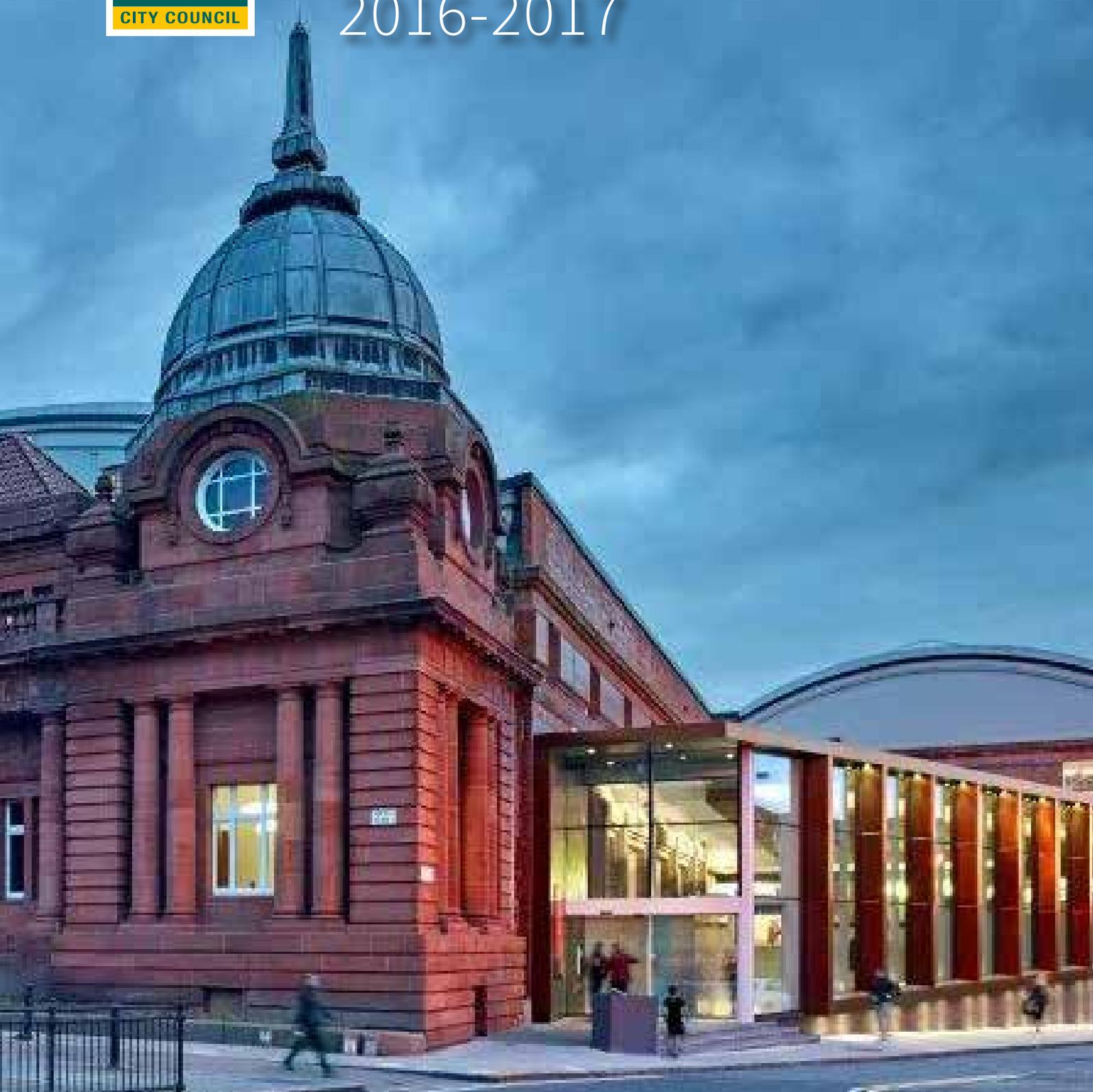




ANNUAL PERFORMANCE REPORT 2016-2017



**PEOPLE
MAKE
GLASGOW**



Glasgow

UK Council of the year 2015



LEGACY 2014
XX COMMONWEALTH GAMES
GLASGOW

CONTENTS

Foreword

1 Introduction

2 Economic Growth

3 A Vibrant City

4 A Sustainable City

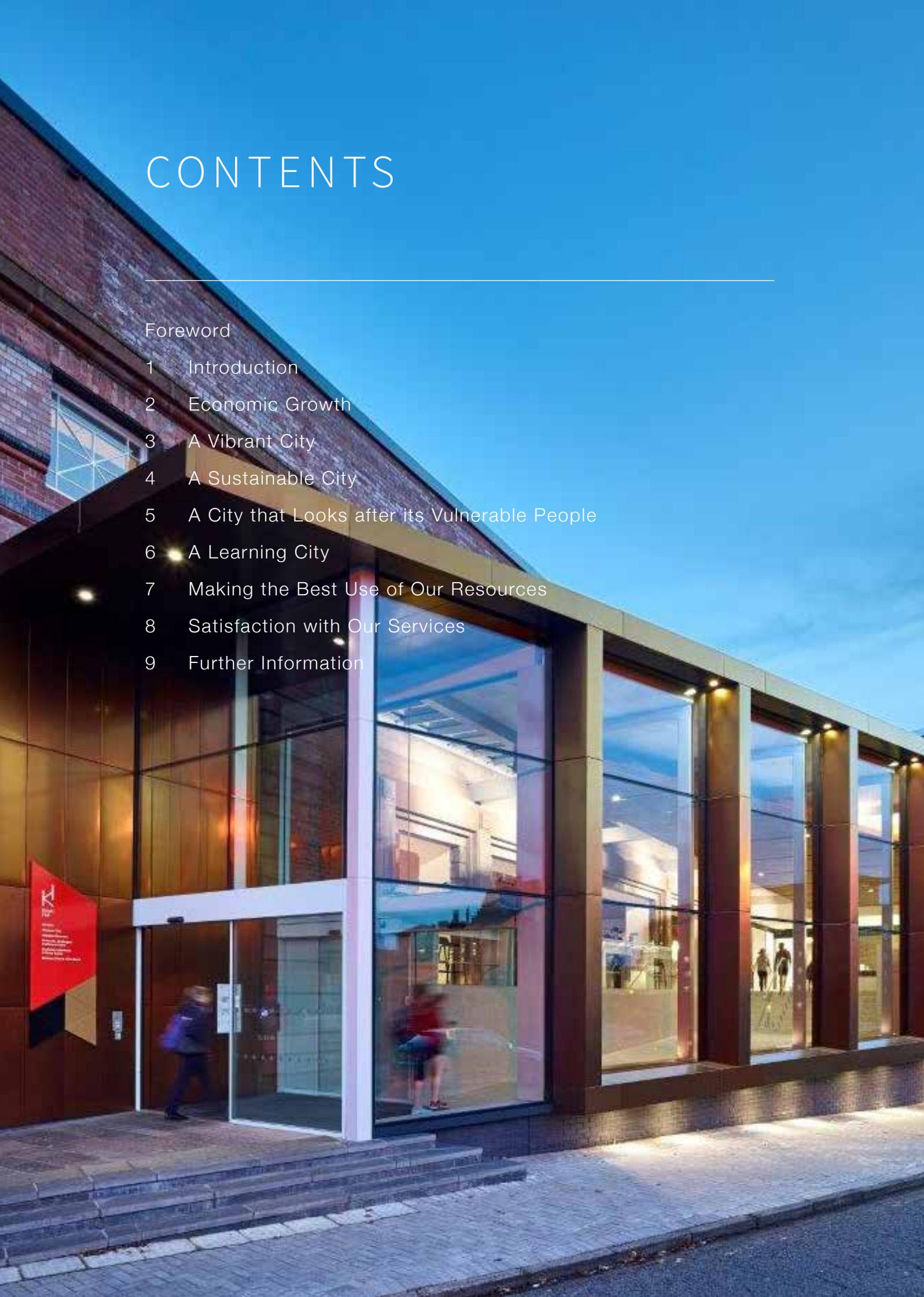
5 A City that Looks after its Vulnerable People

6 A Learning City

7 Making the Best Use of Our Resources

8 Satisfaction with Our Services

9 Further Information



FOREWORD



I am pleased to present the Council Annual Performance Report 2016 to 2017. This is the final update on the priorities set out in the Council Strategic Plan 2012 to 2017 and reports strong progress and improved performance across all the themes in the plan.

Inclusive economic growth and tackling poverty and inequality is at the heart of this plan. During 2016 to 2017 our ambitious regeneration programmes have continued to deliver tangible improvements across Glasgow including; new homes and communities and new and refurbished schools, as well as providing jobs and apprenticeships for the city. We are rightly proud of our culturally vibrant reputation and the important role that world class events play in promoting Glasgow as a place to live, work and spend leisure time. We have continued to invest in and develop our cultural heritage and the first phase of the Kelvin Hall redevelopment opened in August 2016, bringing together collections from our museums, the University of Glasgow and the Moving Images Archives at National Libraries for Scotland.

The experiences and views of our citizens are crucial in ensuring that we are delivering the services people need and in letting us know where we need to do things differently. Our "People Make Glasgow Fairer Strategy", published in November 2016, was

developed with the active involvement of people with lived experience of poverty and sets out a range of practical actions to help alleviate the impact of poverty.

The financial climate for public services is likely to continue to be challenging in the medium term and there is still considerable uncertainty over the decision to leave the European Union. As a consequence, we are likely to see a change in the shape and nature of public services. I am confident though that we have the skills and resources in our staff, our partners and our citizens to meet those challenges.

On a daily basis, I meet Council staff who work hard and go the extra mile to deliver public services that touch all aspects of the lives of Glaswegians and who are proud to do so. We are currently developing our next Council Plan, which will be published autumn 2017. I look forward to sharing that with you and continuing to work with you to provide high quality services for the people of Glasgow.

A handwritten signature in black ink that reads "Annemarie O'Donnell". The signature is fluid and cursive, with a long horizontal stroke at the end.

Annemarie O'Donnell
Chief Executive of Glasgow City Council

1

INTRODUCTION

This Annual Performance Report (APR) is the final progress report for the Council Strategic Plan 2012 to 2017 and updated by the Council Strategic Plan Refresh in 2015. It will include an update on any outstanding actions we were committed to under the plans. Further information on the commitments, which were met in previous years can be accessed on our website.

Progress is reported against five themes, each of which has a number of commitments:

Economic growth

A vibrant city

A sustainable city

A city that looks after its vulnerable people

A learning city

We aim to present a balanced picture of our performance and identify where we need to improve. We also, at the end of the report, explain how we are making the best use of our resources to deliver our priorities and include a summary of feedback from our annual Glasgow Household Survey, which asks residents what they think about our services.



The Council Strategic Plan 2012 to 2017 and the Strategic Plan refresh 2015 committed to 127 actions under the five strategic themes. We have assessed the evidence for each action to determine a red, amber or green rating as detailed in the table below. The majority (96%) of commitments are green as they have been met or are on target for delivery between 2017 and 2020.

	 Commitment met. Action is complete or is delivering on target	 Commitment is in progress, but progress is not as expected.	 Commitment has not been met.
Economic Growth	24 (100%)	0	0
Vibrant City	17 (100%)	0	0
Sustainable City	24 (96%)	1	0
Vulnerable People	40 (91%)	1	0
Learning City	17 (100%)	0	0
TOTAL	122 (96%)	2	0

The table above details the position on 124 of the 127 actions, under the five themes. The three commitments not included, whilst being progressed by the Council, would require additional powers to achieve, so therefore have not been included. These are:

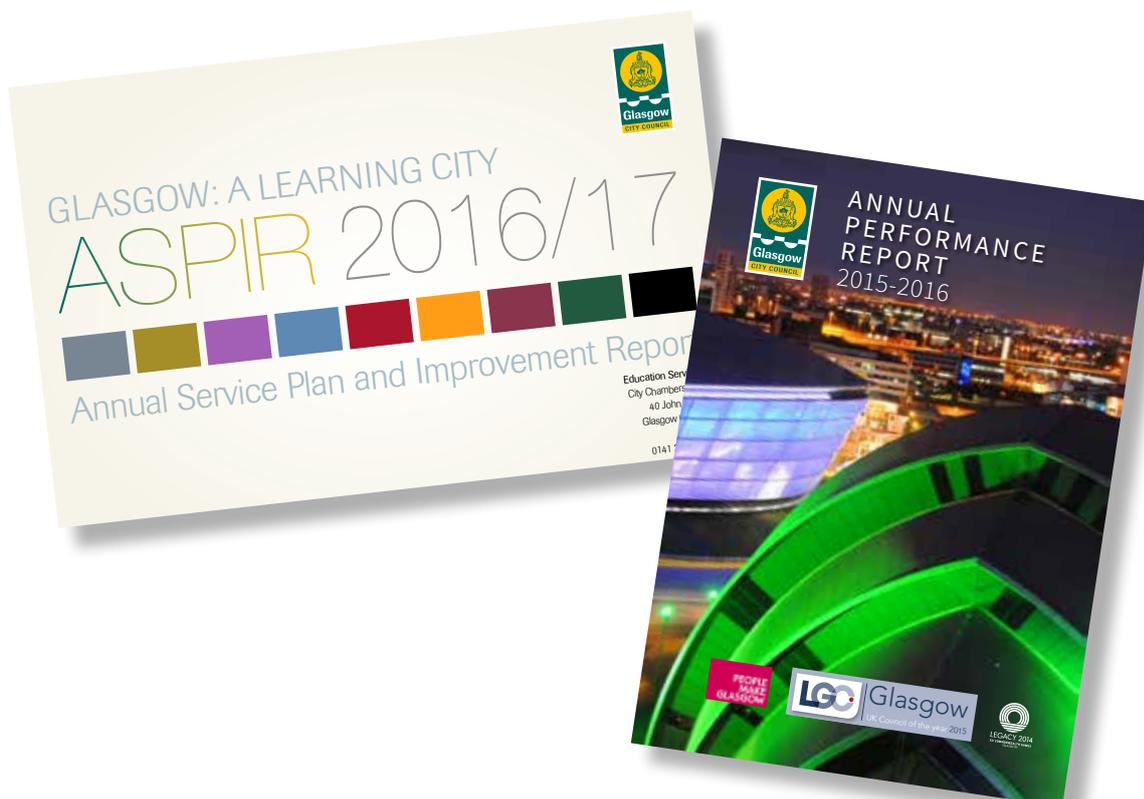
- Community payback orders: monitor those who have alcohol-related offences.
- Make sure that our citizens have a good choice of services from shops and premises within our local communities;
 - A Appropriate mix of food outlets, with as many as possible supporting healthy eating
 - B No overprovision of betting shops

Although we have made some progress, we have not yet met our target for the following commitments::

<p>Sustainable City</p>	<p>Ensure the smooth launch and operation of the Glasgow Recycling and Renewable Energy Centre (GRREC) at Polmadie in June 2016. There has been a delay in the Glasgow Recycling and Renewable Energy Centre at Polmadie becoming fully operational. A new contractor is in place and the full service is scheduled to go live on summer 2018.</p>	
<p>Vulnerable People</p>	<p>Guarantee a job or college place for all children leaving care. Find innovative ways to support them to sustain the place and to attend college or training. In 2016/17, 63% of care leavers went into positive destinations compared to 51% when we launched the Council Strategic Plan in 2012. Despite this improved performance, we have not yet met our target of 75%.</p>	

In addition to the APR, we also report on our performance through regular reports to our policy development and scrutiny committees and to our Extended Corporate Management Team. All council services produce an Annual Service Plan and Improvement Report (ASPIR), which sets out plans for the coming year and reports on previous performance. The Councils performance against our equality commitments and targets is also reported and reviewed. Further information and links are provided at the end of this report and on our website.

The new Council Plan 2017 to 2022 is currently being developed and is expected to be published autumn 2017.



2 ECONOMIC GROWTH



Economic growth is a fundamental priority for the city. Our partnerships with the Scottish and UK Governments, citizens, skills agencies, the academic and business sectors are essential to deliver this and to ensure that we continue to deliver in times of economic uncertainty.

Under the Council Strategic Plan 2012 to 2017 and the refresh in 2015, we committed to 24 actions to ensure Glasgow has economic growth. Of these actions 20 have been met and 4 are progressing as planned for completion by 2020. The following sections present progress towards actions that were planned in 2016.



We continue to work closely with other comparable UK cities through the Core Cities Network to secure greater voice for cities in increased fiscal autonomy and powers in areas such as transport. Glasgow has also been actively contributing to work looking at the potential impact of Brexit.

Improving the supply of good quality and sustainable housing is a core priority under economic growth, improving and creating vibrant neighbourhoods as well as creating job and training opportunities. We met our original target, set out in the Council Strategic Plan 2012 to 2017 to facilitate the building of 3,500 new homes across the city by March 2017. There are long-term plans to deliver a further 25,000 new homes by 2025.

Phase 1 of the redevelopment of George Square was completed in 2013, prior to the 2014 Commonwealth Games. Phase 2 is tied to other development around the square including the redevelopment of Queen Street Station.

Free Wi-Fi was successfully rolled out in 2014. Since then, roll out has continued to 32 community centres city wide. Phase 2 is ongoing and will be directed by the refreshed Digital Action Plan.

The Glasgow Region City Deal programme provides the focus for long-term investment in the city's economy. The City Deal brings together over £1.13 billion investment from UK and Scottish Governments and partner councils in the Clyde Valley. It is enabling long-term investment in infrastructure in communities across the city including Canal and North, Waterfront and West End and City Centre. Achievements during 2016 to 2017 include:



- Progressing work on the Sighthill Transformational Regeneration Area including plans for the M8 pedestrian bridge and the residential development of private and affordable housing, which is due to start late 2018.
- The City Centre Public Realm programme, approved in December 2016, will improve 16 city centre streets by the creation of avenues and improvement of the pedestrian and cycling infrastructure.
- The design for High Street Station was awarded in March 2017 and will include a new footbridge, station building concourse and station plaza.
- The new centre for innovation at the Tontine Building will support and sustain the development of high growth companies in the enabling technology, advanced design and manufacturing and creative economy sectors. A partnership with the University of Strathclyde Scottish Centre for Satellite Applications will bring young companies or those looking to grow to the Tontine.
- The Working Matters Programme, delivered by Jobs and Business Glasgow, aims to provide an intensive and integrated package of employability support to individuals across the Clyde Valley in receipt of Employment Support Allowance. During 2016/17, 507 people engaged with the programme in Glasgow and 55 moved into work.

The table below sets out all of the Economic Growth commitments.

Commitment		Completion	Current Status
A resilient and growing city economy			✓
1	Refurbish and improve George Square.	Phase 1 complete: 2013	✓
2	Ensure the Commonwealth Games 2014 delivers a lasting economic legacy; providing jobs and apprenticeships by continuing to deliver improved business growth and development opportunities.	Commitment met: 2014	✓
3	Clean up derelict land and turn it into green space or other use, through the stalled spaces initiative.	Commitment met: ongoing	✓
4	Ensure that Glasgow can secure the same, if not a better, deal in terms of the devolution of powers and resources to the city to ensure it may compete internationally as a world-class economy. Work with the UK Core Cities network to develop and lobby for these powers.	Commitment met: ongoing	✓
A broad-based and more integrated economy with diverse business opportunities, including social enterprises			
5	Promote co-operatives and other social enterprise models in the city. Set targets for the city in this area.	Commitment met: ongoing	✓
6	Continue to market Glasgow as a premier location for film and TV production.	Commitment met: ongoing	✓
7	Host a Science Expo on Glasgow Green in 2015 to commemorate Glasgow's contribution to science, engineering and innovation.	Commitment met: 2015	✓
Better skills for Glaswegians to create a more confident and competitive workforce in the city			
8	Secure steady improvement in delivering positive destinations for all school leavers.	Commitment met: ongoing	✓
9	Continue to support and promote the Glasgow Living Wage.	Commitment met: ongoing	✓
10	Continue to develop the community benefits approach in procurement and take steps to promote Article 19 of the European Public Sector Procurement Directive.	Commitment met: ongoing	✓
An improved supply of good quality and sustainable housing.			
11	Continue to make the case for essential funding for Glasgow and investment in the city's housing sector.	Commitment met: ongoing	✓
12	Provide leadership and facilitate the building of 3,500 new homes.	Commitment met: 2017	✓
13	Help first-time buyers purchase a home.	Commitment met: 2015	✓
14	Develop an innovative self-build project by 2014.	Commitment met: 2016	✓

Commitment		Completion	Current Status
15	Establishing a Factoring Commission that will report in the summer of 2013.	Commitment met: 2014	✓
16	Increased powers to deal with rogue private landlords.	Commitment met: 2015	✓
17	Provide a centre for green building skills.	Commitment met: 2016	✓
18	Make the case for Glasgow to receive key funds to support our pivotal role in economic recovery, in particular to support housing and infrastructure.	Commitment met: 2016	✓
A connected city infrastructure, including better transport and roads, and better access to the internet and information technology and the internet for businesses and residents			
19	Provide a free Wi-Fi network across the city and increase broadband uptake for social tenants.	Commitment met: 2014	✓
20	Continue to campaign for a new surface transport link to improve connections between Glasgow Airport and the city.	Commitment met: 2014	✓
21 - 23	Deliver the initial phase of the £1.13 billion City Deal for Glasgow, including the Infrastructure, Innovation and Labour Market projects in line with the agreed business cases and the procurement strategy: <ul style="list-style-type: none"> ■ Infrastructure works in Sighthill, City Centre, North Glasgow, College Lands, Calton, the Barras, the West End and Waterfront ■ Refurbishment of Tontine House and initiation of the Innovation Fund: Business Growth Support Programme ■ Provide support to Employment Support Alliance claimants and move people into sustained work through our employment related progression pilot. 	Planned for 2017 Planned for 2017 Planned for 2017	✓ ✓ ✓
24	Develop the Sighthill Transformational Regeneration Area, ensuring the development of this new neighbourhood is the testing ground for how the city can build a world-class local neighbourhood. A key element will be tracking the impact of design and involvement of local residents on the long-term success of the area and the health and wellbeing of those who live and work there.	Planned for 2020	✓

3 A VIBRANT CITY



© Badminton Scotland

Glasgow is Scotland's largest city and its sporting and cultural capital. It is highly regarded as both a business and a tourist destination. Under the Council Strategic Plan 2012 to 2017 and the refresh in 2015, we committed to making Glasgow a more vibrant city. We did this by competing internationally with the best cities for world-class sporting, cultural, and creative events and conventions, making effective use of our cultural assets and heritage and ensuring the people of Glasgow benefit from access to sport, culture and lifelong learning opportunities.

We were committed to 17 actions to support Glasgow as a vibrant city, of these 14 have been met and the remaining 3 are progressing as planned for delivery by 2020. The following sections present progress towards actions that remained planned in 2016.

One of the original commitments was to deliver the 2014 Commonwealth Games. Since then we continue to build on that legacy to attract other events to the city and to provide world class culture and sporting venues. In 2016, over 500,000 attendances were recorded at events and in August 2017, we delivered the World Badminton Championships at the Emirates Arena.

In the summer of 2018 Europe's top athletes will compete in the inaugural European Championships – an exciting new multi-sport event bringing together some of the continent's leading sports. This event is co-hosted with Berlin and around 3,000 athletes from 52 nations will compete in Scotland. The Glasgow 2018 Volunteer Programme was launched in spring





2017 and tickets went on sale in June.

Glasgow's cultural assets are drivers to attract local, regional, national and international visitors to the city and positioning Glasgow as a gateway to the rest of Scotland. Launched in November 2016, the new Glasgow's Tourism and Visitor Plan to 2023 sets out a clear direction for building the city's global profile as a successful tourist destination and is focused on increasing overnight leisure tourism visits by one million over the next seven years. Achieving three million overnight visits per year by 2023 will deliver an economic boost of £771 million and contribute an additional 6,600 jobs in the city.

The Burrell Collection closed to visitors in October 2016 to allow the capital refurbishment programme to begin. We are well on track to secure the overall estimated capital funding required of £66 million and work should start on site in April 2018.

The Phase 1 development of the Kelvin Hall opened in August 2016, ahead of schedule. Since then, the new sports operation has had over 250,000 uses. The Kelvin Hall Museum brings together collections from Glasgow Museums, the Hunterian Collection (University of Glasgow) and the Moving Images Archives at National Libraries of Scotland.

We worked in partnership with the Scottish Football Association to develop a Football Action Plan. This jointly owned plan will set out the areas where the Council Family and the Scottish Football Association will work together and detail specific commitments of all parties in relation to this work. Examples of the joint work so far include:

- Delivering 1,340 Midnight League sessions to three Areas of the City
- Increased football participation programmes in schools from 50 to 75
- Introduced Walking Football sessions at four venues across the city with more to follow

'A Vision for Glasgow Libraries' was approved in response to the national decline in users of traditional library services, changing technologies and a need for vibrant community focal points. During 2016/17 there were:

- 2,262,841 books issued from our libraries, school libraries and e-offer, an increase of 2.66% from last year
- 660,881 books aimed at younger readers were issued, reaching their highest level in 3 years
- 849,053 PC sessions were available in our libraries
- 8,300 attendances at our Digital Learning Classes, which are available across all 33 libraries
- 150 Digi-PALS volunteers helped users engage with computers for the first time. More than 7,500 support sessions have taken place since the programmes started in May 2015
- 2,658 drop ins to Macmillan @ Glasgow Libraries, their highest ever annual total
- Citizens Advice Bureau's Money Advice Services have engaged with more than 1,200 customers across their 16 library co-locations. These customers have received over £1 million in financial gains and had over £400,000 in debts managed to date
- 5 library locations provide crucial Revenue and Benefits assistance to more than 3,600 customers who need help paying their rent or council tax.
- Jobs and Business Glasgow advisors are available in 11 library locations across the city, helping over 450 unemployed Glasgow residents with employability advice, support to access training, education and employment opportunities. 90 clients have gone on to secure full time work since attending.

The table below sets out all of the Vibrant City commitments.

COMMITMENT		Completion	Current Status
Compete internationally with the best cities for world-class sporting, cultural, and creative events and conventions.			
1	Deliver a world class Commonwealth Games 2014.	Commitment met: 2014	✓
2	Hold a year-long celebration of Glasgow's culture in 2013.	Commitment met: 2013	✓
3-5	Capitalise on the city's existing venues and new world-class BMX cycling venue by: <ul style="list-style-type: none"> ■ Staging the 2015 World Gymnastics Championships. ■ Staging Badminton 2017. ■ Planning for the first European Sports Championships in 2018. 	Commitment met: 2015 Planned: 2017 Planned: 2018	✓ ✓ ✓
Make effective use of our cultural assets and heritage.			
6	Continue to make sure there are no entry charges for the main collections of Glasgow Museums.	Commitment met: ongoing	✓

VIBRANT CITY		Completion	Current Status
7	Expand online coverage of Glasgow Museums' collection by 2014, and include information and material from our libraries.	Commitment met: ongoing	✓
8	Extend the schools' outreach programme to include a training programme for Education staff.	Commitment met: ongoing	✓
9 - 11	Free access to sports and activity for younger and older Glasgow residents: <ul style="list-style-type: none"> ■ Provide free swimming, bowling, and tennis to those who are under 18 years and over 60 years. ■ Provide free golf on council courses for those who are under 18 years and over 60 years. ■ Provide a free hour of five-a-side football to under 18 year-olds every Wednesday 4-5pm. This will be extended to community-based school seven-a-side pitches by 2015. 	Commitment met: ongoing	✓
		Commitment met: ongoing	✓
		Commitment met: ongoing	✓
12	Take action with the Scottish Football Association and other partners to support the development of football in the city.	Commitment met: ongoing	✓
13	Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, reopening the Burrell Museum in early 2020 and plan for the international tour of the Burrell Collection in 2016.	Planned: 2020	✓
14	Refurbish the Kelvin Hall, delivering a combined museum facility with the University of Glasgow and a new Glasgow Club sports facility by early 2017.	Commitment met: 2017	✓
Ensure the people of Glasgow benefit from access to sport, culture and lifelong learning opportunities.			
15	Support local groups to become social enterprises and deliver local services in our community facilities.	Commitment met: ongoing	✓
16	Build a volunteering legacy from the Commonwealth Games with a strategy to encourage volunteers to support city events and day to day community activities.	Commitment met: ongoing	✓
17	Set a vision for the future of Glasgow's libraries to deliver a service that meets the learning, digital and community needs of citizens, families and businesses.	Commitment met: 2017	✓

4 A SUSTAINABLE CITY



The Council Strategic Plan 2012 to 2017 and the Strategic Plan refresh 2015 committed to develop Glasgow as the most sustainable city in Europe over the next 20 years. Our long term aim is to make Glasgow a world leading sustainable city and create a better, healthier quality of life for all Glaswegians.

Of the 25 actions we were committed to under the strategic theme of sustainable city, 22 have been met and 2 are progressing as planned for completion by 2020. As mentioned in the introduction, there has been a delay in the Glasgow Recycling and Renewable Energy Centre at Polmadie becoming fully operational. A new contractor is in place and the full service is scheduled to go live on Summer 2018.

The following sections present progress towards actions that were planned in 2016.

Since 2012, we have reduced our carbon footprint. We are on track to meet our target of a 30% reduction in the city's carbon dioxide (CO₂) emissions by 2020, having recorded a 27% reduction as at 2014.

We have completed the roll out of our food waste recycling schemes to 307,000 households. During 2016/17, the tonnage of organic waste (food and garden waste) diverted from landfill has increased from 14,810 tonnes to 18,852 tonnes, an increase of 27%.

We have made progress in developing Glasgow as an active city, supporting public and green transport. In particular, the length of Glasgow's cycle network has increased from 205 kilometres in 2012 to 316 kilometres in 2016. We aim to increase that to 400 kilometres by 2025. There has been a 200% increase in city centre cycling since 2007.

The design of Sauchiehall Street Public Realm Project was approved by the City Deal Cabinet in June 2017. This design project forms part of the Avenues Project (City Centre Strategy 2014 to 2019) and aims to improve cycling and walking facilities through the provision of enhanced footways and of a two way cycle route on the north side of Sauchiehall Street.

We have added to our network of mapped and marked running trails in our city parks. In 2016/17, we established trails in the Botanic Gardens, Kelvin Walkway, Hogganfield, Househill and Elder Park and Glasgow

Following the launch of our Resilient Glasgow strategy in September 2016, Glasgow has;

- Successfully bid and been awarded 600,000 euros of funding to take part in the Smart Resilient Cities programme, along with the University of Strathclyde.
- Developed a partnership with the city of Pittsburgh on the challenges of post-industrial cities, leading to the award of US grant funding.
- Held an innovative community engagement exercise on climate resilience in the north of the city that will be replicated in other parts of the city.
- Through membership of the EU Urbact programme, continues to work in partnership with the local community in Possilpark on resilience issues.



The table below sets out all of the Sustainable City commitments.

COMMITMENT		Completion	Current Status
A reduced carbon footprint.			
1	Set up an Energy Trust by 2014.	Commitment met: 2015	✓
2	Provide new and sustainable District Heating systems.	Commitment met: 2014	✓
3	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.	Commitment met: 2013	✓
4	Work with city partners to lead the implementation of the nationally funded Green Deal.	Commitment met: ongoing	✓
5	Meet and exceed our carbon reduction targets by 2020.	Planned: 2020	✓
6	Bid for the Green Capital of Europe Award 2015.	Commitment met: 2015	✓
7-9	Continue to tackle littering, fly posting and dog fouling:		
	■ Introduce [litter] enforcement officers in every ward	Commitment met: ongoing	✓
	■ Provide extra clean ups	Commitment met: ongoing	✓
	■ Work with housing associations and residents to tackle dog fouling.	Commitment met: ongoing	✓
10	Deliver a food waste recycling scheme beginning in January 2016, covering all households by March 2017	Commitment met: 2017	✓
11	Ensure the smooth launch and operation of the Glasgow Recycling and Renewable Energy Centre (GRREC) at Polmadie in June 2016. This will divert 90% of green bin residual waste away from landfill, boost the delivery of our carbon reduction targets and create jobs and apprenticeships.	Planned: 2018	⚠
A connected transport infrastructure for business and the community.			
12	Develop and agree an improved approach to investment and spending on roads maintenance and repair.	Commitment met: ongoing	✓
13	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.	Commitment met: 2015	✓
14	Work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services.	Commitment met: ongoing	✓

COMMITMENT		Completion	Current Status
15	Deliver a city resilience framework that sets out how Glasgow will plan and respond to events and stresses in the city, with a supporting action plan to strengthen the city's resilience by the end of 2015. This forms part of our commitment as a Rockefeller Resilient City.	Commitment met: 2016	✓
Increased use of green and public transport.			
16-19	Transform the city into an active living network:		
	■ Encourage walking	Commitment met: ongoing	✓
	■ Develop a network of cycling hubs	Commitment met: ongoing	✓
	■ Implement the strategic plan for cycling	Commitment met: ongoing	✓
	■ Prepare a proposal for a citywide cycle hire scheme.	Commitment met: 2014	✓
20	Establish a network of 20 mapped and marked running trails in city parks.	Planned 2018	✓
21	Increase the number of charging points for electric cars and buses to 50 by April 2013. Original commitment complete, revised target set in 2015 to increase by 5% year on year.	Commitment met: ongoing	✓
22	Add a further 14 areas to the 20 mile-an-hour zones by March 2013. Original commitment complete, revised target set in 2015 to work towards making all suitable residential roads mandatory 20miles-per-hour zones.	Commitment met: ongoing	✓
Accessible and affordable transport.			
23	Continue to review any emerging plans and make the case, where needed, that all of Glasgow's rail stations remain viable and open.	Commitment met: 2012	✓
24	Support SPT to introduce a smart card for public transport.	Commitment met: 2014	✓
25	Work with SPT, commercial bus operators, community transport operators, and the community to maintain essential community bus routes and give local people more control.	Commitment met: ongoing	✓

5 A CITY THAT LOOKS AFTER ITS VULNERABLE PEOPLE



Under the Vulnerable theme we set out our plans to tackle the impacts of deprivation, poor health and inequality. We have continued to prioritise support for the most vulnerable in our community at a time of increasing demand for services and declining resources. We have made good progress towards meeting our commitments to be a city that Looks after its Vulnerable People.

The way in which health and social care services are planned and delivered across Scotland was changed due to the Public Bodies (Joint Working) (Scotland) Act 2014. Local Authorities and Health Boards are now required by law to work together to plan and deliver adult community health and social care services. Within Glasgow City, Glasgow City Council and NHS Greater Glasgow and Clyde have integrated the planning and delivery of all community health and social care services including services for children, adults and older people, along with homelessness and criminal justice services. This work is led and directed by the Glasgow City Integration Joint Board, with the Council and Health Board delivering services under the banner of the 'Glasgow City Health and Social Care Partnership'.

Of the 44 actions we committed to under the strategic theme of a city that looks after its vulnerable people, 38 have been met and 2 are progressing as planned for completion by 2020. As mentioned in the introduction, although we have

made some progress we have fallen short of meeting our challenging target of 75% of young people leaving care being able to access a job, training or college place.

We want to improve outcomes for young people who have been in the care system. Over the life of the Plan, we have improved prospects for looked after and accommodated children and young people and a higher number now achieve positive destinations after leaving school than at the start of this Plan.

	2012/13	2013/14	2014/15	2015/16	2016/17
Percentage of children leaving care in positive destinations	58%	51%	66%	67%	63%

The following sections present progress towards actions that were planned in 2016.



In November 2016, we published our 'People Make Glasgow Fairer' strategy to set out the challenges and our ambitions to reduce the poverty gap between Glasgow and the rest of Scotland. This strategy was developed through our Poverty Leadership Panel (PLP) in partnership with those with lived experience of poverty. Some examples of the work completed by the PLP during 2016/17 include;

- Contacting all benefits claimants affected by the Benefit Cap to ensure that all potential benefits are realised and the impact of the cap is lessened.
- In collaboration with partners, we launched the Wee Glasgow Loan, as an alternative to payday lenders and stores. In the opening 6 months, 424 applications were approved.
- Our school clothing grant was increased from £47 to £52.
- Identifying the pupils who were entitled to the school clothing grant but whose parents had not claimed; payments were then issued without the need to claim. This resulted in almost 5,400 payments of £52 and 22,000 payments of the increase of £5.



The challenge from poor health and inequality across the city remains, with the poorest communities experiencing the greatest burden of poor health. We set up the Health and Inequality Commission in 2016 to look into this further. The Commission has focused on poor mental health in recognition of its impact on people's ability to participate fully in society. The Commission is scheduled to conclude its work and report autumn 2017.

We continue to tackle the health problems related to overconsumption and provision of alcohol. In August 2016 we opened community based Recovery Hubs across the city. The newly commissioned 'Locality Hubs' bring together a range of services including; recovery plans, one to one support, group work, pregnancy, family and parenting support. This work is prioritised through the Alcohol and Drug Partnership Strategy 2017 to 2020.

We are currently developing the new Glasgow Community Plan, which sets out our shared priorities for the city with a range of public bodies, Third Sector organisations and community groups. Following consultation during summer 2017, the Glasgow Community Plan will be published by October 2017, along with a number of local plans setting out how we will tackle these priority issues with communities in their area.

Citizen involvement and consultation is central to our approach to ensure every citizen and every community can benefit from Glasgow's future success. We continue to use a range of means to gather citizen views and involve citizens both locally and at a city wide level. We consult with residents once a year through the Glasgow Household Survey, which measures residents use of and satisfaction with services. A summary of the results of the 2017 survey is at the end of this document.

Community empowerment describes a range of ways to actively involve citizens in developing services and ensuring they have a voice in local decisions. This has been set out in legislation, the Community Empowerment (Scotland) Act 2015. We have taken steps this year to make sure we implement the requirements of this Act. This includes processes to allow asset transfers to communities and also processes to strengthen the rights of communities to be involved in decisions that affect them.

As part of this approach, we have also introduced community budgeting (a democratic process in which community members decide how to spend part of a public budget) In 2016 to 2017, 307 funding applications were received and 192 local projects successfully awarded total funding of £320,800.

The table below sets out all of the Vulnerable People commitments.

COMMITMENT		Completion	Current Status
Improve outcomes and prospects for our looked-after and accommodated children and young people			
1	Increase payments to kinship carers by a further 5% by 2015/16.	Commitment met: ongoing	✓
2	Continue to intervene early and robustly to protect children.	Commitment met: ongoing	✓
3	A job or college place for all children leaving care. Find innovative ways to support them to sustain the place and to attend college or training	Progress not as expected	⚠
Reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland.			
4-5	Develop and improve the quality and consistency of the health and social care services provided to adults and children by integrating the council's and those of NHS Greater Glasgow and Clyde: <ul style="list-style-type: none"> ■ Successfully launch our integrated approach to health and social care services with NHS Greater Glasgow and Clyde in 2015. ■ Set out the joint service priorities and areas for improvement in the strategic plan by January 2016. 	Commitment met: 2015	✓
		Commitment met: 2016	✓
6	Work in partnership with the Health Board to tackle health inequalities.	Commitment met: ongoing	✓
7-8	Continue to work with referred young people with alcohol problems: <ul style="list-style-type: none"> ■ Work with social landlords to reduce anti-social behaviour and where necessary take action against underage drinkers and their families. ■ Continue to deliver established initiatives in schools to work with young people early on alcohol issues 	Commitment met: ongoing	✓
		Commitment met: ongoing	✓
9-10	Continue to tackle the health problems related to over-consumption and provision of alcohol: <ul style="list-style-type: none"> ■ By working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking. ■ Reduce the availability and consumption of alcohol and drugs. 	Planned: 2020	✓
		Planned: 2020	✓
11	Continue to work with schools to reduce smoking amongst young people.	Commitment met: ongoing	✓

COMMITMENT		Completion	Current Status
Reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland.			
12-14	<p>Work with NHS Greater Glasgow and Clyde (NHSGGC), the Scottish Association for Mental Health and the Glasgow Association for Mental Health to protect and nurture people's mental health:</p> <ul style="list-style-type: none"> ■ Establish joint commissioning of services with NHSGGC. ■ Ensure rehabilitation and care and that there are employment opportunities. ■ Mental health is considered in local housing policies. 	<p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p>	<p>✓</p> <p>✓</p> <p>✓</p>
Support more people to live independently at home, where they choose to do so.			
15	Develop an Independent Living Strategy with the Glasgow Disability Alliance.	Commitment met: 2015	✓
16-18	<p>Make sure more people are able to live at home or in the community independently, when it is safe for them to do so:</p> <ul style="list-style-type: none"> ■ Reablement. ■ Personalisation of social care. ■ Working with housing associations to make sure there is a range of suitable housing and to extend the use of technology to allow people to remain in their homes for longer with support. 	<p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p>	<p>✓</p> <p>✓</p> <p>✓</p>
19	Fuel Poverty: develop an Affordable Warmth Strategy and continue to provide an affordable warmth dividend of £100 to those aged 80 years.	Commitment met: ongoing	✓
20	Appoint a carers board.	Commitment met: ongoing	✓
21	Introduce a Carers' Card with discounts and entitlements to services.	Commitment met: ongoing	✓
Build strong and resilient neighbourhoods and communities.			
22	Continue to target gang violence and alcohol-fuelled anti-social behaviour.	Commitment met: ongoing	✓
23	Fund an additional 100 police officers to work in local neighbourhoods..	Commitment met: ongoing	✓
24	Provide a response to anti-social behaviour that identifies and targets areas within our city in our 21 wards where we need to take action as a priority.	Commitment met: ongoing	✓

COMMITMENT		Completion	Current Status
Build strong and resilient neighbourhoods and communities.			
25-26	<p>Community payback orders:</p> <ul style="list-style-type: none"> ■ Monitor those who have alcohol-related offences. ■ Introduce a programme to clean and maintain residential back lanes. 	<p>We have taken action within the scope of our remit but would require additional influence to fully deliver this commitment. See APR 2015 to 2016</p> <p>Commitment met: ongoing.</p>	✓
27	Work with Police Scotland to improve and increase the use of test purchasing.	Commitment met: ongoing	
28	Continue to improve how people can report hate crime.	Commitment met: ongoing	✓
29	Work with the police and other partners to make sure we have effective responses to domestic abuse.	Commitment met: ongoing	✓
30-32	<p>Make sure that within our local communities, our citizens have a good choice of services from shops and premises:</p> <ul style="list-style-type: none"> ■ Appropriate mix of food outlets, with as many as possible supporting our approach to healthy eating. ■ No overprovision of betting shops. ■ Restricted off-sales and early opening of licensed premises. 	<p>We have taken action within the scope of our remit but would require additional influence to fully deliver this commitment. See April 2015 to 2016</p> <p>Commitment met: ongoing</p>	✓

COMMITMENT		Completion	Current Status
Tackle poverty and deprivation, and provide relevant and affordable services for our citizens.			
33	Further develop credit unions in Glasgow..	Commitment met: ongoing	✓
34	Provide information on how residents may access and use low-cost ethical lenders such as credit unions.	Commitment met: ongoing	✓
35	Accelerate how we tackle poverty and deprivation, focusing on action to support lone parents, child poverty, in-work poverty and food insecurity. Detailed plans will be brought forward by the Poverty Leadership Panel by the end of 2015	Commitment met: ongoing	✓
36	Develop a planned response with partners to the national welfare reforms.	Commitment met: ongoing	✓
37-39	Make sure our most vulnerable citizens can access advice and information to prevent them being financially excluded, including specifically:	Commitment met: ongoing	✓
	■ Helping Heroes Campaign and Armed Forces Covenant.	Commitment met: ongoing	✓
	■ MacMillan and Long-Term Conditions project.	Commitment met: ongoing	✓
	■ Improving the Cancer Journey.	Commitment met: ongoing	✓
Deliver local services and neighbourhoods informed by our residents' views.			
40	Introduce two-year funding to make sure third sector organisations can better plan their services.	Commitment met: 2013	✓
41	Review how we consult residents.	Commitment met: ongoing	✓
42	Roll out community budgeting.	Commitment met: 2016	✓
43	Encourage greater participation in council meetings and decision making.	Commitment met: ongoing	✓
44	Continue to work with and develop our relationships with faith groups	Commitment met: ongoing	✓

6 A LEARNING CITY



We want Glasgow to be a city where our children and young people are nurtured, where a focus on early intervention and prevention, an early years approach and a commitment to lifelong learning enable all Glaswegians to flourish.

We were committed to 17 actions to support Glasgow as a learning city, of these 15 have been met and the remaining 2 are progressing as planned for delivery by 2020. The following sections present progress towards actions that remained planned in 2016.

We deliver education in more than 300 establishments across the city, providing education to approximately 75,000 children and young people. In 2012, we agreed a total investment programme of £250 million to improve or remove all school buildings which were assessed as in poor or bad condition, using Scottish Government guidelines. There were 100 of these buildings in the school estate at the start of the programme. As of March 2017, we had completed investment and improvement in 95 of them. The remaining 5 are currently undergoing planned investment and improvement.

We will continue to invest £10 million per year from 2017 to 2022 to undertake similar works. This additional ongoing investment will be used to continue the refurbishment and rebuild works to bring schools into good and satisfactory condition and also to extend existing establishments and construct new establishments where there is a need for additional capacity.



We continue to develop a flexible nursery provision that allows parents to access this entitlement when they require it, not just during the school term. A 3 year phased plan for implementation will be submitted to the Scottish Government in September 2017. The new Tower View Nursery, in the North East of the city, is one of 14 national trial projects focused on redesigning service delivery models, in line with parent demand. Parental views are being gathered through local level focus groups as changes are introduced.

We aim to reduce the gap between Glasgow's attainment figures and national results. Attainment continues to increase and is at an all-time high. More young people than ever before are gaining Highers. In the last ten years, we have more than doubled the percentage of young people achieving three or more and five or more Highers by the end of S5. We have closed the gap with the national figures every year for one or more Highers. In 2016, the gap has closed for three or more and five or more Highers. By the end of S6 we have closed the gap for one or more Highers in 2016.

Attainment in literacy and numeracy (school leavers):	Glasgow			
	2015	2016	Target 2016	Scotland 2016
Percentage achieving SCQF level 4	81%	83%	78%	88%
Percentage achieving SCQF level 5	51%	55%	51%	64%
By the end of S5: % Pupils achieving 1or more Highers	47%	52%	N/A	59%
By the end of S6: % Pupils achieving 1or more Highers	53%	57%	N/A	63%

More young people than ever are staying on at school beyond S4 and in 2016 we have also seen a notable increase in the numbers staying on beyond S5. The numbers of school leavers going on to a positive destination upon leaving school remains at an all-time high. Further information on attainment and education performance is available in the annual Standards and Quality Report, available on our website.

The College and Lifelong Learning Commission reported in March 2017. The Commission examined current funding levels, college entry levels and barriers to learning and proposed a number of recommendations to address these barriers.

COMMITMENT		Completion	Current Status
A high-quality learning infrastructure.			
1	Continue to improve all pre-12 establishments by rebuilding or refurbishing them..	Planned: 2017	✓
2	Open a minimum of 10 new Family Learning Centres..	Commitment met: 2016	✓
A nurturing city, with early intervention, prevention and early years approaches for our children and their families.			
3	Provide training to all staff on nurturing approaches in nurseries.	Commitment met: ongoing	✓
4	Provide 15 hours of free childcare for Glasgow children at the start of the term when they are aged three.	Commitment met: 2015	✓
5-6	Provide a new offer and approach to childcare in the city, to meet the increasing demand for suitable childcare from parents and carers: <ul style="list-style-type: none"> ■ Support a range of options to meet different needs, including proposals on the provision of after-school care. ■ Delivered through a three-year transformation programme of our early years service. 	Commitment met: ongoing Planned: 2020	✓ ✓
7	Extend the support, access to services and nursery places available to vulnerable two-year olds and their families through the current Vulnerable Two's programme.	Commitment met: ongoing	✓
8	Continue to provide breakfast clubs for all primary children and work with partners to improve after-school provision.	Commitment met: ongoing	✓
9	Work with UNICEF to designate Glasgow as a child-friendly city	Commitment met: ongoing	✓
10	Make sure parents of young families are able to consider all the opportunities that may be available to them, including training and employment.	Commitment met: ongoing	✓
Improved attainment levels at primary and secondary schools and close the gap between Glasgow and national results.			
11	Improve the quality of teaching, learning and the delivery of Curriculum for Excellence.	Commitment met: ongoing	✓
12	Ensure a pupil to teacher ratio that delivers the best education for children in Glasgow..	Commitment met: ongoing	✓
13	Encourage children to study science at standard and higher grade.	Commitment met: ongoing	✓
14	Introduce scholarships for pupils with partnership businesses.	Commitment met: ongoing	✓
15	Expand opportunities to take part in the Duke of Edinburgh award schemes and similar programmes. Link this to the Curriculum for Excellence.	Commitment met: ongoing	✓
16	Work with Glasgow college principals to attract more funding to the city	Commitment met: ongoing	✓
17	Develop and launch Glasgow's community learning plan by September 2015, in line with national requirements and involving local people in the design, content and implementation of the plan.	Commitment met: 2015	✓

7

MAKING THE BEST USE OF OUR RESOURCES

In order to ensure that we achieve the Council’s vision of Glasgow as a world-class city focused on economic growth and tackling inequalities we need to be an efficient and effective organisation. In the Council Strategic Plan 2012 to 2017 and the Strategic Plan refresh 2015 we set out the ways in which we will make better use of our resources by ensuring we have approaches in place to deliver the day to day services residents and businesses expect and ensure better lives and opportunities for the people of Glasgow.



Finance

During 2016/17, the budget shortfall across the two years 2016 to 2018 was updated as a result of information on the 2017/18 settlement from the Scottish Government (including changes to Council Tax). The final spending gap for 2017/18 was £53 million, which resulted in a spending gap of £136 million over the two years. The council’s budget for 2017/18 was agreed on 16 February 2017.

	2013/14	2014/15	2015/16	2016/17
Percentage of income due from council tax for the year that was received	93.9%	94.6%	94.7%	94.9%
Revenue Budget Monitoring: percentage actual expenditure against budget	101.2%	100.3%	99.8%	99.8%

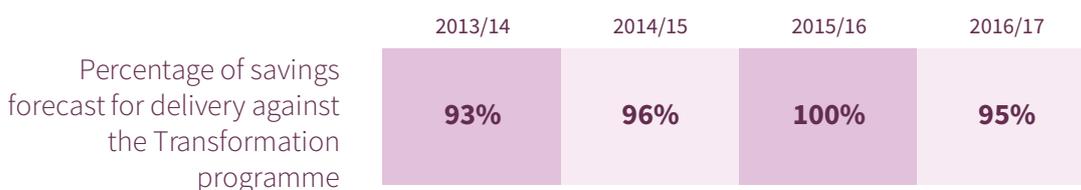
Despite the unprecedented level of financial savings to be delivered in 2016/17 the council achieved an out-turn position that was slightly better than budget. This resulted in an increase to un-earmarked reserves of £1.4 million.

Transforming Glasgow

We continue to achieve savings while focusing on improving outcomes for service users. Our Transformation programme delivered savings of £54.6 million in 2016/17. We achieved efficiency savings by focusing on workforce productivity, service redesign and other large areas of expenditure, particularly procurement costs.

The Transformation Strategy and Programme 2016 to 2018 sets out the principles we will apply when considering the transformation of our services:

- designing services around citizens and reducing unnecessary processes,
- considering alternative service delivery arrangements including community, citizen or partner delivery,
- using our assets more effectively and working and sharing with others,
- using digital and online ways to provide services; and
- focusing on prevention and early intervention to reduce future costs.



People

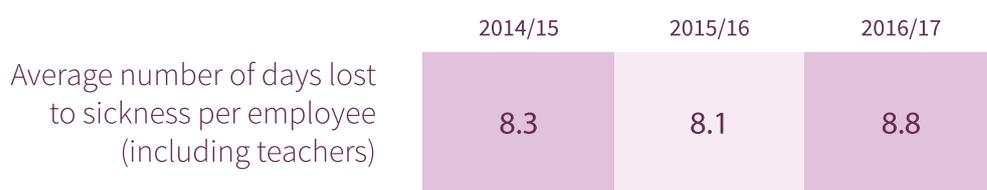
The Council employs 18,605 people across a wide range of services and our arm's length organisations (ALEOs) employ a further 13,072 people. The Council's workforce consists of:

- 70% women and 30% men (consistent with the breakdown in previous years)
- Women occupy 60% of the highest paid 5% of earners in our workforce (excluding teachers) (this is the same as last year)
- People from black or minority ethnic communities make up 2.2% of our workforce (2.1% last year)
- People with a disability make up 2.4% of the workforce (same as last year)

Our ability to recruit new employees is currently limited. We are working with council services and our arm's length organisations to look at ways of improving the equality profile of our workforce. We are seeing improvements in the black or minority ethnic make up of our workforce in areas where we are recruiting for example 3.9% our modern apprenticeship intake were from black or minority ethnic backgrounds and 36.4% of our graduate intake were from black or minority ethnic backgrounds.

We are committed to a workforce that has the right number of people who are flexible, trained, and equipped to do their jobs. The council's Workforce Scrutiny Board and the supporting Workforce Planning and Resourcing Unit supports the council family to ensure that we have a workforce that is the right number of employees with the right skills at the right place at the right time ensuring that opportunities for redeployment and career development are fully realised. Significantly, we have designed three successful career pathways for Child Development Officers, Residential Workers and Teachers and are currently supporting 66 employees to achieve qualifications and experience to change their careers. We are also progressing a further 65 potential opportunities of this nature.

Our performance in 2016/17 of 8.8 days absence for every employee represents slight dip on our previous year's figure of 8.1 days. Despite the average days lost remaining higher than our target of 7.4 days, the level of sickness absence equates to an attendance rate of 95%.



Glasgow City Council will not tolerate inequality and discrimination in the city and will take action to address the underlying causes and support its most vulnerable citizens. In particular, the Council Family will work to eradicate the hostility, prejudice and violence that continue to be manifested against particular groups. In April 2017, we published our Equality Outcomes for 2017 to 2021 which build on the existing set and establish some new priorities. These outcomes were developed through extensive consultation and evidence review with stakeholders, members of the public, staff, Elected Members and the Glasgow Equality Forum. These outcomes reflect the Council Family's priorities to reduce social inequality:

- Improve economic outcomes for people with protected characteristics.
- Increase people's knowledge about equality and fairness.
- Improve access to Council Family services by people with protected characteristics.
- Promote and Enforce Respect and Diversity in Glasgow.

Assets

The Council's assets include buildings, roads, infrastructure and open spaces, all of which support a wide range of services across the city.

We aim to manage our assets effectively, including where necessary disposing of our surplus buildings and assets to generate funds for investment. During 2016 to 2017, our arm's length property management company, City Property LLP secured capital receipts of £12.53 million against a target of £13 million, which contributed to our overall plans for economic growth and regeneration.

SATISFACTION WITH OUR SERVICES

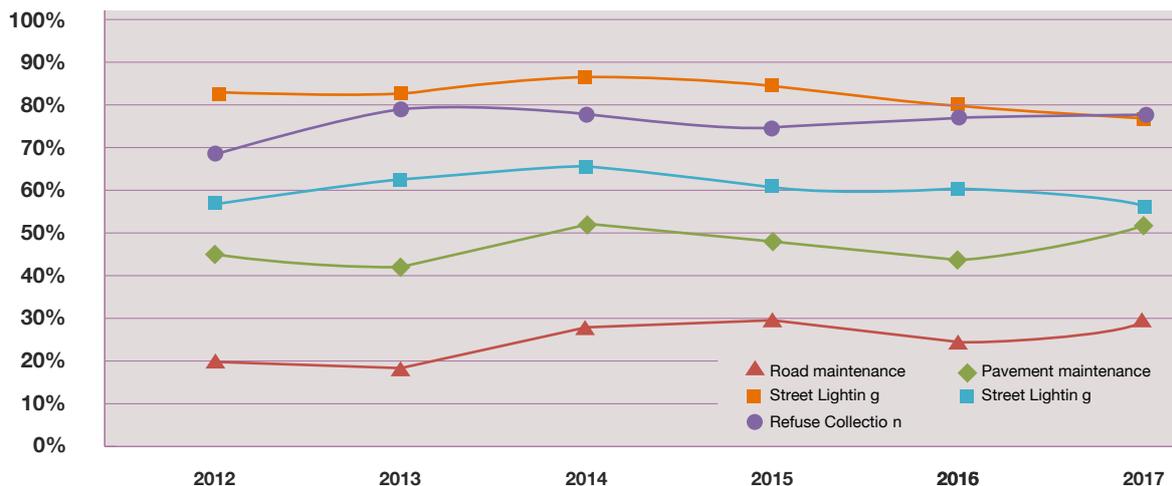
Overall Satisfaction

We conduct a survey of Glasgow residents every spring to gauge satisfaction with our services. An independent research agency (IPSOS-MORI) interviews around 1,000 people about their usage and experience. This year, the majority (72%) of residents were satisfied overall with the services provided by the Council Family, this is an increase from last year's figure of 68%.

Roads, Street Lighting and Refuse Collection

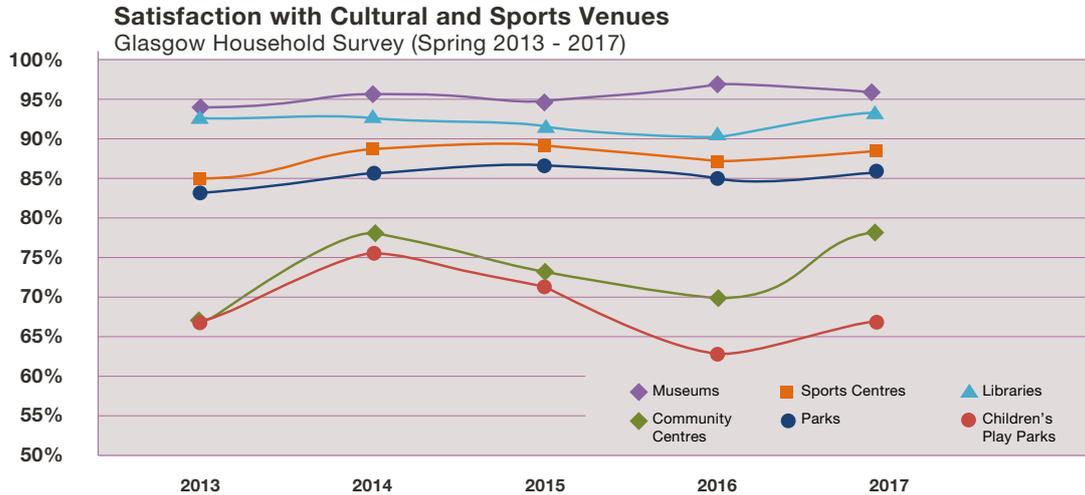
Universal services are those that all households in the city use such as roads and refuse collection. Satisfaction with this type of service since 2012, when we launched our Council Strategic Plan, has increased for road maintenance, pavement maintenance and refuse collection.

Levels of satisfaction with street lighting (77%) refuse collection (78%), and street cleaning (57%) remained high and in line with those recorded in 2016. Satisfaction with recycling collection was similarly high at 73%, and had increased since 2016. Satisfaction with road (31%) and pavement maintenance (51%) is lower than other services, although has significantly increased from 23% and 44% respectively in 2016.



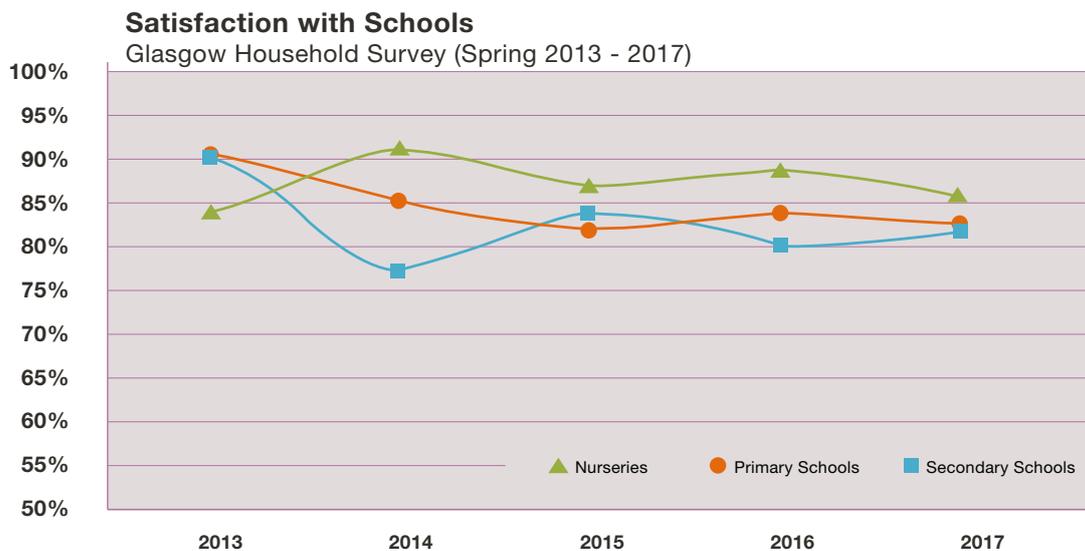
Cultural and Sports Venues

Satisfaction with the city's wealth of cultural and sports venues remains for the most part exceptionally high, for example 96% of visitors to our world-class museums are satisfied. Likewise, users of libraries, sports centres and parks also cite consistently high levels of satisfaction (93%, 88% and 86% respectively). Satisfaction with community centres (78%) and children's play parks (67%) have increased from 70% and 63% respectively in 2016.



Schools

Overall satisfaction with the city's schools remains generally high, although there has been a slight decline since 2012. A high majority of users are satisfied with nursery (86%), primary (83%) and secondary (82%) schools and satisfaction remains approximately similar to that in 2016.

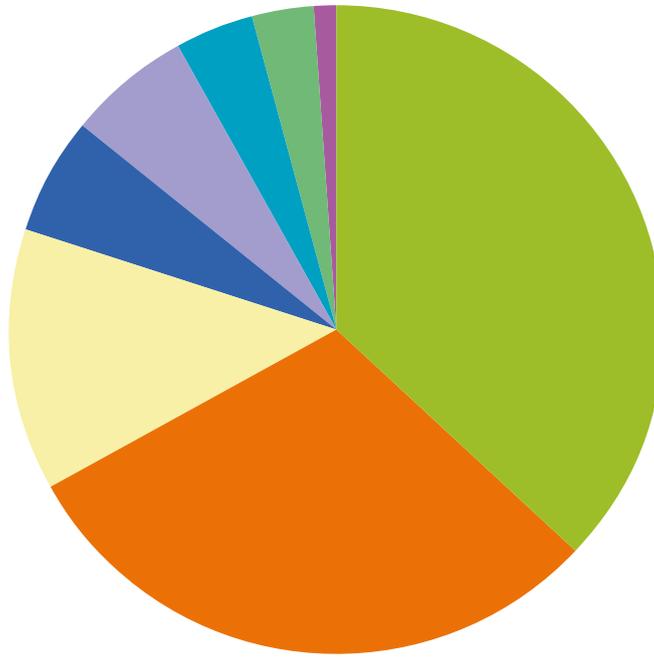


Social Work and Home Care Services

Only a small number of people who respond to our survey use social work or home care services. For this reason, these results should be treated as indicative. Satisfaction with home care services has increased from 67% to 76% since 2016. Satisfaction with social work services (64%) is in line with the figures for 2015 (65%).

This diagram shows how we spent the money we collected from Council Tax in 2016/17.

We spend each £1 of council tax on...



38p Education

30p Social Work

12p Other Services

6p Culture and Leisure

6p Environmental Protection

4p Development and Regeneration

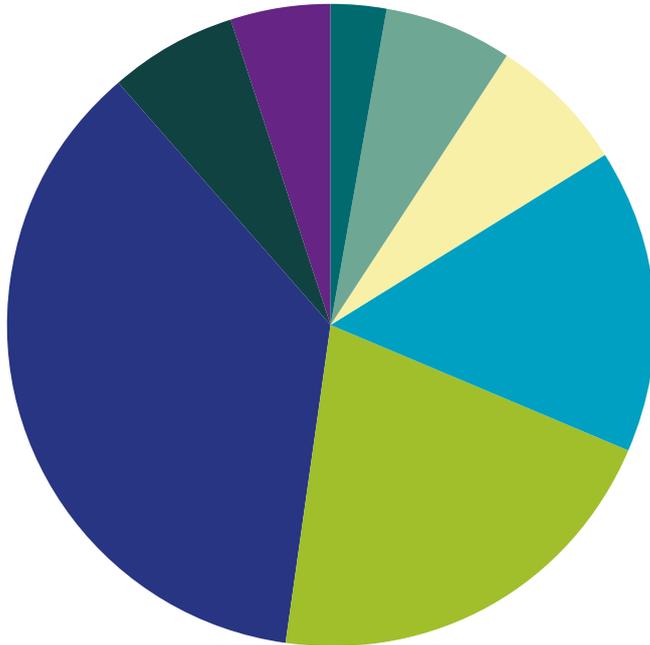
3p Roads and Lighting

1p Transport and Subsidies and Concessionary Fares

In 2016/17, we spent a total of £2,770 million delivering services.

TOTAL SPEND BY SERVICE

£ millions



Chief Executive's Office

£77 million



Development and Regeneration Services

£183 million



Land and Environmental Services

£188 million



Financial Services

£423 million



Education Services

£578 million



Social Work Services

£1,006 million



Related Companies

£179 million



Other

£136 million

To deliver these services, we spent the following:

Employee costs	£671 million
Premises	£87 million
Supplies and Services	£237 million
Transport and plant	£61 million
Third-party payments	£1,003 million
Transfer Payments	£499 million
Financing costs	£92 million
Other	£120 million
TOTAL	£2,770 million



FURTHER INFORMATION

For further information on Glasgow City Council's performance, please contact the Strategic Policy and Planning team by telephoning (0141) 287 0411.

Copies in alternative formats and community languages will be made available on request.

ADDITIONAL RESOURCES

[Council Strategic Plan](#)

Annual Service Plans and Improvement Reports

[Education Services' Standards and Quality Report](#)

[Equality Outcomes and Mainstreaming Report](#)

[Annual Accounts](#)

[Minutes and Agendas of the Operational Delivery Scrutiny Committee](#)

[Local Government Benchmarking Framework](#)

[Glasgow's Single Outcome Agreement](#)

[Glasgow Household Survey](#)

[Consultation Hub](#)

[Glasgow City Council Performance Information](#)

[Poverty Leadership Panel](#)

Glasgow City Council

City Chambers

George Street

Glasgow G2 1DU

0141 287 2000

www.glasgow.gov.uk

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