

# *OUR VISION* for Glasgow

Community Plan 2005 - 2010



# Foreword

Glasgow is an exciting, vibrant city that offers a wealth of opportunities for its citizens, its businesses and the many visitors that arrive each year to enjoy what we have to offer.

Glasgow is also a city of diversity, a city of contrasts. Whilst a great deal of activity is going on to regenerate and revitalise our city centre, our suburbs and inner city areas, the challenge for Glasgow will be to ensure that economic renewal is mirrored by social renewal and that all citizens reap the benefits of the opportunities ahead.

Glasgow's regeneration has attracted interest from international communities keen to learn from our experience. The variety of retail experiences available in Glasgow is second in the UK only to London. Our museums and art galleries, parks and sporting facilities provide wonderful experiences for both residents and visitors alike. On the other hand, Glasgow's health is poor and the number of people not in work is higher than that of neighbouring authorities. There are some of our citizens who, through disadvantage, poverty, race or creed do not have the same opportunities as others in the city. These are the contrasts we have to deal with. We want a city where everyone has a right to be equal and is free to be different.

Glasgow Community Planning Partnership is ambitious for Glasgow and will strive to achieve the many goals we have identified for this city. We believe we can achieve so much more by combining our efforts and working together to continue the city's successful revitalisation and tackle its problems.

There is a strong history of partnership working in Glasgow and we intend to build on that further to meet the significant challenges and barriers ahead. Through community planning, we will build this Partnership into a successful vehicle that leads this city through the next decade. We will challenge others and ourselves in the pursuit of an inclusive Glasgow, where all Glaswegians and visitors can benefit from the City's opportunities.



Councillor Steven Purcell  
Chair  
Glasgow Community Planning Partnership

## Our Starting Point

Glasgow Community Planning Partnership was formed in February 2004 to take forward the city's approach to community planning. The Local Government in Scotland Act 2003 sets out guidance to local authorities to facilitate the creation of Community Planning Partnerships in their area. Community Planning is a process that brings together the public sector, partners and the community to agree priorities on the planning and provision of services.

Community Planning is about ensuring that the public services we all use are delivered in the most effective way possible. Already many of the City's key partners are working to address the needs of Glasgow's citizens as part of their core business. Community Planning brings the added dimension of jointly planning services in a way that will ensure their more effective delivery through partnership. The benefits of increased partnership working are well documented and should be built upon particularly through mainstream public service organisations working together more and with communities.

Effective and genuine community engagement is at the heart of this. We are committed to ensuring that communities play a key role in taking forward the community planning agenda both in our local neighbourhoods and at a city level. We recognise that developing the processes for meaningful and effective community engagement will take time and that these must be built in partnership with communities themselves. We will work with communities on the development of our community engagement strategy. This will ensure that people who want to engage with services are able to do so.

As a Partnership, we also require to tackle a number of national priorities and targets for community regeneration and to close the opportunity gap between our better off citizens and people living in our most deprived communities. We recognise that some of our citizens are disadvantaged not by geography but by the fact that



they are different, through race, disability, gender, creed or beliefs. Whilst celebrating the diversity that the different cultures and beliefs of residents bring to the City, we also aim to address the unfair disadvantage or discrimination they may experience in their daily lives. We are committed to promoting tolerance, respect and equality of opportunity for all. We aim to deliver an inclusive Glasgow where people's life chances are not determined by where or how they live.

In rising to our challenges, Glasgow Community Planning Partnership will operate to a set of guiding principles. We will focus our efforts on key priorities for the city as a whole and tackle them appropriately, whether that is in neighbourhoods or at a strategic city level. We have much to do to put in place the structures and processes that will support Community Planning across Glasgow. This will take time but it is better to get it right than to do it fast! We believe that it is only by working together, we can achieve the aspirations of our citizens for a better, stronger Glasgow.



"Improving public services and making a difference to the lives of people who use them are the most important challenges faced by the Scottish Executive, local government, other public bodies, voluntary and community groups. By bringing public sector agencies together to organise services around the needs of communities, Community Planning has a key role to play in ensuring these challenges are met".

**MALCOLM CHISHOLM, Minister for Communities**

# Building Community Planning

Over the past year, we held a number of discussions and consultations with organisations in the public, private and voluntary sectors on the priorities for this plan. We talked to community representatives involved in various structures to gather their views on what was important for the city. These processes identified key themes through which action to change the city for the better should be taken. The themes are:

- A Working Glasgow
- A Learning Glasgow
- A Healthy Glasgow
- A Safe Glasgow
- A Vibrant Glasgow

The discussions and consultations were captured in a Consultative Community Plan that was issued in November 2004. This revised document is therefore a result of a comprehensive consultation process.

Glasgow is already undergoing significant physical transformation. The pace of change is evident, with developments ranging from the rebuilding of neighbourhoods, emerging commercial and residential developments along the city's waterfront and the renewal of the peripheral housing areas. Glasgow has high levels of deprivation. It also has a wealth of opportunities it can explore. This Plan provides a framework that sets out the broad principles against which we will work to achieve our priorities over the next decade. The detail of how we will do this is contained in the various strategies and plans that underpin this framework and currently are delivered by a range of organisations. Targets relating to the key themes in the Community Plan are largely drawn from these strategies and plans. This includes for example, the Joint Economic Strategy, the Joint Health Improvement Plan, the City Plan and Glasgow's Local Housing Strategy, etc. Community Planning will facilitate co-ordination and joint working arrangements across the city to improve the planning and delivery of services. We do not aim to exclude anything or anyone, although we will need to prioritise our resources and actions to achieve our goals. Our vision is of an inclusive Glasgow, where everyone has a right to be equal and is free to be different.

As the framework for Community Planning is built and developed in Glasgow, new processes and structures will emerge to support joint working arrangements and effective community engagement. Ten local Community Planning Partnerships will be established in Glasgow, organised around the multi member wards developed for local government elections in 2007. These ten areas also achieve fit with the five Community Health and Social Care Partnerships set up to take forward the delivery of their services in the city. We now have an opportunity to take a long hard look at other boundaries for public service delivery and align them more appropriately. In doing so, we can also structure local and appropriate community engagement processes to support them. This will be important in taking forward Community Planning, both at a city and local level.



## Our Vision

**We will ensure an inclusive Glasgow where all citizens and visitors have the opportunity to participate fully in the life of the City**

Glasgow is Scotland's largest city with a population of approximately 600,000. Over the last thirty years Glasgow has been transformed from an industrial city into a thriving, vibrant place. Its economy is healthier than ever and performing better than most of the other parts of Scotland. The growth in employment, tourism, the cultural, retail and business sectors have all contributed to Glasgow's success.

However, by contrast, the Scottish Index of Multiple Deprivation 2004 shows that 70% of Scotland's most deprived neighbourhoods are in Glasgow. Tackling this level of disadvantage is a key priority for Glasgow Community Planning Partnership. Progress in many of these communities has been made through successive regeneration efforts, including the work of the city's Social Inclusion Partnerships. We will build on the success of this work and continue to target our efforts on the neighbourhoods where poverty persists. The Partnership's Regeneration Outcome Agreement for 2006-2008 sets out how partner funds will work with investment through the Community Regeneration Fund to achieve progress in these areas.

We need also to tackle the inequality and discrimination that is an issue for specific individuals and communities. Inclusiveness and equality are important strands that thread through all of our themes and priorities. The Partnership will look at good practice and guidance in this area and ensure this is adopted by all of its partners.

All partners are required to comply with current legislation on equalities. However we are committed to equality of opportunity and will take positive actions to ensure that all services and opportunities in the City are accessible by those wishing to take them up. We are clear that an inclusive Glasgow will not exclude any individual or section of society. It will ensure fairness and equality to tackle discrimination in all its forms. By making sure that these important factors are incorporated in each theme, we can work towards a Glasgow where inequality is eradicated and everyone is included in the City's prosperity.

As we work to achieve our vision, we will regularly assess progress and review our priorities. Where necessary they will be redefined and refocused in our determination to deliver a better Glasgow for our citizens.



“Community

Planning provides partner organisations and the City's communities with a new opportunity to improve public services and make them work harder for Glasgow's people. By working together to join up national and local priorities to tackle the problems of disadvantage, Glasgow's regeneration can continue to accelerate”.

SHONA STEPHEN, Communities Scotland

## Our Guiding Principles

Glasgow Community Planning Partnership has agreed to operate by a number of key principles that encompass the need to engage with key stakeholders, especially the community, and outline the way in which the Partnership will work.

- **Genuinely engage communities – an inclusive approach**

We will support the development of active and informed communities that can engage with and have an influence on the community planning process.

- **Openness and parity between partners**

We will work in such a way that it supports the values of openness, parity between partners and achieving progress through consensus.

- **We will work together to deliver effective services that meet local needs**

We will develop joint approaches to improving service delivery and the quality of life for the citizens of Glasgow.

- **We will focus on making a difference**

We will focus on achieving specific outcomes. We will develop challenging targets and build on existing processes for monitoring the impact of our approach. We will ensure that there is continuing improvement to services.

- **We will work together to ensure equality of opportunities for all Glasgow citizens.**

We will promote the mainstreaming of equalities in the planning, design and delivery of services to ensure we account for the diverse needs of the population in Glasgow.

- **We will work together to close the opportunity gap between our disadvantaged communities and the rest of Glasgow.**

We will develop a clear and targeted approach to tackling disadvantage, focusing resources on the areas and groups where exclusion is greatest. We will build on the firm foundations that are already in place in Glasgow.

- **We will ensure that a sustainable approach to service improvement is achieved.**

We will work towards sustainable improvements in service provision, including physical and environmental improvement. We will adopt a long-term view, ensuring that improvements achieved are enjoyed now, and protected for the benefit of future generations.

HILARY HOWATT, Strathclyde Passenger Transport

“Strathclyde

Passenger Transport welcomes facing the challenges jointly being addressed by the city, its partners and stakeholders. In the coming months and years, we look forward to promoting greater use of, and improving accessibility to, public transport collectively with our partners to make the city an easier place to travel around. By increasing the availability and use of public transport, we will all make Glasgow a healthier, safer and greener place.”

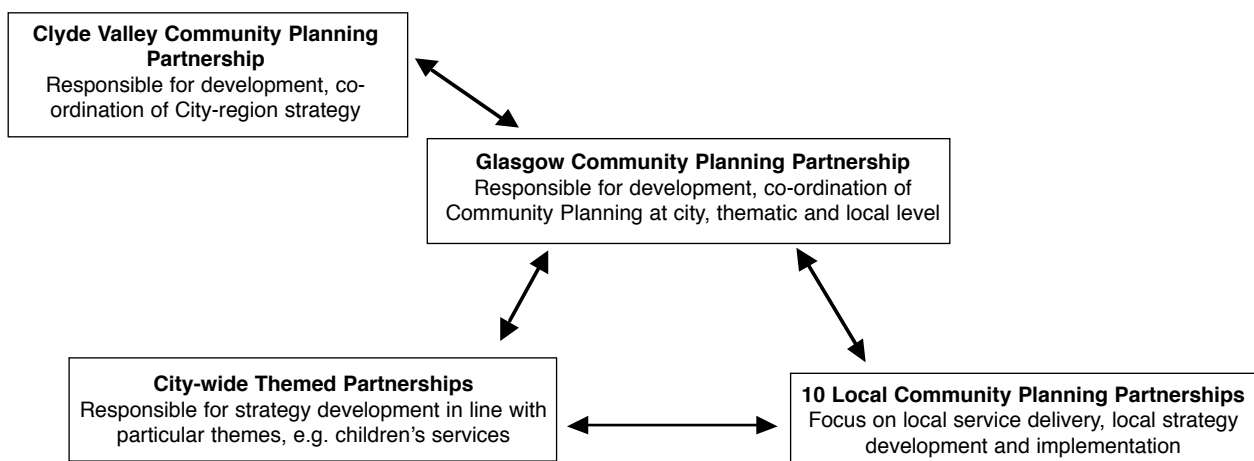
## Our Way Of Working

Glasgow is important, not just for its own citizens but to the West of Scotland as a whole. That is why it is important that partnership working is established on a number of different levels.

- **The Clyde Valley Community Planning Partnership** brings Glasgow together with its neighbouring local authorities to plan for the city region. This will ensure that major infrastructure projects which cross different authority boundaries, such as the M74 extension and the revitalisation of the River Clyde, can be co-ordinated effectively.
- **The Glasgow Community Planning Partnership** operates across the local authority area. It consists of a range of organisations that are committed to working together to ensure an inclusive Glasgow.
- **Local Community Planning Partnerships** will be charged with implementing the priorities of the Community Plan at a local level and will be a primary focus for community engagement processes. These partnerships have a crucial role to play in the broader community planning agenda. Boundaries for these local partnerships have been agreed to fit with Community Health and Social Care Partnerships, to secure co-ordination across a wide range of public services and with political structures in the city. It is essential that community planning structures cover the whole city. Whilst there will be targeted activities to address the needs of our more deprived communities, improving the delivery of public services underpins the role of the Partnership.

There are also a number of issue-focused partnerships operating across the city which take a strategic overview in relation to the design and delivery of particular services. The role of co-ordinating all of the partnership arrangements who wish to participate will be the task of Glasgow Community Planning Partnership.

We are currently considering how best to direct our work at a strategic level and will look to use existing structures wherever possible. The diagram sets out how this may work. In the coming year we will work to develop appropriate structures and processes that build on existing partnerships, such as the Healthy Cities Partnership, for example, and link these more closely to the community planning agenda. We will also develop partnership structures at a local level to ensure that we can take forward local priorities in an appropriate way.



## Our Priority Themes

Following our extensive discussions and consultations with partners and the community, we have identified five priority themes for the City. These are A Working Glasgow, A Learning Glasgow, A Vibrant Glasgow, A Healthy Glasgow and A Safe Glasgow.

These themes do not sit in isolation of one another. Priorities included within one theme will impact on others and there will also be cross cutting issues that will impact on all of the themes highlighted. An over-riding principle is tackling inequality and ensuring inclusiveness which will sit across all of the themes, as will closing the gap between disadvantaged communities of place and interest and the rest of the population.

The Community Planning Partnership has looked in detail at the issues that affect the city and in particular contribute to the persistent deprivation that exists in Glasgow. The challenge in some of our communities is significant. The evidence of concentrated worklessness, drug and alcohol misuse, anti-social behaviour and ill health in the areas of poorest housing and environment emphasises the need for partnership working to transform neighbourhoods and the lives of their residents. The Partnership has agreed that tackling worklessness and substance misuse will provide major drivers for change in our most challenged communities. Partners are agreed that tackling these issues through planning joint action and support will make a major contribution to addressing the city's problems. Within each theme, detailed actions have been developed in relation to the regeneration action plan for the Community Plan. This will be published separately in our Regeneration Outcome Agreement.

Alongside this will be the main focus of Community Planning which is about more appropriate public services. The Community Plan forms an overarching framework for achieving better services in Glasgow and ensuring that these are relevant by involving communities in their development.

"This plan is about transforming Glasgow and the services we offer our citizens. It will determine the kind of city we leave to our children. The voluntary sector is committed to making a contribution and GCVS is pleased to be an active partner in defining the road ahead".

HELEN MACNEIL, Glasgow Council for the Voluntary Sector



# A Healthy Glasgow

## **Our Primary Goal**

We will improve the health of everyone in Glasgow and narrow the health gap by improving the health of the most disadvantaged communities and groups in Glasgow at a faster rate.

## **Our Key Aims**

- We will reduce the harm associated with smoking and with drug and alcohol misuse.
- We will reduce the impact of poverty on the health of children and young people
- We will support Glaswegians in leading active healthy lives.
- We will promote positive mental health for all and reduce stigma associated with mental illness.
- We will seek to reduce teenage pregnancies and promote positive sexual health
- We will ensure provision of appropriate services to support carers and older people
- We will support Glaswegians in benefiting from safe and healthy working lives
- We will treat people with respect and value difference

Improving the poor health of Glaswegians is a priority for everyone if we are to secure a better future for Glasgow. Much of Glasgow's poor health is avoidable and continues to be affected by the lack of prosperity in areas of the City or some of the ways in which we choose to live. While many enjoy good health, the rates of chronic illness and premature death in the poorest parts of the city create a 'health divide' that is unacceptable and must be reduced.

Poverty has a major impact on the ability of people to lead healthy lives. Many children and young people, as a result of their poor life circumstances, cannot take part in activities that lead to healthier lifestyles or are vulnerable to negative factors that adversely impact on their health. By supporting action that addresses these negative impacts, provides support for healthy life choices and increases the economic position of our poorer families, we will strive to reduce the impact of poverty on children and young people's health. There are particular health issues for those affected by homelessness and worklessness that should be tackled through partnership working.

Making healthy choices will be different for everyone. Smoking is a major cause of ill-health and premature death in Glasgow. Diet and exercise play a vital role in ensuring good health. By providing healthy environments, a broad range of facilities and services, support for people to give up smoking, health education and active opportunities for our citizens, we will ensure that everyone can enjoy healthier lifestyles. Drug and alcohol misuse is not simply an individual problem but raises concerns that affect whole families and communities alike. We will work to tackle these concerns by ensuring that support services for those with drug and alcohol problems are targeted and effective.

There are many factors that can impact on people's mental health. These may be through illness, such as dementia, anxieties arising from physical health problems or through life circumstances that have a direct impact on how people feel about themselves. We will seek to support the mental well being of everyone in Glasgow. We will also support those with mental health issues to have a better quality of life and reduce the stigma they can experience, by helping our communities to be better informed about mental illness.

There are estimated to be around 62,000 carers in Glasgow. Their caring role assists thousands of vulnerable people to live good quality lives in their own homes and communities. However this role, most often shouldered willingly, can lead many to compromise their own health and well being. We will provide better joined up services to meet the needs of carers and the people they support.

We also understand the positive ways in which employment can support good health and we will promote safe and healthy working environments throughout Glasgow.

In our drive to achieve a healthier Glasgow, we will ensure that opportunities for people to improve their health circumstances are accessible, irrespective of age, gender, race, religion or sexuality and that service responses are appropriate and equality proofed.



“NHS  
Greater Glasgow views the work of the Community Planning Partnership as key to improving health within the City. The Board is excited also by the opportunities which the development of the partnership offers for concerted action with the Community Planning Partners and with Communities in enhancing the delivery of services collectively with it's partners in the integrated Community Health and Social Care Partnership.”

TOM DIVERS, Greater Glasgow NHS Board

# A Learning Glasgow

## Our Primary Goal

We will create a Learning Glasgow which ensures that children and young people have core skills, are confident and able to achieve their full potential, and which promotes lifelong learning and skills development of all citizens.

## Our Key Aims

- We will encourage learning as a personal development tool and provide learning opportunities that are appropriate for all, including those with particular support needs
- We will support learning that enables people to develop the right skills for employment
- We will support our young people to achieve their full potential during their schooldays and encourage them into further learning
- We will promote literacies for all
- We will build community capacity to enable people to develop the confidence and skills to influence decision making and service delivery

Learning opens so many doors that we should encourage everyone to take part in experiences that enhance their skills and knowledge. Learning is a lifelong process, not just about qualifications and certificates but also about practical ability and understanding that assists people in their daily lives. For many people however, there are real barriers to learning. For some young people, the potential for school to be a positive learning experience is affected by issues such as health, home/family issues or peer pressure. We will work to ensure that young people are supported in practical ways, and in particular at transitional stages, to achieve their potential and progress into work, training or further education. We will also work with parents to assist them in supporting their children through school and help them to understand the importance of learning, both for themselves and their families. If young people are to genuinely have the opportunity to succeed, it is crucial that they leave school with core literacy and numeracy skills.

We will support programmes and activities that ensure access for all to learning and guidance, that support building practical as well as academic skills and encourage pathways through learning to personal development. We must also recognise the need for investment in personal development and confidence building that will enable many people in Glasgow to access employment opportunities, irrespective of their age, gender, race, religion or sexuality.

Working in partnership with our colleagues in the voluntary, further and higher education sectors, we can provide a wide range of opportunities for learning that can lead to employment. The development of a highly skilled and relevant workforce is a key factor in ensuring the sustainability of the city's economy.

Involving people in taking decisions that affect their communities is a key priority for community planning. Through community learning and development mechanisms, we will support investment in building capacity and



knowledge within our communities to ensure that local people can fully participate in these processes.

Learning can cover many aspects of daily life that many of us take for granted. For some people however, a lack of basic literacies denies them basic life chances and can mean they are unable to participate fully. The Partnership will seek to ensure that appropriate services are in place.

“Glasgow  
Colleges Group is involved in the community planning process as an active partner and aspires to make a difference to individuals and communities to help them tackle real issues through community action and community based learning”.

BOB McGRORY, Glasgow Colleges Group



# A Safe Glasgow

## Our Primary Aim

We will create a safe Glasgow by reducing crime, the fear of crime and substantially improving accident prevention.

## Our Key Aims


- We will tackle anti social behaviour including violent and drugs related crime, graffiti, vandalism and litter
- We will work together to improve safety in public places
- We will promote home safety and work to reduce accidents in the home, on the roads and in the workplace.

Safety is a universal issue, it affects all areas of Glasgow and all sections of the community and is an issue that attracts high levels of community interest and support. Community Safety by its very nature cuts across a range of key policy areas for both central and local government. Improving community safety is fundamental to both promoting social inclusion and improving the quality of life of our communities. Providing a safe environment has clear impacts on the physical, environmental and economic aspects of the community planning process and it is therefore crucial that we get this right.

Despite many improvements over the past few years there are a number of challenges that require action. Long term investment in both our city centre and local communities continues to be blighted by problems of anti-social behaviour. This can be as a result of the negative activities of groups or individuals, including incidents of graffiti and vandalism. Anti-social behaviour which stems from alcohol or drugs misuse is also a major concern, particularly for some of our more disadvantaged communities where already vulnerable people can feel isolated and disconnected from community life. Whilst there is a perception that young people are responsible for a significant proportion of crime and antisocial behaviour, we need to also recognise that young people are frequently the victims of crime. Although action has been taken to address this, it is important that we promote successes in making Glasgow safer as well as addressing perceptions and fear of crime within all groups and communities across the City.

We will continue to support practical action to ensure that our public places are safe for people to use and enjoy. In specific circumstances, such as gender based violence or those vulnerable to abusive or violent behaviour we will ensure appropriate services and supports are in place. Co-ordinated partnership working will ensure that all relevant services are continually focused on this goal.

As well as tackling crime it is also crucial to focus on accident



“The main objectives of Strathclyde Fire & Rescue Service are, to minimise the economic and social impact of fire and other emergencies, reduce the risk and improve Community Safety. The Community Planning Partnership provides an excellent strategic forum to co-ordinate the development of local services. Strathclyde Fire and Rescue Service is committed to working with others to improve public services in accordance with local priorities”.

KEITH SMALL, Strathclyde Fire & Rescue Service

prevention in order to ensure a safe environment within which our citizens can live, work, study and relax. Whilst accidents on the roads have reduced over the past four years, it is important not to be complacent. Information and education as well as high profile safety campaigns are key tools in the prevention of accidents. We will work closely with the emergency services, and with service providers, employers and residents in order to eradicate practices and circumstances that lead to accidental harm thereby ensuring safe homes, work and public places.



“Our mission, Working Together-Building Safer Communities, characterises this organisation’s strong commitment to Community Planning. We have achieved much in delivering the variety of policing services demanded by our local communities, but there is much more to do and I am confident that closer partnership working will increase our ability to recognise and respond to local needs. Community Planning is about people, and demands that partners consult on and plan the provision of services prior to their delivery. Strathclyde Police has been fully involved in preparations to introduce Community Planning in Glasgow. The challenge for us all is to ensure, that together, we make Glasgow a safer place.”

**WILLIE RAE, Strathclyde Police**

# A Vibrant Glasgow

## Our Primary Goal

We will create a transformed and vibrant Glasgow where people choose to live, where the River Clyde is brought back to life and where Glaswegians are fully involved in the life of the whole city.

## Our Key Aims

- We will facilitate a full range of attractive and appropriate new housing provision thus ensuring we can retain our existing population and attract new people to live in the city
- We will ensure appropriate physical regeneration and environmental improvements to provide a safe, clean sustainable city including adequate provision of community facilities within local areas and a range of recreational, sporting, cultural activities based on the City's rich heritage and the needs of a diverse population
- We will maintain and improve transport links that are effective, efficient and affordable
- We will ensure Glasgow's place as a social city by providing opportunities for celebration, participation, fun and relaxation and encourage tourism by ensuring visitor attractions meet international standards, by improving signage, transport and transport information
- We will promote and celebrate diversity through special events as well as ensuring that all events are inclusive and representative

In order to achieve a vibrant City, we need citizens that are healthy, have opportunities to work and learn and who feel safe in their surroundings. As well as this though, we need to ensure our facilities and services are inclusive and equality proofed and that our citizens have the capacity to access the wealth of cultural, social and recreational opportunities available in the city.

Glasgow is an exciting and vibrant City that offers much to the resident and visitor alike. The neighbourhoods in which the City's homes are located include some of the most desirable of urban environments, but also some unacceptable pockets of decay and dereliction. The way in which the City has tackled its regeneration, both in the City centre and in its peripheral communities has attracted international acclaim. We must build on the regeneration efforts of the City partners and ensure that the delivery of quality, affordable housing, both for rent and to buy, continues. The contribution made by the removal and re-provisioning of the city's worst housing coupled with private sector housing investment will be significant.

Opportunities to treat and recycle land that is currently unused alongside initiatives geared towards reclaiming the river will dominate the transformation of the city in the decade ahead.



"A vibrant economy is central to Glasgow's prosperity, and Glasgow Chamber of Commerce is pleased to be a member of this partnership, which will take forward our commitment to more effective joined up working, to deliver quality services and sustained economic growth within a cohesive and comprehensive framework, to enhance job and wealth creation."

LESLEY SAWERS Glasgow Chamber of Commerce

The environment, recycling initiatives and transport provision are all vital to the city's sustainable development. The magnificent range of museums, galleries, parks and sporting facilities not only inspire people who live and work across the City but also its many visitors.

The vibrancy of the City is not restricted to infrastructure. The many cultural events that take place demonstrate the diversity of the City and the celebration of difference within its communities. When this is added to the diverse range of events, activities and festivals on offer each year, we begin to understand just how vibrant Glasgow really is.

Vibrancy is also about enabling participation and is at the heart of Community Planning in Glasgow. In many ways, the way in which communities interact and connect with each other underpins the vibrancy of Glasgow. We also recognise the valuable contribution that voluntary and community organisations make to help support and engage our most disadvantaged citizens. Through our community engagement strategy, city and local structures, we will strive to achieve active citizenship and strengthen democracy. We recognise the important and complementary roles played by the private, public and voluntary sectors in creating a vibrant, balanced, dynamic and successful city. Other themes also underpin the vibrancy agenda, such as the role of the universities and further education colleges, the generation of a safe, healthy City and investment in employment.



“Glasgow

Housing Association will play a full and active role in the Community Planning Partnership. Only through effective joint working with our partners can our ambition to create successful sustainable neighbourhoods, with enhanced life chances for people, be achieved. At both a city and local level GHA is fully committed to supporting community planning.”

**MICHAEL LENNON, Glasgow Housing Association**

# Working Glasgow

## Our Primary Goal

We will create a working Glasgow that provides quality, sustainable work opportunities for all residents of the City.

## Our Key Aims

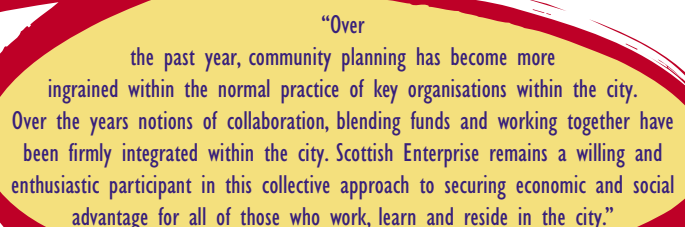
- We will promote equality of employment opportunity for all by addressing barriers that prevent access to employment.
- We will provide funding at the local level to assist Glaswegians into work and promote positive attitudes towards employment.
- We will engage with employers in all sectors to create good quality jobs for Glasgow
- We will increase enterprise, self employment and business start ups and provide further support to improve business survival rates to ensure sustainability, including strengthening the social economy.
- We will increase work experience and volunteering opportunities and the development of apprenticeships.

Being in work has a significant positive impact on the economic and emotional welfare of our citizens. Conversely, a lack of work can deprive individuals of their self confidence and contribute to poor physical and mental health. Worklessness in Glasgow remains a significant issue. Around 30% of the working age population is economically inactive. It is crucial to address the many issues that restrict access to employment, such as affordable childcare, transport, poor health or appropriate skills. An inclusive working Glasgow can only be achieved through partnership approaches to ensuring barriers to employment are removed and that appropriate support systems are equality proofed and in place to assist people into work and to sustain employment.

It is essential that we are able to equip our citizens with the necessary skills to assist them into work. Education, vocational training and professional development are all crucial to ensuring that Glaswegians have the skills necessary to compete in the workplace. At present there is a significant gap between the skills the City needs and those that are available. We must work together to address this.

It is important that businesses within the City continue to grow, offer and fill suitable job opportunities. We aim to attract new industries and employers that provide jobs that are well paid, sustainable and located in positive working environments. We will engage with the public, private, voluntary and social economy sector in order to maximise employment opportunities within the City.

Within this it is important too that we work with employers to ensure support



“Over the past year, community planning has become more ingrained within the normal practice of key organisations within the city. Over the years notions of collaboration, blending funds and working together have been firmly integrated within the city. Scottish Enterprise remains a willing and enthusiastic participant in this collective approach to securing economic and social advantage for all of those who work, learn and reside in the city.”

RON CULLEY, Scottish Enterprise Glasgow

mechanisms for job progression, training and development. Here it will be crucial to forge links with the community learning and development structures that are currently being established throughout the City.

As well as the formal academic and vocational qualifications, we are keen to make more effective use of the skills that have been developed through voluntary work. The range of experience that this brings is huge and needs to be captured and utilised much more effectively. The voluntary sector can provide a first step back to employment for many and these work experience opportunities are crucial in building confidence. We will seek to maximise such opportunities across employment sectors to assist Glaswegians back to work.

**“Jobcentre**

Plus is committed to playing a key role within Glasgow Community Planning Partnership, working with partners to achieve our complementary goals of regeneration and helping people into work. We aim to increase the chances of sustained employment for all, but in particular for the vulnerable and disadvantaged groups within Glasgow. Through Community Planning, JobcentrePlus aims to provide work for those who can and support for those who cannot.”

**IAN TAYLOR** JobcentrePlus

# Engaging Communities

Glasgow Community Planning Partnership is committed to ensuring that communities are fully engaged in the process of community planning. In order to achieve an Inclusive Glasgow we will ensure that;

- Communities are involved in decisions which affect them,
- Active citizenship is promoted and people of all ages encouraged to become involved,
- The diversity of the needs of citizens are taken into account in the design and delivery of services to ensure that these are appropriate and accessible by all, and
- Action is taken by all partners to ensure that no one in Glasgow is disadvantaged because of their age, gender, race, sexuality or religion.

We believe that involving communities of place and interest in the design and delivery of public services and in decisions that will affect them will help ensure that services are more appropriate.

Glasgow has a large and committed voluntary sector willing to be involved in Community Planning. We will encourage and support this commitment, with a view to working towards a formal arrangement or compact. There are a number of community engagement structures across the City that serve geographic areas and communities of interest. We will build on existing good practice in terms of engaging communities and on lessons that have been learnt to date.

We want to get this right to ensure that the most appropriate processes and mechanisms are put in place at both a local and Citywide level and that there is synergy across key areas of Community Planning activity. We acknowledge that different people will want to get involved at different times, in different ways and for different reasons. This will require a flexible range of mechanisms to ensure a whole City approach to community engagement. This will take time to develop, particularly in those areas that have not had the benefit of additional resources to support community involvement.

We know there are some areas in Glasgow that will need more help to encourage and sustain community engagement. There is funding available through the Community Voices programme to support this in our more disadvantaged



communities. This funding will also be used to target under represented groups and those traditionally considered hard to reach. This amounts to £950,000 in both 2006/07 and 2007/08. In other parts of the City not covered by this programme, our challenge will be to ensure that community engagement processes are supported through other means. We will work with the voluntary sector to maximise opportunities at a local and city-wide level.

Structures for community planning at a local level have been agreed on the basis of ten areas. We recognise that this is where most communities will want to engage. To support this development, existing engagement mechanisms will be examined to identify where additional provision is required. We are committed to working with communities to ensure that appropriate engagement structures are in place to cover the whole City.

As we develop our community engagement processes and structures, we will employ the National Standards for Community Engagement produced by Communities Scotland and the Scottish Executive. These standards will ensure that the way in which we work with communities is open, transparent and effective.



## Resourcing The Plan

The resources available within Glasgow for the delivery of public services may seem like a vast sum of money. There is in excess of £5 billion spent annually by the partners on delivering public services in Glasgow. However the scale of deprivation in the city is such that these resources are stretched in trying to deliver essential and valuable services wherever and whenever they are needed.

The challenge for Glasgow Community Planning Partnership is to examine these resources carefully to see where there are opportunities to make our funding work harder and smarter. This may come about through practical solutions, such as sharing premises or resources to avoid duplication. It could also come about through creative thinking and innovative practices. We have to examine all possibilities and exclude none.

In recognition of the challenges that face Glasgow, Communities Scotland has provided additional resources to support continued efforts to tackle poverty and deprivation in our communities. These funds, called the Community Regeneration Fund, amounted to £39.8 million in 2005/2006, will provide £41.4 million in 2006/2007 and £43.3 million in 2007/2008. The Community Regeneration Fund replaced Social Inclusion Partnership Funds, Tackling Drugs Misuse Funds and Better Neighbourhood Services Funds. Funding was allocated for 2005/2006 to existing initiatives funded through those programmes and took place in conjunction with local communities. The initiatives support programmes and projects that respond to the particular needs identified for those communities. A similar process was adopted for 2006/2007 and supported with activity to identify agreed outcomes for regeneration to begin the process of tackling deprivation in areas where no previous intervention programmes had existed.

The detail of these programmes is contained in the Partnership's Regeneration Outcome Agreement (ROA) for 2006-2008. The ROA is a requirement for all Community Planning Partnerships. It shows how the CPPs priorities, at City wide and local level fit with the national priorities for regeneration. It also sets out how we will use the Community Regeneration Fund as leverage to address national priorities and in particular Closing the Opportunity Gap targets. This is available to view on our website ([www.glasgowcpp.org.uk](http://www.glasgowcpp.org.uk)).

**During 2006-2008, we will look carefully at how current initiatives fit with the priorities set for the Community Regeneration Fund and by the Community Planning Partnership. In particular, there will need to be a refocusing of activity to ensure that the key priorities of worklessness and substance misuse are being addressed.**

## Monitoring Progress

Reporting our achievements, to our communities, our partners and our funders, is a key commitment of the Community Planning Partnership. We want to show how the activities, services and programmes we fund are making a difference across Glasgow, and in particular in closing the gap between our poorer communities and those better off neighbourhoods. This will be measured against the Scottish Executive's Closing the Opportunity Gap targets and objectives alongside the monitoring framework for the Community Regeneration Fund being developed by Communities Scotland.

Community Planning is about the added value that results from partnership working. It is important that we demonstrate the impact that joint working has had. The Partnership will detail the progress made through a range of targets, including developing a range of equality indicators and targets. These are outlined in the following section.

Each year we will produce an annual report that will detail the progress made against our targets. This will be available in a wide range of formats. The annual report will be printed in full, in summary and will also be available on our website.

We will also host an annual conference for the communities of Glasgow. This will enable us to feed back how far we have come and provide an opportunity to hear your views on the priorities for the coming years.

The Partnership is currently developing a comprehensive monitoring framework and further details on this will be available on our website, [www.glasgowcpp.org.uk](http://www.glasgowcpp.org.uk) in due course.



# Targets For Action

We have identified a range of areas that we consider key to the delivery of the community planning agenda in Glasgow. These are identified under each of the five themes. The specific targets that we are working to achieve are detailed below. In addition to these, we have also identified a number of targets regarding the involvement of communities within community planning and also on the extent to which the partnership has been successful in adding value and working together.

## Healthy Glasgow

- Reduce premature deaths from coronary disease by 27% by 2008
- Reduce premature deaths from cancer by 10% by 2008
- Reduce rates of smoking among adults by 11% by 2008
- Reduce rates of smoking among pregnant women by 10% by 2008
- Reduce teenage pregnancy ( among 13-15 year olds ) by 33% by 2008
- Reduce suicides in young people by 15% by 2008

## Learning Glasgow

- Reduce the proportion of working age adults with no qualifications from 22% to 18% by the end of the plan.
- Increase the proportion of young people leaving school with literacy and numeracy skills
- Increase the proportion of young people going into Higher Education from school from 20% to 35% by the end of the plan.
- To achieve and sustain the target of adults involved in literacy and / or numeracy agreed by the Glasgow Community Learning Strategy Partnership's ALN action plan(s) 2006-2008 and beyond.
- Contribute to the development of a national framework for the collection of data on aspects of community learning and development (CLD) that will provide a clear indication of levels of participation across each of the three CLD national priorities.

## Safe Glasgow

- Reduce residents experience of anti-social behaviour by 5% by 2008
- Reduce the number of violent crimes by 10% by 2008
- Reduce the number of children injured or killed in road accidents by 25% by 2008
- Reduce the number of drug related crimes by 10% by 2008
- Reduce the number of dwelling fires per 10,000 of the population by 25% by 2008
- Increase the range and availability of diversionary activities for young people by use of the local action fund
- Reduce the number of vandalism incidents in the city by 9% by 2008



### **Vibrant Glasgow**

- Increase the proportion of Glasgow residents that participate in sport by 4% each year.
- All socially rented houses to meet the Scottish Housing Quality Standard by 2016.
- To achieve 10,000 to 12,000 private housing completions by 2008 subject to market conditions.
- Increase the proportion of Glasgow residents that are satisfied with their homes and neighbourhoods
- Decrease the proportion of roofless people and those experiencing repeat homelessness in the city.
- Provide Glasgow's citizens with the appropriate tools to make informed financial decisions.

### **Working Glasgow**

- Reduce the proportion of working age adults not in work by 30,000 by the end of 2010.
- Reduce ILO ( International Labour Organisation ) unemployment to 6% by the end of 2010.
- Close the gap between Glasgow's unemployment rate and the Scottish average by a minimum of 1% per annum between 2005 and 2010.
- Increase the city's labour productivity level to equal the Scottish average by the end of 2010.

### **Engaging Communities**

- Consult with the community on appropriate structures and processes for community engagement at both the local and Citywide levels.
- Implement the agreed structures for community engagement.
- Establish a Monitoring framework for community engagement and make provisions to feed back to the community on progress made.
- Adopt the National Standards for Community Engagement within all community engagement structures.

### **Added Value**

- Agree and develop structures for community planning at a local (sub local authority) level.
- Establish clear links between the local, Citywide and Clyde Valley Partnerships.
- Establish a designated team of officers to support the work of the Partnership.
- Report publicly, seek views on and monitor the progress made towards Glasgow's vision on an annual basis.
- Work with partners to achieve the Partnership's vision and agreed targets.
- Make resources available in cash or in kind to support the work of the Partnership.
- Develop a range of equality indicators and targets that demonstrate progress is being made towards achieving an Inclusive Glasgow.













STRATHCLYDE  
POLICE

STRATHCLYDE  
FIRE & RESCUE

