work not only to remove graffiti promptly but will also play a key role in the CG Neighbourhood Charter, by working with communities on clean up campaigns
- *Neighbourhood Management (NM) branding and marketing*
- *training and employment environmental projects*
- *a youth project aimed at engaging young people about relevant issues*

This campaign complements the focus of Community Planning by seeking to build capacity within communities by identifying local solutions for local problems. It comprises a series of works which will be delivered as a programme in order to ensure best value for communities. The range of activity forms a comprehensive approach to taking forward the Clean Glasgow and Vibrant Glasgow agendas, with a particular focus of promoting these agendas in areas that can often be affected disproportionately by environmental degradation and associated anti-social behaviour – i.e. those located within the most deprived communities.

A key underlying theme of these projects is to encourage community participation and ownership of the Clean Glasgow agenda at a local level through a new Neighbourhood Charter, as well as identifying and enacting preventative measures. In tandem with the Better Neighbourhood Management programme this is an initiative which relies on joint working between not only partners and each other, but also with the wider community.

City Centre Policing Initiative

One of the key aims of the Glasgow CPP is to create a safe Glasgow by reducing crime and the fear of crime. A key component of this is tackling the unacceptably high levels of crime in the City Centre.

In order to support this, the Partnership provided £150,000 from the CRF in 2006/07 to support the Enhanced City Centre Policing Plan. This will help to deliver a safer Glasgow by providing enhanced levels of visible policing in the City Centre on weekend nights. The objectives of the initiative are to:

- enhance community safety, reduce the fear of crime and provide visible public reassurance
- provide a policing service which ensures that the City Centre is a safe place to frequent at weekend nights
- provide a robust policing capability with sufficient capacity to impact on levels of anti-social behaviour
- reduce the incidence of alcohol related disorder and substance misuse.
- increase detections for all violent crime

In addition to the CRF award, match funding was provided by GCC/NHS Greater Glasgow and Clyde (£100,000 between the two agencies) with a further £210,000 from Strathclyde Police. This has enabled a 100% increase

in the number of operational police officers deployed on Friday and Saturday nights.

Since the initiative began, within the City Centre, Strathclyde Police have reported:

- a 38% reduction in serious assault
- a 13% reduction in robberies
- a 42% reduction in number of prostitutes arrested
- a 50% reduction in number of arrests for public indecency
- a 11% reduction in reported road accidents
- a 35% increase in acts of disorder reported to the Procurator Fiscal Service
- an increase in CCTV coverage
- an increase in CCTV 'Help Points'
- the introduction of Taxi Marshalls

The results of this initiative have been extremely positive and have clearly demonstrated the value of pooling CRF and mainstream budgets to deliver effective services.

Routes Out Partnership

One example of potential long-term mainstreaming can be seen in the development of the *Routes Out of Prostitution* Partnership. Routes Out was established as a Thematic Social Inclusion Partnership in 1999 to act as a strategic body with the aim of identifying and co-ordinating activity across the city to reduce the number of women involved in street prostitution.

The integration of the Social Inclusion Partnerships into Community Planning Partnerships resulted in Routes Out being viewed as an operational partnership managed by GCP Ltd. from April 2006 for an interim period. This was only ever a transitional arrangement pending exploration of ways in which the Partnership could relate more effectively to the new and emerging structures that are developing across the city.

In identifying new, appropriate structures to locate the work of the Partnership it was proposed that the work of Routes Out be integrated into the new Glasgow Community and Safety Services Violence Against Women Partnership. This multi agency group will be responsible for all strands of violence against women and will allow for a coordinated and centralised approach to the issues throughout the city. It would further allow the partnership to retain, strengthen and build on existing links with all partner agencies including Glasgow Addiction Services; Glasgow Homelessness Partnership and employability sectors to roll out the Routes Out approach to supporting women to exit prostitution. In addition it was further thought that this proposal would strengthen the ability to achieve objectives set in the Regeneration Outcome Agreement.

In relation to financing this work it was proposed that, as this new structure will bring together existing partnerships into the one organisation, GCP Ltd

.via the CRF will continue to fund Routes Out through the transition period until March 2008. After this transitional year it is envisaged that funding will be sought for the whole Glasgow Violence Against Women Support Team from the Scottish Executive's Violence Against Women Fund or equivalent.

In June 2007, the Glasgow CPP approved the mainstreaming of the Routes Out Partnership from 1st April 2008. The organisation will now be able to benefit from a more co-ordinated approach to the issue of violence against women whilst accessing mainstream funds.

City Strategy

In the summer of 2006, Glasgow was invited to develop a proposal for a pilot within the Department of Work and Pensions *Cities Strategy*. The proposal was developed by a city consortium comprising of Glasgow City Council, Careers Scotland, Jobcentre Plus, NHS Greater Glasgow & Clyde, Scottish Enterprise Glasgow, Communities Scotland, Scottish Funding Council, Glasgow Community Planning Limited, and Equal Access to Employment.

The Glasgow CPP has highlighted tackling worklessness as one of its overarching priorities and the City Strategy bid is specifically designed to reduce levels of unemployment in the city. It has set ambitious targets for reducing the numbers claiming out of work benefits.

To progress and oversee developments on the City Strategy and other worklessness programmes in the city, the partners represented on the consortium have established *Glasgow Works* - the Glasgow Welfare to Work Partnership. This partnership aims to ensure;

- real action on worklessness by maximising the number of Glasgow residents in work by 2010
- reductions in child poverty
- high quality, effective and responsive employability services.

The consortium has agreed a Memorandum of Understanding which will formalise the relationship and establish *Glasgow Works*. Glasgow Works is one of the City-wide partnerships responsible for particular themes in the Community Plan. Glasgow Works will lead on, and bring together, employability as part of the following:

- the Working Glasgow strategic objective goal set out in the City Community Plan 2005-2010
- a Step Change for Glasgow: Glasgow's Ten Year Economic Development Strategy developed by the Glasgow Economic Forum.
- DWP City Strategy - to move citizens from welfare into work and increase the numbers and rate of economically active in the City
- the Scottish Executive's Employability Framework, Workforce Plus
- the Scottish Executive's NEET Strategy, "More Choices, More Chances"; and

- the mainstreaming of New Futures Funding

In order to achieve this, a number of funding streams will be used, including;

- Strategic Initiatives Budget (SIB) and related budgets for employability
- Employability related elements of Community Regeneration Fund
- Workforce Plus
- NEET (post school)
- Training for Work
- DWP employability programmes
- NHS employability related

The City Strategy commits each of the partners to “agree that to the extent that it can legally do so it shall, in carrying out its own work and applying its own resources and funding streams, give effect to decisions of the Partnership Group in seeking to address worklessness within Glasgow; and, to the extent that it is legally prevented from doing so, it shall seek to align its own work, resources and funding streams (so far as relating to the worklessness agenda) with the strategies, policies and other decisions made from time to time by the Partnership Group.”

Glasgow’s City Strategy bid, supported by GCP Ltd, aims to deliver real progress on tackling Glasgow’s unacceptably high levels of worklessness. The partners have acknowledged that, by working together and pooling resources in this way, they can make a far greater impact collectively than they possibly could individually. This is partnership working at its very best.

Partnership Working - Regenerate Glasgow - Environmental Employability Programme

The *Environmental Employability Programme* is a high profile example of excellent partnership working amongst CPP partners in the city over the past year. The programme addresses the national priorities of *Getting People Back Into Work* and *Building Strong Safe and Attractive Communities*. In addition, the activity addresses a number of *working* and *learning* Glasgow objectives, including:

- increased number of people of working age who have a job (recognising the need for quality, sustained employment); and
- increased number of 16 to 19 year olds engaged in education, training, employment or voluntary work

The main aim of the Environmental Employability Programme is to address issues of worklessness and employability within designated communities. The programme operates on a partnership basis between the Local Regeneration Agencies and the GHA Local Housing Organisations. It is a transitional employment programme that seeks to maximise the employment opportunities for local people through the planned investment in environmental improvements and maintenance within the city. The programme had a target of supporting 160 people into employment over a two-year period.

As well as receiving CRF funding, the Environmental Employability Programme receives funding from Glasgow City Council, the Scottish Enterprise Network, Communities Scotland, and GHA.

The programme targets all people of working age, with participants recruited using a variety of means. Clients include those already registered on the Local Regeneration Agencies' client caseload, and the programme has worked with partners in Jobcentre Plus and Careers Scotland to ensure appropriate referrals. Partnerships with the Local Housing Organisations have also resulted in the successful recruitment of clients.

In 2006/07 104 individuals participated in the programme. The programme consists of pre-recruitment assessment, interview and induction, a work placement and training programme, and a comprehensive aftercare package, including job searches and assistance with applications/interviews. In addition, soft skills development is offered to individuals reporting low levels of confidence or self-esteem. Tasks undertaken as part of the programme are identified through the LHO and include:

- cleaning
- graffiti removal
- sweeping paths and de-weeding
- reporting repairs or vandalism
- de-littering and removal of rubbish

- Grass cutting, hedge trimming etc.
- assisting tenants in their homes and wider environment
- Closing and locking doors to communal areas

Job outcomes from the programme are focused on employment within the environmental industry including opportunities flowing from the planned investment in environmental improvements and existing environmental maintenance contracts.

All 104 of the programme's participants in 2006/07 were provided with employment related advice and guidance, and have undertaken personal development training and pre-vocational training. This is against a target of 85 for each of these outputs. Furthermore, 52 participants have undertaken vocational training, 47 have been supported into employment, and 27 have been supported to retain employment. The latter two outputs are behind target due to delays at the start of the programme, although the rate of achievement since the programme commenced suggests that targets will be met or exceeded over the two year duration of the programme.

Through the activity of this programme, several people have gained employment and have received support in sustaining that employment. Many more have gained invaluable training, skills, experience and support that will help them progress towards employment in the future. The programme has therefore contributed to the achievement of the following ROA Outcomes; *Increased number of people of working age who have a job and Increased number of 16-19 year olds engaged in education, training, employment or voluntary work.*

As well as the direct benefits to the programme participants in relation to their employability, the work undertaken has resulted in considerable environmental improvements within local communities, improving resident satisfaction within LHO neighbourhoods. The programme has also aided the development of joint working arrangements between Local Regeneration Agencies and Local Housing Organisations that can support the ongoing regeneration of local communities, demonstrating strong partnership working between two of the major public sector agencies working in Glasgow. Evidence of further partnership working can be seen in the referral processes set up with Jobcentre plus and Careers Scotland.

Partnership Working - Integration Week incorporating the United Nations Day for the Elimination of Racial Discrimination

Glasgow Anti Racist Alliance (GARA) has been commemorating the United Nations Day for the Elimination of Racial Discrimination for the past couple of years. The day is marked every March 21st, and is a call for the whole international community to reflect on progress made towards eliminating racism and to continue to oppose discrimination in all its forms

In 2007, GARA joined with a wide range of partners, including the Glasgow CPP, to develop a project that incorporates seven days of sustained action in promoting and highlighting the importance of anti racism and integration to the City of Glasgow. The plan was to develop a campaign that allowed people and organisations in Glasgow the opportunity to understand, support, promote and most importantly engage in the process of community integration.

Glasgow City Council Education Services were keen to be involved, and merged their annual Global 2000 activities into the week of action. Four half-day anti-racist performances were held at Celtic Park during the week, engaging 2500 school children in music, dance, art and acting to celebrate the different cultures of Glasgow. Specific workshops on actively challenging racism were also held.

The message that sport can play in challenging racism was a key theme that ran throughout the week. In partnership with the 2014 Commonwealth Games Bid Team, Culture & Leisure Services and SEMSA, GARA organised two days of activities at the Gorbals Leisure Centre and Glasgow Green football centre.

On the 21st of March 2007, GARA launched the publication 'Considerations for Anti Racist Training, ran a series of workshops with the Glasgow Students' Council, and held a special performance of the 'Whistleblower' aimed at getting people to challenge racism in their workplaces. A youth integration seminar was held on 22nd March in conjunction with GARA's youth partners, and a multi-ethnic fusion night was held on 24th March 2007 in partnership with Strathclyde University Students Union.

The week's events were concluded by a special event to mark the Commemoration of the 200th Anniversary of The Abolition of the Slave Trade. This was held on Sunday 25th March 2007 at Oran Mor and attracted over 200 partners and other stakeholders.

This year's integration week event was a stepping stone to future development of this unique concept. GARA believe that an event of this nature has the potential to positively influence attitudes towards the need for the city to be integrated and representative of all the diverse communities of Glasgow and will be working on a bigger and better programme for 2008, including an ever wider range of partners.

Section 6: Financial Commentary

Total ROA Spend

As detailed in Section 3 of the annual report, the Glasgow CPP is responsible for managing a number of different funding streams. Detailed below is the total amount *spent* across the various funding streams in the financial year 2006/07:

- CRF/Community Voices - £42,832,724
- Workforce Plus - £371,716
- NFF successor projects - £743,674
- NEET - £99,628

In addition to the above, Glasgow City Council has been responsible for the management and administration of Financial Inclusion monies. In 2006/07, spend of £509,088 was also achieved for Financial Inclusion activities.

In total therefore, the amount of spend for 2006/07 from all the ROA funding streams listed above was £44,556,830. The match funding for this investment totalled £55,603,192 (as identified in column 4 of Template 3.1a and column 7 of Template 3.1b) across all funding streams in the ROA. *This represents a ratio of £1.25 million of partner contributions for every £1 million of ROA investment.*

CRF and Community Voices

As can be seen in Template 3.1a, the specific spend for CRF/Community Voices in 2006/07 was £42,832,724. A further £53,245,822 million was contributed by a range of other funding sources. Therefore, for every £1 million of CRF/Community Voices funding invested in activities across the city during 2006/07, a further £1.25 million was successfully levered in from other sources. Some of the main sources from where funding has been secured included Glasgow City Council, Scottish Funding Council and European Funding (European Social Fund and European Regional Development Fund).

The above figures demonstrate that ROA linked activities (including match funding) in the city were worth *£100 million*. Although the CRF and other ROA funds made up lesser proportions of budgets for some of the regeneration funded activities in the city, in many instances, CRF was an important catalyst on progressing many of the initiatives over the year. Indeed, ROA funding streams are now provided a 'kick start' for more and more Community Planning initiatives brought forward by CPP partners.

Template 3.1a provides a detailed breakdown of CRF expenditure by the National Priorities for Community Regeneration.

A total of £7.3 million of CRF expenditure was targeted at the National Priority of *"Building Strong, Safe and Attractive Communities"*. This equates to around 17.1% of the total. The financial contribution from partners for this priority totalled

£10.8 million, with the largest contributors including Glasgow City Council, Housing Associations/RSLs, other Government funding and Strathclyde Police.

The Glasgow CPP has previously identified tackling Worklessness as a priority for funding and CRF expenditure against the National Priority of “*Getting People back into Work*” represents the highest concentration of funding – £11.5 million which equates to 26.9% of the total. A further £7.8 million of funding was successfully levered in from other sources with the largest contributors being Glasgow City Council and European Funding.

The National Priority of “*Improving Health*” was the focus of £11 million of CRF expenditure which represents around 25.7% of the total. The Glasgow CPP has also previously identified *addictions* as a priority theme and this expenditure includes the development of a programme of activity around this area of work. A total of £10.7 million was levered in from other sources with the majority of funding being secured from Glasgow City Council, NHS Greater Glasgow and Clyde / Community Health and Care Partnerships, Charitable Trusts and other Government funding.

Under the National Priority of “*Raising Educational Attainment*”, CRF expenditure totalled £7 million (16.3% of the total). Over £15.7 million was successfully levered in from other sources for this theme. The main contributors include the Scottish Funding Council, European Funding, Colleges and Glasgow City Council.

CRF expenditure against the National Priority of “*Engaging Young People*” totalled £477,839 (1.1% of the total). Whilst this represents a small proportion of the overall total, it should be noted that this is considered to be a cross-cutting theme and CRF expenditure for young people will feature within the expenditure for the other National Priorities. Over £3.4 million in extra funding was levered in for this particular theme.

Almost £1.9 million of CRF expenditure (or 4.3% of the total) was used for the cross-cutting theme of Supporting Community Engagement – this includes an element of CRF funding as well as Community Voices expenditure. Almost £4.6 million in match funding was achieved.

Finally, £3.6 million (8.5% of the total) of CRF funding was spent on “*Core Support and Monitoring and Evaluation*” and “*Administration Costs*”. This covers staff and running costs as well as an admin charge to Glasgow City Council who administer the funding streams managed by the Glasgow CPP.

Not all of the CRF resources were spent during 2006/07. Due to a number of factors including slippage in recruitment and delays in progressing capital projects during the financial year, the Glasgow CPP placed a total of £6.4 million of CRF resources into the Central Unallocated Provision, a carry forward mechanism, for use in the financial year 2007/08.

Financial Inclusion/Employability

Template 3.1b also presents financial information for Financial Inclusion/Employability funding streams i.e. Financial Inclusion, Workforce Plus, NEET and NFF.

Financial Inclusion Funds of £900,000 per year for 2006/07 and 2007/08 are being administered by Glasgow City Council.

Awards of £779,287 were originally made for 2006/07. However there were delays with the implementation of some projects due to tendering requirements, recruitment delays and ongoing modifications to the Action Plan.

As the spending plans for this new area of work were developed, it soon became apparent that a spend of £900,000 in 2006/07 was unrealistic. Therefore it was requested that the grant be re-profiled to £500,000 in 2006/07 and £1.3m in 2007/08. This request was approved by the Scottish Executive. In cases where projects were not progressed, awards were disallocated.

The actual spend of the Financial Inclusion Fund in 2006/07 was £509,088 with the unspent amount of £390,912 being carried forward to 2007/08, giving a total grant of £1,290,912 in 2007/08.

A wide range of partners contributed funding towards Financial Inclusion projects. A total of £2.1 million was levered in from other sources, the main funders being GHA, Glasgow City Council and DWP.

In relation to *Workforce Plus*, the allocation of £656,000 was administered by the Scottish Executive during 2006/07. Two projects received funding and achieved a spend of £371,716. Match funding of £42,000 was achieved. A total of £284,284 has been carried forward for use in 2007/08 in line with Glasgow's City Strategy Bid.

In terms of *NEET*, it had previously been agreed by the Scottish Executive that the majority of the 2006/07 allocation could be carried forward for use in 2007/08. From the original allocation of £400,000, a total of £300,000 was carried forward into 2007/08. The balance of funds (£100,000) was awarded across three projects which achieved a total spend of £99,628. Match funding of £49,000 was secured from Glasgow City Council by the NEET projects during 2006/07.

The Glasgow CPP was awarded an allocation of £1.094 million in 2006/07 for the *NFF* successor programme. Expenditure as at 31 March 2007 was £743,674. A total of £300,877 has been carried forward for use in 2007/08 in line with Glasgow's City Strategy Bid. Match funding of £161,370 was levered in by the projects funded via the NFF.

Template 3.1a:
Financial Information including Partnership Funding 2006-2007

1	2	3	4
National Community Regeneration Priorities	Total CRF spend contributing to the priority 2006-2007 (£)	Partners making financial contributions to the CRF activities identified in Column 2	For each of these partners, financial contribution 2006-2007 (£)
Building Strong Safe and Attractive Communities	£7,323,854	Bank (LTSB and RBS) BIFFA Charitable Trusts/Organisation Clyde NHS and CHCPs European (ESF and ERDF) Forward Scotland Glasgow City Council Glasgow Community Safety Services Glasgow Housing Association Government Housing - Housing Assoc. and RSLs Local Regeneration Agencies Lottery Funding Scottish Enterprise Network Strathclyde Fire and Rescue Strathclyde Police Miscellaneous Total	£21,000 £500,000 £357,198 £81,000 £537,480 £60,000 £3,922,068 £8,987 £305,000 £1,079,677 £1,811,569 £18,960 £310,000 £214,000 £28,510 £989,574 £653,007 £10,898,030
Getting People back into Work	£11,511,245	Careers Scotland Charitable Trusts and Organisation Clyde NHS and CHCPs Colleges Community Enterprise in Strathclyde European (ESF and ERDF) Glasgow City Council Glasgow Housing Association Government	£210,703 £82,346 £94,765 £9,528 £457,978 £968,469 £2,609,732 £726,583 £442,070

		Local Regeneration Agencies Lottery Funding Miscellaneous Scottish Enterprise Network Strathclyde Police Total	£281,504 £397,740 £1,354,049 £245,431 £12,470 £7,893,368
Improving Health	£11,010,493	Bank (LTSB and RBS) Charitable Trusts and Organisation Clyde NHS and CHCPs Communities and Local Government - Supporting People Grant European (ESF and ERDF) Glasgow City Council Glasgow Community Safety Services Glasgow Housing Association Government Housing - Housing Assoc. and RSLs Local Regeneration Agencies Lottery Funding Miscellaneous Scottish Enterprise Network Sports Scotland Strathclyde Police Total	£43,888 £1,263,605 £1,287,762 £98,523 £146,526 £4,964,418 £5,000 £84,208 £1,263,470 £7,449 £26,705 £903,492 £575,225 £600 £41,263 £8,600 £10,720,734
Raising Educational Attainment	£7,003,064	Bank (LTSB and RBS) Charitable Trusts and Organisation Clyde NHS and CHCPs Colleges Culture and Sport Glasgow European (ESF and ERDF) GARA Glasgow City Council Glasgow Community	£36,000 £19,880 £18,583 £2,325,927 £66,314 £3,021,136 £4,000 £1,546,495 £100

		Safety Services Government Local Regeneration Agencies Lottery Funding Miscellaneous Scottish Enterprise Network Scottish Funding Council Sports Scotland Strathclyde Police Total	£483,664 £26,290 £94,721 £1,227,794 £962,798 £5,911,958 £1,000 £881 £15,747,541
Engaging young people	£477,839	Bank (LTSB and RBS) BBC Children in Need Careers Scotland Charitable Trusts and Organisation Church of Scotland Clyde NHS and CHCPs European (ESF and ERDF) Glasgow City Council Glasgow Community Safety Services Glasgow Housing Association Government Housing - Housing Assoc. and RSLs Local Regeneration Agencies Lottery Funding Miscellaneous Scottish Arts Council Scottish Enterprise Network Sports Scotland Strathclyde Fire and Rescue Strathclyde Police YMCA Total	£139,723 £79,507 £98,694 £424,298 £24,000 £227,929 £40,999 £800,578 £52,760 £66,670 £264,187 £3,000 £197,416 £228,038 £569,283 £4,000 £101,336 £58,000 £2,400 £10,460 £14,314 £3,407,592
Supporting community involvement:	£1,073,835	Bank (LTSB and RBS) BBC Children in Need Charitable Trusts and Organisation	£161,435 £13,070 £369,158

		Church of Scotland Clyde NHS and CHCPs Colleges European (ESF and ERDF) GARA Glasgow City Council Glasgow Community Safety Services Glasgow Housing Association Government Housing - Housing Assoc. and RSLs Local Regeneration Agencies Lottery Funding Miscellaneous Scottish Arts Council Scottish Enterprise Network Strathclyde Fire and Rescue Strathclyde Police YMCA Total	£56,876 £138,156 £6,733 £421,267 £19,266 £535,148 £20,000 £125,237 £696,378 £130,089 £100,511 £451,017 £977,109 £176,417 £130,000 £1,680 £1,985 £47,025 £4,578,557
Supporting community involvement: Community Voices Programme	£788,769		
Core support and monitoring and evaluation	£2,993,626		
Administration costs	£650,000		
Total	£42,832,724		£53,245,822

Template 3.1b Financial Inclusion / Employability

1	2	3	4	5	6	7
Programme	Original Allocation	Total Awards	Total Spend	Funding Carried Forward into 2007/08	Partners making a financial contribution in 2006/07	For each of these partners, financial contribution 2006/07 (£'000)
Financial Inclusion (Note 1)	£900,000	£779,287	£509,088	£1,290,912	GHA GCC Glasgow CPP DWP Communities Scotland Esmee Fairbairn Foundation NHS Greater Glasgow and Clyde Homelessness Partnership Royal Bank of Scotland Total	£550,000 £550,000 £200,000 £435,000 £150,000 £135,000 £50,000 £15,000 £20,000 £2,105,000
Workforce Plus (Note 2)	£656,000	£528,000	£371,716	£284,284	GHA	£42,000
NEET	£400,000	£100,000	£99,628	£300,000	Glasgow City Council	£49,000
NFF Successor programme	£1,094,000	£793,123	£743,674	£300,877	Charitable Trusts and Organisations European (ESF and ERDF) Glasgow City Council Lottery Funding Total	£5,000 £25,803 £67,770 £62,797 £161,370

Note 1: The Financial Inclusion allocation was re-profiled for over the period 2006/07 and 2007/08. The total allocation of £1.8 million was awarded on the basis of £500,000 in 2006/07 with the remainder and any underspent resources (£1.291million) allowed to be carried forward into 2007/08.

Note 2: The Scottish Executive was responsible for the allocation and administration of the Workforce Plus allocation in 2006/07. The Glasgow CPP will take over this role in 2007/08.
An element of the funding carried over is for use by Equal Access and Community Enterprise in Strathclyde in 2007/08.

Appendices

Template 1.1a: Outcome attainment - Improving Health / To create a Healthy Glasgow

1	2	3	4	5	6	7	8	9
Ref. (from ROA)	Outcome	CRF Indicator	Target area	Target group	Baseline	Final target 2008	Numerical Milestone 2006- 2007 (from 2005-6 Annual Report)	Achievements 2006-2007
1	Reduction in the number of people with health problems, and in particular as a result of drug or alcohol misuse	Reduce the proportion of emergency hospital admissions attributable to drugs <i>Source: GGNHSB - SMR01 2001/02 to 2003/04</i>	Those living in the bottom 15% Data Zones	All residents	Standardised Admission Ratios - (Glasgow City = 100 in 2001/02) 2003 / 04 Figures: 135 for 15% areas 31 for non-15% areas 81 for Glasgow City	Reduce gap between 15% areas and non 15% areas, and reduce the Glasgow City total by 2008	n/a	2005/06 update 96 for 15% areas 24 for non 15% areas 58 for Glasgow City Target On track - Gap reducing and city total reducing. However, changes in recording of data make assessment of trend data problematic – data need to be re-based
		Reduce the proportion of emergency hospital admissions attributable to alcohol <i>Source: GGNHSB - SMR01 2001/02 to 2003/04</i>	Those living in the bottom 15% data zones	All residents	Standardised Admission Ratios - (Glasgow City = 100 in 2001/02) 2003 / 04 Figures: 141 for 15% areas 50 for non-15% areas 98 for Glasgow	Reduce gap between 15% areas and non 15% areas, and reduce the Glasgow City total by 2008	n/a	2005/06 update 181 for 15% areas 49 for non 15% areas 109 for Glasgow Data suggest rise

					City			in 15% areas. However, changes in recording make assessment of trend data problematic – data need to be re-based
2	Increasing the opportunities for people to engage in active and healthy lifestyles	<p>Increase the proportion of people participating in moderate or vigorous levels of regular physical activity</p> <p><i>Source: Health & well-being Survey 2005</i></p>	Those living in the bottom 15% Data Zones	All residents	<p>2005 Figure 65% for 15% areas 61% for non-15% areas 63% for Glasgow City</p>	<p>Increase level in 15% areas to 70% by 2008, Increase Glasgow city total to 65%</p>	n/a	<p>2008 Update not available until 2009 - Proportion in 15% areas increased from 55% to 65% 2002 to 2005</p>
		<p>Increase the proportion of adults reporting recommended daily intake of fruit and vegetables</p> <p><i>Source: Health & well-being Survey 2005</i></p>	Those living in the bottom 15% Data Zones	All residents	<p>2005 Figure 23% for 15% areas 29% for non-15% areas 26% for Glasgow City</p>	<p>Increase level in 15% areas to 26% by 2008. Increase the Glasgow City total to 28%</p>	n/a	<p>2008 Update not available until 2009 – Proportion in 15% areas declined from 24% (2002) to 23% (2005)</p>
		<p>Reduce the proportion of adults reporting that they smoke tobacco</p> <p><i>Source: Health & well-being Survey 2005</i></p>	Those living in the bottom 15% Data Zones	All residents	<p>2005 Figure 47% for 15% areas 32% for non-15% areas 39% for Glasgow City</p>	<p>Reduce level in 15% areas to 40% by 2008, reduce level by 11% across Glasgow City by 2008</p>	n/a	<p>2008 Update not available until 2009 – Rate decreased in 15% areas from 49% in 2002 to 47% in 2005</p>

		Reduce teenage (13-15) pregnancy rates per 10,000 <i>Source GGNHSB - SMR02 & SMR01</i>	Those living in the bottom 15% data zones	Young people in Glasgow	2003 / 2004 Figure Rates per 10,000 9.3 for 15% areas 7.3 for non-15% areas 8.5 for Glasgow City	Reduce teenage pregnancies by 4% across all areas of Glasgow City 2005-2008	n/a	2004/05 update Figure Rates per 10,000 13.7 for 15% areas 10.8 for non-15% areas 12.5 for Glasgow City
		Reduce the incidence of low birth-weight babies (<2,500g) <i>Source: Source: GGNHS - SIRS Download Sept 2005</i>	Those living in the bottom 15% data zones	Women of child bearing age	2004 Figure 9.2% for 15% areas 5.8% for non-15% areas 7.7% for Glasgow City	To halt then reverse the recent trend increase in low birth-weight babies in the 15% most deprived areas	n/a	2005 Update 9.0% for 15% areas 5.4% for non-15% areas 7.3% for Glasgow City Trend halted
		Reducing the proportion of people reporting a problem in finding £20 to meet an unexpected bill <i>Source: Health & well-being Survey 2005</i>	Those living in the bottom 15% data zones	All adults	2005 Figure 12% for 15% areas 5% for non-15% areas 8% for Glasgow City	Reduce level in 15% areas to 8% and reduce the Glasgow City total to 5%	n/a	2008 Update not available until 2009 – Rate decreased in 15% areas from 31% in 2002 to 12% in 2005
3	Reduction in the number of people whose lives are affected on a long term basis by mental illness	Reduction in the proportion of people indicating that they feel isolated from friends and family <i>Source: Health & well-being Survey 2005</i>	Those living in the bottom 15% data zones	All adults	2005 Figure 8% for 15% areas 8% for non-15% areas 8% for Glasgow City	Reduce levels in both the 15% areas and Glasgow City to 5%	n/a	2008 Update not available until 2009 – Rate decreased from 22% in 2002 to 8% in 2005
		Increase in the proportion of people having a positive perception of	Those living in the bottom 15% data	All adults	2005 Figure 78% for 15% areas 87% for non-15%	Increase level in 15% areas to	n/a	2008 Update not available until 2009 – rate

		general mental or emotional wellbeing <i>Source: Health & well- being Survey 2005</i>	zones		areas 83% for Glasgow City	81% and increase the Glasgow City total to 85%		increased from 72% in 2002 for 15% areas, to 78% in 2005
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Template 1.1a: Outcome attainment - Raising Educational Attainment - To create a learning Glasgow

1	2	3	4	5	6	7	8	9
Ref.	Outcome	CRF Indicator	Target area	Target group	Baseline	Final target 2008	Numerical Milestone 2006-007 ¹ (from 2005-6 Annual Report)	Achievements 2006-2007
4	Increased number of 16-19 year olds engaged in education, training, or employment	Increase the proportion of school leavers going into education, training, or employment <i>Source: Scottish Executive Education Department Analytical Services</i>	Those living in the bottom 15% Data Zones	All school leavers	2003/04: 70% for Glasgow City	75% for Glasgow City	n/a	Target already achieved, at 82% (2005/06 figures), driven by increases in education and training uptake – significant fall in leavers becoming unemployed
		Increase the proportion of successful 16-19 year old applicants to HE, who come from 15% areas <i>Source: UCAS</i>	Those living in the bottom 15% Data Zones	All Successful HE applicants aged 16-19	2005 Data 29% of successful applicants from bottom 15% areas	Increase the proportion of applicants from the deprived 15% areas to 35% of total acceptances	n/a	2006 27% in 15% areas Decline driven by decline in male enrolments, female number actually increased in 15% areas
		Reduce the percentage of authorised and unauthorised absences reported for all schools <i>Source: Attendance and Absence in</i>	Those living in the bottom 15% Data Zones	All school children	Average for the year 2003/2004: 10.6% for worst 15% areas 6.8% non 15% areas 9.0% for Glasgow	Reduce gap between 15% areas and non 15% areas, and reduce the 15% most deprived areas total to current Glasgow average (9% in 2003/04)	n/a	2005/06 10.2% for 15% areas 6.7% non 15% areas 8.7% for Glasgow Progressing towards target - All absence rates falling – convergence between 15% and non 15% areas

		<i>Scottish Schools, Scottish Executive, 2003/04</i>			City			
5	Increased number of people with formal qualifications – either academic or vocational	<p>Increase the proportion of adults with formal qualifications</p> <p><i>Source: Annual Scottish Labour Force Survey 2003 & 2004</i></p>	Those living in the bottom 15% Data Zones	All adults 16+	<p>Average for the years 2003 & 2004:</p> <p>65% for worst 15% areas</p> <p>89% non 15% areas</p> <p>77% for Glasgow City</p>	<p>Reduce gap between 15% areas and non 15% areas, increase the proportion in the 15% areas to 70%</p>	n/a	<p>Average for 2004 & 2005:</p> <p>65% for 15% areas</p> <p>88% for non 15% areas</p> <p>77% for Glasgow</p> <p>Almost no change in update – but time lags in data do not allow an assessment during actual ROA period</p>
		<p>Increase the proportion of S2 pupils attaining National Standard level E or above in reading, writing, or mathematics</p> <p><i>Source: National Survey of 5-14 Attainment Levels, School Management Information Systems</i></p>	Those living in the bottom 15% Data Zones	All S2 pupils	<p>English Reading</p> <p>48% for worst 15% areas</p> <p>71% non 15% areas</p> <p>54.1% for Glasgow City</p> <p>English Writing</p> <p>38% for worst 15% areas</p>	<p>Increase proportion in the 15% deprived areas up to current Glasgow City average (2003/04) 54%</p> <p>Increase proportion in the 15% deprived areas up to current Glasgow</p>	n/a	<p>Survey discontinued in 2004, replaced by Scottish Survey of Achievement (SSA) in 2005</p> <p>New baseline indicators required from SSA</p>

					58% non 15% areas 44.5% for Glasgow City Maths 42% for worst 15% areas 65% non 15% areas 46.8% for Glasgow City	City average (2003/04) 45% Increase proportion in the 15% deprived areas up to current Glasgow City average (2003/04) 47%		
		Increase the number of people participating in recognised work based training programmes <i>Source: Scottish Enterprise</i>	Those living in the bottom 15% Data Zones	All adults 16+	1,400 places for Glasgow City in 2004/05	Increase levels to 4,000 by 2008	n/a	2,500 in 2005/06 2,000 in 2006/07 Good progress made in first year, but below targets in latest year.
6	Increase opportunities for informal learning among our communities	Increase the proportion of residents enrolling in short or informal courses at local FE or HE institutions <i>Source: Scottish Funding Council and Scottish</i>	Those living in the bottom 15% Data Zones	All adult residents	FE/HE informal enrolments 2003/04: 5.2% of residents in 15% areas enrolled 4.2% of residents in non 15%	Increase proportion enrolled in 15% most deprived areas to 6%	n/a	2004/05 4.9% in 15% areas 3.8% in non 15% 4.4% Glasgow Decline over 2003/04 experienced across Glasgow and Scotland as a whole

		<i>Executive</i>			areas enrolled 4.7% of residents for Glasgow City enrolled			
		<p>Increase number of opportunities for young people to be involved in activities that support their personal and social development</p> <p><i>Source: Learning Connections, Communities Scotland - National Statistical Information on Community Learning and Development Within Local Authorities November 2005</i></p>	Those living in the bottom 15% Data Zones	All young people aged 12-25	<p>November 2005 3,712 youth work opportunities co-ordinated directly via Glasgow City Council across city</p>	Increase level of opportunities across Glasgow to 4,000 by 2008	n/a	<p>November 2006 6,122 youth work opportunities</p> <p>Already exceeded target - Increase accounted for by extension of opportunities to other Community & Learning Partners of Glasgow City Council</p>
		<p>Increase the number of people of working age who are confident reading, writing and using numbers</p> <p><i>Source: Glasgow</i></p>	Those living in the bottom 15% Data Zones	All adult population of working age	<p>2002/03 ALN Baseline: Number of adults requiring literacy and numeracy support:</p>	A total of 11, 000 adult learners participating annually in Adult Learning Network programmes across Glasgow by March 2008	n/a	<p>2005/06 - 10,500</p> <p>Target on track</p>

		<i>Adult Literacy and Numeracy (ALN) Strategic Plan 2006-08</i>			36,800 in SIPs 28,800 non SIPs 65,500 Glasgow			
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Template 1.1a: Outcome attainment - Building Strong Safe and Attractive Communities - To create a safe Glasgow

1	2	3	4	5	6	7	8	9
Ref.	Outcome	CRF Indicator	Target area	Target group	Baseline	Final target 2008	Numerical Milestone 2006-7 ¹ (from 2005-6 Annual Report)	Achievements 2006-2007
7	Reduction in anti social behaviour	Reduction in all recorded crime rates (Groups 1-5) These Groups will also be recorded and monitored separately <i>Source: Strathclyde Police</i>	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/2003 to 2004/05 1,411 per 10,000 for worst 15% 1,026 per 10,000 for non 15% 1,368 per 10,000 for Glasgow	Reduce recorded crime by 5% in 15% areas, reduce Glasgow total by 5%	n/a	3 year average for years 2003/2004 to 2005/06 1,402 per 10,000 for worst 15% 1,048 per 10,000 for non 15% 1,327 per 10,000 for Glasgow Slight (1%) reduction in 15% areas and (3% across all of) Glasgow in first year.
		Reduction in proportion of residents feeling unsafe when out walking alone in local neighbourhood after dark <i>Source: Scottish Household Survey</i>	Those living in the bottom 15% Data Zones	All adults	Average for year 2003/04 41% for worst 15% areas 24% for non 15% areas 32% for Glasgow city	Reduce levels in 15% areas to 35% , reduce Glasgow City total	n/a	2005/06 update 34% for worst 15% areas 21% for non 15% areas 28% for Glasgow city Target achieved and exceeded for 15% areas

		Reduction in the proportion of residents experiencing problems with their neighbours <i>Source: Scottish Household Survey</i>	Those living in the bottom 15% Data Zones	% of adult population experiencing serious disputes	Average for year 2003/04 11% for worst 15% areas 9% for non 15% areas 10% for Glasgow city	Reduce gap between 15% areas and non 15% areas, decrease the level in 15% areas to 5%	n/a	2005/06 update 11% for worst 15% areas 9% for non 15% areas 10% for Glasgow city No change in 15% areas, behind target across Glasgow
8	Reduction in the number of crimes, and in particular those committed as a result of drug or alcohol misuse	Reduction in alcohol related crime rates <i>Source: Strathclyde Police</i>	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/03 to 2004/02005 197 per 10,000 for worst 15% 107 per 10,000 for non 15% 172 per 10,000 for Glasgow	Reduce gap between 15% areas and non 15% areas, reduce level by 10% across all areas of Glasgow City by 2008	n/a	3 year average for years 2003/2004 to 2005/06 206 per 10,000 for worst 15% 123 per 10,000 for non 15% 180 per 10,000 for Glasgow Rates increased for latest year across Glasgow
		Reduction in drug related crime rates <i>Source: Strathclyde Police</i>	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/03 to 2004/02005 211 per 10,000 for worst 15% 87 per 10,000 for	Reduce gap between 15% areas and non 15% areas, reduce level by 10% across all	n/a	3 year average for years 2003/2004 to 2005/06 225 per 10,000 for worst 15% 100 per 10,000 for non 15%

					non 15% 171 per 10,000 for Glasgow	areas of Glasgow City by 2008		178 per 10,000 for Glasgow Rates increased for latest year across Glasgow
		Decrease number of residents reporting that their quality of life has been affected by drink and drug misuse in their area <i>Source: Scottish Household Survey</i>	Those living in the bottom 15% Data Zones	% adults saying that people using drink or drugs is fairly or very common in their area	Average for year 2003/04 45% for worst 15% areas 24% for non 15% areas 35% for Glasgow city	Reduce levels in 15% areas to 38%, reduce Glasgow City total to 30%	n/a	Question discontinued in 2004/05, alternative questions now asked Which splits alcohol from drugs – new baseline data available on basis for 2005/06 onwards
9	*Reduction in the level of discrimination and victimisation among those living in Glasgow *these are expected to rise in the short term as more reporting is encouraged	Reduction in the number of racially motivated incidents Section 1.02 Source: Strathclyde Police	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/03 to 2004/02005 23 per 10,000 for worst 15% 15 per 10,000 for non 15% 20 per 10,000 for Glasgow	Targets around increase in detection rates are more appropriate	n/a	3 year average for years 2003/2004 to 2005/06 25 per 10,000 for worst 15% 16 per 10,000 for non 15% 21 per 10,000 for Glasgow Rates increased for latest year as expected due to better reporting and detection.

	*these are expected to rise in the short term as more reporting is encouraged	Reduction in the number of domestic abuse related incidents <i>Source: Strathclyde Police</i>	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/03 to 2004/2005 157 per 10,000 for worst 15% 55 per 10,000 for non 15% 110 per 10,000 for Glasgow	Targets around increase in detection rates are more appropriate	n/a	3 year average for years 2003/2004 to 2005/06 196 per 10,000 for worst 15% 68 per 10,000 for non 15% 136 per 10,000 for Glasgow Rates increased for latest year as expected due to better reporting and detection.
	*these are expected to rise in the short term as more reporting is encouraged	Reduction in homophobic incidents <i>Source: Strathclyde Police</i>	Those living in the bottom 15% Data Zones	All residents	3 year average for years 2002/03 to 2004/2005 1 per 10,000 for worst 15% 1 per 10,000 for non 15% 1 per 10,000 for Glasgow	Targets around increase in detection rates are more appropriate	n/a	3 year average for years 2003/2004 to 2005/06 1 per 10,000 for worst 15% 1 per 10,000 for non 15% 1 per 10,000 for Glasgow Rates increased for latest year as expected due to better reporting and detection.

Template 1.1a: Outcome attainment Effective Community Engagement, Building Strong Safe and Attractive Communities - To create a vibrant Glasgow

1	2	3	4	5	6	7	8	9
Ref.	Outcome	CRF Indicator	Target area	Target group	Baseline	Final target 2008	Numerical Milestone 2006-7 ¹ (from 2005-6 Annual Report)	Achievements 2006-2007
10	Increase in the number of residents who are happy with the quality of their neighbourhoods	Increasing proportion of residents who are satisfied that their neighbourhoods are fairly good or very good places to live <i>Source: Scottish Household Survey</i>	Those living in the bottom 15% Data Zones	All adult residents	Average for 2003/04 78% for 15% areas 94% for non 15% areas 86% Glasgow City	Increase satisfaction levels in the deprived 15% areas to 84% by 2008	n/a	2005/06 update 76% for 15% areas 96% for non 15% areas 86% Glasgow City Rate fell to 2005/06, behind target in 15% areas, although improvement noted in non-deprived areas
		Increase the proportion of tenants of social landlords who report satisfaction with their services <i>Source: GHA Tenant Satisfaction</i>	Those living in the bottom 15% Data Zones	All GHA tenants	2004 Survey: 66% of GHA tenants	74% of all GHA tenants	n/a	2006 Update 72% satisfaction level On target

		<i>Survey</i>						
		Reduce the proportion of people reporting litter or rubbish as a problem in their neighbourhoods <i>Source: Scottish Household Survey</i>	Those living in the bottom 15% Data Zones	All adults	Average for Year 2003/04 53% for 15% areas 43% for non 15% areas 48% Glasgow City	Reduce level in 15% areas to 43% , decrease the Glasgow city total to 40%	n/a	2005/06 update 48% for 15% areas 39% for non 15% areas 44% Glasgow City Reductions recorded across the city - On track to meet targets
11	Increase in levels of community engagement	Increase the proportion of citizens involved in any form of community group over previous 12 months <i>Source: Glasgow Citizens Panel, Spring 2006</i>	Those living in the bottom 15% Data Zones	All adults	Proportion of residents involved in any form of Community Group in the last 12 months 14% for worst 15% areas 21% for non 15% areas 20% Glasgow City	Reduce gap between 15% areas and non 15% areas, increase the level in 15% areas to 20% by 2008, increase Glasgow total	n/a	Update not available until 2008
		Increasing the proportion of local residents involved in volunteering activities	Those living in the bottom 15% Data	All adults	Average for Year 2003/04 19% for worst 15% areas	Reduce gap between 15% areas and non 15%	n/a	2005/06 Update 13% for worst 15% areas 31% for non 15% areas 21% Glasgow City No change in overall Glasgow total,

		<i>Source: Scottish Household Survey</i>	Zones		23% for non 15% areas 21% Glasgow City	areas, increase the level in 15% areas to 21% , increase Glasgow total		but increase in gap between the deprived and non deprived populations in the city. Trend to be monitored for 2006/07 and 2007/08 to determine whether this is part of a longer term trend.
12	Increasing access to Glasgow's amenities through better transport services	Increase the proportion of residents who live within 400m of a bus stop, 800m of a train station and 600m of a subway station <i>Source: Strathclyde Partnership for Transport</i>	Those living in the bottom 15% Data Zones	All residents	Data will be contained within Glasgow Area Transport Review, available second half 2006	Targets to be released in 2006 by West of Scotland Regional Transport Authority	n/a	No suitable data available from mainstream sources to baseline transport access. The available data from transport sources does not fit with the aims and activities of the Regeneration Outcome Agreement funded activity.

Template 1.1a: Outcome attainment - Getting People Back into Work - To create a working Glasgow

1	2	3	4	5	6	7	8	9
Ref.	Outcome	CRF Indicator	Target area	Target group	Baseline	Final target 2008	Numerical Milestone 2006-7 ¹ (from 2005-6 Annual Report)	Achievements 2006-2007
13	Increased number of people of working age who have a job (recognising the need for quality, sustained employment)	Increase the employment rate for the working age population <i>Source: Annual Scottish Labour Force Survey 2003 & 2004</i>	Those living in the bottom 15% Data Zones	males 16-64, females 16-59	Average for the years 2003 & 2004: 53.9% for 15% areas 76.2% for non 15% areas 65% for Glasgow City	57% for the 15% most deprived areas	n/a	Average for 2004 & 2005: 52.3% for 15% areas 78% for non 15% areas 65.8% for Glasgow Small improvement in non 15% areas – but time lags in data do not allow an assessment during ROA period
		Reduce the proportion of working age residents claiming workless – related benefits <i>Source: DWP via Scottish Neighbourhood Statistics</i>	Those living in the bottom 15% Data Zones	males 16-64, females 16-59	Baseline for 2002 from SIMD 33.8% for 15% areas 12.2% non 15% areas 23.1% Glasgow City	Reduce gap between 15% areas and non 15% areas, reduce total in 15% areas to 27%	n/a	2005 Update 29.5% for 15% areas 10.7% for non 15% 20.2% for Glasgow city On track to meet target

14	Increased number of people with health or support needs who are job ready	<p>Number of people supported to become job ready (showing a year on year increase from year 1)</p> <p><i>Source: Glasgow Community Planning Ltd</i></p>	Those living in the bottom 15% Data Zones	males 16-64, females 16-59	<p>2006/07 Support for persons in the 15% most deprived areas:</p> <p>No. people undertaking vocational training 1,719 No. of people undertaking further education 656 No. young people supported into apprenticeships 675 No. young people supported into skills based training 165 No. people assisted to access childcare services 1,818 No. childcare places provided for 0-2 year olds 422 No. childcare places provided for 3-5 year olds 374</p>	To increase baseline position year on year in the 15% most deprived areas	n/a	<p>2006/07 Actual</p> <p>No. people undertaking vocational training 2,125 No. of people undertaking further education 730 No. young people supported into apprenticeships 301 No. young people supported into skills based training 1,529 No. people assisted to access childcare services 2,304 No. childcare places provided for 0-2 year olds 363 No. childcare places provided for 3-5 year olds 239</p>
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					<p>No. people suffering from mental health problems in receipt of support 1,764</p> <p>No. people assisted with problems of debt/multiple debt 4,538</p> <p>No. people provided with advice on benefits 12,086</p> <p>No. people with disabilities provided with support services 2,190</p> <p>No. people undertaking personal development training 3,538</p> <p>No. young people in receipt of core skills training (16-25 yrs) 576</p> <p>No. young persons supported to access work experience/work experience (16-19 yrs) 2,119</p>		<p>No. people suffering from mental health problems in receipt of support 2,714</p> <p>No. people assisted with problems of debt/multiple debt 6,177</p> <p>No. people provided with advice on benefits 12,327</p> <p>No. people with disabilities provided with support services 3,870</p> <p>No. people undertaking personal development training 4,535</p> <p>No. young people in receipt of core skills training (16-25 yrs) 667</p> <p>No. young persons supported to access work experience or /work experience (16-19 yrs) 384</p>
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					<p>No. people with physical disabilities supported to access learning opportunities 237</p> <p>No. people with learning disabilities provided with support for learning 233</p>			<p>No. people with physical disabilities supported to access learning opportunities 405</p> <p>No. people with learning disabilities provided with support for learning 628</p> <p>Targets exceeded for almost all outputs. However, a number of outputs targets set at beginning of 2006/07 differed from those originally stated in ROA document in 2005. CPP funded activity has altered over the past 2 years, with many new activities added. This has meant that outputs achieved differ from those originally envisaged – in most cases, targets have been exceeded as the CPP now funds more employability related activities.</p>
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15	Increased levels of entrepreneurial activity	Increase in the number of new business starts <i>Source: Scottish Enterprise</i>	Those living in the bottom 15% Data Zones	All residents	950 for Glasgow City 2004	Increase to 1,000 per annum the number of new business starts per year across Glasgow City	2005/2006 – 1,128 2006/2007 – 1,156 Target achieved – to be reviewed again
		Number of social economy or third sector organisations that are assisted <i>Source: Scottish Enterprise</i>	Those living in the bottom 15% Data Zones	All relevant organisations	2004 data 35 supported organisations in Glasgow	Assist 75 organisations per year in Glasgow by 2008	2005/2006 – 102 2006/2007 – 125 Target achieved – to be reviewed again
		Number of new businesses created through CRF support <i>Source: Glasgow Community Planning Ltd</i>	Those living in the bottom 15% Data Zones	All residents	2006/07 34 new businesses to be created in 15% most deprived areas	To increase baseline position year to 50 in the 15% most deprived areas by 2008	2006/07 Actual Target 64 Actual 69 Targets exceeded due to more funded activity than originally anticipated
		Number of new jobs created within social economy organisations <i>Source: Glasgow Community Planning Ltd</i>	Those living in the bottom 15% Data Zones	All relevant organisations	2006/07 38 new jobs to be created in 15% most deprived areas	To increase baseline position year to 75 in the 15% most deprived areas by 2008	2006/07 Actual Target 94 Actual 99 Targets exceeded due to more funded activity than originally anticipated

Template 1.1b Financial Inclusion: Examples

1			2	3	4	5	6	7	8	9
Ref. (from FI Plan)		Summary	Outcome (from FI Plan)	Indicator (from FI Plan) ¹	Target area (from FI Plan)	Target group (from FI Plan)	Baseline (from FI Plan)	Final target 2008 (from FI Plan)	Numerical Milestone 2006-7 ¹ (from 2005- 6 Annual Report)	Achievements 2006- 2007
	Financial Education Development Officer	To employ an officer tasked with co-ordinating, promoting and providing financial education in schools.	Increased opportunities for learning among our communities	L229 – no of young people in receipt of advice/training on good financial practice.	City wide	School children-primary and secondary	-	To have financial education provided and promoted in all 29 NLCs across the City.	n/a	Officer has been in post since Dec '06.
	Financial Awareness Strategy Officer & Support Officer salaries	Implementation of Financial Awareness Strategy and contribution to implementation of Financial Inclusion Strategy.	To reduce extent and harm of poverty on families. To assist people with debt/ multiple debt. To increase the number of people in receipt of information and advice. Increased	H129 – no of people assisted with problems of multiple debt. H130 – no of people in receipt of debt counselling support. H134 – no of people provided with advice	City wide	Vulnerable groups citywide in four workstreams: learning, families, employability and retirement.	-		n/a	Development and implementation of Financial Awareness Strategy. Development of Financial Inclusion Strategy. Developing spending programme for Financial Inclusion Funds.

			<p>number of people with health or support needs who are job ready.</p> <p>Increased opportunities for learning among our communities.</p> <p>Increase in levels of community engagement.</p>	<p>on financial services.</p> <p>W508 – no of people assisted with in-work benefits advice</p> <p>W512 – no of people supported into employment</p> <p>L228 – no of people in receipt of advice/training on good financial practice</p> <p>V406 – No participating in local networking initiatives and joint information activities</p>						
	MADAS (Money & Debt Advice Services).	To joint fund a money adviser within this Homeless	To reduce extent and harm of poverty on	H129 – no of people assisted with	Queens Cross Housing Associa		-	100 clients to have received money	n/a	

		Partnership project, providing debt advice and financial management advice to clients	<p>families.</p> <p>To assist people with debt/ multiple debt.</p> <p>To increase the number of people in receipt of information and advice.</p>	<p>problems of multiple debt.</p> <p>H100 – no of people in receipt of information/ advice.</p> <p>L228 – no of people in receipt of advice/training on good financial practice</p> <p>H129 – no of people assisted with problems of multiple debt.</p> <p>H130 – no of people in receipt of debt counselling support.</p> <p>H132 – no of people provided with advice</p>	tion clients.			advice by 2008.		
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				on benefits. H134 – no of people provided with advice on financial services.						
	GAIN Helpline	To provide clients with advice and information by phone and to arrange a face to face appointment with an adviser where required.	To increase the number of people in receipt of information and advice. To reduce extent and harm of poverty on families. To assist people with debt/ multiple debt.	H129 – no of people assisted with problems of multiple debt. H100 – no of people in receipt of information/ advice L228 – no of people in receipt of advice/ training on good financial practice H134 – no of people provided with advice on financial services.	City wide	Citizens with problem debt.	-	17,500 calls answered by 2008.	n/a	Helpline has been operational since January 2007. Full scale promotion will begin in July '07.

	CAIS Online Development	To continue to improve the online case management system which will provide a fuller picture of the nature, level and extent of indebtedness and track the impact of projects.	To increase the number of people in receipt of information and advice. To reduce extent and harm of poverty on families. To assist people with debt/ multiple debt.	H129 – no of people assisted with problems of multiple debt. H130 – no of people in receipt of debt counselling support.	City wide	Citizens with problem debt.	-		n/a	CAIS Online is now providing extremely valuable debt profiling data.
	Scotcash Community Development Finance Institution (CDFI)	To offer low cost loans to those excluded from mainstream financial services. To assist clients with the opening of bank accounts.	To increase the number of people in receipt of information and advice.	L228 – no of people in receipt of advice/training on good financial practice H134 – no of people provided with advice on financial services. H131 – no of people	City wide		-	1,500 loans in Yr.1 3,000 loans in Yr. 2	n/a	Scotcash opened on Jan 30 th . 119 loans were made by the end of March '07.

				assisted to access financial services (including banking and insurance services)						
	To employ two money advisers within the (CDFI)	To create 2 specialist posts to provide advice within the CDFI. To provide money & debt advice, budgeting advice, assisting with opening a bank account, advice on operating a bank account	To increase the number of people in receipt of information and advice. To reduce extent and harm of poverty on families. To assist people with debt/ multiple debt.	L228 – no of people in receipt of advice/training on good financial practice. H130 – no of people in receipt of debt counselling support. H129 - no of people assisted with problems of debt/ multiple debt.	City wide		-	375 clients to receive money advice/ financial capability advice by 2008.	n/a	59 client were given money advice and / or financial education by end of March '07.
	GEMAP	Funded from December 2006 to March 2007.	To increase the number of people in receipt of	L228 – no of people in receipt of advice/traini	Greater Easterhouse (G33,		-	2,200 clients to receive financial	n/a	Over 1,000 clients received financial education in 2006/ 07.

			<p>information and advice.</p> <p>Increased opportunities for information learning among our communities.</p> <p>To reduce extent and harm of poverty on families.</p> <p>To assist people with debt/ multiple debt.</p>	<p>ng on good financial practice.</p> <p>H134 – no of people provided with advice on financial services.</p> <p>H131 – no of people assisted to access financial services (including banking and insurance services).</p>	G34)			education by 2008.		
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Template 2.1

Template 2.1 captures the progress made in Glasgow around Community Engagement in the context of applying the National Standards for Community Engagement. *The National Standards for Community Engagement Toolkit* was used to assess progress made against each of the Standards.

The Toolkit includes a set of questions which are designed to trigger action against each of the Standards. The National Standards for Community Engagement Toolkit includes the following questions:

1. **Involvement:**

- Given the focus of our engagement initiative, who are we trying to engage
- Are we in contact with them?
- If not what do we need to do to establish contact? Who can help us?

2. **Support:**

- What barriers might stop the people we want to involve becoming engaged?
- What resources do we have to overcome these barriers?
- What other resources might we need?
- How can we access them?

3. **Planning:**

- What evidence do we have access to that tells us about the needs we are trying to address and the resources that could be used?
- What other evidence might we need to gather and how can it be done?
- What does this tell us about what the purposes, scope and timescale of the engagement should be and the actions we should take?

4. **Methods:**

- How, where and when could we establish initial contact?
- Which approach would be most likely to attract those we want to involve?
- Which would reduce barriers to the greatest degree?

5. **Working together:**

- How do we feel and what will make us confident about working with one another?
- What procedures do we need to put in place to ensure that we are working well together, efficiently and effectively?

6. **Sharing information:**

- What kind of information and how much will we need to share with one another?

- What methods of communication will work for all the participants?
7. **Working with others:**
 - Who else has an interest in what we are doing?
 - How can we work together with them to our mutual interests?
 8. **Improvement:**
 - What skills or knowledge do we all need to make the engagement work?
 - How will we support participants to develop skills and knowledge they need?
 - What will help everyone to feel confident about participating?
 9. **Feedback:**
 - Who needs to know about what we will be doing and what results from it?
 - How will we ensure that they get the information that they need?
 10. **Monitoring and evaluation:**
 - As our action develops, how will we make sure that we are collecting information that will enable us to judge whether we are achieving what we set out to do?

Rather than using the sets of indicators for each of the Standards in the 'Structures' and 'Methods' sections these trigger questions were adapted as follows to review progress:

Involvement:

- Who have we engaged?
- What did we do we to establish contact?
- Who helped us?

Support:

- What barriers may have stopped the people we wanted to involve becoming engaged?
- What resources did we use to overcome these barriers?
- What other resources did we need?

Planning:

- What evidence did we access about the needs we were trying to address and the resources that could be used?
- What did this tell us about what the purposes, scope and timescale of the engagement should be and the actions we should take?

Methods:

- Which approaches did we use?

Working together:

- What procedures did we need to put in place to ensure that we were working well together, efficiently and effectively?

Sharing information:

- What kind of information and how much did we need to share with one another?
- What methods of communication work for all the participants?

Working with others:

- Who else had an interest in what we were doing?
- How did we work together with them to our mutual interests?

Improvement:

- How did we identify the skills and knowledge participants needed?
- How did we support participants to develop skills and knowledge they needed?

Feedback:

- Who needed to know about what we were doing and what resulted from it?
- How did we ensure that they got the information that they needed?

Monitoring and evaluation:

- How do we make sure that we are collecting information that enables us to judge whether we are achieving what we set out to do?

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.	Score (1-6)	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. STANDARDS		
<p>CPP uses the National Standards for Community Engagement to underpin its work. (<i>Indicate here if you use locally developed standards</i>)</p>	4	<p>All <i>Community Engagement Plans</i> across the city have been developed using the national standards. Plans specifically identify future actions which implement the National Standards.</p> <p><i>Community Engagement Coordinating Groups</i> (CEGCs) have participated in a number of development sessions using the standards as a benchmark, and considering how they can be applied to their work.</p> <p>Local people are already involved in some of the Community Engagement Co-ordinating Groups and their views are influencing the way the model of engaging with communities will be taken forward.</p> <p>Groups undertook awareness raising sessions with partners to ensure that all community engagement activities met the standards.</p> <p>CEGCs organised training at local levels for CPP staff and community residents on the national standards.</p> <p>The standards were used to plan activities which saw community events taking place linked to the Community Planning themes.</p> <p>The <i>Community Engagement Performance Planning & Review Toolkit</i> developed by the Scottish Community Development Centre - which activates the National Standards for Community Engagement - was used to plan and deliver a series of local Community Engagement events and activities in local areas.</p> <p>These events have been analysed using the</p>

		<p>national standards and a community engagement strategy has been developed that is underpinned by the standards. The standards also underpin the monitoring and evaluation framework for the strategy.</p> <p>A mapping exercise of community engagement activity was conducted across local areas. This included CPP partners self assessment of their individual agency's engagement activity against the national standards.</p> <p>Local CPPs in East Glasgow used the Standards of Community Engagement in setting up its thematic groups for dealing with CPP priorities.</p>
2. STRUCTURES		
<p>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></p>	4	<p>Local CPPS engage with a number of structures across the city, including:</p> <ul style="list-style-type: none"> • Community Councils • LCPP Boards • Community Safety Forums • Housing Forums • Youth Partnerships & Networks • Integration Networks • Voluntary sector forums • Addictions Forums • Mental Health Forums • Tenants & Residents Associations • Equalities Hub • Public Participation Forums • Neighbourhood Regeneration Forums <p>CHCP's Public Participation Fora form part of the community engagement within the health theme. This includes engagement with excluded groups such as those with physical and learning disabilities, mental health difficulties and older people.</p> <p>A Community Engagement programme was designed to reach specific thematic communities across the South East area: young people, older people, people from BME backgrounds, children & families and parents & carers affected by disability.</p>

		<p>Short Life Working Groups were formed between partner agencies and specific relevant groups to plan appropriate engagement activities.</p> <p>GCC Ltd. Support Team staff supported all five:</p> <ol style="list-style-type: none"> 1. Culture & Sport Glasgow worked with Strathclyde Police and local organisations to develop a programme which reached 167 young people 2. South East Regeneration Agency and New Gorbals Housing Association worked with local older people's organisations to plan and deliver an event for 85 people 3. Glasgow Anti Racist Alliance and the West of Scotland Racial Equality Forum working with local BME groups ensured that 345 people were engaged 4. The South and South East Childcare Partnership Forums delivered a family fun day for 80 children and 60 parents with support from 19 separate partner organisations 5. A Community Health & Care Partnership working with Barnardo's and a local parent led organisation delivered an event for 74 people with 10 other agencies involved. <p>Additionally, further organisations were accessed by all 5 Short Life Working Groups in order to access the intended community members.</p> <p>The programme was the responsibility of the Community Engagement Co-ordinating Group (CECG) which has itself developed a successful 'working together' relationship between 12 CP partners.</p> <p>An event addressing concerns around Eid al-fitr brought together over 40 young people with representatives from the Police, Southside Housing Association, Glasgow Ansar, Muslim Women's Resource Centre, Pollokshields Primary School & GCCP Ltd. Support Team staff.</p>
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		<p>A single programme is being delivered by 3 Integration Networks.</p> <p>In relation to asylum seeker and refugee communities, a model has been developed to empower local grassroots Integration Networks to hold funds and develop joint work plans.</p> <p>The West LCPP team is supporting the development of an integration network in the area and has established a working group with representatives from equalities groups and CPP Board members. The West Integration Network (WIN) has been recognised as the main delivery agent for Integration Resources in the West CPP area and has agreed to take responsibility for the whole West CPP area and to become a constituted body.</p> <p>Mapping of service providers and populations of refugees and asylum seekers has been carried out by LCPP Team, CHCP and Scottish Refugee Council representatives to build a more accurate picture of need across the area.</p> <p>The West Integration Network is a strong network with good representation from statutory agencies, voluntary organisations and local community groups. The network currently operates as an information-sharing group where service providers and members of the community can come together to discuss and tackle issues around integration. The network is facilitated mainly by two CRF funded projects in the West (Kingsway and LINKES).</p> <p>An integrated community health model has been developed between SIB, CRF & CHCP partners.</p> <p>A Compact with the city's voluntary sector is currently under development.</p> <p>Youth Networks set up in East to allow the East area CPPs to actively engage young people in sub groups to discuss and plan service delivery.</p>
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		<ul style="list-style-type: none"> Barnardo's – evidenced in young people being actively involved in recording their own development and having scope to challenge and influence delivery. Information sharing and working together standards are evidenced in the establishment of peaceful neighbourhood forums in Ruchazie and Cranhill which work to overcome the culture of violence locally. Six meetings took place during 2006/7
3. METHODS		
<p>CPP uses a broad range of approaches to engage communities. CPP provides relevant information needed for effective engagement (<i>Information Standard, Feedback Standard, Methods Standard</i>)</p>	4	<p>In its efforts to provide relevant information for effective engagement, local CPPs have utilised a variety of methods:</p> <p>Local community based newspapers to inform the community of the work of the partners and the community and voluntary sector. Many publications are coordinated by a range of partners including local Regeneration Agencies, CPPs, CHCPs, Police, and Fire. Circulations are significant – e.g. 69,000 households in West CPPs, 66,000 in North CPPs, 70,000 in East CPPs.</p> <p>An innovative series of interactive broadcasts on Radio Awaz in the South of the city has enabled local CP partners including the Police, Youth Services and Community Safety Services to engage with people from BME communities.</p> <p>The Glasgow CPP web site was updated in early 2007 and includes all relevant papers relating to CPP decisions. GCP Ltd launched its own dedicated site in early 2007. There are also 5 local area web sites providing a wealth of information to local CPP areas. The GCP Ltd site explains the activities around area regeneration and community planning across Glasgow. The local websites carry information on local events and activities organised by the CPP, as well as links to other partner sites. The LCPP website also contains board and theme group papers.</p> <p>A summary of the Community Plan has been translated into 9 languages and disseminated. Community briefing papers have been</p>

		<p>produced for road show events and annual Community Conferences.</p> <p>A number of networking events have taken place with the community and voluntary sector to enable them to fully understand community planning in relation to their community of interest and engage in the development of community planning theme groups.</p> <p>Funding was awarded to the West Voluntary Sector Network to enable representatives from the voluntary sector to engage with the wider voluntary sector using a variety of methods including networking, consulting, maintaining records of meetings, compiling and maintaining a comprehensive database of voluntary organisations.</p> <p>The Community Health Care Partnerships (CHCP) held events to register residents with the Public Partnership Forum (PPF). CHCPs and PPFs have subsequently held several large scale events across Glasgow, attended by hundreds of people, to engage people's opinions about the development of the PPF and gather their views and concerns.</p> <p>In relation to young people, a variety of methods have been used including focus groups, streetwork, and questionnaires. A "your space" method allowed young people to give feedback without feeling they were being interrogated .</p> <p>The Friday Night Initiative provided an opportunity to engage and consult with young people in the North Woodside area (including young people from the local BME community) to identify their issues aligned to the Community planning themes for the Central West CPP.</p> <p>In order to attract sufficient numbers of young people in the South East, a mobile youth club (the "Wee G Bus") was used. This allowed young people to take part in activities that were of interest to them as well as take part in the consultation process. The method of consultation was via a video box. A summary video was produced by the young people. A</p>
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		<p>follow-up residential weekend with 16 young people allowed for deeper consultation work to be done.</p> <p>In relation to both Young People and people from BME backgrounds, the emphasis was on going to them, rather than expecting them to attend 'public' events. Staff from partner organisations attended existing group sessions and 'piggy backed' activities which were already planned.</p>
<p>CPP monitors and evaluates community engagement in the ROA (<i>Sharing Information Standard;</i> <i>Support Standard;</i> <i>Feedback Standard;</i> <i>Monitoring and Evaluation Standard,</i> <i>Improvement Standard</i>)</p>	3	<p>During 2006/07, there was limited monitoring and evaluation work done around community engagement in the ROA. This is expected to be progressed further in 2007/08.</p> <p>Listed below are a sample of the monitoring activity in the past year:</p> <p>The Single Monitoring Framework for CRF projects asks applicants to detail how local people are involved in the management and development of services together with information on any partnerships they are involved in. All CRF funded initiatives are now required to report (monitoring process) on how they engage with service users. Any funded activity from the Community Voices fund for community engagement is subject to the same Single Monitoring Framework.</p> <p>Evaluation reports were produced for community engagement events.</p> <p>Community Engagement has been measured as part of the Neighbourhood Management project (see Outcomes), where feedback is given to residents on progress at the neighbourhood level.</p> <p>Development days have been held for local Board members across the city leading to a better understanding of Community Planning and their roles and responsibilities.</p> <p>Papers are prepared for Board meetings by all partners and pre agenda meetings are held with community representatives. CPP Manager's reports are shared across partners.</p> <p>MP's, MSP,s and Councillors have received</p>

		<p>briefing sessions and briefing notes have been developed to ensure political involvement in Community Planning</p> <p>Theme group structures linked to the CP themes have been developed that ensure that the community can engage at all three levels, in the strategic, operational and practitioner levels.</p> <p>Local CPPs have received regular feedback from the Community Engagement Coordinating Groups on the early work carried out. Summary reports from community engagement events have been used by Community Engagement Coordinating Groups to inform Community Engagement plans. This feedback has identified key issues to be addressed in order to maintain and develop the use of the CE standards and identify the resources required to undertake further developments.</p>
4. OUTCOMES		
<p>CPP improves public services in response to community priorities (<i>Planning Standard</i>)</p>	2	<p>Partners have developed structures and processes and agreed what to explore in the light of issues raised through various community engagement activities.</p> <p>Issues have also been passed on to relevant Thematic Management Groups and agencies.</p> <p>It is too early at this stage to demonstrate here a wide range of examples of directly attributable outcomes.</p> <p>However, two early examples of engagement activity that have had demonstrable impacts on engagement outcomes in 2006/07 are:</p> <p>Neighbourhood Management Pilot Project</p> <p>This project involved key partners working together to deliver local services based on residents' priorities.</p> <ul style="list-style-type: none"> • Began with Residents survey of 1,000 people in the Springburn Glasgow N.E.

		<p>local CPP area in summer 2006. Vandalism, graffiti, youth disorder and litter all featured strongly in residents' responses. However, the issue of road safety was identified as the number one priority for the whole of the local CPP area.</p> <p>As a result of the survey, the Local Community Planning Partnership pulled together eight neighbourhood action plans and involved Glasgow City Council Land and Environmental Services as well as Strathclyde Police, Culture and Sport Glasgow, Glasgow Community Safety Services, Glasgow Housing Association, Glasgow North Regeneration Agency to spearhead new initiatives to tackle the problems.</p> <p>Since late 2006, the pilot has delivered:</p> <ul style="list-style-type: none"> • "Let's talk litter" programme to all Primary and Secondary schools • two editions of Neighbourhood newsletters to all 20,000 households • Targeted clean-ups in 29 neighbourhood hotspots • 110 new neighbourhood litter bins, a ride on litter collector and litter blowers have all been purchased to help tackle litter • Road safety (slow down) signage in Springburn, Balornock, Robroyston, Royston and Barmulloch • Plans for 3 improved play areas, working with GCC Land Services & Glasgow Housing Association. <p>Public Reassurance Pilot</p> <p>This process was led by the Police, and involved key partners over a small area in Possilpark and Hamiltonhill. Members of the community were asked to identify key concerns re ASB, community safety etc and then a problem solving forum of agencies acted on these concerns. The community are regularly asked to evaluate the performance of the problem solving forum.</p>
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		<p>Specific outcomes include:</p> <ul style="list-style-type: none"> • Environmental improvements such as graffiti removal, land clearance and clean ups • Improved working relations between housing providers and police through a forum • Identification of top ten young ASB offenders and action taken to address • Creation of newsletter for local residents • Increased profile of community police
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Template 2.2: Community Engagement Action Plans

1	2	3	4
Key barriers to having more effective community involvement in delivering the ROA	Planned action	Partners	How will you judge success
Effective management & utilisation of resources	<p>The continued development of community engagement plans and corresponding resource plans</p> <p>Work with all partners to ensure the plan is coordinated and meets needs identified</p> <p>Identify gaps in available resource and commission services where required</p> <p>Identify what resources are available to undertake CE activities linked to the resource plans</p> <p>Access additional resources</p> <p>Quantify partners' inputs – identifying real costs especially staff time involved</p> <p>Create pooled CE budgets and commission services on behalf of all partners</p>	<p>Community Engagement Coordinating Groups (CECGs)</p> <p>Engagement Network Coordinators (ENCs)</p> <p>Local Community Planning Partnerships (LCPPs)</p>	<p>The strategy and resource plans in place and work being undertaken</p> <p>Partners engaged and working to the plans</p> <p>Resources for CE are better managed and utilised by partners</p> <p>Pooled budgets are available</p>

<p>Developing a partnership culture and approach</p>	<p>A joint training course for Partners in regeneration and leadership</p> <p>Clarify mechanisms to co-ordinate Housing Providers' inputs</p> <p>Agree which partners will contribute to/lead on which CE components</p> <p>Agree methods for sharing information</p> <p>Prepare and maintain a contact list of key named individuals within partner agencies</p> <p>Partners prepare internally to discuss engagement outcomes and to introduce potential changes</p> <p>Feedback mechanisms are produced</p> <p>CECG prepares agreements / protocols with Thematic Management Groups</p> <p>Thematic Management Groups prepare agreements / protocols with service providers</p>	<p>LCPP staff</p> <p>LCPP Boards</p> <p>CECGs</p> <p>ENCs</p> <p>All Partners</p> <p>Thematic Groups</p>	<p>Issues raised are addressed on a multi-agency basis</p> <p>Effective communication and feedback channels are developed</p> <p>Information is shared effectively between partners</p> <p>Mechanisms and processes exist through which all CE activity takes place</p> <p>Direct links exist into Thematic Management Groups' action plans</p> <p>Changes in service provision to meet identified need</p> <p>Improved public service customer satisfaction</p>
<p>Information sharing, dissemination and awareness raising</p>	<p>Publicity and communication plans to be developed</p> <p>Glasgow News and</p>	<p>CECGs</p> <p>ENCs</p> <p>LCPPs</p>	<p>Plans developed</p> <p>Numbers of people engaged are increased</p>

<p>Communities understanding and awareness of local Community Planning Partnership (CPPs)</p>	<p>other publications to continue to give a wide variety of information on services</p> <p>Attendance at meetings of community</p> <p>Agreement on joint methods for publicity Improved linkages into existing newsletters Websites, Directories, events calendar on line</p> <p>Develop annual reports that brings together all of the activities undertaken</p> <p>LCPPs will produce information leaflet on community planning and role community residents and the structures available for CE</p>	<p>Community Health & Care Partnerships (CHCP)</p> <p>Engagement Networks i.e. community/voluntary organisations</p>	<p>Increased awareness of the work of the LCPP Boards</p> <p>Production of periodic newsletters</p> <p>Wider audience in receipt of information on CP and CE</p> <p>Reciprocal links to partners' websites</p> <p>City wide directory of services by theme</p> <p>Established baseline of awareness through annual focus groups and housing surveys</p> <p>People have a better understanding of how public service decisions are made</p>
<p>Sharing information on vulnerable clients</p>	<p>Developing protocols through the development of the practitioners groups</p>	<p>Theme group members</p> <p>Appropriate Partners</p>	<p>Protocols in place</p>
<p>Partners not understanding or fully utilising the National Standards for Community Engagement (NSCE)</p> <p>Reaching operational staff within organisations</p> <p>Skills and knowledge gaps</p>	<p>Further development of a training and development programme in using the National Standards</p> <p>Individual Partner training which promotes understanding of</p>	<p>CECGs</p> <p>ENCs</p> <p>Engagement Networks i.e. community/voluntary organisations</p> <p>Further key partners:</p>	<p>The training programme takes place and the National Standards are used effectively in all CE activities</p> <p>Implementation of Standards pilot one or two Standards in each agency to see if they are implemented</p>

	<p>Standards and helps build capacity to use them</p> <p>Develop a toolkit for CE that provides details on a spectrum of methods All methodologies should be based on the NSCE</p> <p>Utilise the CE toolkit to assist with working jointly with partner agencies: GHA Transformational Areas; Neighbourhood Management Pilot roll out across city & Children's Service Plan 2008-11</p> <p>Joint Training for partner agency staff on utilising methods outlined in Tool Kit</p> <p>Prepare and implement appropriate Learning & Development programme</p> <p>Develop the capacity of partner organisations and communities to engage</p> <p>Partners invite CP Support Team staff to development days / staff sessions to develop understanding and build relationships across agencies</p> <p>Identify partners' needs in relation to</p>	<p>Health; Council; Police; Fire and Rescue</p> <p>Scottish Community Development Centre</p> <p>Glasgow Housing Association</p>	<p>Provision of a shared resource through which partners can identify the most appropriate engagement tool fit for purpose based on target group and intended outcome</p> <p>Appropriately trained staff with a remit for CE with understanding of partner issues</p> <p>People understand different levels and methods of CE</p>
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	CP and CE activity		
Capacity of individual community residents to be involved in CPP processes re: awareness of evidencing representation	<p>Ongoing training programme for community reps involving induction pack, audit trail in terms of issues raised by communities</p> <p>Agree expenses policy for community members</p> <p>Provide support to community and voluntary groups in terms of understanding and contributing towards agenda setting</p> <p>Provide support to community and voluntary groups to access funding</p>	<p>ENCs</p> <p>CECGs</p> <p>Engagement Network i.e. community/voluntary organisations</p> <p>Glasgow area based Regeneration Agencies – Social Economy Teams</p>	<p>Organisations and community residents involved in CPP processes will be able to evidence need</p> <p>Community Board members with confidence to appropriately contribute to strategic decision making</p> <p>Appropriate financial support to enable effective community involvement in structures</p> <p>Well supported community and voluntary groups</p> <p>Increased number of community and voluntary organisations successful in receiving funding</p>
Providing appropriate support to enable engagement	<p>Develop a number of ways by which people can engage, including using existing structures</p> <p>Develop the equalities network further to ensure that all equalities groups are engaged</p> <p>Providing information in a number of languages, employ interpreters as required, continue attendance at Integration Networks (IN)</p> <p>Develop engagement protocol around,</p>	<p>CECGs</p> <p>ENCs</p> <p>LCPPs</p> <p>Themed group members</p> <p>Engagement Network i.e. community/voluntary organisations</p>	<p>Numbers of people involved increased</p> <p>Board community residents in place and equalities groups engaged</p> <p>People from all communities are represented and engaged</p>

	interpretation services, childcare, transport and expenses etc		
The development of structures to engage the community in themed groups	<p>Themed groups prepare protocols and agreements to engage the community and feedback results of engagement</p> <p>Support the further development of the community and voluntary sector</p>	<p>CECGs</p> <p>ENCs</p> <p>Themed group members</p> <p>LCPP staff</p> <p>LCPPs</p> <p>Engagement Networks i.e. community/voluntary organisations</p>	<p>Ongoing reports to the CPP Boards</p> <p>Improved public services</p> <p>Community willing to engage in further work</p> <p>Direct links to the themed groups and local people influencing action plans</p> <p>The network operates to engage partners in CE and Community Planning activities</p>

Populating effective “Hub” Reference Groups (HRGs)	<p>Agree role, remit and functions of the HRGs</p> <p>Prepare Briefing & marketing materials for a recruitment campaign</p> <p>Establish contact with the individuals who expressed interest in volunteering during the CE programme</p> <p>Agree protocols between the HRGs and the CECGs and the Thematic Management Group</p> <p>Identify and remove any barriers to participation for interested individuals</p> <p>Arrange introductory sessions and identify learning and knowledge needs</p>	<p>CECGs</p> <p>ENCs</p> <p>All Partners</p>	<p>A diverse range of people are recruited to reflect city wide demographics</p> <p>Thematic Management Groups use the HRGs to inform decision making</p> <p>People feel they are making a difference</p> <p>Retention levels are high within the HRGs</p> <p>Improved understanding of the Engagement Networks</p>
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	<p>Prepare and implement a programme of events and activities</p> <p>Raise awareness of CE structures</p> <p>Agree demographic and geographic breakdown of HRGs as well as focusing on equalities agenda</p> <p>Agree process through which these groups should be populated and implement</p> <p>Investigate alternative titles for the HRGs</p>		
Engaging young people	<p>Development of youth fora and networks to ensure that young people are engaged throughout the city</p> <p>Provide resources to undertake a youth engagement programme</p> <p>Agree that Members of the Scottish Youth Parliament are afforded one of the community resident places on LCPP Board and are invited to participate on the Youth Sub group of the CECG</p> <p>Encourage representation from education to Youth Sub group – Invitations sent to Cluster groups, head teachers, New</p>	<p>Young People</p> <p>CECGs</p> <p>ENCs</p> <p>Glasgow City Council Culture and Sport</p> <p>Engagement Network i.e. community/voluntary organisations</p>	<p>Youth fora and networks established and contributing to service delivery and developments</p> <p>Representation from young people on the LCPP Boards and in strategic decision making</p> <p>Representation from formal education services, will provide additional route into schools</p> <p>Better linkages between agencies working in schools, sharing of information and consultation results to prevent saturation in terms of CE</p> <p>Improved understanding of the issues raised by young people across the City</p>

	<p>Learning Communities</p> <p>Provide networking opportunity for local agencies to discuss activities being provided within schools and youth consultations planned/underway</p> <p>Use existing initiatives, street workers, projects & other youth networks to better understand needs/issues identified by young people</p> <p>Ensure hard to reach young people are engaged through use of existing initiatives, ASB programmes, Polmont programme, liaison with Police, Fire, community safety</p> <p>Use existing initiatives/ events to signpost young people into employability/ education services</p>		<p>Increased number of young people engaged in education and/or work</p>
<p>Reaching all sections of the community i.e. getting involvement from the very hard to engage groups</p>	<p>Develop stronger working links with the Equalities Hub to involve any local networks they have and ensure that all engagement has been equality 'proofed'</p> <p>Produce community engagement pathways for targeting specific groups</p>	<p>CECG</p> <p>ENC</p> <p>Equalities Hub (EH)</p>	<p>Clear systems are in place for reaching a wide range of community residents e.g. asylum seekers and refugees, BME community, young people in NEET category</p> <p>Resources are in place for supporting this. Measurement of engagement as meaningful for all stakeholders</p>

Engaging communities of interest in CPP process	<p>ENCs will engage with PPFs, Housing Associations (HA), Community Councils (CC), voluntary sector and structures which help bring together the most excluded groups</p> <p>Terms of reference to be agreed for election to LCPP boards</p> <p>Implement within structures a range of methods to ensure effective representation across communities of geography and interest.</p>	<p>ENC</p> <p>Public Partnership Forum (PPF)</p> <p>HA, CC</p> <p>CHCP... particularly forums for mental health, disability, Seniors & Integration Networks.</p>	Establish a baseline on communities awareness of CPP structures and monitor annually
Use of appropriate methods for different purposes	<p>Review CE methods used by all partners and by the LCPP</p> <p>Use new methods of communication and technology</p> <p>Prepare an annual programme of CE activities</p> <p>Prepare and maintain a calendar of pre-programmed activities</p> <p>Create greater synergy between work being done with those furthest from the labour market</p> <p>Develop mechanisms and protocols with the Equalities Partnership</p> <p>Commission 1000 residents' survey to inform and develop</p>	<p>CECG</p> <p>ENC</p> <p>All Partners</p> <p>LCPP teams</p> <p>LCPP Boards</p>	<p>Different voices are heard - harder to reach groups are included</p> <p>BME communities are effectively engaged</p> <p>Equalities issues are addressed and disseminated</p> <p>Methodologies allow for deeper levels of CE</p> <p>Appropriate processes are used to engage at different levels - some in-depth / some lighter touch</p>

	<p>neighbourhood management structures</p> <p>Develop a common database of CE contacts</p> <p>Undertake an audit of existing methods used Maximise the potential of existing arts & theatre provision</p> <p>Develop potential usage of the 'mystery shopper' scheme used by Culture & Sport Glasgow</p>		
All thematic structures not fully established, therefore difficult to engage the community directly in strategic development of themes	<p>Pilot methods with the structures that do exist e.g. Working Glasgow Ensure crossover e.g. the PPF would impact directly on the Health theme – there would be no extra group.</p> <p>Establish working link between HRG, PPF, CECG and EH</p>	<p>CECG</p> <p>ENC</p> <p>Hub Reference Group</p> <p>Public Partnership Forum PPF</p> <p>All, particularly those with a key thematic responsibility e.g. NGRA, GCSS</p>	By having a clear mechanism and HRG that can be engaged in direct reference to each strategic thematic structure
Lack of Community Council involvement in Community Planning	<p>Develop a regular Community Planning briefing</p> <p>Undertake a CC event</p>	<p>LCPP staff</p> <p>CECG</p> <p>Community Councils</p>	CC become engaged and contribute to Community Planning
CE activities not yet monitored and evaluated effectively	Development of a monitoring system for CE activities using the NSCE	<p>CECG</p> <p>ENC</p>	CE activities evaluated against the National Standards and actions developed to improve engagement activities