

Glasgow City Council

Induction for Prospective & New Community Councillors



This Document forms part of the Support
Arrangements for Community Councils in Glasgow

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• The Scheme of Establishment for Community Councils	<input type="checkbox"/>	_____
• Guidance for Community Councils	<input type="checkbox"/>	_____
• Online Powerpoint Induction	<input type="checkbox"/>	_____
• Map of the Community Council Boundary Area	<input type="checkbox"/>	_____

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Community Council Secretaries should add the above appropriate sector e-mail, and postal address to their distribution lists.

Adding these addresses to distribution lists will enable all papers to be forwarded routinely to the City Council as part of Community Council's standard meeting notification system.

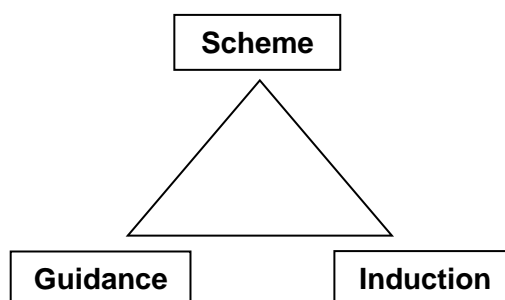
1. Introduction

This Induction looks to introduce the workings of a Community Council in stages. Induction should not be a single event e.g. one meeting, nor should it just be handing over a pack of information; it should be viewed as an ongoing process.

Information should be provided in steps, and in a way that can be readily understood e.g. by relaxed discussion at an appropriate pace, covering basic Governance and answering any specific questions.

This Induction document forms part of the Support Arrangements for Community Councils in Glasgow and is 1 of 2 components; the other being 'Guidance for Community Councils'.

Both the 'Induction' and 'Guidance' form the Support Arrangements which link directly into the core 'Governance' for Community Councils in Glasgow i.e. the Scheme of Establishment for Community Councils (2018).



It should be made clear to prospective and new Community Councillors from the outset that the Scheme of Establishment for Community Councils (2018) forms the core legislative Governance for Community Councils and their members.

- **Online Induction – Powerpoint Presentation**

In addition to relaxed discussion at an appropriate pace, there is also access available to an online 'Induction - powerpoint presentation' (a paper copy can be made available by request).

This online resource is similarly aimed at helping prospective and new Community Councillors become familiar with the workings of a Community Council. The online resource can be accessed via the following link [here](#)

- **The Benefits of Induction**

Induction can help prospective and new Community Councillors to settle in and make a contribution to the group as quickly as possible by covering some basic questions any new member is likely to ask e.g.

- What does the Community Council do?
- What do members do?
- Are there any other people involved?
- Do Community Councils receive any support?

Becoming a Community Councillor is not the same for everyone e.g. one person may already have experience of working as part of a group or committee; another may be new to volunteering; but both can benefit from a 'mentor' explaining procedures and answering questions as they arise.

- **The First Steps for Induction**

The initial face to face meetings will be arranged and led by Community Council members with appropriate support from Community Empowerment Services staff.

2. Establishing a Community Council

1. A request is made to Glasgow City Council Community Empowerment Services for a Petition to establish a Community Council;
2. The Petition is completed and submitted to Community Empowerment Services with a minimum of 20 signatures from residents within the boundary area of the Community Council to be established;
3. At least 20 of the Petition signatories need to be 'validated' i.e. need to be resident within the Community Council boundary area; included on the Electoral Register; and aged 16 years plus;
4. Community Empowerment Services then seek to set up an initial meeting with those who have signed the Petition, to confirm that they are willing to oversee the process of establishment (and who may wish to form a Steering Committee);
5. Community Empowerment Services can progress establishment if sufficient interest from Petitioners is identified at this initial meeting or any subsequent meeting;
6. Further meeting/s should (1) define the role and function of Community Councils and the role of Office Bearers; (2) increase familiarisation and understanding of the core Governance (i.e. Scheme) and Support Arrangements for Community Councils; and (3) raise awareness of the Constitution;
7. After the Petitioners/Steering Committees' awareness of the Constitution is raised, it can then be adopted on behalf of the emergent Community Council;
8. Election procedures are put in place and coordinated by Community Empowerment Services, including all advertising and publicity;
9. A subsequent (1) uncontested Election Meeting is called if there are less or the same number of candidates as membership places (there needs to be a minimum of 50% valid nominations received) or; (2) a contested Election Ballot is called if more valid candidates than membership places are received – following a ballot (arranged and overseen by Community Empowerment Services staff, those with the greatest number of votes should be duly elected);
10. The first meeting of the newly formed Community Council can (1) affirm compliance with the Governance i.e. the Scheme of Establishment for Community Councils (2018); (2) elect Office Bearers; (3) sign the Constitution; (4) agree a meeting cycle; (5) identify any development and/or support needs; (6) commence business.

3. Becoming a Community Councillor

- ***Being a Community Council***

The general purpose of a Community Council is to ascertain, co-ordinate and express the wider views of the entire community within its agreed boundaries. They can complement the role of the local authority but are not part of local government, although they can be viewed as a localised tier of democracy.

Community Councils are voluntary bodies which exist within a statutory framework and which have been granted statutory rights to consultation on all planning applications in their area. They have the right to receive copies of applications, and are recognised as competent bodies to make representations.

Community Councils are also statutory consultees in terms of section 21 of the Licensing (Scotland) Act 2005 and are consulted on all applications for provisional/premises licences and major variations to premises licences. They are also consulted on the development of the Licensing Policy Statement and any supplementary Licensing Policy Statement.

Community Councils may also undertake other functions within the terms of the Constitution. It is the responsibility of a Community Council to satisfy Glasgow City Council, that it has taken positive steps to ascertain the views of the wider community within their area, before making representations on any matter, on behalf of the community.

To assist Community Councils, and prospective and new Community Councillors, a summary is contained within the Scheme of Establishment for Community Councils (2018) of the general rights and responsibilities of Community Councils, and obligations of Glasgow City Council (see Scheme page 5).

- ***Being a member***

Community Councillors are elected by the local community; they have this in common with Elected Members of Glasgow City Council and Members of Parliament etc.

Even if, due to a shortage of nominations, a Community Councillor's 'seat' was uncontested and no actual election took place, the Constitution provides for nomination and election. If properly nominated, Community Councillors are as much elected as would be the case in a contested election.

For this reason, it is important that each Community Council distinguishes between its voting members and non-voting members; as well as any others allowed to sit in at meetings.

As a member generally, you have a right to attend meetings and speak to agenda items; if you are a constitutionally elected member you have the added dimension of being able to vote on proposals.

As a constitutionally elected member you may serve for any period up to the standard four years of office (see Scheme section 4), and should represent all the community, and not any specific group or area. However, it is inevitable that different members will have particular areas of interest; the desired outcome is that such diversity adds to the collective strength of the Community Council.

Your local Glasgow City Council Elected Members; Members of the Scottish, Westminster, European and Youth Parliaments are also members of the Community Council, in an Ex-Officio capacity; this means that although they have no voting rights or can hold office bearer positions, their views on matters concerning the Community Council should be actively sought.

The third form of membership is Associate membership whereby appointments are agreed by the Community Council based upon an individual's particular skills, experience or knowledge bringing additional to the constitutionally elected membership.

Community Councils can also invite representatives from the Police; City Council etc. to attend their meetings on a regular basis; and others to attend by special invitation. Such 'guests' can make an important contribution to the meeting, although if appropriate it should be pointed out to invited guests that they may not vote and should only speak through the Chair.

4. Meetings

Community Councils generally meet monthly on the same day, at the same time, and in the same venue. All meetings of Community Councils are normally open to the public, and each Community Council shall meet at least seven times per year which can include the Annual General Meeting (AGM). Every meeting requires a quorum i.e. the minimum number of voting members present before the meeting can proceed (see Constitution clause 5b).

<i>Name of Community Council</i>			
<i>Day</i>	<i>Time</i>	<i>Venue</i>	<i>Recess</i>

Effective meetings are important, not just in making sure the Community Council progresses what it should be doing and any decisions which are made, but in keeping members and others involved and interested (see Guidance section 5 – ‘Working Effectively’).

- **Support**

Glasgow City Council Community Empowerment Services provides support and guidance to every Community Council in Glasgow, and is required to monitor Community Council activity in order to ensure that Community Councils are operating constitutionally and in compliance with the Scheme of Establishment for Community Councils (2018). The key roles of Community Empowerment Services include:

- supporting the development of Community Councils in Glasgow;
- responding to enquiries from the wider public in relation to Community Councils;
- ensuring that Community Councils are democratically accountable to the local community;
- providing financial assistance to all Community Councils through the administration allowance;
- organising capacity building activities e.g. the Community Councils' Discussion Forum;
- providing guidance to Community Councils on difficult issues; and
- offering additional support in instances where this is appropriate.

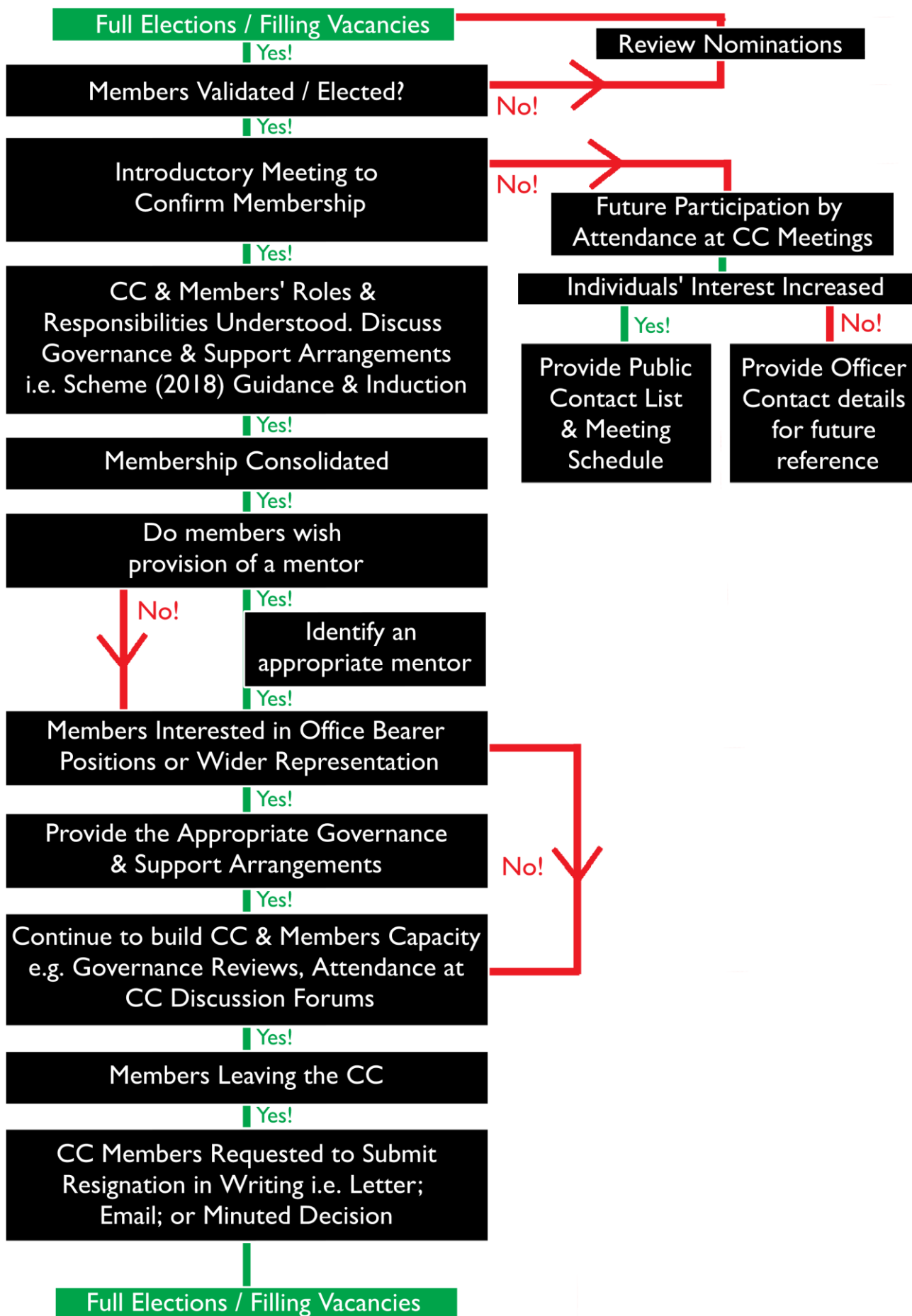
- **Governance**

Governance for Community Councils is very important for a number of reasons e.g. (1) the effective functioning of meetings; (2) meeting the requirements to receive Administration Allowances, and to be considered for Discretionary Grants; (3) listening and responding to local issues; and (4) responding to planning and licensing issues.

A further pivotal reason for clear and concise governance documentation is to enable Glasgow City Council to hold ‘hard evidence’, which can ‘protect’ Community Councils if they are ever subject to questioning from third parties e.g. removing doubts about Community Councils’ meeting arrangements; those in attendance; items being discussed; planning issues not being dealt with etc.

By receiving and holding on file the ‘hard evidence’ e.g. agendas, minutes, constitution and accounts; the City Council can very quickly confirm or counter any doubts that may be raised about a Community Council’s constitutional integrity by members of the public; partner agencies; or other third parties.

4. Community Council Membership Flowchart



GLOSSARY OF TERMS – (this list is not exhaustive and will be subject to ongoing amendments)

Area Partnerships

Glasgow Community Planning Partnership has 23 Area Partnerships (AP) - one for each Council Ward in the City. The APs review and influence the operational progress made at an electoral ward level towards implementing the strategic priorities of the Glasgow Community Planning Partnership (GCPP) and Glasgow City Council (GCC), including those identified in the Single Outcome Agreement.

Area Senior Officers Group (ASOG)

Area Senior Officers Group brings together senior managers of Glasgow City Council and Community Planning partners. Each group can have a coordinating role for one of the city's 3 strategic planning areas. They deliver support and guidance to Local Community Planning Partnerships.

Citizen's Panel

A Citizen's Panel can provide a frequent source of consultation with individuals on a range of local issues across the city. A Panel can be integral to both community engagement and Neighbourhood Management processes.

Communities / Community

Either a 'geographic community' (a group of people living in one area) or a 'community of interest' (a group of people who share a common characteristic or identity, such as black and minority ethnic communities).

Community Budgeting

Community Budgeting (CB), also known as Participatory Budgeting, is a democratic innovation based on a simple idea: involving citizens in making decisions about public expenditure.

Community Capacity Building (CCB)

Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities.

Community Empowerment (Scotland) Act 2015

The Act reflects the policy principles of subsidiarity and community empowerment; and provides a framework to empower community bodies through the ownership of land and buildings; support an increase in the pace and scale of public service; and improve the process of community planning.

Community Councils (CC)

Community Councils are voluntary bodies which exist within a statutory framework and which have been granted statutory rights of consultation. The general purpose of a Community Council is to ascertain, co-ordinate and express the wider views of the entire community within its agreed boundaries. They can complement the role of the local authority but are not part of local government.

The following bullets refer directly to Community Councils:

- **CC Accounts**

Provides hard evidence that the financial undertakings of Community Councils are wholly legitimate and in keeping with furthering Community Councils' objectives as stated in the Constitution. The annual accounts of each Community Council shall be independently examined by an appointed examiner. The accounts shall be forwarded immediately to Glasgow City Council following approval at the AGM.

- **CC Administration Allowance**

Glasgow City Council (GCC) provides an Administrative Allowance to Community Councils to assist with their operating costs – Community Councils must be in full compliance with the requirements of the governance documents i.e. Scheme etc.

- **CC Administration Allowance Receipt**
The return of the allowance receipt ensures that the necessary administration steps are completed to further ensure the release of Administration Allowances.
- **CC Agendas**
Provides evidence that Community Councils are meeting and the items for discussion. Agendas should be posted in at least 3 public places and must also be presented to Glasgow City Council 7 days prior to the date of the next meeting.
- **CC Code of Conduct**
The Code of Conduct describes the expectations of those who serve on Community Councils. It sets out the way in which they should conduct themselves in undertaking their duties. It is largely based on the Code of Conduct for Glasgow City Council councillors and relevant public bodies as provided for in the Ethical Standards in Public Life etc (Scotland) Act 2000.
- **CC Communities' Voices**
A foundation of Community Councils is to act as a voice for their local area; and because Community Councils are apolitical they can encompass the widest range of issues, views and concerns of local people and make representations to Glasgow City Council (GCC), other public sector bodies and private agencies on matters which are important to them.
- **CC Complaints Procedure**
If anyone is dissatisfied or has concerns about the standard of service, actions or lack of action provided by Community Councils or their members, these can be reported through the Complaints Procedure for Community Councils
- **CC Constitution**
Describes the objectives of the Community Councils and how Community Councils govern their affairs e.g. membership numbers and quorum; filling vacancies; voting; election of office bearers and appointment of bank signatories.
- **CC Decision Making**
All decisions are made by the 'collective' Community Council members i.e. those with voting rights; in the main a simple majority will identify the collective decision – decisions are not made by individual members and/or those elected as Office Bearers.
- **CC Declaration of Interests**
The Declaration of Interest sets out the policy with regard to Community Council members' potential conflict of interest. All members of Community Councils will be expected to adhere both to the letter and the spirit of this clause within the Scheme for the Establishment of Community Councils (2018).
- **CC Development Sessions (formerly Discussion Forum)**
The Development Sessions is a regular and popular capacity building session which offers the Community Council members from across Glasgow a platform to engage effectively with a wide range of partners and service providers. The Development Sessions aim to better inform Community Councils on matters such as service delivery; consultations; and Community Council focussed concerns (improved service delivery can result from this Forum).
- It is also the intention that Development Sessions will also include opportunities for Training and Development of Community Councils and their members via specialist knowledge and/or experience, including peer learning.
- **CC Discretionary Grant Fund (DGF)**
The Discretionary Grant Fund (DGF) is only open to applications from Community Councils. The DGF may support; (a) Community Council newsletters; (b) small items of equipment; (c) activities

which build Community Councils' capacity; (d) attendance at conferences and/or seminars; although this list may not be exhaustive. A maximum of £400 can be applied for in any one financial year

- **CC Elections**

Open, transparent and democratic process which is overseen by support officers to Community Councils; all necessary legitimacy checks are carried out to ensure that subsequent elections meet the requirements of the governing documentation i.e. the Scheme.

When advertising vacancies and/or elections, all Community Councils shall be seen to advertise across their entire boundary area; with the aim of securing a geographical and demographical spread of members to enhance the Community Council's overall representational membership.

- **CC Guidance**

This Induction can be read in conjunction with the Guidance for Community Councils which provides further assistance to Community Councils for interpretation of the Scheme; and to provide additional background information that Community Councillors may need in order to operate effectively within their Community Council. The Guidance is subject to ongoing review by the City Council and is available upon request.

- **CC Induction**

Induction helps new Community Council members to settle in and make a contribution to the group as quickly as possible.

- **CC Insurance**

Ensures that Community Councils are covered generally in relation to undertaking their standard operational requirements e.g. holding meetings etc. Insurance covers 2 main areas: (1) Combined Liability & Money; and (2) Fidelity Guarantee (*see the full policies for further information*).

- **CC Licensing**

Community Councils are statutory consultees in terms of section 21 of the Licensing (Scotland) Act 2005 and are consulted on all applications for provisional/premises licences and major variations to premises licences. They are also consulted on the development of the Licensing Policy Statement and any supplementary Licensing Policy Statement.

- **CC Minutes**

Provides hard evidence and protection to Community Councils in relation to recorded attendance, discussion and decisions taken on behalf of the community. Likewise to agendas, minutes should be available 7 days prior to the date of the next meeting.

- **CC Office Bearers**

Provides tailored key points of contact between Community Councils and Glasgow City Council. Usually Chair; Vice-Chair; Secretary; and Treasurer. All positions are of equal a status to elected Community Councillors with only exception being that these positions undertake additional responsibilities.

- **CC Partnership Working & Relationships**

Communities are partners within the whole sphere of community planning; all partners' contributions are highly valued to ensure that a '*product*' of working in partnership can be improved service delivery.

Constructive and mutually supportive relationships can have an increased positive impact on desired outcomes and the ongoing development of policy e.g. the ongoing review and improvement of the governing documentation relating to Community Councils.

- **CC Planning**
Recognised Community Councils unlike other community organisations are included in the consultation process for all planning applications. They have the right to receive copies of applications, and will be recognised as competent bodies to make representations regarding applications.
- **CC Political status**
The apolitical status of Community Councils ensures that they remain a neutral and inclusive representational base for local residents from within their local communities. This can ensure that the views expressed by Community Councils reflect the wider communities' views and not those of a single political viewpoint.
- **CC Quorum / Quorate**
The minimum number of voting members required for business to be discussed at meetings. The quorum for each meeting is a third of the stated voting membership as specified in clause 5 of the Constitution. A proper quorum present at meetings ensures that any business conducted and decisions made are legitimate; and meet the requirements of the governance documentation.
- **CC Recess**
The periods by which Community Councils take time out from holding meetings. These periods are traditionally during the summer and December / January holiday periods.
- **CC Resources & Support**
Glasgow City Council (GCC) support officers will endeavour to prepare, publish and review the Scheme as necessary, after due consultation with Community Councils and the public; arrange initial elections for new Community Councils; manage interim elections for existing Community Councils; conduct and administrate Community Council elections; provide such financial and administrative assistance as is possible, subject to the various constraints placed on GCC; consult with Community Councils, e.g. on planning applications; provide publicity for common election dates.
- **CC Scheme of Establishment for Community Councils**
The core governance for Community Councils. Describes how Community Councils in Glasgow are formed, the conditions under which they operate, and the minimum standards to be met for recognition as a Community Council.
- **CC Standing Orders**
Describes the proper conduct and order of business at Community Council meetings.
- **CC Training & Development Opportunities**
An ongoing review of capacity building activities which have been identified and developed in collaboration with Community Councils to support and enable them to act as positive agents for community development and empowerment of Glasgow's communities.

Community Development

An approach to tackling social injustice within the local community. This is done by enabling people to find solutions and give them the means to change their relationships with public, private and voluntary organisations.

Community Empowerment

A process where people work together to make change happen in their communities by having more power and influence over what matters to them.

Community Engagement

A process that involves two way discussions between public agencies and communities aimed at improving understanding between them. By developing and sustaining a working relationship between them, they will be able to take more effective action to achieve change.

Community Engagement, National Standards

The Standards are good-practice principles designed to support and inform the process of community engagement, and improve what happens as a result.

Community Engagement, Protocols

An agreement between the partners to take an agreed approach to co-ordinating engagement activities and meeting the development and/or support needs identified through these activities.

Community Engagement, Spectrum for

A table which shows an understanding of varying levels of engagement between partners. This in turn could underpin the development of effective and sustainable relationships. The levels are; inform; consult; involve; collaborate; and empower.

Community Learning and Development (CLD)

Learning and social development work with individuals and groups in communities. This involves using a range of formal and informal methods. Teams may include specialist community development or community capacity building workers. They work alongside colleagues who apply community development principles to adult learning or youth work. CLD's main aim is to help individuals and communities tackle real issues in their lives through community action and community-based learning.

Community Plan

The City's Community Plan was published by October 2017 along with a number of local plans setting out how priority issues will be tackled with communities in their areas (Locality Plans).

Community Planning

A process of planning and providing local public services through consultation with public bodies and community groups. Community Planning is about ensuring that the public services we all use are delivered in the most effective way possible. Effective and genuine community engagement is at the heart of this.

Community Regeneration

A process of tackling poverty, deprivation and social exclusion in a particular geographic area or within a particular group of people.

Deliberative Dialogue

Deliberative dialogue is a form of discussion aimed at finding the best course of action. Deliberative questions take the form "What should we do?" The purpose is not so much to solve a problem or resolve an issue as to explore the most promising avenues for action.

EPIC – Enforcement; Prevention; Intelligence; and Communication

An EPIC Plan is a practical example of action taken to support Police Scotland Public Reassurance Strategy; the implementation of the Strategy is based on the development of EPIC Action Plans for particular hot-spot areas that have been identified as requiring police attention.

The production of the EPIC Action Plans involves a range of methodologies including analysis of police statistics, visual audits and structured interviews with community residents who form part of the Key Individual Networks (KINs).

Financial Inclusion

A collective term for the range of services delivered by the public and voluntary sectors. These services provide support, guidance and advice related to personal financial issues e.g. budgeting, financial management, debt etc

Framework for Dialogue

A group made up of refugees and asylum seekers. This group discusses service provision and the needs of those they represent.

Glasgow Council on Alcohol – Alcohol & Drugs Prevention & Education

This is an alcohol and drug prevention and education initiative who in partnership with local people and organisations seek to reduce alcohol and drug related harm by providing information and advice, delivering groupwork and training and developing local campaigns.

Glasgow Housing Association

Glasgow Housing Association is one of the largest social landlords in the UK, with more than 43,000 tenants. It is part of the Wheatley Housing Group, a group of organisations which work together to provide affordable housing, community regeneration and property management services.

Housing Association (HA)

Housing Associations are independent not-for-profit organisations that provide affordable homes (for rent or to purchase) for people in need. Housing Associations that have registered with the Housing Corporation are known as Registered Social Landlords (RSLs).

Integration Networks

A network of organisations and individuals that actively support and are strongly committed to the principles of integration in Glasgow. The networks support a number of services and projects that aim to promote integration between local people, asylum seekers, refugees and other communities in the area.

Key Individual Networks (KIN)

A method of community engagement and a two-way communication channel between the police and the community, which includes contacts with people with a sphere of influence in their local area. It can also act as a method of determining perceptions of crime; fear of crime; and the location of problems within a ward or local area.

Local Outcomes Improvement Plan (LOIP)

Each Community Planning Partnership (CPP) must prepare and publish a LOIP. A LOIP is a plan which sets out (a) local outcomes to which priority is to be given by the CPP with a view to improving the achievement of the outcomes; (b) a description of the proposed improvement in the achievement of the outcomes; (c) the period within which the proposed improvement is to be achieved, and (d) a description of the needs and circumstances of persons residing in the area of the local authority to which the plan relates.

Local Childcare Forums

There are currently ten locality Childcare forums which form the infrastructure of the Glasgow Early Childhood and Extended Services Partnership, and play a fundamental role in considering and informing future service provision within our local communities.

Local Housing Forums (LHF)

Local Housing Forums bring together communities and housing providers serving the area, to inform the planning and development of housing in the area. Ten Local Housing Forums have been established across the city to facilitate local engagement between housing providers and other stakeholders in relation to strategic housing planning and other associated community matters.

Local Housing Organisations (LHO)

Independent community based organisation that manages designated housing stock on behalf of Glasgow Housing Association (GHA). GHA have LHOs across Glasgow, run by tenant-led committees. This means that although GHA own the property, it is the LHO that is responsible for the delivery of the services that tenants receive.

Locality Plan

Each community planning partnership must prepare and publish a locality plan for each locality in which persons residing there experience significantly poorer outcomes which result from socio-economic disadvantage. A locality plan (there are 10 across Glasgow) sets out the purposes of the locality to which the plan relates.

The 10 Locality Plans for Glasgow cover:

North West

Drumchapel
Lambhill & Milton
Ruchill & Possilpark

North East

Easterhouse
Parkhead, Dalrnarnock & Camlachie
Springboig Barlanark

South

Gorbals
Govan
Govanhill
Priesthill & Househillwood

Mini-Publics

Mini-publics are forums of citizens, which seek to represent a microcosm of the public – hence the name ‘mini-public’. Participants are selected by lot to reflect the characteristics and perspectives of their population. Their job is usually to produce recommendations to inform decision making on a particular policy or issue.

More Choices, More Chances (MC²)

A Strategy to reduce the proportion of young people not in Education, Employment or Training (NEET) in Scotland.

National Outcomes

The Scottish Government’s National Performance Framework. It specifies a set of 14 National Outcomes which will be sought by the Government. They also form the basis for local Single Outcome Agreements, along with additional local outcomes. They are backed by 49 National Indicators and Targets.

NEET – Not in Education, Employment or Training

A term for young people who are not in education, employment or training.

Neighbourhood Management

An approach whereby local residents and agencies work together to improve services at the neighbourhood level. It is about changing ways of working rather than delivering projects or putting in significant amounts of new money. NM is designed to improve the quality and responsiveness of public services to local needs around core service areas of; security; environment; and cleansing.

Participatory Budgeting

See ‘Community Budgeting’.

Participatory Democracy

Participatory democracy is a process emphasizing the broad participation of constituents in the direction and operation of political systems. Participatory democracy tends to advocate more involved forms of citizen participation and greater political representation than traditional representative democracy.

Public Partnership Forums (PPFs)

Bodies established to allow each Community Health Partnership to maintain an effective dialogue with its local communities. It also keeps local communities informed.

Registered Social Landlords (RSL)

The new general name for not-for-profit housing providers approved and regulated by Government through the Housing Corporation. The vast majority of Registered Social Landlords are also known as Housing Associations. Housing associations are independent, not-for-profit organisations that provide homes for people in housing need. They are now the UK’s major providers of new homes for rent.

Registered Tenants Organisation (RTO)

RTOs are central to the tenant participation process; they are an independent organisation set up primarily to represent tenants' housing and related interests. Their aim is to give tenants associations a recognised role in the tenant participation process. However, consultation with registered tenant's organisations is not a substitute for consulting with individual tenants.

Representative Democracy

Representative democracy is a variety of democracy founded on the principle of elected officials representing a group of people. All modern Western-style democracies are types of representative democracies; for example, the United Kingdom is a constitutional monarchy and Germany is a parliamentary republic.

Scottish Community Development Centre (SCDC)

The designated National Development Centre for community development in Scotland. It is the lead organisation for developing the National Standards for Community Engagement.

Scottish Index of Multiple Deprivation (SIMD)

A single measurement, combining 37 indicators of Income, Employment, Health, Education, Skills and Training, Geographic Access to Services, Housing and Crime. It identifies concentrations of multiple deprivation in small areas across Scotland in a consistent way.

Sector Partnerships (North West; North East; South)

The Sector Partnerships develop an implementation plan and investment strategy, which reflects the strategic priorities of the Glasgow Community Planning Partnership (GCPP) and Glasgow City Council (GCC).

Service Level Agreement (SLA)

A Service Level Agreement between partners can provide details of the requirements for the effective operation of the community planning structure in Glasgow.

Tenants & Residents Associations

A voluntary body of tenants representing the views of its membership and local residents to their landlord, the local authority and any other relevant agencies. (Chartered Institute of Housing definition)

Terms of Reference (ToR)

Terms of Reference should describe the roles and remits of a group. It can include a list of membership and the level of delegated responsibility.

Thriving Places

Thriving Places are neighbourhoods and communities which have been identified as needing further support to tackle complicated local issues. The Thriving Places approach centres on partners working much more collaboratively with one another and with specific communities making better use of existing resources and assets in order to form an approach which is specific to each individual community's issues.

There are 9 Thriving Places across Glasgow. These mirror those areas listed under the 10 'Locality Plans' with the exception of Govanhill, which at the time (2012) of identifying those areas ranked as most in need using the deprivation index (SIMD), didn't rank as highly as other areas.