



Glasgow City Council

Neighbourhoods, Housing and Public Realm City
Policy Committee

Report by Executive Director of Regeneration and Economy

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Item 2(c)

4th June 2019

**PROPERTY AND LAND STRATEGY 2019-2029 – ESTABLISHMENT OF
COMMUNITY HUBS – PHASE1**

Purpose of Report:

To outline proposals for the first phase of development of community hubs and the development of community engagement plans to support the process.

Recommendations:

The committee is asked to:

- Consider the contents of this report
- Refer it to the City Administration Committee for approval

Ward No(s): 3, 6, 9,14,16,20

Citywide:

Local member(s) advised: Yes No consulted: Yes No

PLEASE NOTE THE FOLLOWING:

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1. Background

- 1.1 On 7th February 2019 the City Administration Committee approved the Property and Land Strategy 2019 to 2029 ([link](#)). The first of its kind for the Council, the strategy sets out the vision and framework for the development and management of the council's property and land assets and makes commitments to work with communities and partners to co-design and co-produce services that are relevant to their needs and priorities.
- 1.2 To support the strategy, the council when setting its budget for 2019/20 on 21st February 2019, provided an initial capital investment fund of £20M to support phase 1 of the establishment of community hubs with a commitment to make further funds available to establish them across the city.
- 1.3 This report provides details of the proposed council wards that will represent phase 1 of the investment programme and an outline of the community engagement approach that will be adopted in support of their development.

2. What is a Community Hub?

- 2.1 Community hubs will mean different things to different communities commensurate to their service needs and aspirations. Through the co-location of council and potentially partner organisations, this can create real synergies that improve the way services are designed and delivered. Simply stated, a community hub will be a single location from which multiple council and other partner services will be delivered.
- 2.2 To achieve this however, it is critical to work with communities and other stakeholders to co-design and potentially co-deliver services that will become part of the design and operating model of community hubs.

3. Phase 1 Proposals

- 3.1 In the first instance it is proposed that the development of community hubs is focussed on the following council wards:
 - Calton – Ward 9
 - Canal – Ward 16
 - Pollokshields – Ward 6
 - Greater Pollok – Ward 3
 - Baillieston – Ward 20
 - Drumchapel/Anniesland – Ward 14
- 3.2 In relation to wards 9, 16, 6 and 3 the intention is to build on the community engagement, capacity building, and networks that have already been established as part of the participatory budgeting pilot schemes. Further information on the pilot scheme and on wider community engagement is provided in Section 4 of this report.

- 3.3 The council has taken on ownership of the Dalmarnock Legacy Hub, previously operated by the People's Development Trust. Early engagement with the local community and other stakeholders will now proceed to determine its future use(s) and identify who will participate in its operation and management.
- 3.4 The council has a long-standing commitment to deliver new sports facilities in James Lindsay Park, Ward 20, Baillieston. This will be supported by circa £6.5M in developer contributions secured through the Community Growth Fund Agreement from 2008. Whilst the delivery of sports facilities for the area will be the primary driver, the opportunity to co-locate/co-create other services relevant to the needs and aspirations of the local community will be assessed as part of the community engagement programme.
- 3.5 It is also proposed to build on early work that has already been undertaken to consider the challenges and opportunities to support the regeneration of Drumchapel town centre and the surrounding areas (ward 14) through the community hub programme. A "place based" master planning approach will be adopted that will consider the need and balance of commercial, community and housing needs of the area and align these to the ambitions and wants of the local community and partners working in the area.

4. Community Engagement

- 4.1 The community engagement programme that will underpin the development of the community hubs will be delivered in line with the Council's commitment to the National Standards for Community Engagement ([link](#)).
- 4.2 We are currently using these standards to guide a wide range of engagement approaches with our citizens. These include community representation within our formal structures such as local community planning groups which include Sector and Area Partnerships, Community Councils, Thriving Places Programme, Participatory Budgeting, deliberative dialogue and the Place Standard.
- 4.3 As referenced in Section 3, four of the wards in which the community hubs will be established are existing pilot areas for Participatory Budgeting, focusing on particular themes to address poverty and inequality:
- Calton – Child Poverty
 - Canal – Income / Employment Deprivation
 - Greater Pollok – Young People
 - Pollokshields – BME Communities

- 4.4 Citizens Panels have already been established in these wards, supported by local community and third sector organisations and so there are local structures in place through which engagement with hard to reach sections of the community can be facilitated as part of a wider process of community consultation and engagement.
- 4.5 Within Community Empowerment Services, the Area Teams based in the Albany Centre and Adelphi Centre are a useful source of knowledge and expertise, with staff currently engaged with and supporting a wide range of partnerships and networks, as well as ongoing work within the Thriving Places Programme.
- 4.6 The Council is also in the process of developing a corporate co-ordinated approach to community engagement that will inform future engagement practice.

5. Other Opportunities

- 5.1 Whilst the focus will be on progressing the development of community hubs in the wards identified above as Phase 1, work will be ongoing to identify further opportunities to establish community hubs in other areas of the city as part of the wider implementation of the property and land strategy.
- 5.2 The timeline for completion of Phase 1 and the establishment of community hubs in all six wards will be developed in conjunction with the local communities and will depend in part on additional requirements for engagement and dialogue and in part on pre-existing properties that might form part of an agreed approved solution.
- 5.3 The initiation of Phase 2 will reflect the capacity constraints on council officers to ensure the resource for support and engagement is in place and an appropriate reflection on the progression of Phase 1 to ensure we continue to learn from the process and refine and improve its activities and outcomes.

6. Governance and Reporting

- 6.1 A governance and reporting framework has been put in place to underpin the delivery of the property and land strategy, including the delivery of the community hubs programme. Responsibility for oversight of the implementation of the strategy is remitted to the Contracts and Property Committee and regular progress reports will be provided accordingly.

7 Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	The council has approved £20M to support the first phase of development of the community hub programme
<i>Legal:</i>	All legal requirements will be considered relative to the bespoke nature and needs of individual hub developments
<i>Personnel:</i>	The personnel implications will be considered as part of the overall community hub programme
<i>Procurement:</i>	The programme will involve major capital investment and will be procured in line with the Council's best value requirements

Council Strategic Plan: Community Hubs can play a key role in realising the council plan. More effective service delivery, achieving synergies with partners and most importantly the engagement with and participation by local communities are all important enablers for a number of priorities. Depending on the mix of partners and services within each hub the specific priorities may vary but will include the following Council Priorities - 13, 26, 43, 63, 67, 68, 69, 73, 74, 75, 76, 78, 79, 92, 94, 95, 99, 101. Of particular significance are its role in supporting; our history, heritage and culture as part of the Vibrant City Theme, our low carbon footprint as part of the Sustainable and Low Carbon City Theme and enabling citizens and neighborhoods to influence service delivery, access good facilities and be involved in local decision making as part of the Themes of Resilient and Empowered Neighbourhoods and being a Well Governed City that Listens and Responds,

Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2017-22</i>	Yes – this proposal supports the Council's Equality Outcomes 2017- 22. It sustains the strategic principle of community engagement and empowerment within property decisions;
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the importance of giving them a role and a voice. This is particularly important in relation to key groups representing older people, young people, disability groups and ethnic minority communities.

What are the potential equality impacts as a result of this report?

(no significant impact, positive impact or negative impact)

It is anticipated that the development of community hubs will have a positive impact on equality outcomes

Please highlight if the policy/proposal will help address socio economic disadvantage.

Community hubs will co-locate a range of council and other services that will assist in addressing socio economic disadvantage

Sustainability Impacts:

Environmental:

The proposals will have a positive impact upon townscape, landscape and the historical environment. They are part of a wider commitment to sustainability recognising the positive low carbon contribution of repurposing existing buildings.

Social, including Article 19 opportunities:

The positive impact of local community hub has a proven impact on the sense of pride purpose and place with the local community. Having an involvement in how that hub is determined and developed will increase social cohesion, as will empowering communities to take over the ownership and management of community assets where appropriate

Economic:

A key aspect of the Community Hub is its commitment to a focused deployment of assets within a locality tailored to community need and contributing to local inclusive economic regeneration and to well-being.

Privacy and Data Protection impacts:

No privacy or data protection impacts have been identified

8 Recommendations

The committee is asked to:

- Consider the contents of this report
- Refer it to the City Administration Committee for approval