

COLLECTIVE LEADERSHIP, CO-PRODUCTION & ACCOUNTABILITY

A Strategy for Govanhill, Crosshill, and Strathbungo East



PART OF LOCALITY PLAN WRITTEN BY LOCAL RESIDENTS AND STAFF

Released: 6th April 2022

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Locality Plan - a vision for Govanhill

Govanhill is one of the ten areas of Glasgow that has been designated a 'Thriving Place' by the Glasgow Community Planning Partnership. Thriving Places is an approach aimed at bringing together residents and organisations to collaborate for the good of their neighbourhood.

Each Thriving Places area is required to develop a Locality Plan that local communities, organisations, services and businesses will be able to use to guide their work towards positive change. A Locality Plan, as a vision for the future, must be informed by local people so that it can address the real needs and aspirations of the community. By providing timescales and measurable goals, the plan will become a practical tool for people who are trying to make a difference in their neighbourhood.

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This plan will form a living document that evolves to match the changing needs and priorities of the neighbourhood. Through monitoring and evaluation it will be possible to see what works and what doesn't, and adjustments can be made as needed. The plan will be reviewed annually by the Thriving Places Board to ensure that it remains relevant and reflects current circumstances.

The Locality Plan must be based on true partnership and understanding between all the stakeholders: the residents, the Thriving Places Board, and organisations working locally. Only through everyone's active support and involvement can the recommendations be implemented for the benefit of the community.

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The process of locality planning in Govanhill

Locality planning in Govanhill has been a thorough and long-term process guided by the principle that the local community must be at its forefront.

The residents and staff have been shaping it through in-person and online group discussions, a community survey, and further written feedback.

The community involvement is going to be crucial as parts of the plan are being released in accessible formats. Below is the timeline of the locality planning process to date.

late 2017 – early 2019	<p>Community Conversations (monthly meetings with residents by GCDT with support from SCDC)</p> <ul style="list-style-type: none"> * priorities for Locality Plan identified * ideas shared around housing, environment, community cohesion, media portrayal, and education
late 2019 – early 2020	<p>Partnership Approach & Community Conversations</p> <ul style="list-style-type: none"> * Community Connector employed in late 2019 * one to one conversations with staff from local organisations * partners' exchange around community engagement & communication, cohesion, youth work * community consultations & events around health, employability, media portrayal <p>(during the first year of the pandemic Thriving Places focus was on developing support structures for the community and distribution of funding to improve Covid-19 relief efforts undertaken by local partners)</p>
early 2021	<p>Survey about Community Engagement & Information (based on ideas from community conversations)</p>
late 2021	<p>Working Group: Community Engagement & Information (Prompted by survey responses, the group has also developed the Collective Leadership, Co-Production, and Accountability strategy)</p> <ul style="list-style-type: none"> * create a model for the rest of the Plan * publish the first part of the plan <p>Consultations with staff and young people about Youth</p>
Early 2022	<p>Drafts of GCEIS & CLCPA with Thriving Places Board</p> <ul style="list-style-type: none"> * feedback and approvals * plans released
Mid 2022	<p>Locality Plan is released in accessible formats for the community to use</p>
Late 2022 and beyond	<p>Work will continue on other strands of the Locality Plan</p>



Partnership Approach & Community Conversations

In late 2017, the Govanhill Housing Association was nominated the anchor organisation for the Thriving Places programme in Govanhill, and its subsidiary, Govanhill Community Development Trust (GCDT), was tasked with delivering a series of community conversations to form the basis for the development of the Locality Plan for the neighbourhood. The monthly Community Conversations took place between late 2017 – early 2019 and were facilitated by the GCDT team with the support from the Scottish Community Development Centre (SCDC). The sessions brought together between 20 and 50 residents of various backgrounds, ages, and levels of English skills. The multilingual team engaged community members from different ethnic groups and provided language support for the Slovak and Romanian participants. Childcare was also provided for most of the sessions to ensure parents and guardians were able to take part. Initially, the group identified priorities for the Locality Plan, which were environment, housing, and community cohesion. Throughout the sessions, discussions focused on identifying the issues and needs as well as potential solutions around housing, environment, community cohesion, media portrayal, and education. Representatives from relevant service providers were brought in to answer questions and respond to community's proposals.

In late 2019, Community Connector was employed to lead on the Thriving Places programme, to strengthen partnership work in the area and to develop the Locality Plan. A series of one to one conversations with staff from local organisations took place to map the needs, resources, and aspirations. In addition, Community Connector called staff meetings where partners exchanged ideas around community engagement, cohesion, and communication, and took part in the meetings of the Govanhill Youth Providers Network. Additionally, there were consultations and events held for residents. One, to share their experiences around healthcare with Alliance Scotland, and a job fair bringing an opportunity to meet potential employers and offering employability support. There was also a session in partnership with Migrant Voice exploring the negative media portrayal of Govanhill and teaching residents media-related skills so that they can be the spokespeople for their own communities.

During the first year of the pandemic, Community Connector's focus shifted from locality planning forwards developing support structures for the community and distribution of funding to improve Covid-19 relief efforts undertaken by local partners.

The visual above shows the stages we have followed in the writing of the 1st part of Govanhill's Locality Plan.

Summary of Ideas

The next step was to collate and analyse all the ideas related to community engagement and information shared in the initial conversations with residents and organisations to form the basis of the community survey. This work was carried out by the Community Connector and the Community Engagement Worker. Ideas were grouped and collated by theme into manageable sections to ensure that the survey was clear and user-friendly.

Community Survey

Once the ideas were collated, they were used to create the Govanhill Community Engagement and Information Strategy (GCEIS) survey. To ensure that the survey asked meaningful questions and captured relevant data tailored to our specific local circumstances, input was sought from representatives of Glasgow City Council and the Health Improvement Team. We worked carefully to ensure that the questions in the survey would be accessible to people with limited English, while also avoiding leading questions that would skew the results.

The survey asked respondents about their current sources of information, as well as asking them to rate how effective they thought specific solutions would be at improving community engagement and access to information locally. The survey also looked at how people form connections and how they feel about making decisions for their neighbourhood. The responses to these questions will be included in the Cohesion and the Collective Leadership, Co-Production and Accountability (CLCPA) strands, respectively.

The survey was open from the beginning of February to the end of April 2021 and got 205 responses from people of various ages and backgrounds.



Govanhill Community Engagement & Information (Locality Plan)

0%

1. Welcome!

This survey is about how people in Govanhill meet each other, make decisions, and access information. It is open to everyone who has a connection with Govanhill and will take only around 10 minutes to complete.

It will help shape the Locality Plan - a vision for a future Govanhill based on the wishes of people who live and work here developed under the Thriving Places programme. The Locality Plan will cover many different areas of life, but this survey is only about the Community Engagement and Information Strategy.

The people of Govanhill know the needs and wishes of their community best. That's why we invite you to share your views and ideas.

Thank you for being part of it!

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Community Engagement and Demographics of Survey Respondents

Community engagement was a vital part of the process to ensure that we heard from a broad range of voices. Due to Covid restrictions and the requirement that Govanhill Housing Association staff carry out nonessential work from home, we were constrained to conduct the survey entirely online, making it more of a challenge to reach people with limited English and literacy skills, or those digitally excluded. Once we secured 100 responses, we looked at the demographics and realised that we needed a greater representation of men, youth, and people from ethnic minorities. We approached staff from relevant organisations and asked them to encourage their communities to take part in the survey. The Community Connector also went through the survey with some residents who had limited English skills individually by phone to ensure that their views were recorded. As a result of these actions, 205 people have shared their opinions on community engagement and information in Govanhill.

Your help needed to have diverse Govanhill voices represented in a survey on community engagement and information



Marzanna Antoniak

Wed 28/04/2021 10:44

To: info@.....org.uk



Hello,

My name is Marzanna Antoniak, I'm a community connector in Govanhill.

I'd like to ask for your help spreading the word around this community survey among your communities.

Accessibility of information and community engagement are key to every project being done in Govanhill and we believe our community can provide us with valuable insights which will guide our future work as local organisations and allow us to better reach those hard to engage.

I'd greatly appreciate if you could share this survey with the people you work with and ask them for their views. Staff are also most welcome to contribute, and it would be great to see your and your colleagues' ideas there. You could use the message below to share, but feel free to phrase it as you see fit.

Have your say in the survey on Govanhill Community Engagement and Information Strategy which looks at how the people of Govanhill connect with each other, where they get information about what's happening in the area, and how they feel about making decisions for their neighbourhood. The survey **closes on Friday, April 30th at 5 pm**. Take the survey here: <https://www.smartsurvey.co.uk/s/MGLP1A/>

[Govanhill Community Engagement & Information \(Locality Plan\)](#)

This survey is about how people in Govanhill meet each other, make decisions, and access information. It is open to everyone who has a connection with Govanhill and will take only around 10 minutes to complete.

www.smartsurvey.co.uk

For more information about the Locality Plan for Govanhill visit: <http://govanhill.info/locality-plan/>

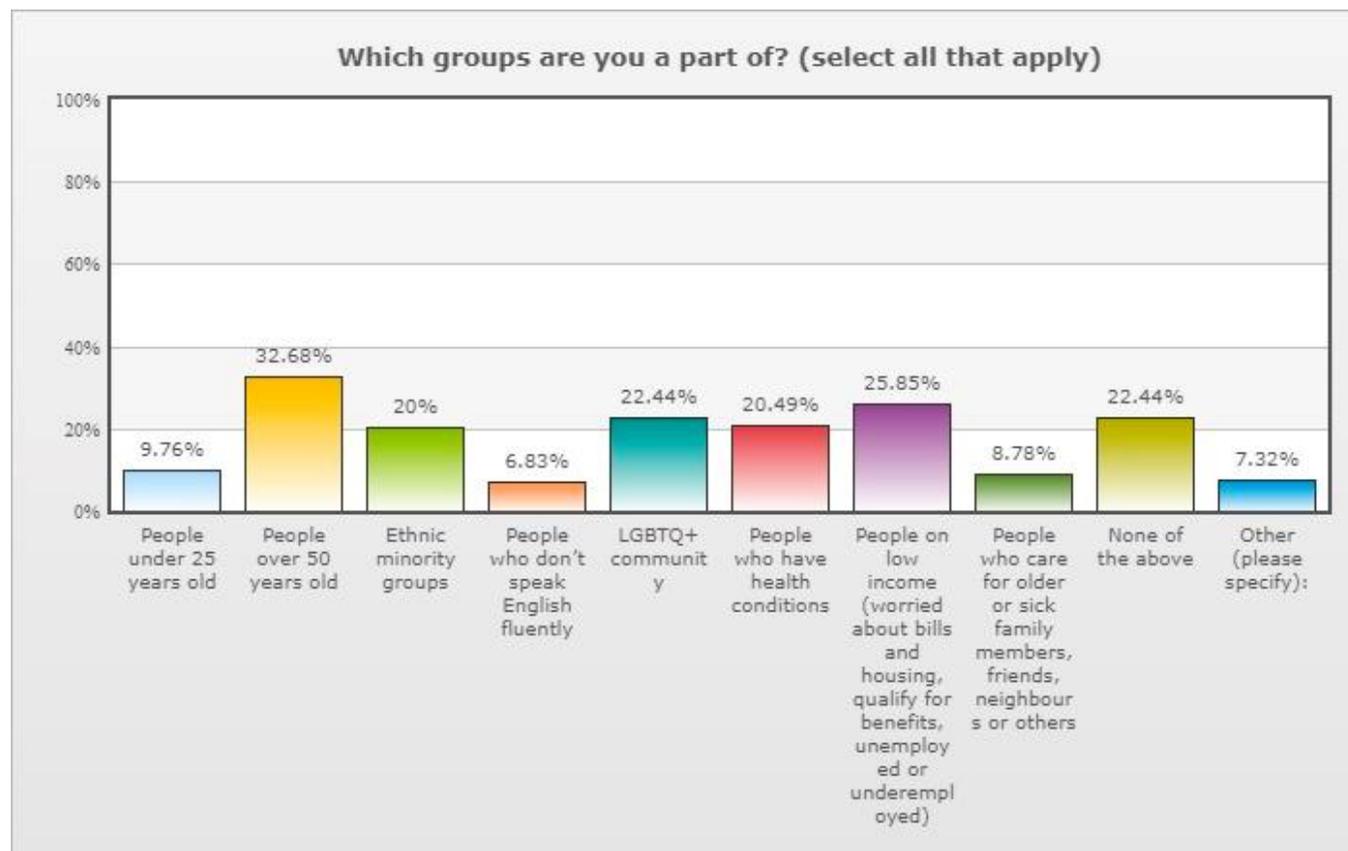
I'd be most grateful for your support with this! If you have any questions, feel free to email me.

Kind regards,

Mana

One of the emails sent to ask for support with engagement of groups underrepresented in survey responses.

It was seen as paramount that the survey captures the diverse groups within the Govanhill community, so that it reflects the views of the different people living here. Due to the specific make up of the neighbourhood, the list of protected characteristics was extended to include the 'people who don't speak English fluently' category. There are many such people living in Govanhill and therefore the survey needed to be inclusive of their voices.



Survey respondents were asked which groups they considered themselves to be a part of.

We had a wide range of respondents across a number of protected characteristics and social groups. The table below illustrates how the demographic data of respondents from the GCEIS community survey compares with demographic data for the whole of Govanhill. It should be noted that, as the new census is happening this year, the demographics for Govanhill may have changed in the last 10 years. When results from the upcoming census are released, we will review these figures.

Category	GCEIS Survey	Census 2011 Govanhill*
Low income	25.85%	24.5%
Health conditions/disabilities	20.49%	22.5%
Under 25/15	Under 25: 9.76%	Under 15: 17.7%
Over 50/65	Over 50: 32.68%	Over 65: 6%
Ethnic minority:	20%	33.1%
People who don't speak fluent English	6.83%	6.76%
LGBTQ+	22.44%	Not measured (national average approx. 6%)
Carers	8.78%	9.09%

**Figures taken from 2011 Census (<https://www.glasgow.gov.uk/CHttpHandler.ashx?id=36602&p=0>). As the local experience demonstrates, census data in Govanhill can be unreliable due to electronic, linguistic and other participatory barriers preventing individuals from taking part. It should also be noted that some Roma residents preferred not to participate in the census or not to disclose their ethnicity due to concerns about privacy issues and fear of being identified.*

Most of the figures from the GCEIS survey and census demographics match closely, with the exception of the age ranges, as they are categorised differently in the census, and people from an ethnic minority background.

For the purpose of this particular survey, we chose to categorise the groups as under 25, 25-50, and over 50 (rather than under 15 or over 65, as in the census) for two reasons. Firstly, we wanted to align with the current government definition of young people being up to the age of 24. Secondly, for the older generation, we wanted to reflect concerns from some community members that younger, more socially mobile people were overrepresented in several aspects of local life and that there were insufficient opportunities for people of different age groups to interact socially.

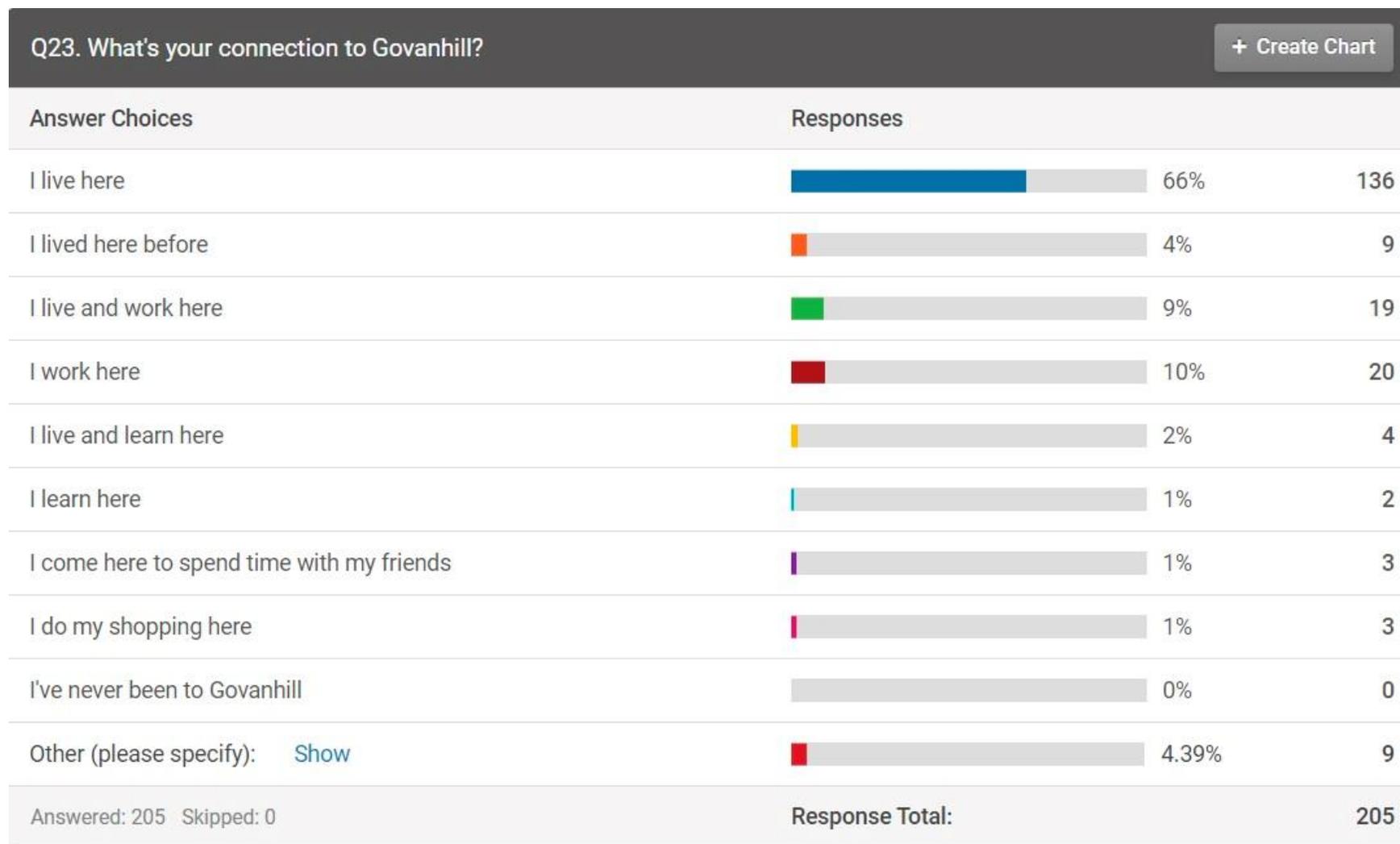
In the survey, 20% of respondents said they were from an ethnic minority background, compared to 33.1% in the census. The difference between these figures could be due to a few different reasons. Firstly, due to having to conduct this survey entirely online, it was very difficult to reach people facing digital exclusion, many of whom were from an ethnic minority background. While we were able to partially overcome this by conducting interviews over the phone, this was limited by staff capacity and language barrier. Secondly, upon looking closer into the results, we have realised that a few individuals who described their ethnicity as other than British or Scottish

The table below shows that respondents were given the opportunity to express how they would describe themselves beyond the scope of the established and recognised characteristics resulting in some interesting answers.

Q24. If there is any other way you describe yourself, please add it here: (optional)
Scottish Traveller
Scared to walk down the street middle aged guy
Recluse
queer, trans, neurodivergent
Queer
Queer
Unhappy.
Pro-active on keeping living space clean & tidy
No immediate family other than son and daughter
Muslim
Middle aged, tired of housing officers nonsense, cynical ageing woman!
Mental wee wuman @ no XX. Viva Govanhill 🍷🍷🍷
local business owner, artist
LGBT+
Lesbian
I was born in Glasgow
Immigrant
I'm retired
I am living long time in Govanhill and I also working here in Govanhill
Hungarian from Romania
Homo Sapien
headteacher in a local school
Handsome
Follower of Jesus
explorer
Community Worker (voluntary)
Already I mentioned in my earlier page.

Respondents were given an opportunity to express how else they would describe themselves.

It was also important to understand the different connections the people answering the survey had with Govanhill.



Distribution of answers to the question "What's your connection to Govanhill?"

159 (77%) respondents said they lived in Govanhill and 9 said they lived here in the past. 43 (19%) individuals said they worked in Govanhill and 6 learned locally. A few people said they came here to socialise and to do their shopping, some others had family ties in the neighbourhood.

Securing support from an impartial body

To ensure the analysis of the survey was of high standard, impartial, and transparent, Community Connector sought support from the Scottish Community Development Centre (SCDC) who had been involved with the Community Conversations as part of Locality Planning in Govanhill. The request was accepted and one of SCDC's Development Managers came in to help analyse and cluster the results of the survey, develop a plan for residents and staff engagement, and to co-facilitate the sessions of the Working Group to write the draft of the Govanhill Community Engagement and Information Strategy together.

The [Scottish Community Development Centre](#) have been engaged with this work through their "[Supporting Communities](#)" programme. Their aim is to support high quality community development practice across Scotland, helping groups work better together to develop community led responses to local issues, developing plans and using place-based approaches to help groups identify solutions. They work to the [National Standards for Community Engagement](#) with a focus on helping groups overcome inequalities, whilst developing capacity and local infrastructure to highlight the value of community-led approaches. They support anchor organisations within communities to investigate and scrutinise their current context and to generate their own evidence and data to help them define their own solutions.

GCEIS Working Group

Once the survey closed, the next step was to form a working group of residents and workers from local organisations. Invitations were sent to people who had said in the survey that they would like to take part in the working groups, as well as to key contacts among local residents, community leaders, and local organisations.



Govanhill Community Engagement & Information Strategy working group

8 September 2021

Participants at the 1st session of the GCEIS Working Group

The aim of the working group was to analyse the survey results and make recommendations, ahead of writing and releasing the strategy, which would serve as a template for community-led locality planning in Govanhill. We were committed to ensuring diverse voices were represented and to maintaining a collaborative approach based on mutual respect. Working alongside communities and partners is a key part of the Thriving Places programme, which aims to support sustainable long-term change in Govanhill at a systemic level, with a true understanding of the real needs and aspirations of local people. Comments from the survey supported this aim:

“Community consultation and campaigns can only be successful if they genuinely are representative of all groups and seek to address their expressed concerns.”

“Candid opportunities to talk about the problems in Govanhill with the space for people to address those together.”

“If people feel like their ideas are being heard and that they will be responded to and have an impact. Clear expectations of what they can influence and a genuine opportunity for influence.”

Nine fortnightly meetings took place between September and December 2021, which were co-facilitated by the Community Connector with the Scottish Community Development Centre. There was no obligation to attend all meetings, however a core group emerged made up of residents and staff who attended most of the meetings in the series. Group participants also contributed to the strategy by sharing feedback outside of the meetings, which demonstrates their strong commitment to the cause. The residents represented Govanhill, Crosshill, and Strathbungo East, (including members of the Crosshill & Govanhill Community Council) and they included individuals of Scottish, Irish, Roma, and mixed backgrounds. The staff members who attended most meetings were from Glasgow City Health and Social Care Partnership, Larkfield Centre, Govanhill Baths Community Trust, and Community Renewal.

How the first two strands of the Locality Plan were drafted

As the Working Group went about developing Terms of Reference (ToR), there were questions about the boundaries of Govanhill and after much discussion, we concluded that the plan must include Strathbungo East and Crosshill, which will be reflected in its name.

The working group went through all the comments left by the survey participants and added their own observations and recommendations. The discussions prompted us to focus closely on several aspects of the strategy, for example, a strong emphasis was put on support-based solutions, which has resulted in a thorough analysis of needs, approaches, and identifying partners who could play a key role implementing the group’s recommendations.

Following the series of working group meetings, the next stage was to write the final draft of the GCEIS strand of the Locality Plan. This involved incorporating all the data and comments from the survey, along with recommendations from the working group, into a clear and concise format.

Due to the many comments left by the survey participants, which echoed a sense of frustration with viability of surveys in general, and highlighted the scepticism around accountability and communication with organisations, the working group decided to add a completely new strand to the Locality Plan. This resulted in the creation of the Collective Leadership, Co-Production, and Accountability strategy for the area.

To ensure that the plan is actionable and quantifiable, we identified outputs, outcomes, and timeframes, and specified how success should be measured. The group also identified key partners for each proposal, both to implement future projects and as examples of successful existing work. Where possible, insights from those partners were sought to contribute to the strategy by bringing their specific expertise. Some timescales and targets still require input from the Thriving Places Board and relevant partners to ensure that everyone is aware of the role they can play in bringing solutions to life, and so that the plan is realistic and achievable.

Final Feedback and Approvals

The Thriving Places Board has given their approval for the Collective Leadership, Co-Production, and Accountability strategy to be released. The Board is due to meet with the Working Group to discuss the recommendations made, and to focus on specific aspects of the strategy in detail.

Next Steps

Once we have received the final feedback and approvals from the Thriving Places Board, we will release the GCEIS strand in accessible formats. Depending on funding and capacity, these formats could include:

- Video with subtitles or voiceovers in different languages
- Key sections translated into community languages
- Simple English with images and diagrams

'Govanhill Community Engagement and Information Strategy' will form the basis for all the other strands of the locality plan, because access to information is key to community engagement and empowerment.

The 'Collective Leadership, Co-Production, and Accountability' strategy ensures that the recommendations from every strand of the Locality Plan are implemented in an efficient and robust way for the good of everyone in our community. There is a recognition that this will require genuine communication and collaboration between local organisations and residents, transparency, resources, well-managed processes, and continuous evaluation.

We plan to release the Environment strand of the locality plan in 2022, along with a survey for the Youth strand, the basis of which has been shaped by local staff. Updates on these two plans will be shared on Govanhill.info and via Community Connector's mailing list.

At this stage, the 'Collective Leadership, Co-Production, and Accountability' strategy should be seen as a draft, and in fact, it is meant to be an ever-evolving document. The strategy should be regularly reviewed and adapted to suit any changing circumstances. This will allow for agility and relevance of the strategy to reflect the real needs and aspirations of local people.

Residents' and local staff's feedback is welcome and much appreciated. Please direct your comments to Marzanna Antoniak, Community Connector within the Thriving Places Govanhill programme.

Email: mantoniak@govanhillha.org

Phone: 0141 433 2152

You can also contact the members of the Thriving Places Board at:

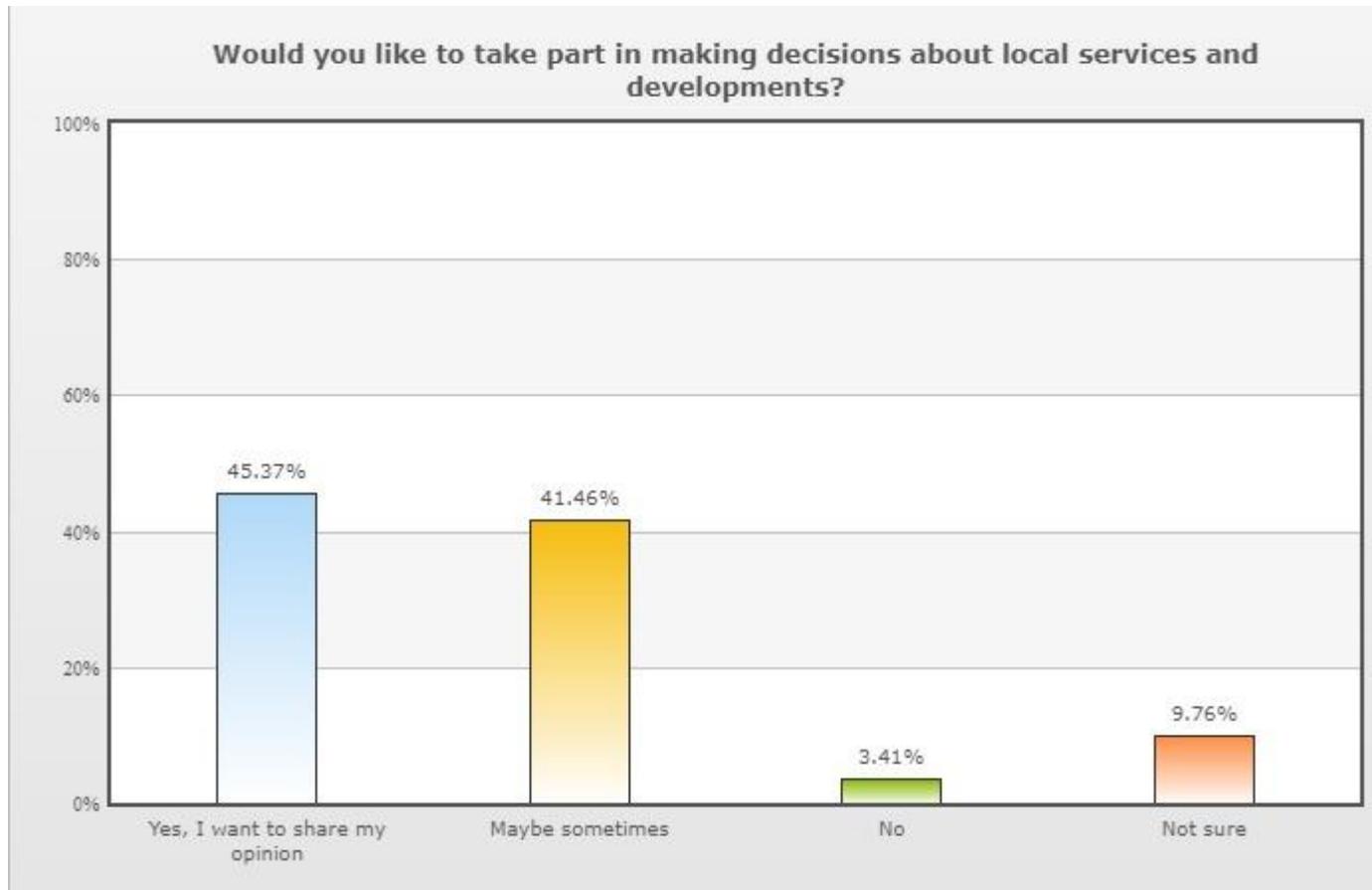
Samaritan House

79 Coplaw St

Glasgow G42 7JG

How the Collective Leadership, Co-Production & Accountability strategy came about

One of the questions in the Govanhill Community Engagement and Information Strategy survey was about the community's willingness to take part in making decisions about services and developments in their neighbourhood. As the table below illustrates, most people wanted to take part in local decision-making processes.



The questions asked in the survey did not focus on accountability, however, several comments were left mentioning the need for more efficient ways to report issues, two-way communication, and greater accountability from local organisations and public bodies. Some of the comments from the community survey are as follows:

Support with bringing up issues with local council

If people feel like their ideas are being heard and that they will be responded to and have an impact. Clear expectations of what they can influence and an genuine opportunity for influence.

more accountability in public by officials

Providing context and background information

Ensuring that the decisions are relevant and meaningful

Acting on the decision reached

Actually listening to complaints and issues instead of trotting out a 'party' line given by employees who don't live in rented accommodation and clearly don't much care.

Having clear and accessible ways of communication. GCC is deliberately complicated to contact, I feel, no matter who you are or group you belong to.

Direct access to those who make the decisions affecting the community.

I see that some of these suggestions are already happening. Groups that lead this work must be open to listening. E.g. some staff are not open about work being carried out and overall aims. People need to be relatable and transparent

What needs to happen is integrated thinking so that any project or effort is worth doing. It's hard to keep motivated when greater forces periodically sweep away good works. We need to get more powerful. It's fine having a voice, but pointless if it has no effect.

People will engage if it makes sense to them. If they feel it's worth it. Whatever happens needs the long term backing of councillors. Too often have small things been given with one hand and big things taken away with the other. I think there's a big trust issue in the area which comes from lived experience, it isn't made up!

If u actually do something with the information. The last one was a complete waste of time and people were lied to about how the information would be used.

The above, as well as the ethos behind the Thriving Places' approach to Locality Planning, has prompted the GCEIS Working Group to include Strengthening Collective Leadership, Co-production and Accountability as one of the themes in the strategy.

There is a need for a new approach to collective action in Govanhill. It has to be based on meaningful engagement and collaboration with communities, public agencies, and third sector organisations. This way we can learn from and work with local people to try and bring about tangible solutions for our community.

About co-production

Co-production is about combining everyone's strengths so that people can work together to achieve positive change. This means communities truly playing a part in how decisions are made - where things happen with people, instead of to them.

The [Scottish Co-production Network](#) has [a short animation](#) to help people understand coproduction.

Using co-productive approaches helps professionals and decision makers work with people and communities, not just to influence how decisions are made, but to have a say in what's needed, how it's developed and how it can be delivered.

Co-production goes beyond participation and partnership working because it requires people to act together on an *equal* basis. It means everyone can contribute their lived experience, skills and ideas about what works, to make communities even better.

Done well, this can shift the balance of power – so that everyone feels they have worked together on decisions that make a real difference to people's lives, reshaping how communities view their relationships with services, organisations, and places.

Co-production isn't always easy, and it does take time to build relationships and develop trust but using co-productive approaches can lead to greater buy-in, ownership and responsive services that meet the needs of the people they are there to support.

The priorities of the Collective Leadership, Co-Production & Accountability CLCPA strategy

The GCEIS Working Group has made recommendations on how collective leadership, co-production and accountability could be supported from different sides:

- 1. Strengthening partnership work**
- 2. Making residents aware of processes and their rights, and support for participation**
- 3. Communication with local organisations and authorities**
- 4. Supporting and incentivising organisations to report**
- 5. Publicising outcomes: plans, reports, consultations**
- 6. Forming a body responsible for monitoring progress**

1. Strengthening partnership work

Rationale: Residents from vulnerable groups may never come across information about services and opportunities that they could benefit from. That's why a coordinated approach is needed where organisations can regularly meet, team up and develop effective ways of engagement and support each other's projects. This is happening within some areas of work, such as education, communications, and environmental issues where there are leads who coordinate meetings and write plans, but there is a lack of coordination for areas such as employment, economy, community cohesion, and other. During Covid-19, Community Connector formed several thematic groups bringing together partners from local organisations and funding was secured to provide support for residents. The funding was designed in a way to encourage partnership work and avoid duplication. Upon reflection with the groups, funding was one of the key points highlighted in making the working groups and partnerships effective and sustainable.

Proposal	Responsible party, partners & resources	Processes	Outputs	Timelines	Status	Outcomes	Indicators & how will we know
<p>1.1. Create opportunities for local organisations and staff to develop better networks. (Also, see section 2.1. in Accessible Information part of GCEIS)</p>	<p>TP Board</p> <p>Community Connector</p> <p>Neighbourhood Coordinator</p> <p>Activists/volunteers</p> <p>Resources to coordinate the issue-based groups where there is no one with a remit to do so.</p>	<p>Mapping what already exists and identifying the leads for the different issue-based groups.</p> <p>Funding is secured.</p> <p>Partners are identified and approached to join particular groups.</p> <p>Creating terms of reference for each group, incl. role and remit.</p> <p>Communication & reporting to the TP</p>	<p>Different issue-based groups are created (i.e. youth, economy, employment, mental health) to discuss and help progress relevant issues, and collaborate on solutions.</p> <p>Each group has agreed terms of reference.</p> <p>Regular updates from groups and reports are published.</p> <p>Each group contributes to creation of a strand of Locality Plan.</p>	<p>Update mapping & identify leads ASAP by?</p> <p>Assign resources to leads where needed by?</p>	<p>ongoing / pending</p>	<p>Increased participation in local issue-based networks.</p> <p>Increased levels of effective collaboration between organisations.</p> <p>Issue-based local action plans are developed in a more collaborative way.</p>	<p>Issue-based networks meet regularly with good attendance.</p> <p>Feedback from partners.</p> <p>Frequency of reporting.</p> <p>Number of strands of the Locality Plan developed.</p>

		Board and the community. (See section: 4)					
<p>1.2. Create opportunities for local organisations to make information about their services more accessible. (For more details, see section 1.1. in Accessible Information part of GCEIS)</p>	<p>TP Board, Govanhill Communications Group, Community Council Community Connector & Team</p> <p>Resources to collate, simplify, translate, and design information from organisations.</p>	<p>Funding for making information accessible is secured.</p> <p>Create a reminder and publish it regularly.</p> <p>Recruit and coordinate translators.</p> <p>Coordinate the production of information in accessible formats.</p> <p>Publish local updates at a reasonable frequency via various channels.</p>	<p>Identifying / recruiting leads</p> <p>Regular reminders are sent to organisations inviting them to share their updates.</p> <p>A network of volunteer translators is maintained.</p> <p>Easy-read, pictorial, audio & video information is created and published, whenever possible, in key languages.</p> <p>Regular updates from different organisations are published on key local platforms.</p>	ASAP	ongoing / pending	<p>Increase in number of organisations sharing updates.</p> <p>Information is accessible to more people in the area.</p>	<p>Number of organisations sharing their updates.</p> <p>Number of pieces of information shared regularly by each organisation.</p> <p>Number of accessible formats in which information is published.</p> <p>Number of accessible channels in which information is published.</p>

<p>1.3. Secure funding for partnership projects. (It has worked well with the funds secured for Covid-19 relief)</p>	<p>TP Board GCC</p>	<p>Funding is secured to be distributed to partnerships working on local projects.</p> <p>Application process is created.</p> <p>Applications are processed and funds distributed.</p> <p>Monitoring and evaluation systems are designed and implemented.</p>	<p>Funding opportunities brought into the area are designed so that larger amounts of funds are available to partnership projects.</p> <p>Funding for Participatory Budgeting is secured encouraging partnership applications.</p> <p>Monitoring and evaluation systems are in place.</p>	<p>regular</p>	<p>pending</p>	<p>Organisations and groups are encouraged to form partnerships to deliver projects.</p> <p>There is less duplication of services in the area.</p> <p>Residents are better aware of proposed projects and can vote for them.</p>	<p>Number of collaborative funding bids and evidence of joined-up work.</p> <p>Number & diversity of people who vote in participatory budgeting processes.</p>
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Assumptions:

- Local organisations see partnership working as paramount to addressing inequalities and issues in Govanhill.
- Organisations are willing and able to collaborate.
- Sufficient funding is secured.
- Staff capacity and continuity are ensured.
- Platforms are well-maintained and effectively utilised.
- Processes are monitored and evaluated on a regular basis.

2. Making residents aware of processes and their rights, and support for participation

Rationale: Local people aren't aware of the role and planned outcomes of Thriving Places or the Hub. Many local people aren't aware of the different processes and of their rights to participate in decision-making about matters that affect them, and so local developments and services aren't informed by their voices.

Proposal	Responsible party, stakeholders & resources	Processes	Outputs	Timelines	Status	Outcomes	Indicators & how will we know
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<p>2.1. Make expected outcomes and processes within Thriving Places clear and known to the people</p>	<p>TP Board</p>	<p>TP Board input, based on which the Community Connector and another designated staff member can coordinate translators & design and publish materials</p>	<p>A clear resource stating TP aims & processes is developed and published.</p> <p>Relevant lead officers are made aware of their roles in the Locality Plan by TP Board.</p> <p>Locality Plan is created with input from the community.</p> <p>Promotional campaign for TP is carried out.</p> <p>Budget from public sector bodies is allocated for publicity: communications & coordination, designers.</p>			<p>Local people are more aware of what TP is trying to achieve.</p> <p>Local partners collaborate more effectively within Thriving Places ethos.</p> <p>Greater engagement from lead officers within Thriving Places.</p>	<p>Survey asking if people are aware of TP – number of people aware of and confident about the role of Thriving Places.</p> <p>Number and diversity of residents who get engaged with TP processes.</p> <p>Number of staff recruited to lead on strands.</p> <p>Visible tangible benefit to the community.</p>
<p>2.2. Make the role of the Hub clear and known to the community</p>	<p>Hub Lead TP Board</p>	<p>Information is prepared and released by the Hub using different channels</p>	<p>Information about the role of the Hub and a clear way to communicate with it is publicised.</p> <p>Residents can access Hub representatives and other relevant staff in person to report issues.</p> <p>Feedback from the Hub is published regularly.</p>			<p>Local people can report relevant issues more effectively.</p> <p>Residents can access feedback from the Hub regularly.</p>	<p>Number and diversity of people who report issues to the Hub.</p> <p>Number of issues resolved.</p> <p>Number of published reports from the Hub.</p>
<p>2.3. Create and publicise multilingual, easy-read, pictorial, audio &</p>	<p>TP Board GCEIS group TP Team Community Connector SCDC</p>	<p>Budget from public sector bodies is allocated for coordination, creation and publicity.</p>	<p>Multilingual, easy-read, pictorial, audio & video informational resources on processes and residents' rights are created and published.</p>			<p>Community is better informed of their rights and able to get involved in processes.</p>	<p>Number and diversity of people engaging with resources about their rights and processes.</p>

<p>video informational resources to make residents aware of processes and their rights (more about it in part on Accessible Information of the GCEI Strategy)</p>	<p>Local graphic designer Translators</p> <p>Govanhill.Info Social Media Community noticeboards Design (phrasing + graphic) Translations</p>	<p>Information about processes & rights is coordinated and published.</p>	<p>Example resources:</p> <ul style="list-style-type: none"> • Community council • HA management community • How to get involved with boards (what it takes and responsibility) • Participation requests • Asset transfer • Training in negotiating, campaigning, group work (use within a particular theme / activity to engage people who wouldn't normally come) • Ways to report issues <p>The informational resources are distributed across organisations in Govanhill and online, and people are made aware where they are available.</p>				<p>Feedback from residents about resources.</p> <p>Number of queries about own rights.</p> <p>Number and diversity of people who want to stand as a community counsellor.</p>
<p>2.4. Support residents to take part in consultations (see: GCEIS)</p> <p>[refer to the work of Sustrans & Thriving Places Govanhill]</p>	<p>TP Board GCEIS group TP Team Community Connector relevant partners</p> <p>Funding for widening participation</p>	<p>Funding for widening participation is secured.</p> <p>At the signup point, access support means are listed.</p> <p>Partnership created with relevant providers of ESOL/ BSL /childcare support, etc.</p>	<p>Consultations are co-created with relevant providers of ESOL/ BSL /childcare support, etc.</p> <p>Signup form features a list of support on offer.</p> <p>Different versions of consultations are created to suit particular needs.</p>	<p>continuous</p>	<p>pending</p>	<p>Residents with access needs are better supported to engage in consultations.</p> <p>More underrepresented voices are included in consultations.</p> <p>Consultations feature more voices from people with lived experience of specific issues.</p>	<p>Amount of resources for widening participation secured.</p> <p>Number & variety of support means used.</p> <p>Number and diversity of residents with access needs taking part.</p>

		<p>Accessibility support is made available: communication support (ESOL/translation/BSL/Braille) mobility, childcare, etc.</p> <p>There are easy read and different time commitment versions of consultations available.</p>				<p>Services are more responsive & better tailored to the needs of people experiencing specific issues.</p> <p>Residents are more aware of support means that can be requested.</p>	
<p>2.5. Engage people with lived experience in co-creation of consultations</p> <p>[Refer to the work of Govanhill Youth Development Group & Thriving Places.]</p>	<p>TP Board GCEIS group Govanhill Communications Group Community Connector relevant partners</p> <p>Funding for widening participation</p>	<p>Support with community engagement is sought from relevant organisations.</p> <p>A platform is provided for people with lived experience to co-create the consultation.</p> <p>Accessibility & relevance of the consultation is tested by people with lived experience.</p> <p>Results of consultations are</p>	<p>Working relationships are established with relevant organisations & people they work with.</p> <p>Group/individual co-design session(s) are conducted.</p> <p>Consultation is tested by people with lived experience before it is released to wider public.</p> <p>People who were involved in co-creation of consultations are supported to analyse data in partnership with the organisation who led the consultation.</p> <p>People who were involved in co-creation of consultations are supported to</p>	continuous	pending	<p>Consultations are designed to better suit the needs and be more relevant to people with lived experience of specific issues.</p> <p>There is a greater buy-in into consultations.</p> <p>There is a greater diversity of responses to consultations.</p> <p>There is a greater insight into the issues affecting specific groups.</p> <p>Services are more</p>	<p>Amount of resources for widening participation secured.</p> <p>Number & variety of support means used to enable people with lived experience to co-design consultations.</p> <p>Number and diversity of residents with access needs taking part in the consultation design process.</p> <p>Feedback from</p>

		<p>analysed with people who were involved in design & creation of the consultation and have lived experience of specific issues.</p> <p>The information from the consultation is disseminated with guidance & involvement from people with lived experience.</p>	<p>disseminate & present information from the consultation.</p>			<p>responsive & better tailored to the needs of people experiencing specific issues.</p> <p>People are gaining new skills & experience.</p>	<p>people with lived experience who took part in co-design.</p> <p>Feedback from service providers.</p> <p>Number & diversity of people accessing service after change was implemented.</p>
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Assumptions:

- Local organisations see clarity & transparency as paramount to creating and securing a buy-in for a vision for Govanhill.
- Making residents aware of processes and their rights is seen as key to co-production and local decision-making.
- Widening participation at all stages of development, delivery & follow-up of consultations is seen as key to overcoming inequalities in Govanhill.
- Organisations are willing and able to collaborate.
- Sufficient funding is secured.
- Staff capacity and continuity are ensured.
- Work is conducted to a high standard.
- Processes are monitored, evaluated, and revised on a regular basis.

3. Communication with local organisations and authorities

Comments from the working group and the survey:

GCC is deliberately complicated to contact, I feel, no matter who you are or group you belong to.

Some of the charities are complicated to contact.

Having clear and accessible ways of communication.

Rationale:

There is a lack of clarity of where to report particular issues, and some residents are unaware that issues could be reported and accept things as they are. Residents voice frustration at difficulties with reporting issues and receiving feedback from organisations.

Proposal	Responsible party, stakeholders & resources	Processes	Outputs	Timelines	Status	Outcomes	Indicators & how will we know
3.1. Create an infographic with key local contacts and which issues to report on to them	TP Board Community Council TP Team Govanhill.Info Social Media	Design (phrasing + graphic) Translations Publicising	Infographic with key contacts is shared with the community via different channels, including local media outlets.			Community is better informed about local staff members' remit. Reduction in persistent issues.	Number and diversity of people engaging with the resource. Number of issues reported to key staff.
3.2. Create a central reporting system locally [online + physical] (it could be based at the GhHA / at the Hub)	TP Board The Hub venue online platform funding	Input from TP Board & the Hub Create data sharing agreement Secure funding Design of a reporting system (capturing data submitted online, by phone and in-person) Worker to coordinate & assign requests	A data sharing agreement is developed. A multiagency reporting system is created and functions effectively. A staff member is employed to coordinate the reporting system. A suitable accessible venue is secured to take in reports from residents. A designed phone line is created for the community to report issues which are logged, assigned to relevant partners, and regularly reported on.			Better system of filtering local issues, noticing hotspots and trends. Better communication between partners. Better and more up to date local information. Better understanding of key issues affecting the community. Better system of feedback (people	Number of resources deployed based on community intelligence. Number of issues reported & resolved. Budget and resources allocated to this engagement. Number of organisations contributing.

		<p>Repurpose the helpline run by GCDT as a means to report issues</p> <p>Consider creating a Govanhill reporting app</p> <p>Shop front is necessary for accessible community engagement</p>				<p>are aware of the outcomes).</p> <p>Increased accountability due to the statistics being published.</p> <p>More projects would be guided by the needs as reported by the community.</p>	<p>Number of visits to the reporting venue.</p>
<p>3.3. Improve existing forms of communication with authorities & local organisations (action needed: ask around for more input from partners & TP Board on this)</p>	<p>TP Board GCC</p> <p>Elected Members</p>	<p>Identify & promote current forms of communication with authorities & local organisations.</p> <p>TP Board members engage with elected members (who have a duty to support people to engage with local authorities) on how to make reporting more accessible and efficient.</p> <p>Elected members invite people from underrepresented groups to request shadowing and mentorship.</p>	<p>Information is available about the process elected members need to go through to support residents.</p> <p>Opportunities are created for members of the public who are not represented in elected members positions to learn from elected members</p>			<p>Increased awareness of lines of communication amongst residents.</p> <p>More residents are able to report their issues and find out about the progress of their queries.</p> <p>Existing forms of communication with authorities are improved.</p> <p>More and better ways to report issues are available.</p>	<p>Availability of information on how elected members help residents.</p> <p>Number of ways to report issues.</p> <p>Number and diversity of people learning from elected members.</p>

Assumptions:

- Local organisations see communication & partnership work as paramount to addressing inequalities and issues in Govanhill.
- Organisations are willing and able to collaborate through centralised reporting and sharing information.
- Keeping residents informed and two-way communication are recognised as a means to reduce persistent issues.
- Well-maintained and effectively utilised platforms are seen as key to monitoring local issues, noticing hotspots and trends.
- Processes are monitored and evaluated on a regular basis.
- Sufficient funding is secured.
- Staff capacity and continuity are ensured.

4. Supporting and incentivising organisations to report

Comments from the Working Group:

More accountability of charities in regards to services they provide and how volunteers and others can complain when they are dissatisfied with service or how they have been treated by a particular member of staff or board member.

Rationale:

Currently, few strategic groups bring organisations together to collaborate and publish reports regularly, for example: Govanhill Education Group, Health & Social Care Partnership. However, these reports aren't easily accessible to the community.

There is a lack of joined up approach and reports on employment, economy, and other areas of local life.

Govanhill Youth Providers group considered creating a streamlined reporting system highlighting the many benefits it could bring, but emphasised the need for additional capacity.

Residents cannot easily access information on local projects, statistics, and developments.

Residents are unaware of or frustrated by the consultation processes and their outcomes.

Without data from reports, local projects cannot be shaped based on real needs, trends, challenges, and effective practice.

Keeping residents informed should be seen as key to building trust and confidence in the work of the organisations.

Data sets* already inform public sector work streams and have driven activity such as Thriving Places, Community Link Worker programme, financial inclusion, vaccination and screening programmes, etc. This shows that strengthened collaboration and streamlined reporting can shape tailored responses to issues.

* Performance Management Framework for locality planning, Scottish Index of Multiple Deprivation, etc.

Proposal	Responsible party, stakeholders & resources	Processes	Outputs	Timelines	Status	Outcomes	Indicators & how will we know
<p>4.1. Create a resource with guidelines for organisations on best practice when consulting community</p> <p>[refer to: National standards for community engagement, Voice Platform]</p>	<p>GCEIS group TP Board TP Team</p>	<p>Design a resource based on input from the GCEIS Working Group & TP Board, drawing on the existing resources and adapting them to Govanhill's specific circumstances.</p> <p>TP Team, SCDC, local graphic designer, translators (phrasing + coordination + images)</p> <p>Budget for engagement and accessibility is secured from public bodies.</p> <p>The commandments for consulting the community are created, and regularly publicised.</p>	<p>'You said - we did' resource is created.</p> <p>The 'commandments of consulting the community' resource is created. (physical boundaries, target audience engagement, accessibility, transparency, high-quality, relevance, timelines, aims, etc)</p> <p>Resource is created with guidelines on effective community engagement in decision-making processes.</p> <p>Organisations conducting a survey are regularly reminded to ensure surveys are of high standard, meaningful, tailored to the specific circumstances, and the analysis is impartial (whenever possible, employing independent surveyors)</p>			<p>More organisations are aware of and follow the guidelines on consulting the community.</p> <p>Feedback on progress of projects is provided more frequently in accessible ways.</p> <p>Community is more aware of organisations' duty when consulting.</p> <p>Increased trust and participation in community consultations.</p>	<p>Number of reports published by different organisations.</p> <p>Number of ways used to feedback on progress of projects and consultations.</p> <p>Number and diversity of people engaging with surveys(online etc.)</p>
<p>4.2. Provide support for organisations in</p>	<p>TP Board Organisations Relevant local</p>	<p>TP Board guides this process</p>	<p>Where there is a need, local organisations receive support to make</p>			<p>Organisations are better able to report in an accessible way.</p>	<p>Number of organisations supported with</p>

<p>creating and making reports clear, accessible, and visual</p> <p>[Refer to the Clear for All policy updated by NHSGG&C]</p>	<p>partners - leads for different strands of Locality Plan Evaluation Support Scotland TP Team Staff and board members from local organisations</p>	<p>Guidance is sought from existing relevant policies, e.g. Clear for All policy updated by NHSGG&C.</p> <p>Templates for reporting are created and shared with partners.</p>	<p>reports clear, accessible, and visual.</p> <p>Clear, accessible, visual reports are created and published regularly.</p> <p>Templates are created.</p>			<p>Community is more aware of what local organisations are delivering.</p>	<p>their reports.</p> <p>Feedback from organisations.</p> <p>Number of resources assigned to making reports more accessible.</p> <p>Number of accessible formats and channels in which reports are publicised.</p> <p>Number and diversity of people engaging with reports.</p> <p>Feedback from community members.</p>
<p>4.3. Streamline reporting (where possible, based on a consultation with organisations working around particular strands of the Locality Plan)</p>	<p>TP Board Organisations</p> <p>A worker with a remit to support reporting, lead on analysis and publicising results</p>	<p>A worker with a remit to support reporting, lead on analysis and publicising results is employed (could GCC deploy someone?)</p> <p>Budget from statutory bodies is provided to cover staff time as regular reporting</p>	<p>A streamlined reporting system is created for particular strands of work</p> <p>Needs & trends analysis is conducted based on reports</p> <p>Publicity materials are created presenting best practice locally</p>			<p>Organisations are better supported and able to report on their work.</p> <p>More projects are shaped based on information from the reports: trends, challenges, needs, effective practice.</p>	<p>Number of reports released.</p> <p>Number of formats the reports are released in: i.e. infographics, biteable videos, multilingual, etc.</p>

		<p>would create a burden on 3rd sector staff.</p> <p>Reporting tool is created and tested by a sample of organisations.</p>				<p>It is easier to map and action opportunities for collaborations between organisations.</p> <p>Organisations are better recognised for their good practice.</p> <p>There is more accountability from local organisations.</p>	<p>Number of projects and collaborations shaped based on the reports.</p> <p>Number and diversity of people engaging with reports and feedback from community members.</p> <p>Number of good practice examples published on local social media and in other ways.</p>
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Assumptions:

- Local organisations see communication & partnership work as paramount to addressing inequalities and issues in Govanhill.
- Projects are monitored and evaluated on a regular basis.
- Reports are published for the community within a year of completion of each project.
- Organisations are willing and open to learning from best practice.
- Keeping residents informed is seen as key to building trust and confidence in the work of the organisations.
- Reporting processes are effective, accessible, and transparent.
- Sufficient funding is secured.
- Staff capacity and continuity are ensured.

5. Publicising outcomes: plans, reports, consultations

Rationale:

There is a lack of platforms where reports could be easily accessed by residents and organisations.

Proposal	Responsible party, stakeholders & resources	Processes	Outputs	Timelines	Status	Outcomes	Indicators & how will we know
5.1. Local reports, plans, and other key documents are timely published in accessible formats and shared via a variety of channels	<p>TP Board Leads of LP strands Community Council</p> <p>Govanhill.Info Community Council's website Social media</p> <p>Community noticeboards</p> <p>Local public venues</p> <p>Translators TP Team</p>	<p>Different platforms online are used to provide links to online reports and information on other ways to access them.</p> <p>Community notice boards and venues are used to publicise information on local reports.</p> <p>Budget from statutory bodies is provided for coordination and publicity of the reports.</p> <p>Local organisations are regularly reminded of their obligations to publicise their annual report.</p>	<p>Information on where to access full reports and plans is available online, on community notice boards, and in key local venues.</p> <p>Local reports and plans are available online (multilingual documents, infographics, videos).</p> <p>Local reports and plans are accessible in print in key public venues.</p>			<p>Local community is better informed.</p> <p>Local service providers are better informed.</p> <p>Increase in organisational compliance with reporting standards.</p>	<p>Number and diversity of people engaging with the reports.</p> <p>Community members' feedback on the reports.</p> <p>Local staff members' feedback on the reports.</p> <p>Number of local organisations that have their annual reports published via a variety of channels.</p>

Assumptions:

- Organisations see the value of sharing, learning from and implementing recommendations from reports, research, and consultations.
- Keeping residents informed is seen as key to building trust and confidence in the work of the organisations.
- Reports are published regularly for the community to update on each plan and consultation.
- Recommendations & outcomes within plans and platforms where they are published are monitored and evaluated on a regular basis.
- Sufficient funding is secured.
- Staff capacity and continuity are ensured.

6. Forming a body responsible for creating infrastructure and monitoring progress

A comment from the working group:

Boards need to be transparent and accountable to the community they claim to serve.

Rationale:

There is a need for more empowering structures and cultures to support place-based, cross-sectoral leadership to deliver change. There is a need for a coordinated approach to strengthen co-production and develop effective infrastructure to monitor progress. This will enable creativity, shared learning, innovation, and entrepreneurial thinking in delivery of services whilst enhancing transparency and accountability.

Proposal	Responsible party, stakeholders & resources	Processes	Outputs statuto	Timelines	Status	Outcomes	Indicators & how will we know
<p>6.1. Form a cross-sectoral body to create the infrastructure and oversee the progress of key local developments</p> <p><i>(This could be one of the existing groups. Would the TP Board do it? South Central Area Partnership? Could the Community Council get involved in this?)</i></p>	TP Board	<p>Decision made on the membership and the remit of this body.</p> <p>The group is formed and terms of reference are created.</p> <p>Infrastructure is created.</p> <p>Regular monitoring & support for organisations are in place.</p> <p>Community members are made aware of the existence and role of this body.</p>	<p>The body is formed and meets regularly</p> <p>Infrastructure for monitoring and evaluation is created</p> <p>An ongoing engagement and support is provided</p> <p>Regular reports are published</p>			<p>Better system for monitoring and evaluation of work is in place</p> <p>Greater accountability from local organisations is achieved</p> <p>Services & infrastructure are improved for the local community</p>	<p>The existence of the body</p> <p>The presence of a well-functioning infrastructure</p> <p>Number & frequency of reports and evaluations released locally</p>

Assumptions:

- The body responsible for creating infrastructure and monitoring progress is made up of residents, local organisations, and authorities.
- The ethos of the body is rooted in transparency, accountability, and taking the responsibility for delivering change.
- There is a willingness to deliver change through cross-sector place-based leadership.
- Coordinated approach and effective infrastructure are seen as key to ensuring robust & meaningful place-based delivery.
- People are open to changing the way they work to enable creativity, sharing learning, and innovation.

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