



Item 3

20th November 2019

Glasgow Community Planning Partnership

Calton Area Partnership

Report by Director of Property and Land Services

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GLASGOW PROPERTY & LAND STRATEGY – DALMARNOCK LEGACY HUB

Purpose of Report:

This report provides an overview of the City Council's Property and Land Strategy and its commitment to the delivery of community hubs. It further sets out the intention to deliver a community hub in Calton, as part of the Council's commitment to support the re-opening of the Dalmarnock Legacy Hub, and details the development of the community engagement process.

Recommendations:

The Area Partnership is invited to

- (1) note the report and background provided in relation to the Property & Land Strategy;
- (2) welcome the ongoing commitment to deliver a community hub within Calton that supports the re-opening of the Dalmarnock Legacy Hub;
- (3) note the commitment to use the National Standards for Community Engagement;
- (4) note the use of Scottish Futures Trust to facilitate this process;
- (5) note the proposed timescales for the delivery of the community hub; and
- (6) request that regular progress reports on the process be brought back to the Area Partnership.

1. Background and context

- 1.1 Glasgow City Council's [Property & Land Strategy](#) was approved by the City Administration Committee in February 2019. The first of its kind for the Council, it sets out the vision and framework for the development and management of the Council's property and land assets. The Strategy outlines that property will be a catalyst for wider social, economic and regeneration change and embraces a place and data based approach. Further, it makes commitments to work with communities and partners to co-design and produce services that are relevant to their needs and priorities, using property as an enabler.
- 1.2 The Council, when setting its budget for 2019/20 in February 2019, provided an initial capital investment of £20m to support the delivery of the strategy. Specifically, this fund is to be used to support Phase 1 of the establishment of community hubs within six priority wards. There is a commitment to make further funds available to establish hubs across the city.

2. Community Hubs

- 2.1 A community hub will mean different things for different communities. Essentially though, a community hub will be 'a single location from which multiple council and other partner services will be delivered'. This co-location of services will support more locally responsive, efficient and effective services, embedded within our communities.
- 2.2 To achieve this, it is critical that all stakeholders are involved in the design, and potentially also the delivery, of services that will form the basis of the community hub. The community hub approach is in line with the Community Empowerment Act, and the corresponding Place Principle, that supports the direct involvement of local people in public decision making. This approach will ensure that services are responsive to local need, collaborative and partnership based and significantly, co-designed with local people.
- 2.3 The Council has agreed that, in the first instance, the development of community hubs will be focussed on the following six Council wards:
 - Baillieston (Ward 20)
 - Calton (Ward 9)
 - Canal (Ward 16)
 - Drumchapel/Anniesland (Ward 14)
 - Greater Pollok (Ward 3)
 - Pollokshields (Ward 6)
- 2.4 In relation to Calton (Ward 9), the Council has a commitment to support the re-opening of the Dalmarnock Legacy Hub following its closure in January 2019. This provides an opportunity to engage in a broad conversation with local residents to determine the services and facilities that are relevant to their needs and aspirations and how the building could be used to meet these as part of a Community Hub.

3. Community Engagement

- 3.1 The development of community hubs will be underpinned by a comprehensive community engagement approach, delivered in line with the [National Standards for Community Engagement](#). Glasgow City Council currently use the Standards to guide a wide range of engagement approaches. This includes community representation within our formal structures, such as local community planning groups (Area and Sector Partnerships), Community Councils, Locality Planning (including our Thriving Places structures as the delivery vehicle for this), Participatory Budgeting, deliberative dialogue and the Place Standard. The National Standards are supplemented by the Council's Community Engagement Principles (Annex 1).
- 3.2 The engagement approach undertaken will build on learning from previous activities, such as the Participatory Budgeting evaluation and the Locality Planning process, to strengthen approaches and support capacity building. It will build on, and connect to existing engagement structures within the local area. It will also utilise the skills and expertise of both local residents and staff that support communities to co-design the approach. This will ensure local ownership of not only the outcome of engagement but of the process itself.

4. Progress to Date

- 4.1 A small working group came together in early October to begin discussions relating to the community hub in Calton, and more specifically the possibilities for the Dalmarnock Legacy Hub. The purpose of this group was not to be the focus of consultation, rather to consider the design and implementation of an engagement approach, in conjunction with local people. The membership of this group continues to evolve. It includes both local residents, identified primarily through the Thriving Places structures but also now involving Community Councils and key local groups, as well as staff from organisations with a local presence and a remit to support communities.
- 4.2 The first meeting provided a starting point for a conversation around the hub. The group discussion highlighted a number of issues that require to be factored into the development of future engagement. This included acknowledgement of the experience of the Legacy Hub, what we could learn from this and also the need to reassure residents that the building will remain a constant in their community. There was a real sense of widespread recognition of a need for community space that was led by and served the needs of local people.
- 4.3 The group also made proposals that, whilst engagement and re-design is underway, the building could be opened up for 'meanwhile use'. It was considered that this could assist in rebuilding trust in the Hub model as well as providing a focus for engagement. Members also felt that there should be a strong focus on social enterprises and community groups within any re-purposed hub.

- 4.4 Members of the group agreed to make use of third party support to drive forward the process of developing wider engagement on the Hub and build on these early insights. Two full morning workshops have been scheduled with the Scottish Futures Trust to work with local stakeholders on this. These will take place on Friday 15th November and Thursday 21st November. These sessions are not about undertaking engagement and focus instead how we might shape an engagement approach. This will guide the next steps for this process.

5. Next steps and timescales

- 5.1 It is proposed that a small project team be established to take forward the outcome of the workshops in November. Thereafter, it is proposed that the following timescale will be implemented:

- Project Team Establishment:: November 2019
- Engagement Phase: November 2019 -
- Building Design Phase: 2-3 months post Engagement
- Construction: 2-3 months post Design

6. Recommendations

- 6.1 The Area Partnership is invited to

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- (2) welcome the ongoing commitment to deliver a community hub within Calton that supports the re-opening of the Dalmarnock Legacy Hub;
- (3) note the commitment to use the National Standards for Community Engagement;
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- (5) note the proposed timescales for the delivery of the community hub; and
- (6) request that regular progress reports on the process be brought back to the Area Partnership.

Glasgow City Council – Principles of Engagement

The [Community Empowerment \(Scotland\) Act 2015](#) sets out clear expectations that public bodies will properly engage with local communities. It requires organisations, including the Local Authority, to promote and facilitate participation and to put in place processes and policies to support this. These include, for example, community involvement in community planning, our process for [Participation Requests](#) and for [Asset Transfer Requests](#). However, in Glasgow we were already committed to working with local people to shape our services, pushing further than the statutorily obligated requirements.

Glasgow City Council has pledged to ‘empower our citizens, giving them a stake, and a say, in what happens in their local communities and communities of interest’. Our Strategic Plan highlights the importance of ‘creating more opportunities for our citizens to become involved in local decisions that affect their neighbourhoods, on how money is spent and how services are developed.’

The Strategic Plan also reinforces the importance of community engagement across its corporate functions. From being involved in decision making about investments, to becoming more self-reliant for their health and wellbeing; through influencing service development and providing the necessary support to build capacity of our citizens, the Strategic Plan consistently references the integral role of our citizens. It seeks a future where ‘citizens are more involved in local and citywide decision making’

How do we do this?

Glasgow City Council has a longstanding commitment to using the [National Standards for Community Engagement](#).

- **Inclusion** – identify and involve the people/organisations affected
- **Support** – identify and overcome any barriers to participation
- **Planning** – clear purpose for engagement based on shared understanding of community needs and ambitions
- **Working Together** – to achieve the aims of engagement
- **Methods** – that are fit for purpose
- **Communication** – clearly and regularly with the people, organisations and communities affected by the engagement
- **Impact** – assess impact of engagement and use what has been learned to improve our future community engagement



The National Standards have been used to inform Glasgow City Council’s [Consultation Guidance](#) and [Consultation Principles](#) which should be used as part of a broader engagement process. Adhering to the Standards and Glasgow’s Consultation Principles will ensure that our engagement approach is open, inclusive and accessible to all. Any engagement plans should also undertake an Equality Impact Assessment to support this.

In Glasgow we are committed to going beyond consultation however. Our commitment is to empowering our citizens, involving them in decision making and working collaboratively to find solutions. Consultation, whilst important in its own right, is simply one approach that will help us to achieve true empowerment.

Glasgow’s City [Charter](#) was published in May 2018 and begins to articulate this deeper relationship with citizens. The Charter is an informal agreement between the Council and citizens that list shared commitments, aims and standards. It was created through dialogue and consultation with citizens and sets out a way of working that will be developed together. The City Charter focuses on participation and engagement. It sets out citizens’ rights to be meaningfully involved in planning and designing the services they use and to having their views listened and responded to by the Council. It recognises that the knowledge, expertise and pride citizens have about the places they live and work is the best resource for improving these. The Charter should be used to guide our engagement with citizens.

The range of approaches that we will use is articulated by the International Association of Public Participation in their Spectrum of Engagement (IAP2). This sets out not just the type of engagement but also what this will achieve and what it actually means for our residents.



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

How will we measure our community engagement?

The success of our community engagement will be determined by the extent to which our communities are empowered to participate in local and strategic decision making. Glasgow City Council does not, as yet, have a monitoring and evaluation framework for its engagement approaches.

It is proposed that this is developed in partnership with our communities, using the [Audit Scotland Community Engagement Principles \(2019\)](#). These set out a need to achieve best value in five areas

1. Community Control – support communities to successfully take more control over decisions and assets.
2. Public Sector Leadership – strong and clear leadership on community empowerment sets the tone and culture of the organisation.
3. Effective Relationships – build effective working relationships between public bodies, local communities and local partners.
4. Improving Outcomes – evaluate whether outcomes for local communities are improving and inequalities are being reduced.
5. Accountability – public bodies are clear and open about their approach to community empowerment and provide regular information to communities that is understandable, jargon free and accessible. Public bodies are responsive to local communities when reaching decisions with a clear rationale for making difficult decisions and provide regular feedback.

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Additional References

The following documents are also useful in terms of supporting the community empowerment agenda.

[Glasgow Community Learning & Development Strategic Plan 2018 -2021](#)

Community Learning & Development (CLD) empowers local people to make change in their communities. It inspires activism and pride and enables people to use their skills and talents. CLD works with communities to enable them to shape services, influence decisions and become more inclusive. It will address barriers and build skills and confidence leading to increased engagement in the life of the city.

[Digital Glasgow](#)

The Digital Glasgow strategy recognises the opportunities for broader engagement that embracing digital approaches brings. The Digital Participation Charter highlights five key areas:

1. Our communities are better informed by having better access to information
2. Our communities are regularly consulted using digital means in order for us to broaden participation
3. Our communities are regularly involved in the design and evaluation of our services
4. Our communities regularly collaborate on local challenges using digital means in order to broaden participation
5. Our communities are regularly empowered to make local decisions through digital means so that we can capture the views of as many people as possible

[Participatory Budgeting Charter for Scotland](#) – this sets out the seven key features of a fair and high quality Participatory Budgeting process. These have resonance with the National Standards for Community Engagement:

1. Fair and Inclusive
2. Participatory
3. Deliberative
4. Empowering
5. Creative and Flexible
6. Transparent
7. Part of our democracy

The Charter includes suggestions on how we will know when each of these have been achieved.

VOiCE

This is a planning and recording software that assists in the design and delivery of effective community engagement (Analyse, Plan, Do, Review)

Place Principle - this was developed by partners in the public and private sectors, the third sector and communities to assist in the creation of a clear vision for their place. It has been adopted by Scottish Government and COSLA to help address organisational and sectoral boundaries, to encourage collaboration and community involvement and to improve the impact of combined energy, resources and investment.

The Place Principle supports the Scottish Government's National Performance Framework's shared purpose for Scotland and helps to unlock its potential for local communities. It focuses on collaborative place based approaches to ensure a shared understanding as well as shared accountability over decisions. There are a range of tools designed to support this approach available, most notable is the [Place Standard](#).

Equality Impact Assessment - it is proposed that this is undertaken on any community engagement strategy designed for Council policies. This will ensure that all communities are able to participate and could be used as one way in which to demonstrate actions to ensure the Inclusion National Standard. The Council's Equality Impact process is available [here](#).