

Glasgow City Council Strategic Plan 2012 to 2017



Foreword by the Leader of the Council

Glasgow is the cultural, sporting, economic, engineering and academic heart of our country.

The city has been transformed in recent years. It is now one of Europe's top financial centres and has a remarkable business-tourism sector, while the physical enhancement of our city has been dramatic.

School attainment is at an all-time high and the Glasgow Guarantee is providing every young person aged 16 to 24 with support in the form of a job, apprenticeship or training. Glasgow was also the first local authority in Scotland to introduce a living wage. But we can do more.

This Strategic Plan sets out our vision for the city over the next five years. It contains some hugely ambitious plans, as we seek to protect our most vulnerable citizens, provide world class services, and guarantee the city is positioned to emerge at the front of the queue from recession.

These plans include rebuilding or refurbishing every primary school in the city and building 3,500 new homes. This will give the local economy a huge boost, creating jobs and providing our young people with opportunities to learn a trade and develop a long-term career.

And whether it's the payment of £100 to our over 80s to help with winter fuel costs, the development of an Independent Living Strategy to support more people to live at home, or guaranteeing support to children leaving care, we will make sure that our most vulnerable people are given the correct support.

We will also host the Commonwealth Games in 2014. I am confident we will help fulfil the potential of our young people, promote the city on the world stage and leave a lasting legacy for the people of Glasgow.

During this is a time of economic uncertainty, both globally and in the UK, we will have had our budget reduced each year for five successive years.

But we will rise to the challenge and deliver on every priority set out in this Strategic Plan.



Councillor Gordon Matheson
Leader of the Council



Introduction

This plan sets out the council's priorities for the next five years. We remain ambitious for Glasgow and our strategic plan is focussed on economic growth and resilience for the city and our communities. The strategic plan provides a medium term view of the actions we will take to deliver these priorities.

How we developed these priorities

Our priorities have been informed by consultation with the people of Glasgow, including residents, business leaders, our staff, and our public sector partners. We have gathered these views as follows.

- **The election manifesto of the Administration.**
- **Our regular twice yearly survey of residents.**
- **Our Future Glasgow consultation where local people of all ages told us what type of city and community they want to live in.**
- **Our Economic Commission where business leaders told us how we can improve opportunities for jobs and keep the city economy growing.**
- **The views of our equality organisations and groups as part of our equality scheme.**
- **By listening to our staff in a series of events where they identified ways to deliver better services and make better use of our resources.**

You have told us that your priorities for Glasgow are as follows.

- **Improving the quality of life for everyone in the city.**
- **A city where there is fairness, diversity and equality for all.**
- **Encouraging organisations and local people to work together in more radically different ways to make this happen.**
- **Promoting Glasgow as a world class city, competing for business, events and investment globally.**
- **Raising attainment in schools and providing training and skills opportunities for all in the city.**
- **Providing greater connectivity for businesses and local people through improved transport, better roads, and better access to the internet and information technology.**
- **Generating innovative investment in the city's infrastructure.**
- **Investing in potential business growth sectors such as green and low carbon industries.**

Context

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This is a time of economic uncertainty, both around the world and in the UK. This means that for the next 10 years there is likely to be less funding available for the public sector. This includes the council, the services it provides, the community organisations and businesses it supports.

We expect that funding and resources to the council and the city will continue to reduce. There is also likely to be less funding available for regeneration and improving the infrastructure of the city which have been key features of the city's improvement and growth over the last 10 years. So, our plans need to be flexible to respond to this changing situation. We must be innovative and creative about how we meet the priorities we have set out in this plan for Glasgow and dealing with the city's ongoing challenges. This strategic plan outlines how we will manage our resources, people, and assets to deliver our priorities for Glasgow.

Glasgow

Glasgow is Scotland's largest city. Outside London, Glasgow is one of the largest concentrations of economic activity in the UK and Scotland's only conurbation. The city, its surrounding area and the Clyde Valley make a significant contribution to Scotland's economy. Glasgow alone generates 17% of the country's jobs, is home to more than one in ten of the country's businesses and generates 17% of the value of goods and services produced in Scotland.

Glasgow is a city of contrasts. It is an ambitious city which has been successful in attracting world class events, investment and business. It has made major investments in its civic, cultural and sporting infrastructure working with partners in the private, public and third sectors. However, its challenges in addressing deprivation, health and inequality are well documented. We have made progress in addressing these issues but there is more to be done to ensure that there are opportunities for all in the city. We remain focussed on that challenge.

Risks and challenges

Our priorities for Glasgow are ambitious. We are aware that, in the current uncertain economic climate, they will be challenging to deliver. We have identified the following areas as the most challenging or areas of risk.

- **Economic uncertainty** and current levels of public sector funding mean that we have resource gaps. We must consider how to generate more investment and free up resources for improvement in the city.
- **We require investment** for our plans to refurbish all of our primary schools, improve George Square, make Glasgow a wireless city, establish district energy systems and improve roads and lighting.
- **The economic outlook** after 2014 is not positive and we must plan for the longer term. As a result we need more service reform and to be open to looking further at joint business models, with investors and other providers.
- **We need to** get the best out of the services we provide for residents, ensuring they get the best outcome whilst we remain competitive and increasingly more efficient.
- **We must make** the most of the benefits presented by the Commonwealth Games 2014. We need to sustain this legacy after the games and this may involve further work with business and investors.
- **In doing this**, we want to sustain apprenticeships and jobs, particularly for Glaswegians, and we need to extend the apprenticeship opportunities into sectors where there are growing opportunities and need, for example in the care sector.
- **We must plan** and respond to the national challenges of welfare reform, which will have a significant impact on the money flowing around the city, for individuals, and how for we deliver our benefits and services.
- **We also must** make sure the national reforms of Health and Social Care, Police and Fire, and Community Planning benefit the people of Glasgow and that we are organised to implement the changes to our services that might result from these reforms.
- **We will continue** to present Glasgow's case in terms of its financial position and needs, for example, in relation to the big challenges on housing, colleges and transport. We will show leadership in the city and work with others to attract support and investment.

The council's priorities

We set out in this section what we want to achieve for the city and the action we will take to deliver this. There are five priority areas where we will drive real progress and achievement in Glasgow over the next five years. These are to make sure Glasgow has:

- > **economic growth; and is**
- > **a world class city;**
- > **a sustainable city;**
- > **a city that looks after its vulnerable people;**
- > **a learning city.**

To deliver these priorities in the current economic climate, it is essential that the council, as an organisation, makes the best use of its resources. We include a section in this plan about how we will manage our financial outlook, workforce and assets to ensure we can deliver our commitments. We include a section on how we are organised to deliver these priorities and actions as council services and arms length organisations. We call this the Council Family Group.

For some of these commitments the council can deliver the priorities itself, but for most of our priorities, we have to work with a range of organisations and communities to achieve a successful outcome. We set out who we will work with in the city on key commitments in the following sections.

Priority one: economic growth

It is recognised internationally that cities will continue to drive economic growth even in the downturn. Our first priority is to make sure Glasgow comes out of the downturn in a strong position, that we have a resilient city economy and that there is economic growth for Glasgow, its businesses and residents. This is essential. Without growth, the city cannot flourish or tackle the challenges it faces. Glasgow is ready for business and together with our partners we will deliver a consistent approach to regeneration, development and land use and attract further investment and new opportunities for Glasgow.

Through taking action in this area we want to achieve the following.

- **A resilient and growing city economy.**
- **A broad based and more integrated economy with diverse business opportunities, including social enterprises.**
- **Better skills for Glaswegians to create a more confident and competitive workforce in the city.**
- **An improved supply of good quality and sustainable housing for the city.**
- **A connected city infrastructure, including better transport, roads, and better access to the internet and information technology for businesses and residents.**

Priority one: economic growth

A resilient and growing city economy

We will refurbish and improve George Square. The square is at the heart of Glasgow and is very important to its history, image, and as a place for people to gather and meet. We want to ensure that when we improve the square, it is done to the highest standard and with care. We also want to make sure it is a welcoming and impressive space, particularly when people arrive in the city for the Commonwealth Games 2014. The work must be phased to meet these aims. As a first step we will consult residents in the city on their vision for the square by December 2012 and hold a design competition for the full redesign. We will complete some improvements by March 2014 in time for the Commonwealth Games and aim to complete the full refurbishment of George Square by March 2017.

We will make sure the Commonwealth Games 2014 delivers a lasting economic legacy, providing jobs and apprenticeships by continuing to deliver improving business growth and development opportunities. Glasgow based companies have won £182 million worth of games related contracts. We have created over 2,000 Commonwealth Apprenticeships, through the Glasgow Guarantee and 400 jobs for the long term unemployed through community benefit clauses. We will maintain momentum and create 1,000 new jobs every year for young people, graduates and those aged over 50 through the Commonwealth Graduate Fund and Commonwealth Jobs Fund.

We will clean up derelict land and turn it into green space or other uses through our Stalled Spaces initiative. We have already brought green spaces and growing areas back into use for the community in over 50 sites in the city, covering 15 hectares of land.

Priority one: economic growth

A broad based and more integrated economy with diverse business opportunities, including social enterprises

By December 2012, we will have put in place staff resources in a co-operative unit to promote co-operatives and other social enterprise models in the city. We are working with the Co-operative Councils Network to provide support and expertise to local businesses on adopting a social enterprise approach and will set targets for the city in this area.

We will continue to market Glasgow as a premier location for film and tv production. In 2011, £15.5 million was attracted to the city through high profile productions such as World War Z, Cloud Atlas, Young James Herriot, Waterloo Road Reunited and Lip Service 2.

We will host a Science Expo on Glasgow Green in 2015 to commemorate Glasgow's contribution to science, engineering and innovation. We will work in partnership with others, such as the Glasgow City of Science to deliver this commitment.

Better skills for Glaswegians to create a more confident and competitive workforce in the city

We have secured steady improvement in delivering positive destinations for all school leavers. We will build on this and introduce a Glasgow Guarantee, aiming to provide all 16 to 24 year olds seeking work and who meet the scheme's conditions with support in terms of an apprenticeship, training or work. We will further support the Glasgow Guarantee by increasing the number of apprenticeships delivered by the council by 10% every year from 2013.

We were the first council in Scotland to introduce a living wage. We will continue to support and promote the Glasgow Living Wage in the city. We will lobby national government to allow the paying of a living wage to be something we can take into account when awarding work or contracts to companies and suppliers.

We have used a community benefits approach in our procurement to build in guarantees on employment and training for local people in major contracts commissioned by the council. Since 2009, the community benefits initiative has secured new entrant trainee jobs for long term unemployed and work experience placements. We will continue to develop this approach in all of our regeneration and development opportunities. We will also take steps to promote Article 19 of the European Public Sector Procurement Directive which allows public sector bodies to reserve contracts for organisations that provide supported employment opportunities to disabled people.

Priority one: economic growth

An improved supply of good quality and sustainable housing

Since 2003, we have delivered 8,700 homes in the city working with our partners and using specific development funding from the government. Only Glasgow and Edinburgh manage this funding and it is essential to meet the demands of our diverse population and their housing needs. It also supports the city's and the country's economic recovery by investing in much needed housing. We will continue to make the case for this essential funding for Glasgow and investment in the city's housing sector.

We will support the local housing market by increasing the availability of affordable housing. We will provide leadership and facilitate the building of 3500 homes in the city. Our development funding programme up to 2014 to 2015 sets how we will do this by targeting our resources into local projects and providing a range of affordable private and public sector housing. Our legacy for Commonwealth Games 2014 also includes the conversion of the Commonwealth Games Village into housing for private sale and for social rent by early 2015.

We will help first time buyers to purchase a home. We will do this by working with financial institutions to develop a Local Authority Mortgage Scheme. We aim to launch the scheme by March 2013.

We will support people to learn a trade and at the same time build their own home by supporting a self build homes scheme in the city. We will develop an innovative self build project by 2014 that will help us test out the best way to deliver these skills and support self build housing.

We have established a Factoring Commission which will report in the summer of 2013. It will make recommendations on better approaches to the city's factoring issues.

We want to drive up the standard of housing in the city and are calling for more powers to deal with rogue private landlords, including allowing us the power to conduct spot checks on properties. We have notified the Scottish Government of our request as part of the consultation on the Housing (Scotland) Bill.

To support our ambition to be the most sustainable city, we will provide a centre for green building skills and will link this to the training centre we have set up through City Building.

Priority one: economic growth

Improved city infrastructure including transport and access to information technology and the internet for businesses and local people

As Scotland's largest city, Glasgow has a wider role in supporting the economic recovery in Scotland. We will work with the other cities in Scotland, the Convention of Scottish Local Authorities and the Scottish and Westminster Governments to make the case for Glasgow receiving key funds to support this pivotal role. In particular, we will target funds that support housing and infrastructure.

We will provide free wifi network across the city and increase broadband uptake for social tenants. As a first step we will work with telecoms providers to accelerate planned investment in the city and identify additional opportunities. Our initial priority areas are the city centre, the Commonwealth Games 2014 Athletes Village and around the Clyde Gateway area. Our broadband access in households has been growing steadily since 2007 and we want to make sure we build on this growth. We are working with a range of partners in the city to deliver this commitment, including housing associations, businesses and education and learning partners.

We will continue to campaign for a new surface transport link to improve connections between Glasgow Airport and the city. We will work through an inter-agency Airport Investment Zone group to develop detailed options during 2013 to 2014.

Priority two: a world class city

Glasgow is an ambitious city. We have a proven track record and a growing reputation and skill in delivering world class events and conferences. We are highly regarded both as a business and as a tourist destination. To continue to succeed, we must be able to compete internationally with similar, large UK cities such as Manchester, Leeds and Birmingham. To do that, all of the component parts of what makes a great city and what Glasgow has to offer, must be right. This includes preserving our unique identity, our history, thriving businesses, events and recognising and supporting the strength of our local communities and our people, our humour, pride in the city, spirit and diversity.

Through taking action in this area we want to do the following.

- **Compete internationally with the best cities in the world for investment, business and events.**
- **Make effective use of our cultural assets and heritage.**
- **Build strong and resilient neighbourhoods and communities.**
- **Tackle poverty and deprivation and provide relevant and affordable services for all our citizens.**
- **Deliver local services and neighbourhoods informed by our residents' views.**

Priority two: a world class city

Compete internationally with the best cities in the world for investment, business and events

We have set out in our economic growth commitments the importance of the Commonwealth Games in creating new opportunities, jobs and investment for the city. It remains a pivotal event for Glasgow in delivering a world class city too. The council has a key role to play in providing leadership and governance for the games, making sure the city's infrastructure is in place and that business and activity flows freely in the lead up to and during the games. We will deliver our commitments as set out in the Host City Contract. The entire infrastructure for the Games is in place or on track. We will continue to work with the Organising Committee and city partners to deliver high quality sports, cultural and related events in 2014 and ensure we deliver a world class Commonwealth Games 2014. To further build on this legacy, Glasgow is now bidding for the 2018 Youth Olympics.

We will hold a year long celebration of Glasgow's culture in 2014 to celebrate and mark the games year. It will draw on Glasgow's heritage, identity and strengths. It will celebrate high profile established programmes and new unique events. A full programme will be agreed by April 2013.

The best use of our cultural assets and heritage

Glasgow has a strong history of supporting free access to its main museums collections and it will continue to make sure there are no entry charges for these main collections for the lifetime of this council.

We have more than 1.4 million items in our Glasgow Museums collection and we want to make this available to view online. We will expand our online coverage of all our collection areas by 2014 and include information and material from our libraries online too. As our collections are developing continually, we will constantly refresh and update this information.

We will extend our schools outreach programme to include a training programme for Education staff, using online resources to access the city collections and enhance the use of digital media, including digital storytelling and digital learning forums.

Priority two: a world class city

Strong and resilient neighbourhoods and communities

We have undertaken a review of our local community facilities. We have set aside a £500,000 community, sport and cultural fund to support local groups become social enterprises and deliver local services in our community facilities. We have set aside a further £2.13 million to improve a number of facilities so that they are in good condition before local groups become more involved in running them.

We supported the creation of the largest credit union in the UK, the Glasgow Credit Union, which now has 30,000 members. 17% of all credit union members in the UK are members of Glasgow Credit Unions. We will further develop credit unions in Glasgow through working with our partners, such as housing associations. We are working to make sure all credit unions in Glasgow are sustainable businesses by 2015. We will continue to provide 100% non domestic rate relief to credit unions.

We will introduce two year funding to make sure third sector organisations can better plan their services. We will do this in 2013 to 2014.

We will continue to target gang violence and alcohol fuelled anti-social behaviour. We will do this mainly through our One Glasgow Initiative where we work with community planning partners to join up our resources and services. We will identify, jointly with the police, violent offenders and disrupt their activities by targeting local areas with high levels of gang violence. We will target off sales in local communities where there is a high level of street drinking and anti social behaviour.

We will continue to fund an additional 100 police officers to work in local neighbourhoods and improve community policing in the city. We will make sure this additional local resource is providing the support and response that local communities request, by reducing anti-social behaviour, crime and the fear of crime in neighbourhoods. This local service will be particularly important to ensure that we maintain a responsive and accountable community police service in the light of the transition to a national police force in 2013.

We will provide a response to anti-social behaviour that identifies and targets areas within our 21 wards where we need to take action as a priority to address anti-social behaviour. As part of this process we will work with the police to support victims and vulnerable people within our communities.

Priority two: a world class city

Community payback orders are a community sentencing option which requires offenders to make reparation to the community, while helping them address and change the behaviours which contribute to their offending:

- we will make sure we know which of the offenders we monitor, that have a community payback order, have committed alcohol related crimes. We will make sure they work on community based payback projects, such as the clear up of local drinking dens, as well as have their alcohol abuse addressed.
- we will work with local residents and agencies to introduce a programme where offenders on community payback orders clean and maintain residential back lanes. We will work through the challenges involved in setting up this approach, providing support for residents and training for those on the payback orders to complete the tasks to an appropriate standard.

Hate crime refers to criminal acts motivated partially or wholly by prejudice or hate towards a particular group. We work with our partners, Strathclyde Police and Glasgow Community and Safety Services (GCSS) to resolve it. Our Hate Crime Policy Officer located in GCSS coordinates and supports activity, including the maintenance of a multi agency hate crime database. For 2011 to 2012, we recorded 250 hate crimes, a slight increase from previous years. We will continue to improve how people can report hate crime making it easier for them to report it through third parties. We will raise awareness of hate crime and we will continue to monitor the level of hate crimes.

We will work with Strathclyde Police to improve and increase the use of test purchasing. We want to improve the evidence gathering from these exercises and report them to the Licensing Board for it to consider and to take appropriate action against those not selling alcohol responsibly.

We will work with the police and other partners to make sure we have effective responses on domestic abuse. We will do this by providing a specialist domestic abuse advocacy and support service (ASSIST) to all those involved in the Specialist Domestic Abuse Court as victims of domestic abuse whether as adults or children. We will jointly task and co-ordinate our staff with police to target repeat offenders

Priority two: a world class city

We will provide information on how residents can access and use low cost ethical lenders such as credit unions. At the same time we will ensure we are using our enforcement powers against loan sharks and other high interest lenders in local areas.

Over the next five years we want to make sure that within our local communities, our citizens have a good choice of services from shops and premises. In particular we want to make sure:

- there is an appropriate mix of food outlets and that as many as possible support our approach to healthy eating;
- there is no overprovision of betting shops; and
- there are restrictions on off sales and early opening of licensed premises which contribute to the over consumption of alcohol, anti-social behaviour around local shops and unhealthy lifestyles.

Less poverty and deprivation and provide relevant and affordable services for all our citizens

We will take a strategic approach with our community planning partners to further address poverty in the city. Together we are prioritising those services and approaches that can have the greatest impact in tackling deprivation and poverty. We will set this out in our anti-poverty strategy and will report on this later in 2012.

In addition to a range of discounts for people on low incomes and disabled people, we have continued a programme of free access to sports and activities for younger and older Glasgow residents. It is a key part of our approach to address health inequality, assist those on lower incomes and encourage a legacy from the Commonwealth Games. We will continue to provide and expand this access as outlined below:

- providing free swimming, bowling and tennis for those aged under 18 and aged over 60;
- provide free golf on council courses for those aged under 18 and free golf on council courses to over 60s from April 2013.

Priority two: a world class city

■ Provide a free happy hour for five a side football for those aged under 18 from 1 November 2012 every Wednesday from 4pm to 5pm at the following leisure centres.

- > Scotstoun Leisure Centre.
- > Petershill Park Football Complex.
- > Emirates Arena.
- > Glasgow Green.
- > Crownpoint Sports Complex.
- > Barlia Football Complex.

■ We will extend this offer to community based school seven a side pitches by 2015.

We will establish a network of 20 mapped and marked running trails in city parks backed by a programme of activities and training support.

We will take action with the Scottish Football Association and other partners to support the development of football in the city and will implement the Football Action Plan in 2013 to 2014. Key features will be how to provide opportunities for all school children to participate in football, training programmes for coaches, accreditation schemes for local clubs, provide five city-wide football training hubs and competitions for 10 to 19 year olds.

Priority two: a world class city

Local services and neighbourhoods informed by our residents' views

We consult with our residents every year through a household survey and in various other surveys and local consultations. We make all of our consultations available online. We have agreed a set of principles about how we conduct consultations so that they are of high quality and that the information that residents and businesses give us is used to inform our performance and planning. We intend to review how we consult residents in 2012 to 2013 to make sure we are making best use of their time and views.

As part of our approach to community planning and devolving responsibility for how services are developed locally, we will roll out community budgeting to local areas in 2013 to 2014 so that local people have greater influence over, and input into, how services are developed and delivered.

We want to encourage greater participation in our council meetings and decision making. We have established a public petitions committee to allow local residents, young people and businesses to raise issues of concern or interest that the council can take action on. We intend to hold more of our meetings in local areas to discuss these issues. We will broadcast our council meetings online and at the same time improve access to the information that is being discussed.

We are proud of Glasgow's religious diversity and will continue to work with and develop our relationships with faith groups. We will work in partnership with the voluntary sector and faith groups to promote the role and increased use of faith group facilities in our local communities.

Priority three: a sustainable city

We will develop Glasgow as the most sustainable city in Europe and work in the longer term, over the next 20 years to deliver this. There are also actions we can take now to improve the city's approach to energy, waste and transport. In our last plan, sustainability was an area where we believed we could have made more progress and it is important that it is a strong feature of our plans going forward.

Through taking action in this area we want to achieve:

- **jobs and investment in the city;**
- **a reduced carbon footprint;**
- **a connected transport infrastructure for business and the community; and**
- **increased use of public and green transport.**

We will monitor our outcomes on jobs and investment delivered by our sustainable city approach alongside our commitment to economic growth.

Priority three: a sustainable city

A reduced carbon footprint

We will set up an Energy Trust by 2014 to deliver new energy systems to the city. It will make sure Glasgow receives a fair share of the revenues and funding available locally and nationally to support green energy initiatives. This will be part of our Energy and Carbon Master Plan which we will deliver by 2015.

We will provide new and sustainable District Heating systems in Glasgow. These are energy efficient systems suitable for urban areas. Key sectors and projects will be linked to the following areas and projects.

- Commonwealth Games Village
- Clyde Gateway
- City Centre North
- Cube Housing Association
- Polmadie Waste Centre
- South Clyde energy centre.

We will redistribute revenue from the Cathkin Braes wind farm to a Warm Glasgow Fund to help fund a programme of energy efficiency investment in the city's housing stock. This will be part of our Affordable Warmth Strategy and will be delivered over 2013 to 2014 and 2014 to 2015.

We will work with city partners to lead the implementation of the nationally funded green deal – money provided by the big energy providers in the country to allow householders to borrow to fund energy efficiency improvement in their homes. We will be in a position to take advantage of the funding available nationally during 2013 to 2014.

We will meet and exceed our carbon reduction targets by 2020. We will achieve a 20% carbon reduction by 2013 compared to our output in 2005 to 2006. We will revise our Carbon Master Plan and targets in 2013 to make sure we remain on track.

We are bidding for the Green Capital of Europe Award 2015, working with a number of city partners including Strathclyde Passenger Transport and Scottish Water. The successful city will be announced next year.

Priority three: a sustainable city

We have made a concerted effort since 2007 to tackle littering, fly posting and dog fouling across the city through the Clean Glasgow campaign. We have improved the city's cleanliness rating, assessed by the Keep Scotland Beautiful campaign in 2011 to 2012. However, in 2011 residents told us in our household survey about their increasing concerns about dog fouling and litter. 57% and 46% of residents surveyed thought these were significant issues in their local area. Around half of the people surveyed were concerned about chewing gum on pavements and litter in the city centre. Residents want local people to take more pride in their local areas and some responsibility for their actions in dropping litter and cleaning up after their dogs, but they also want us to take more enforcement action.

In response to this, we will introduce enforcement officers in every one of our 21 wards across the city, making sure that communities know who their local officer is and encourage them to report incidents. We will provide extra clean ups. We will work with the housing associations and residents on dog fouling, ensuring tenants are made aware of their responsibilities when they keep a pet and provide an approval scheme for professional dog walkers in the city.

Improved transport infrastructure

We will develop and agree an improved approach to investment and spending on roads maintenance and repair. We have injected an additional £25 million into roads repairs since 2010, mainly to address the poor state of the roads following severe winter weather. We will undertake a full assessment of our road conditions and the investment required in September 2012. We will consider how we can work with partners and other experts to improve the ongoing investment and maintenance of the city's roads.

We will secure further European funding and complete the Fastlink Service from the city centre to the SECC and the new South Glasgow General Hospital by 2015 so that it is in place for the opening of the new hospital.

We will work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services to Edinburgh and cross border services in the short term and serve as the basis for the provision of high speed rail links to the city in the future.

Government plans to close some of the railway stations in the north of the city are not now going ahead. However we will continue to review any emerging plans and make the case, where needed, that all of Glasgow's rail stations remain viable and open.

Priority three: a sustainable city

Improved use of green and public transport

We will encourage walking and develop a network of cycling hubs to transform the city into an active living network, implement the strategic plan for cycling, promote these schemes and prepare a proposal for a city wide cycle hire scheme. There are currently 250 kilometres of cycle route in the city and the addition of the mountain bike circuit at Cathkin Braes for 2014 will provide further opportunities in the city.

We will support SPT to introduce a smart card for public transport beginning with plans for a card for subway services in 2013.

We have already established a small pool of electric cars in the council to provide a greener and more affordable way of staff travelling to sites and meetings outwith the city centre. We have installed, with the help of industry partners, 34 charging points for electric cars and buses across the city. We will aim to increase the number of charging points to 50 by April 2013.

We will work with SPT, commercial bus operators, community transport operators and the community to maintain essential community bus routes and to give local people more control. Where local services are under threat by providers withdrawing services, we will aim to develop a replacement or new service.

We have completed two phases of establishing 20 mile an hour zones across the city, especially near residential areas and schools. This covers a total of 102 kilometres of roads. In phase three we will add a further fourteen areas to the scheme, covering a further 34 kilometres of roads by March 2013.

Priority four: a city that looks after its vulnerable people

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Glasgow's challenges in addressing the impacts of deprivation, poor health and inequality are well documented. As is the case nationally, we also have an ageing population and increasing demands on our services. We want to continue to support the most vulnerable in our city in a context of declining resources. Our approach is based on the following.

- **Partnership working with NHS Greater Glasgow and Clyde to develop and improve health and social care services.**
- **Early intervention; our approach is described as One Glasgow and includes work with young children and families.**
- **Designing and delivering support and services around the need of individuals.**

Through taking action in this area we want to do the following.

- **Improve outcomes and prospects for our looked after and accommodated children and young people.**
- **Reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland.**
- **Support more people to live independently at home, where they choose to do so.**

Priority four: a city that looks after its vulnerable people

Improved outcomes and prospects for our looked after and accommodated children

We have increased our payments to kinship carers by 20% in 2012 and aim to increase this by a further 5% by 2015 to 2016. We will continue to lobby for kinship carers rights at a Scottish and UK level.

We provided child protection services for 977 children in Glasgow in 2011 to 2012 and all of these children were assigned a care manager. We will continue to intervene early and robustly to protect children.

Half of all our care leavers (51%) achieved a training, job opportunity or college place in 2011 to 2012. We will guarantee all children leaving care a job or college place and, most importantly, find innovative ways to support them to sustain the place and to attend college or training.

Less difference between neighbourhoods in the city on health inequalities and on how Glasgow compares nationally

We will work in partnership with the Health Board to tackle health inequalities. The Director of Public Health will lead work to identify priority issues where we can make the most impact. This will include the areas we have been addressing in partnership including tobacco, alcohol, obesity, mental health and physical activity. By December 2012 we will identify those areas where we can make the greatest impact and bring forward proposals for action.

We are developing a planned response with our partners to the national welfare reforms taking a strategic view on how it impacts on the city and quality of life for individuals and families. We will reform our services to meet the requirements to deliver new benefits and plan for how they impact on the city. Early emerging issues are the impact on vulnerable people, jobs and the economy and housing and homelessness.

Priority four: a city that looks after its vulnerable people

Our Financial Inclusion Strategy sets out how we will make sure our most vulnerable citizens can access advice and information to prevent them being financially excluded and enable them to fully contribute and participate in the social and economic life of the city. Some specific approaches include the following.

- Our Helping Heroes campaign which makes sure veterans, their families and carers receive local access to a range of services including financial, employability and housing advice and health. We will also work to ensure we meet the commitments of the Armed Forces Community Covenant. Glasgow was the first local authority to sign the Covenant in November 2011.
- Our MacMillan and Long-term Conditions project provides targeted early intervention and support to make sure that poverty and broader social exclusion are not the consequence of a diagnosis of cancer or other long-term health condition. Over the life of the plan, we will make sure this service reaches even more people.

We will continue to work with referred young people with alcohol problems. We will work with social landlords to reduce anti-social behaviour and where necessary take action against underage drinkers and their families. We have a number of established initiatives in schools to work with young people early on alcohol issues. This work will continue from 2012 through to 2015 to 2016.

We will continue to tackle the health problems related to over consumption and provision of alcohol by working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking. We will also work to reduce the availability and consumption of alcohol and drugs. Most of this work will take place during 2013 to 2014.

We will continue to work with schools to reduce smoking amongst young people. Lung cancer rates amongst women in Glasgow are particularly poor. Our primary and secondary schools deliver tobacco education programmes and we have reviewed our materials to make sure these are in line with the Curriculum for Excellence.

Priority four: a city that looks after its vulnerable people

We want to protect and nurture people's mental health and we will work with NHS Greater Glasgow and Clyde, the Scottish Association for Mental Health and the Glasgow Association for Mental Health to deliver this. Our priorities over 2012 to 2014 are:

- to establish joint commissioning of services with NHSGGC;
- to make sure rehabilitation and care is in place;
- to make sure there are employment opportunities; and
- that mental health is taken account of in local housing policies.

We have also included workforce mental health as a priority in our staff health action plan.

More people living independently

We will develop an Independent Living Strategy with the Glasgow Disability Alliance following on from the launch event on 20 September 2012. We will produce a statement of intent from the Glasgow Family Group to support this strategy.

We want to make sure more people can live at home or in the community independently, when it is safe for them to do so. We have agreed priorities with NHS Greater Glasgow and Clyde to support this. This includes making sure no one remains in hospital for more than six weeks after they have been assessed as suitable to go home. Over 2012 to 2015 we will build on new ways of working to include:

- re-ablement (care services tailored to support people to re-learn daily tasks to look after themselves at home);
- personalisation of social care; specifically we will aim to ensure 2500 people have support plans in place;
- working with housing associations to make sure there is a range of suitable housing; and
- extending the use of technology to allow people to remain in their homes for longer with support.

Priority four: a city that looks after its vulnerable people

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Fuel Poverty remains a significant challenge to Glasgow. We are developing an Affordable Warmth Strategy to meet the challenge of fuel poverty in Glasgow. As part of this, we will continue to provide an affordable warmth dividend of £100 to those aged over 80 who live in the city to tackle fuel poverty and ensure older people can meet rising fuel costs.

We have appointed a Carers Champion and will appoint a carers board with representation from across the sector to advise and steer our work with carers, listen to their priorities and implement approaches to support them, involving them directly in the development of services.

We will introduce a Carers Card with discounts and entitlements to services for our carers.

Priority five: a learning city

Since 2002, we have delivered an unprecedented programme of investment to modernise our school estate, investing over £500 million in new build and refurbished facilities.

Over the last five years we can demonstrate a sustained improvement in school attainment. We are continuing to close the gap with the rest of Scotland. Independent inspections of our schools also show that standards continue to rise.

We want to build on these improvements and provide a city where prevention, early years and lifelong learning are strong features of the learning approach in Glasgow. One Glasgow describes our approach to working with partners to deliver better results for the city. One of our priorities under this programme is developing early intervention approaches for children from birth to age eight and their families.

Through taking action in this area we want to achieve:

- **a high quality learning infrastructure;**
- **a nurturing city with early intervention, prevention and early years approaches for our children and their families; and**
- **improved attainment levels at primary and secondary schools and to close the gap between Glasgow and national results.**

Priority five: a learning city

A high quality education infrastructure

We will continue to improve all pre-12 establishments by rebuilding or refurbishing them. This high quality education environment will support our commitment to improving educational attainment and providing a nurturing approach in all of our schools. We are currently undertaking a conditions survey of all our schools. By March 2013, we will agree a programme of work. This will require considerable financial resources and we will look to phase this work and investment to make it affordable. We will draw in other resources from partners such as the Scottish Future Trust. We will make sure there is minimal disruption to children's education.

Family Learning Centres provide early education and childcare to children before they start school. They also provide information and support services for families. As part of our One Glasgow programme, we will open a minimum of 10 new Family Learning Centres. We will roll out the Family Learning Centres model across the city if it is successful.

A nurturing city, with early intervention, prevention and early years approaches for our children and their families

Glasgow is a world leader in providing a nurturing approach in our primary schools to make sure all children and their families have the support they need to make a good start at school. We will provide training to all staff on nurturing approaches in nurseries and schools to make sure those children or their families who need support can achieve their potential.

We will provide 15 hours of free childcare for Glasgow children at the start of the term when they are aged three. We will provide this initially in council nurseries and work with partnership nurseries to make the offer available across the city. This will be in place by 2012 to 2013.

We will extend the support, access to services, and nursery places available to vulnerable two year olds and their families in the city through our current Vulnerable Twos programme. We will do this by introducing a new joint support team model where partner organisations will work together to support families in early years. We will begin this work before December 2012 and extend it across the city. We will do this as part of the One Glasgow programme.

Priority five: a learning city

We reviewed our breakfast clubs in 2012 and agreed to monitor the uptake and promote the value of the service. We will continue to provide breakfast clubs for all primary children and work with partners to improve after-school provision in the city. After-school care is not provided directly by the council but by voluntary and other organisations; however we will work with them to support them to provide additional places and to review what the service costs and what subsidies are available. We will begin this year by looking at the current services provided with the sector and the current charges.

We are working with UNICEF to designate Glasgow as a child friendly city. We will focus the next stage on children's rights and improve the areas we are jointly committed to.

We will make sure parents of young families are able to consider all the opportunities that may be available to them, including training and employment. We will make sure our Early Years staff are trained to help parents consider training and work opportunities. We will begin this through our Family Learning Centres as part of One Glasgow. This approach will be phased in by 2015

Improved attainment levels at primary and secondary schools and close the gap between Glasgow and national results

We will improve the quality of teaching, learning and the delivery of Curriculum for Excellence. We will develop a programme of supported study for pupils, provide additional help for schools that need it and identify individual pupils that require further assistance. We will phase this programme up to 2015.

We will ensure a pupil teacher ratio that delivers the best education for children in Glasgow.

We will encourage children to study science at standard and higher grade by establishing the current baseline and working with university science departments and the Glasgow Science Centre.

We will introduce scholarships for pupils with businesses by 2013 to 2014 and will recruit partnership businesses to support us.

Priority five: a learning city

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We will expand opportunities to take part in the Duke of Edinburgh awards schemes and similar programmes and link this to the Curriculum for Excellence by 2013 to 2014.

As a result of Government spending, the funding to the city's further education colleges has been reduced. This restricts opportunities for school leavers and other people in Glasgow to access further education and training. It reduces the ability of our workforce to take advantage of job and learning opportunities. We will work with Glasgow college principals to attract more funding to the city and to lessen the impact of Scottish Government funding cuts on the educational opportunities available in the city.

Making the best use of our resources

We need to have an effective and efficient council organisation to support the delivery of these priorities. We have a number of approaches in place to ensure we can deliver these commitments and the day to day services residents and businesses expect. These include the following.

- **A financial strategy to deliver on our commitments and stay on budget.**
- **Service Reform and Organisational Development programmes to drive improvement and cultural change across the organisation.**
- **A workforce plan that sets out how we can achieve the right number of staff for our organisation and that they are trained and equipped to deliver the high quality services we need.**
- **A strategic approach to assets, including how we manage our buildings and information technology.**

We set out in this plan the key ways in which we will make better use of our resources so that we can deliver better lives and opportunities for the people of Glasgow.

Making the best use of our resources

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Finance

Our Financial Forecast is the framework for setting our Budget Strategy for future years. We anticipate continuing pressures on our available resources. Our main sources of funding are central government grants and council tax. We are committed to maintaining our council tax freeze. We expect reductions in central government grants in the medium term and, due to the difficult economic climate, there will continue to be challenges in maintaining council tax collection rates.

It is expected that the majority of the council strategic plan will be delivered within existing revenue budgets, however, a small provision has been made in the Financial Forecast for 2013 to 2015 for additional funding to support new commitments. This will be kept under review over the life of the council strategic plan.

In terms of capital planning, an initial assessment has identified that there is capacity for the planned further investment in the pre-12 strategy over the next five years. This assumes no increase in the current level of financing costs. Capacity to fund other capital pressures, taking into account the financial commitments related to Commonwealth Games 2014 and Youth Olympic Games 2018, will be regularly reviewed with reports to council as required.

Service Reform

The Service Reform programme is an integral part of how the council meets challenges of financial constraints whilst fulfilling key priorities. The programme must continue to deliver in two key areas:

- the savings that can help fund the achievement of key priorities; and
- the workforce, assets and processes that are modern, flexible and responsive to change.

Over the last three years the Service Reform Programme savings have amounted to almost £130 million.

Key aspects of this programme have included the following.

- The Tomorrow's Office programme which will move the city centre functions of the council from 19 buildings down to 6.
- The Early Retirement and Voluntary Severance initiative which will see 2,435 employees leave the council by March 2013.
- The creation of Customer Business Services which brings together a number of our business and administrative support functions and services.

Making the best use of our resources

People

We want a modern, flexible and skilled workforce that can identify and implement new, more efficient and effective ways of working. We will continue our workforce development programmes such as leadership training and our Shaping the Future Programme where staff can generate ideas for improvement in how we deliver our services. We have a comprehensive programme to increase productivity including the following initiatives.

- Modernising terms and conditions.
- Review of management in the council - a project we call 'spans of control'.
- Improvements in attendance management.
- More flexible working, such as home and mobile working.

Where this work highlights more staff or resources than we need, we intend to manage this through natural turnover, retirement, voluntary redundancy and redeployment.

In our recent staff survey 2012, staff highlighted issues of concern including:

- staff morale;
- bullying and harassment at work;
- open and honest communication with staff.

We are working with our senior managers to develop a range of responses to address these issues and will work with staff to deliver them.

Making the best use of our resources

Assets

The council established an arms length company called City Property LLP to manage our land and property holdings and generate money. The downturn in the global economy is impacting on the development, land and property market. For 2011 to 2012 we achieved in excess of £12.5 million in capital receipts which was slightly below target.

In addition, through our Tomorrow's Office programme, our city centre premises will reduce from 19 to 6 sites, eventually leading to yearly savings of around £6 million.

We want to continue to make the best use of our buildings and assets, including disposing of our surplus buildings and assets. We will drive forward a range of projects across various assets including property, transport and plant, ICT, information and infrastructure. Options for asset ownership, including sale and lease back, will be evaluated. We will also investigate innovative ways of dealing with periods of time when our assets and buildings are not being fully used. The principles of Tomorrow's Office will be applied to properties outwith the city centre. In some cases the best solution may lie in property sharing across the Council Family Group and also with key partners such as Glasgow Housing Association.

Process

We are focussed on making it easier for our residents to register, receive or pay for a service. We want to eliminate duplication and reduce errors. We will streamline administrative and business support services and processes and reduce the number of times customers have to contact us to register information or have an issue resolved.

How we are organised to deliver our priorities

The Council Family Group is the business model through which the council delivers services to the people of Glasgow. It is a model based on a council group of directly provided services and wholly and jointly owned companies that share core key objectives, priorities and values drawn from the council strategic plan.

The council uses the term Arms Length External Organisations (ALEOs) to describe collectively the limited liability partnerships (LLPs), charitable companies and joint ventures which carry out functions on behalf of the council where the relationship is more than a straightforward contractual one. These organisations:

- receive significant funds from the council;
- are accountable to the council for the services they are funded to deliver through the contractual arrangements in place;
- are scrutinised through the council's governance arrangements; and
- work collaboratively with the council and the Council Family Group to jointly plan and shape the policies and priorities for the city.

The council has adopted this model to make sure it delivers best value across its range of functions and to ensure it delivers its commitments effectively. It provides directly those services where there is a clear statutory or regulatory function, such as education and financial services. It looks for opportunities to further achieve best value in these direct services through creating trading operations and commissioning services from others. It has created ALEOs where there are financial and other benefits to the city, such as:

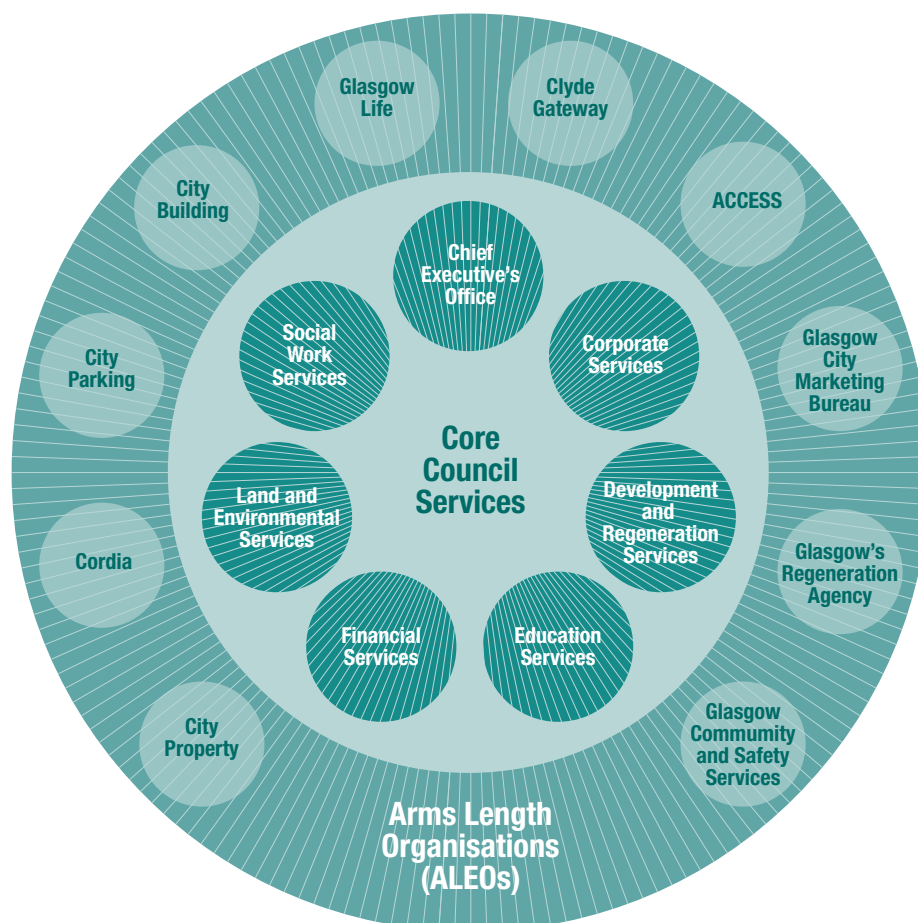
- more cost effective ways of providing the service,
- flexibility to enter into partnerships that might benefit the city; and
- the ability to access funding and attract other expertise not open to us under a direct service arrangement.

How we are organised to deliver our priorities

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In the Council Family Group each direct service or Arms Length External Organisation (ALEO) is organised to focus on its core business and deliver best value. They have specific governance and accountability arrangements which reflect their business model. For ALEOs, this includes their own independent Boards which determine the strategy and approach to delivering the outcomes specified by the council under the terms of the contractual arrangements. This governance also includes any specific arrangements to meet the requirements of legislation, regulators and other funders.

How we are organised to deliver our priorities



Core council services

Chief Executive's Office

Responsible for leadership and strategic development, communication, service development and the council led elements of the 2014 Commonwealth Games.

Corporate Services

Responsible for corporate HR, corporate procurement, legal and administrative services, community planning, committee services and corporate governance.

Development and Regeneration Services

Responsible for development and local planning, economic initiatives and business support, housing strategy, transport policy, sustainable development and building control services.

Education Services

Responsible for early childhood education and childcare services, primary schools, secondary schools, assisted support for learning provision and psychological services.

Financial Services

Responsible for revenue and benefits services, city assessors, electoral registration, audit and inspection, corporate finance and the Strathclyde Pension Fund Office.

How we are organised to deliver our priorities

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Land and Environmental Services

Responsible for street cleaning, waste collection and disposal, environmental health, trading standards, scientific services, parks and grounds maintenance, roads and lighting repairs and maintenance and bereavement services.

Social Work Services

Responsible for children and family services, services for vulnerable children and adults, homelessness, addiction services, care for older people, criminal justice services, mental health and adult support.

Arms Length Organisations (ALEOs)

ACCESS

Joint Venture with Serco, it provides asset management services for the council's operational properties and council wide IT services.

City Building

Construction and manufacturing operations, including new home building, repair and maintenance and operating the Royal Strathclyde Blindcraft Industries (RSBi).

City Parking

Manages and develops off street public car parks with 5000+ spaces.

City Property

Development and disposal of the council's non-operational property and land assets and provision of the city's wholesale fruit, vegetable, fish and flower market.

Clyde Gateway

An urban regeneration company supported by Glasgow, South Lanarkshire Council, Scottish Enterprise and the Scottish Government. It has a 20 year programme to social, economic and physical regeneration in the east end of the city.

Cordia

Provides catering, cleaning and janitorial services, school meals, home care services, disability equipment, transport and support services and public and private sector catering through Encore Hospitality.

Glasgow City Marketing Bureau

The city's official destination marketing organisation. Works to position and promote Glasgow as a national and international visitor and conference destination.

Glasgow Community and Safety Services

Partnership between GCC and Strathclyde Police. Addresses anti-social behaviour and crime through prevention, diversion, support and enforcement such as CCTV, ASSIST, Community Enforcement Officers, ASB investigation, Neighbourhood Improvement volunteers and Community Payback.

Glasgow Life

Operates the city's museums, sports centres and libraries, provides and operates community facilities and manages large events in the city for sport, music, art and community events.

Glasgow's Regeneration Agency

A citywide regeneration and employment network, providing support to individuals, businesses and social enterprises

How we will report our progress

To make sure we deliver the council strategic plan, we will build on our framework for managing performance to monitor and evaluate it. We are reviewing how we report our progress to take account of the new council priorities outlined in this strategic plan. We are developing a small number of statistics (or indicators) that will highlight how we will know we are making good progress on these priorities and commitments. We will provide an update on these indicators in due course. We will report our Annual Performance Report through:

- our yearly performance report which provides information about progress on the council's priorities and commitments;
- regular reports to our policy development and scrutiny committees;
- yearly service performance reports and plans (known as ASPIRes); and
- regular reports to our Extended Corporate Management Team.

