

# Annual Performance Report 2017/18



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## LEADER'S WELCOME STATEMENT



**Susan Aitken**  
Leader, Glasgow City Council

I am very pleased to be bringing forward this year's Annual Performance Report - my first as Council Leader and one which comprehensively lays out the work being carried out across all key areas of the Council's strategic plan.

In our first full year, the City Government has laid the foundations for the delivery of our vision of a world class Glasgow, with a thriving economy creating jobs and investment, whilst tackling poverty and poor health. We invest to improve however in an environment of continuing pressure on public services whilst preparing for emerging issues, such as the impact of Brexit and the settlement of the long-running equal pay dispute.

We have been confronted with several significant challenges in the past year, not least the city centre fires at Victoria's Nightclub and Mackintosh School of Art building. The impact on the lives of displaced residents and business owners has been devastating. We must ensure that Sauchiehall Street and its wider surroundings are again central to Glasgow's vibrancy and economy.

Amidst these challenges, the inaugural European Championships presented another showcase opportunity for the city. Over 500,000 people enjoyed sporting events or the Festival 2018 cultural programme, and with an estimated one billion television viewers we proved again that Glasgow has an incredible appetite for 'the big event' and is a host like no other.

The City builds on its reputation as an attractive market for investment, evidenced by Barclay's decision to establish a global hub, bringing jobs, homes and wider regeneration to Tradeston. The continuation of the revitalisation of our riverside remains a priority for the City Government and the Barclay's scheme is a major milestone.

## LEADER'S WELCOME STATEMENT

Attainment in our schools continues to improve, but much work remains. This year will see the development of an attainment strategy to ensure progress is maintained. Our 'Holiday Hunger' programme, which operated over the summer and October week, provided a much needed service. Similarly, homelessness and rough-sleeping remains a stark and visible reminder of those in the city excluded from society. The expected roll-out of Universal Credit later in this year can only make our challenges greater.

We are delighted to see progress on the first of our Participatory Budgeting pilots. The experience from these will greatly assist in the roll out of what the City Government trusts will revolutionise community empowerment and decision-making.

A local transport strategy is under development and includes the introduction of Scotland's first Low Emission Zone at the end of the year. The Connectivity Commission, the independent expert body tasked with recommending a way forward for the city's transport, travel and public realm, will deliver its findings by the close of 2018.

Investment in bringing vacant and derelict land and our quay walls on the Clyde back in to productive use is ongoing. The Avenues Project, part of the City Deal, continues apace. And we anticipate the conclusion of the review the Airport Access Project by the end of the year. It is crucial that any Airport Access project delivers the best value for the money.

To conclude, the strategic plan, the first Glasgow strategic plan by a new political administration in generations, remains on track for delivery. The governance of a city the size and scale of Glasgow brings many challenges but also opportunities to improve the lives of citizens in neighbourhoods across the city.



Annual Performance Report 2017/18

# 1.0



## INTRODUCTION

# 1.0

## INTRODUCTION

This Annual Performance Report (APR) is the first annual progress report against the Council Strategic Plan 2017 to 2022. It provides an update on progress and performance and on actions taken to improve our services. You can find performance reports on our earlier plans on our website.

Progress is reported against the seven cross-cutting themes set out in our plan, each of which has a number of commitments:

- A thriving economy
- A vibrant city
- A healthier city
- Excellent and inclusive education
- A sustainable and low carbon city
- Resilient and empowered neighbourhoods
- A well governed city that listens and responds

We also include feedback from our annual Glasgow Household Survey, which asks residents what they think about our services, policies and strategies.

The plan has a range of actions, some short-term that can be delivered relatively quickly and others that are longer term that will take time to develop and implement. In this report, we focus on the priorities for which there was a specific action in 2017/18 or where we expected progress to be made. Actions not expected to be delivered during this period are not reported in detail. A full list of all commitments for 2017 to 2022 and their current progress can be found at the end of each section of the report.

There are 105 commitments in the plan and we have made expected progress in this first year on 99% of them. These have each been assessed to determine a red, amber or green rating. The majority of commitments (104) are green

# 1.0 INTRODUCTION

 Commitment met. Action is progressing as planned and delivery is on target.	 Commitment is in progress, but progress is not as expected.	 Commitment has not been met.
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and have been achieved or are progressing as planned.

The progress of one action under the Sustainable and Low Carbon theme is not as expected. This is a commitment to progress reducing of the speed limit on all suitable residential roads to 20mph. We need additional staff to support this programme and recruitment is now underway.

A high level of positive rated actions in the plan reflects the level of planning and activity in year one to implement our new commitments. The plan was agreed in November 2017 and with no significant risks or barriers identified at this early stage, it is progressing as planned.

In addition to this report, we also report our performance through regular reports to our scrutiny committees. These reports provide further detail about progress against each of the priorities outlined in the Council Strategic Plan. All council services provide an Annual Service Plan and Improvement Report (ASPIR) to our city policy committees, which sets out performance and plans for the coming year. We have a dedicated page on our website where you can find more detail and information on performance. You can find links to our website at the end of this report.

# 20



A THRIVING ECONOMY

# 2.0

## A THRIVING ECONOMY

Glasgow is the fastest growing major city economy in the UK with a diverse business and industry base and a highly skilled population. Our Strategic Plan 2017-2022 is focused on the promotion of inclusive growth for the city, which will create jobs, tackle poverty and improve the city's health. Through taking action in this area, we are committed to delivering the following outcomes:

- A resilient, growing and diverse city economy where businesses thrive
- The city and its citizens benefit from inclusive economic growth and are involved in economic decision making through participatory budgeting
- More Glaswegians in work or training
- Glasgow is highly rated for its business innovation and digital skills

The Strategic Plan includes 12 commitments to deliver a Thriving Economy. All of them are currently progressing as planned and are on target. The following section provides further details on the delivery of these commitments.

### Economic Strategy

We have an established group of industry leaders who advise the city on its economic strategy. This year we have brought together a new partnership to help us deliver the strategy and to provide more input from the community. The Glasgow Partnership for Economic Growth (GPEG) includes third sector and community groups, universities and colleges and met for the first time this year.

### City Deal

The Glasgow City Region City Deal is providing long-term investment across the city over the next 20 year and is providing infrastructure, skills, employment projects, innovation, and business growth initiatives. We have been working closely

# 2.0

## A THRIVING ECONOMY

with our neighbouring local authorities in the city region to deliver these projects.

We have made good progress and design and construction plans are underway in five infrastructure projects across the city. These are the Metropolitan Glasgow Strategic Drainage Partnership, Canal and North Gateway, City Centre, Waterfront and West End Innovation Quarter and Collegelands/Calton/Barras area projects.

Progress includes:

- The City Centre Sauchiehall Street contract started in January 2018 and it is the first of 17 transformative public realm contracts in the City Centre. Designs are also underway for Argyle Street, St Enoch's Square, North Hanover Street / Kyle Street and Bath Street / Cathedral Street. Consultation with stakeholders has been held on the Argyle Street design.

- We are working in partnership with Scottish Canals and Scottish Water to progress the North Glasgow Integrated Water Management System. This is an innovative, smart drainage system, which manages surface water into the canal network allowing further development of sites in the north of the city.
- The Employer led In Work Progression Pilot continues to address the issue of low wages through employee development and progression. The pilot has engaged with 20 businesses, provided 125 business interventions including digital and business consultancy sessions and 342 people have benefited from training since the start of the pilot

We purchase a diverse range of goods, services and works – from stationery to multi-million pound capital work contracts. Our annual council family expenditure is around £644million. We aim to achieve additional community or city benefits from each contract.

# 2.0

## A THRIVING ECONOMY

These benefits can include initiatives such as recruitment and training for Glaswegians, educational support projects and initiatives to address poverty. During 2017/18, these community benefits delivered 52 new job opportunities, 171 work experience placements, 84 educational events and site visits and 235 hours of community engagement activity.

### Living Wage

We have continued to promote the Glasgow Living Wage during this year. The Glasgow Living Wage supports our ambition to reduce in work poverty and working towards a Fairer Glasgow. Since 2016, the rate has increased from £ 8.25 to £8.45 per hour from April 2017. The rate has been increased further to £8.75 per hour from April 2018. By the end of March 2018, 431 employers had signed up and agreed to pay the Glasgow Living Wage. This include employers such as Glasgow Taxis, Scotcash, Strathclyde Passenger Transport, NG Homes and Glasgow Housing Association.

### Support for Local Businesses

We have provided support to local areas to encourage businesses to grow and to promote the development of new businesses. We have provided support to the Shawlands area with our Business Improvement District (BID) approach and allocated £95,000 to the Shawland's Shopfront Improvement Scheme to enhance the overall appearance of business premises in the local area. We have worked with Zero Waste Scotland and Ricardo Energy to address the amount of waste generated by businesses in this area.

### Citizen's Income

We considered if Glasgow can test out a universal citizen's income and local currencies to help us tackle poverty in the city. We worked with the Scottish Government, other local authorities and NHS Scotland to develop a proposal. We have been successful in our bid for additional funding which will support detailed

# 2.0

## A THRIVING ECONOMY

research, modelling and public consultation on the initiative.

### Digital champion

We established a new Digital Glasgow Board to help us make the best use of new digital technologies to improve how we design and deliver our services. External experts from the public, private, voluntary and academic sectors support the work of the Board. The Deputy City Convener for Economic Growth has been appointed as a digital champion. We are working with the Scottish Government to deliver superfast broadband access to every home and business in Glasgow by 2021.

### Broadcast and Film

The city's reputation as a centre of excellence for filming, broadcasting and media continues to grow. During 2017, we attracted an additional £15.13m because of filming in the city. Films shot included Sky Atlantic's Patrick Melrose, Netflix's Outlaw King, the feature film Anna and the Apocalypse and

the fourth series of the home grown TV drama, Shetland. We are also promoting the city as a centre of excellence for broadcasting. We submitted a unique partnership bid to host the new Channel 4 HQ, with widespread support from Scotland's creative industries and from other cities. Although we were not successful as an HQ location, Channel 4 is considering us as a location for a creative hub. We will know their decision in October 2018.

The table below sets out all of the 2017 to 2022 Thriving Economy Commitments:

# 2.0

## A THRIVING ECONOMY

Commitment		Current Status	
<b>A Thriving Economy</b>			
1.	Deliver the Glasgow Economic Strategy 2016 to 2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth	Progressing as planned	
2.	Deliver the Glasgow City Region City Deal, supported by the Regional Economic Strategy 2017 to 2035	Progressing as planned	
3.	Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.	Progressing as planned	
4.	Maximise what the council can do through its community benefit clause to secure jobs and training opportunities for Glaswegians and Small businesses and look at ways that these clauses can be strengthened.	Progressing as planned	
5.	Use our initiatives and procurement to ensure that fair employment practises and the living wage are built in to all work the council does across Glasgow	Progressing as planned	
6.	Support small businesses and encourage business diversity in local high streets across the city, and continue to support Businesses Improvement Districts.	Progressing as planned	
7.	Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.	Progressing as planned	
8.	Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitors Plan.	Progressing as planned	
9.	Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.	Progressing as planned	
10.	Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll-out	Progressing as planned	
11.	Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world-class heritage and events globally and learn from other international cities.	Progressing as planned	
12.	Promote Glasgow as a centre of excellence for broadcast and media and make the case for new services to be based here, including a film studio for Scotland	Progressing as planned	

# 3.0



A VIBRANT CITY

# 3.0

## A VIBRANT CITY

Glasgow is culturally vibrant and offers a wealth of experiences for visitors and residents. We have a proven record as a world-class destination for sport, events, tourism, heritage and culture. We need to compete internationally to maintain and grow the city's reputation as one that can deliver. We need to ensure that our own citizens can benefit from the sporting heritage and cultural life in the city. This includes preserving our unique identity and our history. Our approach recognises and supports the strength of the people and will deliver the following outcomes:

- Glasgow is an excellent destination for tourism, culture, sport, events and heritage.
- Glaswegians are active and healthier
- All citizens have access to the city's cultural life and its heritage.
- Glasgow acknowledges and promotes its history, heritage and culture

The Strategic Plan includes 9 commitments to deliver a Vibrant City. All of these are currently progressing as planned and are on target. The following section provides further detail on the delivery of these commitments.

### A World Class City for Events

Glasgow continued to deliver outstanding events including Celtic Connections, Aye Write, Athletics Grand Prix, the Glasgow International Comedy Festival 2018, the Glasgow Film Festival 2018, the World Irish Dancing Championships 2018 and the British Basketball League Trophy Final.

Celtic Connections is the UK's premier celebration of Celtic music, welcoming 129,000 visitors and musicians from 30 countries in 2018. Mela is the biggest free multicultural festival in Scotland attracting 40,000 attendances and it won the UK Mela of the Year Award. The festival delivered approximately £260,000 of economic impact

# 3.0

## A VIBRANT CITY

for Glasgow.

As a UNESCO City of Music, venues operated by Glasgow Music attracted 455,888 visits in 2017/18. The Kelvingrove Bandstand experienced a 48% increase in year on year audience numbers.

Glasgow maintained its place as one of the world's top five Ultimate Sports Cities in 2018 and won the award for the world's Best Small City for hosting sporting events for the second time.

Glasgow successfully staged the inaugural European Championships from 2nd to 12th August 2018; the second biggest event ever staged in Glasgow and Scotland following the Commonwealth Games in 2014. Glasgow and Berlin co-hosted this new event, along with the European Federations and the European Broadcasting Union, delivered through a partnership between the Scottish Government and Glasgow City Council.

Around 3,000 athletes and 8500 people, including officials and media participated in the championships over 11 days, with events broadcast across Europe to an estimated viewing audience of 1.03 billion. A vibrant cultural programme accompanied the games and it has been estimated that more than half a million people got involved in events linked to the championships. A volunteer workforce of more than 3,000 people provided support to a wide range of functions, from spectator services and accreditation to transport and media services.

### Sports Membership and Activity

We recorded over 6 million visitors to our sports centres and complexes in 2017/18, maintaining these high visitor figures for the sixth consecutive year. Glasgow Club Unlimited membership levels ended the year at a record high of 43,611, up from 41,962 in 2016/17. The number of volunteers working in clubs engaged in youth sport

# 3.0

## A VIBRANT CITY

development also increased by 27%; there are now 5,736 volunteers helping to support clubs across the city.

### Libraries

We have continued to modernise our library service, introducing self-service kiosks in 12 Libraries. Improving what you can do online at libraries has contributed to a growth in digital participation, which resulted in 1.2 million visits, representing up to 24% of all visits to libraries.

### Museums

Glasgow Museums is the most visited civic museum service in the UK outside London and 2017/18 was a record year for visitors: over 3.9 million visits across eight world-class venues. One in three visits to museums in Scotland took place in Glasgow, with Riverside and Kelvingrove Museums in the top 10 most visited attractions in Scotland (4th & 5th respectively).

The £66 million Burrell Renaissance will see a full refurbishment and redisplay of

the Burrell Collection. We had secured over 95% of the funding required by the end of 2017/18 and the main building work has now started on site.

In September, we held Glasgow's first Culture Summit with over 200 local groups and artists. They helped us shape our plans for:

a 25 year Cultural Plan;

- a regular Cultural Forum chaired by the Lord Provost;
- supporting artists in residence in local areas;
- improving access to cultural facilities and a new Local Festivals Fund

They continue to help us through our new cultural forum.

The table below sets out all of the 2017 to 2022 Vibrant City commitments:

# 3.0

## A VIBRANT CITY

Commitment		Current Status	
A Vibrant City			
13.	Maintain Glasgow's reputation as a world class city for heritage and events building on the legacy of 2014 and support Glasgow to become more active and meet the outcomes set for an Active Scotland	Progressing as planned	
14.	Refurbish and re-launch the Burrell Collection	Progressing as planned	
15.	Deliver the Glasgow Tourism and Visitors Strategy	Progressing as planned	
16.	Develop a Cultural Strategy and Plan for Glasgow and manage engagement through a cultural forum.	Progressing as planned	
17.	Use the City's strong cultural network to identify and support artists in residence in local areas	Progressing as planned	
18.	Develop an events strategy including how we measure the success and impact of events	Progressing as planned	
19.	Develop a historic Glasgow Strategy and work with city region partners and others on the continued transformation of the River Clyde and waterfront	Progressing as planned	
20.	Develop the City Design Quarter and introduce a Glasgow Made Award.	Progressing as planned	
21.	Support communities to develop play opportunities and street play spaces	Progressing as planned	

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EXCELLENT AND INCLUSIVE  
EDUCATION

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

We are the largest education service in the country and are responsible for educating approximately 80,000 children and young people in more than 300 schools and nurseries across Glasgow. Our plan is to ensure every child and young person reaches their full potential, whatever their ability or background, in schools that are fit for purpose, and delivering excellent and inclusive education. Our actions on education and childcare support will deliver the following outcomes:

- Our attainment levels improve across all of our schools so that all our children and young people fulfil their potential
- All our young people go on to a job, or a training opportunity or higher or further education.
- All Children benefit from high quality early learning and childcare, giving them the best possible start.
- Equality and diversity is recognised and supported and human rights promoted.

The strategic plan has 16 commitments to deliver Excellent and Inclusive Education, 11 actions have been delivered this year and a further five are progressing as planned. The following section

provides further detail on the delivery of these commitments.

Every school in Glasgow has developed their own specific improvement plan designed to raise attainment and provide excellent and inclusive opportunities. This is part of Glasgow's Improvement Challenge 2015-2020 - a holistic strategy to raise attainment and achievement for all young people, which is part of the government's Scottish Attainment Challenge.

Our attainment figures are at an all time high and we are improving at a faster rate than the national figures. Over the last 10 years, there has been a 91% increase in the proportion of pupils gaining one or more Higher by the end of S5,

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

compared to a 53% increase nationally. Over the same period, there has been a 114% increase in the numbers of S6 pupils gaining three or more Highers, compared to a 61% increase nationally. The table highlights the recent improvement in our results.

Attainment 2017				
	2016	2017	Target 2017	Scotland 2017
Percentage achieving SCQF level 4 (school leavers)	83%	84%	82%	89%
Percentage achieving SCQF level 5 (school leavers)	55%	57%	52%	66%
By the end of S5: % Pupils achieving 1 or more Highers	52%	54%	50%	60%
By the end of S6: % Pupils achieving 1 or more Highers	57%	59%	56%	63%

Deprivation is still a significant factor in Glasgow's attainment. 41% of school-aged children live in the 10% most deprived postcodes in Scotland. This is nearly 28,000 children and young people. Although Glasgow's attainment figures are below the national average, comparative figures demonstrate that we continue to make very good progress in the reduction of the gap between attainment in the city and the national results.

More young people than ever before are going on to positive destinations after school. In 2017, 91.9% of school leavers went on to a positive destination (a job, training, college or university placement). More than 20% of those going to university came from the 20% most deprived postcodes. Further information on attainment can be found in the annual Standards and Quality Report.

School attendance remains steady and exclusions are at the lowest level

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

ever recorded. There has been an 81% reduction in exclusion rates since 2007.

The city has delivered a sustained programme of investment in our education estate to support our year on year improvement in attainment in our schools. 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. We are now committed to investing £10 million per year from 2017 to 2022 to continue the refurbishment and rebuilding works to bring schools into good and satisfactory condition. Investment will be used to extend the existing establishments and construct new establishments where there is a need for additional capacity.

Our renewed Gaelic Language Plan was presented to Bòrd Na Gàidhlig in April and has now been approved. This is our third plan, covering the period

2018 to 2022. Gaelic Medium Education (GME) continues to grow. At the time of our first Gaelic Language Plan in 2009 there were 400 pupils in GME. There are now over 1000 and we are continuing to extend our primary provision to meet demand.

We continue to develop our approach to delivering an equality and diversity curriculum in schools with the support of third sector partners; some examples of activity include

- We have endorsed and work closely with the Time for Inclusive Education (TIE) Campaign to ensure that homophobic and transphobic bullying in all of Glasgow's schools is effectively tackled
- We organised a Pride Lite event for Glasgow Young People in June 2018 and 17 of our 29 secondary schools have now achieved the LGBT Youth Charter mark
- "Crush" a drama raising awareness of gender

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

inequality was delivered across 27 secondary schools and viewed by 3,269 S3 pupils

- Continuing to deliver a programme of anti-sectarian education across nurseries, primary and secondary schools and work with third sector partners to further develop race equality within the curriculum.

The table below sets out all of the 2017 to 2022 Excellent and Inclusive Education commitments:

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

Commitment		Current Status	
<b>An Excellent and Inclusive Education</b>			
22.	Improve attainment in all Glasgow schools, working with parents, pupils and partners.	Progressing as planned	
23.	Work collaboratively at city region level to enhance our support to schools and nurseries making sure the service remains accountable at a local level and to this council.	Commitment achieved	
24.	Consider how we maintain the number of teachers working in Glasgow establishments to continue to raise attainment and achievement.	Progressing as planned	
25.	Meet the national commitment to deliver 1140 hours of free childcare by 2020 and do this in partnership with local providers, including third sector and community groups.	Progressing as planned	
26.	Invest in our school estate and early years facilities in the city.	Progressing as planned	
27.	Review and consider options to address the recommendations of the cost of the school day report including summer activities and extending free school meals.	Progressing as planned	
28.	Improve the percentage of pupils going to a positive destination when they leave school, particularly those living in the 20% most deprived data zones.	Commitment achieved	
29.	Refresh and deliver Glasgow's Community Learning and Development Plan	Progressing as planned	
30.	Support the development and delivery of the Gaelic Language Plan including Gaelic medium education, exploring options for a further school in the city.	Progressing as planned	
31.	Extend the use of walking buses to schools and safe cycle routes to encourage cycling.	Progressing as planned	
32.	Review the current secondary school PPP contract and look for opportunities to improve value for money and greater use of the school estate for communities.	Progressing as planned	

# 4.0

## EXCELLENT AND INCLUSIVE EDUCATION

Commitment		Current Status	
An Excellent and Inclusive Education			
33.	Ensure the school estate has world class Wi-Fi provision to support learning and the city's commitment to be number one digital city in Scotland.	Progressing as planned	
34.	Support the introduction of the national Named Person scheme and related good practise.	Progressing as planned	
35.	Review the catchment areas for Glasgow schools	Progressing as planned	
36.	Review current Additional Support Needs provision and make recommendations on how to improve the use of current resources.	Progressing as planned	
37.	Support equality and diversity in all our education approaches.	Progressing as planned	

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A HEALTHIER CITY

# 5.0

## A HEALTHIER CITY

Glasgow continues to face challenges in addressing the impact of poverty, deprivation, inequality and the impact this has on our citizens' health. Our plan focusses on health issues to ensure that everyone can reach their full potential and take part in all that the city has to offer.

Glasgow City Council and NHS Greater Glasgow and Clyde have integrated the strategic planning and delivery of all community health and social care services for children, adults and older people, along with homelessness and criminal justice services. The Glasgow City Integration Joint Board (IJB), which includes Council Elected Members among other stakeholders, leads on the strategic planning of services, and services are jointly delivered by the Council and Health Board as the 'Glasgow City Health and Social Care Partnership' (HSCP).

We will work with Glasgow City IJB and HSCP to deliver the following outcomes:

- Glasgow is healthier
- Our services are focussed on prevention and early intervention

- Citizens and communities are more self-reliant for their health and well-being and
- We have integrated services with health that support Glaswegians when they need it.

The plan sets out 15 commitments to deliver A Healthier City. All of these are currently progressing as planned and are on target. The following section provides further detail on the delivery of these commitments.

### Redesigning our Services

We are redesigning our services so that older people can choose to live in their own homes rather than going into residential care. We are doing this by working with care providers to expand the range of care options available in the community. We exceeded our

# 5.0

## A HEALTHIER CITY

targets in 2017/2018, providing 734 supported living packages against a target of 650. We will continue to work to increase the number of supported living packages provided.

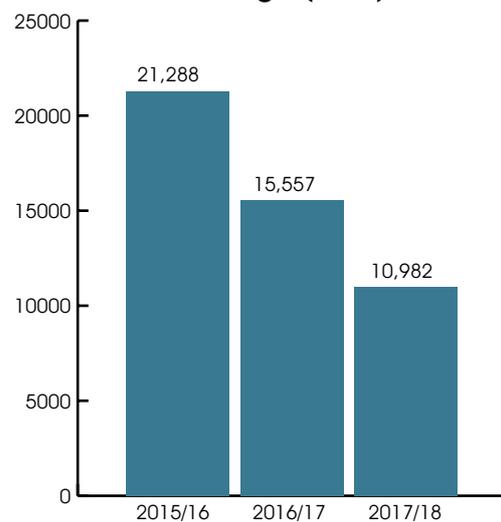
We are introducing technology to help people live safely and independently in their homes. In 2017/18, we exceeded our referral targets for both basic and more advanced telecare solutions as outlined in the following table. More information about telecare services can be found [here](#).

Type of Telecare	2017/18 Target	2017/18 Actual
Basic	2,248	2,771
Advanced	304	1,222

We have introduced intermediate care services within dedicated units in care homes in Glasgow. These support people when they are well enough to leave hospital but not yet ready or confident enough to live independently in their own home. We have reduced the numbers of people spending unnecessary days in acute hospital by using this approach.

Between 2015/16, there was a significant reduction in the total number of hospital bed days lost due to delayed discharge (from 21,288 to 15,557). This trend has continued into 2017/18, with annual bed days lost falling by approximately 29% to 10,982 as

**Acute bed days lost to delayed discharge (65+)**



detailed in the following graph.

We are redesigning our services for care experienced children in the city. We are working to ensure that we deliver better outcomes for these children by developing the support available within the city. This means that children can remain connected to their local neighbourhoods and schools, where appropriate, rather

# 5.0

## A HEALTHIER CITY

than being sent to high cost placements outside of the city

Over the last year, the number of high cost placements for young people has continued to fall, from 111 in March 2017 to 67 at the end of March 2018. Overall the number of care experienced young people in the city has fallen during this year; it is likely that this is due in part to improvements in our assessment and care planning for children and effective joint working with family support services.

### Carers

We have exceeded our annual target for providing support to carers, with 2,016 of new carers identified receiving a carer's support plan, against a target of 1,650. We are seeking to raise awareness of the support available to carers amongst primary and acute health service professionals and to increase referrals from these sectors. During 2017/18, 893 referrals have been received against an annual target of 660.

### Tackling Poverty and Welfare rights

The Social Work Welfare Rights and Money Advice Service continues to support vulnerable social care service users. This year we generated £4.19 million in successful benefit claims for service users receiving a chargeable service. We were also listed to represent 1,715 vulnerable social care service users at tribunals, resulting in total gains of £5.86 million for 708 concluded appeals that were successful. This represents an average financial gain of around £8,275 per successful appeal.

The Council's Long Term Condition and Macmillan Service also provides welfare rights and money advice support to those affected by long-term ill-health issues. It supported 2,935 people this year through this service, and generated £5.6 million financial gains for them. This service will be extended with funding from Macmillan Cancer Support with the development of a new Financial Inclusion Support

# 5.0

## A HEALTHIER CITY

service based at the Glasgow Royal Infirmary.

£2m of funding has been committed for the Glasgow Children's Summer Holiday Food Programme. This has been made available to community groups during the summer of 2018. This funding is available to help tackle 'holiday hunger' and provide a programme of holiday activities for children across the city. It is delivering a programme of support to assist these groups to enable more children to receive healthy, nutritious meals and enjoy vital social interaction during the school holidays.

For some women and girls the struggle to pay for basic sanitary products on a monthly basis can have a significant impact on their hygiene, health and well-being. We consulted with young people from across four Glasgow Schools to understand how we can support them deal with period poverty. The findings of this engagement will be published later in 2018 and will be used to inform future activities in this area.

### Homelessness

Homelessness remains a challenge for the city. In 2017/18, the council received 9,017 approaches for homelessness-related advice and assistance through Housing Options (9,732 in 2016/17) leading to 5,203 homeless applications (5,417 in 2016/17), of which 4,185 households (4,368 in 2016/17) were assessed as being homeless or potentially homeless.

The HSCP is aiming to improve access to permanent accommodation for homeless households and is redesigning its approach. The Housing First approach to homelessness is an internationally recognised intervention for people sleeping rough and for those with complex needs. This approach ensures rough sleepers are provided with their own independent accommodation without having to go through the formal homelessness system. As tenants, service users are then in a better position to access, other forms of support, such as health care. The HSCP has been

# 5.0

## A HEALTHIER CITY

working with partners, such as the Salvation Army and Social Bite, to offer this service to more people.

### Age Friendly

We continue to build on our existing Age Friendly Strategy with on-going work across service areas to deliver on the shared action plan. Areas of activity include:

- on-going work with the Campaign to End Loneliness to review the potential development of a pilot site within the city
- continued working with Generations Together on the development of two age friendly schools within the city and
- reviewing potential use and application of the Generation Working Together programme, an intergenerational Toolkit for Local Authorities.

The table below sets out all of the 2017 to 2022 Healthier City commitments

# 5.0

## A HEALTHIER CITY

Commitment		Current Status	
<b>A Healthier City</b>			
38.	Support service redesign that will result in Glasgow becoming a healthier, empowered city, with early intervention and prevention approaches at the heart of what we do.	Progressing as planned	
39.	Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.	Progressing as planned	
40.	Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.	Progressing as planned	
41.	Review community care charges in partnership with HSCP Integrated Joint Board and those impacted by them.	Progressing as planned	
42.	Continue our work on the People Make Glasgow Fairer strategy to tackle poverty, considering how we can address emerging issues such as child hunger and period poverty.	Progressing as planned	
43.	Review the current provision of change place toilets across Glasgow and work in partnership with businesses and developers of new build properties to expand provision.	Progressing as planned	
44.	Work to implement the Health Commission recommendations on mental health and well-being, ensuring mental health is embedded into policy considerations and employment programmes.	Progressing as planned	
45.	Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.	Progressing as planned	
46.	Deliver the homelessness strategy in partnership with providers, building on the recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.	Progressing as planned	
47.	Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by Welfare reform, or long-term conditions.	Progressing as planned	
48.	Develop a corporate parenting plan and expand our support to kinship carers.	Progressing as planned	

# 5.0

## A HEALTHIER CITY

Commitment		Current Status	
A Healthier City			
49.	Build on our Age-Friendly City strategy and action plan.	Progressing as planned	
50.	Build on the Childs Rights/Child Friendly practise developed with UNICEF and provide options on how it can be embedded within council services.	Progressing as planned	
51.	Implement our Dementia strategy.	Progressing as planned	
52.	Introduce a new community justice model focussed on the prevention of offending and reducing reoffending.	Progressing as planned	

6.0



A SUSTAINABLE AND LOW  
CARBON CITY

# 6.0

## A SUSTAINABLE AND LOW CARBON CITY

We want Glasgow to become a sustainable low carbon city. This is a long-term goal; however, there are actions and strategies that we can put in place now to deliver this ambition. Litter, the environment and transport remain high on the list of priorities for our citizens and businesses and our 2017 to 2022 commitments focus on delivering the following outcomes:

- The City is clean and public spaces are well maintained
- We have a low carbon footprint as a council and as a city.
- We have more sustainable, integrated transport networks across the city, and less congestion.
- Citizens use active travel, including walking and cycling.

The plan has 20 commitments to deliver a Sustainable and Low Carbon City; 19 are currently progressing as planned, one is not progressing as expected. This is a commitment to progress reducing of the speed limit on all suitable residential roads to 20mph. We need additional staff to support this programme and recruitment is now underway. Upon completion of the recruitment process, it is anticipated that the programme

to implement 20mph zones will be accelerated and completed by 2021.

The following section presents further detail on the delivery of these commitments.

### Roads and Pavements

Our Household Survey of 1,000 residents continues to highlight roads and pavements as area of concern. We have invested in road and pavement maintenance. During 2017/18, we have resurfaced approximately 125 roads, improving over 30km of the network. We have permanently repaired over 11,000 potholes and carried out approximately 90,000m<sup>2</sup> of permanent carriageway patching. We accelerated the programme after severe winter weather. This included an average of 150

# 6.0

## A SUSTAINABLE AND LOW CARBON CITY

temporary repairs each day. There was a reduction in the number of publicly reported potholes, supported by use of accurate data to identify problem potholes and carry-out more first time permanent repairs.

Although we have not made expected progress on the implementation of 20mph Zone, we have introduced 77 zones in 14.7% (205.8 Kilometres) in planned areas. Over the 3 years between December 2015 and November 2015 there has been a 14% (10) reduction in the number of accidents.

### Sustainable Travel

We are redeveloping Victoria Road to improve access and links to the local community. We completed the first phase of the South City Way on 30th June 2018. It will deliver safer cycling routes and help redevelop Victoria Road as a place for sustainable walking, cycling, bus and rail travel. This delivered a new mini-plaza area at Albert Avenue and Albert Road. Working in partnership with

Glasgow based environmental charity, South Seeds; we have landscaped the area, creating accessible green spaces for residents. Further work will begin on the remaining phases of the project during summer 2018.

We have invested significantly in our active travel infrastructure in order to make Glasgow an excellent cycling and walking city. We used £300k of Smarter Choice Funding in the development of a sustainable travel website and Glasgow wide active travel campaign using bus backs and digital billboards.

We have expanded our Cycle Hire Scheme this year. There are 10 new stations across the city including Saltmarket/Glasgow Green, Kelvinhaugh Street/Argyle Street, Langside Hall in the south side and Dalmarnock Railway station in the east end and Speirs Wharf in the north of the city. We will expand the scheme over the next six years, increasing the number of stations to 100 and providing 1,000 bikes.

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## A SUSTAINABLE AND LOW CARBON CITY

We have 93 electric vehicle-charging points in Glasgow with a further six due for installation during 2018/19. We are piloting the use of electric cars and gas vehicles for the Council operational fleet requirements. We will bring forward plans and options on the introduction of alternative cleaner fuels and the associated infrastructure during 2018/19.

### A Low Emission Zone

We have agreed to set up Scotland's first Low Emission Zone (LEZ) in the City and we plan to deliver this by December 2022. A Low Emission Zone is a particular geographical area in which vehicle entry will be restricted based on the level of engine emissions. The proposal will help to reduce the levels of engine pollution and improving air quality within the city.

### Outdoor Play

We have made improvements and upgrades to 10 games courts and 22 play areas across the city including sites in Cedar Street, Helenslea and Drive

Road, Elderpark.

### Refuse collections and Litter

Resident satisfaction rates with recycling and refuse collection remain high at 68% and 73% respectively, they have however dipped over the past 12 months. Concern levels with street cleaning remains high with just over 56% of residents expressing satisfaction in this area. In order to address these concerns we are improving the backcourt bin store areas in neighbourhoods across the city. Improvements have been made to the style and size of bins so that residents can recycle more effectively and the collection process is more efficient. The Bin Replacement Programme (BRP) – Phase 1 in the north west of the city was completed in mid-May 2018 with 19,000 properties having their small metal dustbins from the backcourts replaced with new style wheelie bins.

We have started replacing a number of street litterbins with larger capacity bins to improve cleanliness across the city. These

# 6.0

## A SUSTAINABLE AND LOW CARBON CITY

new bins have been placed in the City Centre and 4 pilot areas; Dennistoun, Gorbals, Drumchapel, Priesthill and Househillwood. We will introduce these new bins across the city by March 2020. The Street Bin Replacement Programme also includes smart sensor technology in key locations throughout the city allowing the collection of data on bin fill rates and making it easier for us to know when bins are full and when to collect them.

We have invested in a number of battery powered pedestrian sweepers and vacuums to help improve street cleanliness. These machines are for high-density population areas such as the City Centre, Byres Road and Govanhill. This machinery will significantly increase what we can do, without any additional employee or fuel costs and make the task of litter picking and sweeping much more efficient.

### Carbon Reduction

We are on track to meet our target of a 30% reduction in

the city's carbon dioxide (CO<sub>2</sub>) emissions by 2020. Figures produced by the Department of Business, Energy and Industrial Strategy reported Glasgow having recorded a 32% reduction as at 2015.

### Green Space

A further 8 hectares of Local Nature Reserve (LNR) were designated during 2017/18 at Hogganfield Park. This equates to a total area greater than 11 football pitches of LNR in the city and has increased the area per head of population from 0.86 ha per 1000 population to 0.87 ha per 1000 population. These areas have been specially designated because of the special natural interest and/ or educational value that they provide to the local community.

The table below sets out all of the 2017-2022 Sustainable and Low Carbon Emissions:

# 6.0

## A SUSTAINABLE AND LOW CARBON CITY

Commitment		Current Status	
<b>A Sustainable and Low Carbon City</b>			
53.	Review the options and feasibility for a new transport body for Glasgow, working in partnership across the Glasgow City Region, to provide a more connected service for all our citizens and visitors	Progressing as planned	
54.	Invest in roads and pavement maintenance, improving conditions, resident's satisfaction and contributing to active travel networks. Ensure community involvement in local decision making about this investment.	Progressing as planned	
55.	Prioritise sustainable transport across the city.	Progressing as planned	
56.	Improve and refine the Statutory Quality Bus Partnership and explore, with transport providers, how to implement an integrated ticketing system.	Progressing as planned	
57.	Explore the feasibility of a local bus-franchising framework to deliver a more connected service across the city.	Progressing as planned	
58.	Explore the feasibility of bringing the subway under the governance of the city and options for extending its coverage.	Progressing as planned	
59.	Progress reducing the speed limit on all suitable residential roads to 20mph and consider how we manage traffic speeds throughout the city. Support communities to implement traffic free zones around schools and traffic calming measures.	Progress not as expected	
60.	Work with Scotrail and Network Rail to ensure stations deliver economic benefit, and that assets, such as arches, can be brought back to productive use.	Progressing as planned	
61.	Develop options for the city to introduce Scotland's first low emission zone and work with partners on the introduction of a cleaner fleet of buses and cars – including electric.	Progressing as planned	
62.	Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	Progressing as planned	
63.	Give all children better access to outdoor play by upgrading school playgrounds and play areas.	Progressing as planned	
64.	Improve the city's cleanliness and recycling rates and residents' satisfaction with these issues.	Progressing as planned	

# 6.0

## A SUSTAINABLE AND LOW CARBON CITY

Commitment		Current Status	
<b>A Sustainable and Low Carbon City</b>			
65.	Build high quality, inclusive active travel infrastructure, investing a minimum of 10% of our transport infrastructure budgets in cycling and walking to make Glasgow an excellent cycling and walking city.	Progressing as planned	
66.	Improve the efficiency of our services through the development of smart technology including for refuse collection and street lighting.	Progressing as planned	
67.	Become a carbon neutral city by 2037, reviewing our energy carbon masterplan in 2019, and investigating membership of international networks, the Carbon Neutral Alliance and C40.	Progressing as planned	
68.	Meet our commitments to the national target of ensuring heat, transport and electricity needs are met by renewables by 2030.	Progressing as planned	
69.	Explore ways of accelerating our work on green energy initiatives, and review the possibility of doing so through an ESCO.	Progressing as planned	
70.	Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.	Progressing as planned	
71.	Promote and enhance our city's natural resources including nature reserves and public parks.	Progressing as planned	
72.	Support the development of Glasgow as a Sustainable Food City.	Progressing as planned	

7.0



RESILIENT AND EMPOWERED  
NEIGHBOURHOODS

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

Our actions on community empowerment, neighbourhood and tackling inequality are closely linked. Having clean, sociable, accessible and safe neighbourhoods for people to live and work in is a key driver for the delivery of our commitment to reduce inequalities. Living in quality neighbourhoods, where you feel a sense of ownership over the decisions made in it, improves the health and well-being of Glasgow's people. Our work on resilient and empowered will deliver the following outcomes:

- Citizens and neighbourhoods can influence how services are developed and budgets spent
- Citizens can access good, facilities, jobs and services locally
- Citizens' satisfaction with services is maintained or improved
- Glasgow's housing meets the need of its growing and diverse population

The plan has 18 commitments to deliver Resilient and Empowered Neighbourhoods. All of these are progressing as planned and are on target. The following section provides further detail on the delivery of these commitments.

### Participatory Budgeting

We have invested £1m this year in participatory budgeting. This is when local people decide on how to spend council money to tackle local issues. We are working with groups of local people in four areas. The issues and areas are:

- Income and employment deprivation in the Canal Ward;
- Child poverty in the Calton Ward;
- Black and minority ethnic peoples' issues in the Pollokshields Ward and
- Young peoples' issues in the Pollok Ward.

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

### Co-operatives and Social enterprise

Co-operative Glasgow has continued to provide support for establishing and developing social and community enterprises. This includes providing support to 3 childcare projects in Garrowhill, Pollok and Jordanhill. We awarded £167,132 to social enterprises from the Co-operative and Social Enterprise Fund to support their business and skills development activities such as, marketing, governance and financial controls. 22 applications were received and 8 were approved.

### Community Facilities Investment

We set up a Community Asset Fund last year and will provide £10m per year over the next five-years to support investment in community facilities across the city. We agreed this year to develop a Community Asset Strategy. It will be complete in late 2018 and will help us prioritise investment and refurbishment of community

assets and facilities.

We have continued to support conservation areas to preserve and enhance the character of these communities. We completed the Park Conservation Area Appraisal, which we consulted on during spring 2018 and are working on area appraisals for St Vincent Crescent and Newlands.

### Affordable Housing

We supported the building of 1376 homes against a target of 1284 under the Affordable Housing Supply Programme. 1125 homes were approved and 1542 homes started on site in 2017/18. We awarded £2.768m for adaptations to homes, which has enabled 1025 households that have a disabled member of the family to remain in their own homes. The programme also completed 42 wheelchair accessible housing units and 41 larger family units during 2017/18.

The Affordable Housing Supply Programme has now completed 1990 new builds and 2169

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

completed builds in private sector during 16/17 and 17/18 totalling 4159 towards the target of 15,000 new homes.

We have extended our approach to Enhanced Enforcement Areas (EEA) within the city to ensure we continue to tackle problems in the private rented sector and provide additional support to the tenants. We have extended the EEA designation to cover 909 private rented flats and now have increased enforcement powers that are designed to protect tenants from unfair or unsafe practise. We can now enforce new regulations, as each privately rented property, within the EEA, will be inspected to ensure that they all meet adequate safety standards. In addition, we can complete background checks on existing and potential Landlords and ensure tenants receive sufficient information about their property. There are currently 2004 properties within the Govanhill area of the city, which are covered by the EEA with enhanced enforcement housing actions applicable to

909 privately rented properties within the area.

We are reviewing the use of Rent Pressure Zones. We have commissioned a study to look at issues within the Private Rented Sector with rising housing costs. It will highlight areas where rent increases are disproportionate when compared to average local income.

### Liveable communities

We have introduced a number of new measures through the City Centre Strategy to improve the appearance of the city centre and make it a more attractive place for residents and visitors. We have worked with local businesses to achieve a city centre free from the visual and environmental blight of commercial waste containers. We only allow commercial waste to be placed for uplift at specific times and not overnight and ensure clear pedestrian access along the pavement. Following a positive evaluation, we will roll this approach out across the city by early 2019. We have also developed a City Centre Lane

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

Strategy and 5 year Action Plan which we consulted on between April and June 2017. The Strategy aims to transform our city centre lanes into successful public places.

Empowered Neighbourhoods commitments:

### Vacant and Derelict land

We have reduced the level of vacant and derelict land compared to last year by 3.8%. In 2017, the city had 1,069 hectares of vacant derelict land compared to 1,110 in 2016. The on-going success of projects such as the Stalled Spaces initiative is encouraging and promoting the use of vacant and stalled spaces back in to the use of communities and local people. Projects supported last year include community gardens and wildlife areas, aquaponics projects open art galleries, activity spaces and covered approximately 7 hectares of underutilised open space across the city. We also launched an area specific Stalled Spaces scheme for the Barras.

The table below sets out all of the 2017 to 2022 Resilient and

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

Commitment		Current Status	
<b>Resilient and empowered Neighbourhoods</b>			
73.	Develop a neighbourhood empowerment policy	Progressing as planned	
74.	Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality	Progressing as planned	
75.	Extend participatory budgeting, giving local people a say in how local budgets are spent and services delivered and examine options to establish a new community and equalities unit to support communities in this process.	Progressing as planned	
76.	Review and provide options on how we can develop a liveable community's policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.	Progressing as planned	
77.	Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action is taken where conservation area rules are not followed.	Progressing as planned	
78.	Deliver a programme of investment in new or refurbished community facilities.	Progressing as planned	
79.	Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.	Progressing as planned	
80.	Deliver the Glasgow Housing strategy, including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.	Progressing as planned	
81.	Support registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land back in to productive is a key opportunity for inclusive growth that the council wants to encourage.	Progressing as planned	
82.	Implement the City Development Plan and review the planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to devolve planning and licensing decisions to a local level.	Progressing as planned	

# 7.0

## RESILIENT AND EMPOWERED NEIGHBOURHOODS

Commitment		Current Status	
<b>Resilient and empowered Neighbourhoods</b>			
83.	Ensure that Glasgow's developments, both residential and public realm, are of a high international standard and deliver clean, sociable, accessible and safe neighbourhoods and public spaces.	Progressing as planned	
84.	Extend our approach to Enhanced Enforcement Areas to tackle problems in the private rented sector and take action against rogue landlords	Progressing as planned	
85.	Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.	Progressing as planned	
86.	Extend the number of volunteers in Glasgow and record what skills they can offer the city.	Progressing as planned	
87.	Review the plans for the refurbishment of George Square, our key civic space, following the completion of city centre developments in and around George Square	Progressing as planned	
88.	Create a civic space for festivals, and support pop up spaces for events.	Progressing as planned	
89.	Introduce a fund to support local festivals.	Progressing as planned	
90.	Consider the potential options coming from the on-going study that the council has commissioned around implementing either a citywide, or localised, Rent Pressure Zones.	Progressing as planned	

Annual Performance Report 2017/18

8.0

A WELL GOVERNED CITY THAT  
LISTENS AND RESPONDS



# 8.0

## A WELL GOVERNED CITY THAT LISTENS AND RESPONDS

Our citizens have told us that they want to know more about the council, to become more involved in decisions that affect them and to hear more about our performance. The focus in our strategic plan is to be more accountable, open and transparent and to demonstrate that we are responding to citizen's views. A well-governed city is also one that is innovative, plans for the future and lives within its means. Through our work in this area, we will achieve the following outcomes:

- The council has open and transparent decision making
- Citizens are more involved in local and citywide decision making
- We listen to citizens and respond
- We take account of equality issues and the impact of poverty in our decision making

The strategic plan includes 15 commitments to deliver a well-governed city. All of these are currently progressing as planned and are on target. The following section provides further detail on the delivery of these commitments.

We worked with the citizens of Glasgow to develop a City Charter. We agreed the Charter

following citywide consultation. The Charter sets out our citizens' vision for Glasgow, their values and what more they can do for the city if the council plays its part. A key ask was that we made more information available on what more they could do on issues such as recycling and volunteering.

We introduced new decision-making arrangements for the council in September 2017 to make it easier for people to follow our decisions and to take part. A number of our City Policy Committees now have co-opted members who bring knowledge, experience and skills to help Committees with their various remits. Co-optees include members of the Glasgow Youth Council, The Glasgow Equality Forum, Third

# 8.0

## A WELL GOVERNED CITY THAT LISTENS AND RESPONDS

### Sector Forum and Community Councils

We held a summit with Third Sector groups and representatives in December 2017 and we have drafted a new agreement with them. This agreement or concordat sets out the principles of a new relationship and ways of working to strengthen the partnership between the council and the sector.

The Integrated Grant Fund (IGF) is an important source of funding for over 400 community and third sector organisations across the city, who deliver services to Glaswegians in line with the City Council and Community Planning Partnership priorities. We plan to undertake a review of the IGF and co-produce a new fund from 2019/20. The review will be carried out in partnership with the Third Sector and will include an engagement and consultation programme.

We have recently established a Glasgow City Council Workforce Board and a Workforce Board

for ALEOs. These Boards will bring together Trade Unions, Elected Members and Council management to consider strategic personnel matters. The Boards will allow the opportunity to discuss employment matters and ensure that our employment practises support staff effectively and meet their development requirements.

We have trained 416 staff on how to assess if their services and plans comply with equality legislation through equality impact assessments (EQIA). We assessed all of our budget proposals for 2017-2018. We have been invited by The Equalities and Human Rights Commission (EHRC) to train other agencies and companies in our EQIA approach.

We have agreed funding for the Glasgow Youth Council to ensure they can continue to work with the council and other city partners to influence decisions that affect young people

An LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex) Working Group has been

# 8.0

## A WELL GOVERNED CITY THAT LISTENS AND RESPONDS

established chaired by the City Convener for Equalities and Human Rights. The Group brings together representatives from third sector organisations with council staff. During the 2018 European Championships, a temporary location at Trongate was established for Pride House, on-going work will be undertaken to review and develop this model further.

The table below sets out all of the 2017 to 2022 Well Governed City commitments:

# 8.0

## A WELL GOVERNED CITY THAT LISTENS AND RESPONDS

Commitment		Current Status	
<b>A Well Governed City that Listens and Responds</b>			
91.	Introduce a City Charter setting out our Vision and citizens' rights	Commitment Met	
92.	Reform our decision-making arrangements to improve transparency and accountability and opportunities for citizens to take part in decisions, particularly local ones.	Progressing as planned	
93.	Review our public performance framework, seeking citizen's views, and provide options for an accountable scheme that meets stakeholders' needs.	Progressing as planned	
94.	Consult with our citizens at the earliest stage on policy and service design, demonstrating how we have addressed their views.	Progressing as planned	
95.	<p>Work in partnership with others to deliver the city's ambitions and improve its services and outcomes through:</p> <ul style="list-style-type: none"> <li>• Citizens</li> <li>• Third sector organisations and community groups</li> <li>• Our community planning partners</li> <li>• City businesses, universities and colleges</li> <li>• Our neighbouring local authorities in Glasgow City Region</li> </ul> <p>The Scottish and UK governments</p>	Progressing as planned	
96.	Value our staff and support their development, meet our equality duties and consider options for how we increase trade union and staff representation on boards and meetings.	Progressing as planned	
97.	Ensure that we deliver our transformation programme to support our financial framework and forecast, encouraging staff ideas on how to reform and improve our services.	Progressing as planned	
98.	Ensure council reports take account of equality issues, through rigorous impact assessments and screening for poverty impacts and taking account of citizens' views.	Progressing as planned	

Commitment		Current Status	
A Well Governed City that Listens and Responds			
99.	<p>Work to deliver a fairer, more equal Glasgow through all that we do, including:</p> <ul style="list-style-type: none"> <li>• Exploring the LGBT community's interest in re-opening Pride House</li> <li>• Establishing a Refugee Forum and considering what more the city can do to support and welcome asylum seekers and refugees.</li> <li>• Ensuring the black and ethnic minority community are involved actively in community consultation and their views are listened to.</li> <li>• Having robust arrangements for reporting and tackling hate crime.</li> <li>• Ensuring young people and groups such as the Youth Parliament and Forum have access to councillors and decision making in the council.</li> <li>• Working to protect the rights of EU citizens as part of our approach to Brexit</li> </ul>	Progressing as planned	
100.	Establish a Veterans Champion liaising with veterans on services and supporting needs	Commitment Met	
101.	Review how we fund third sector and community groups to reflect a partnership approach and simplifying procedures	Progressing as planned	
102.	Promote the role of the third sector to our staff and explore the feasibility of a Third Sector Embassy – providing a single point of contact in the council	Progressing as planned	
103.	Support local businesses by paying bills on time	Progressing as planned	
104.	Review our financial inclusion strategy	Progressing as planned	
105.	Improve the councils communication with residents, including through updating our website, facilitating engagement on social media and by webcasting council committee meetings	Progressing as planned	

9.0



HOW WE DELIVER

# 9.0

## HOW WE DELIVER

In order to ensure that we achieve the Councils vision of a world-class city with a thriving, inclusive economy where everyone can benefit from the city's success, we need to ensure that we are as efficient and effective as possible. In this section, we provide an update on Finance, People and our Assets and how we have focused on improving outcomes for service users.

### Finance

The budget gap across the two years 2016 to 2018 was £136million, reflecting a reduction in grant settlement and inflation rate pressures. The final spending gap for 2017/18 was £53million. The Councils' budget for 2017/18 was agreed on 16th February 2017.

	2014/15	2015/16	2016/17	2017/18
Percentage of income due from council tax for the year that was received	94.6%	94.7%	94.9%	95%
Revenue Budget Monitoring: percentage actual expenditure against budget	100.3%	99.8%	99.8%	99.6%

As shown above, council services achieved an out-turn position that was slightly better than budget. However as a result of the requirement to make a provision for pay protection obligations at the council's level of un-earmarked reserves reduced by £9.3 million to £23.2 million as at 31 March 2018.

### Transforming Glasgow

Our Transforming Glasgow programme sets out how we have achieved savings while improving outcomes for service users. In 2017/18, the programme supported the council family to balance its budget and deliver a more sustainable organisation, but one with a naturally reduced workforce. Savings of £102.5m have been delivered over the two

# 9.0

## HOW WE DELIVER

years of the programme to date, with £47.9m depovered in 2017/18. Phase 1 and 2 of the Transformation Programme are now complete. We are currently considering the next phase, which will build on current improvements, how we use property and assets and what more we can do more effectively with other city agencies and partners.

### People

We employ 18,605 people across a wide range of services. Around 28% of our budget is staff costs. 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

# 9.0

## HOW WE DELIVER

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 2017/18 of 8.9 days absence for every employee represents a slight dip on our previous year's figure of 8.8 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%.

	2015/16	2016/17	2017/18
Average number of days lost to sickness per employee (including teachers)	8.1	8.8	8.9

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. Our Equality Outcomes for 2017 to 2021 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.

A report on the first year of progress was considered by the Operational Performance and Delivery Scrutiny Committee in June 2018.

# 10.0



ASSETS

# 10.0 ASSETS

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

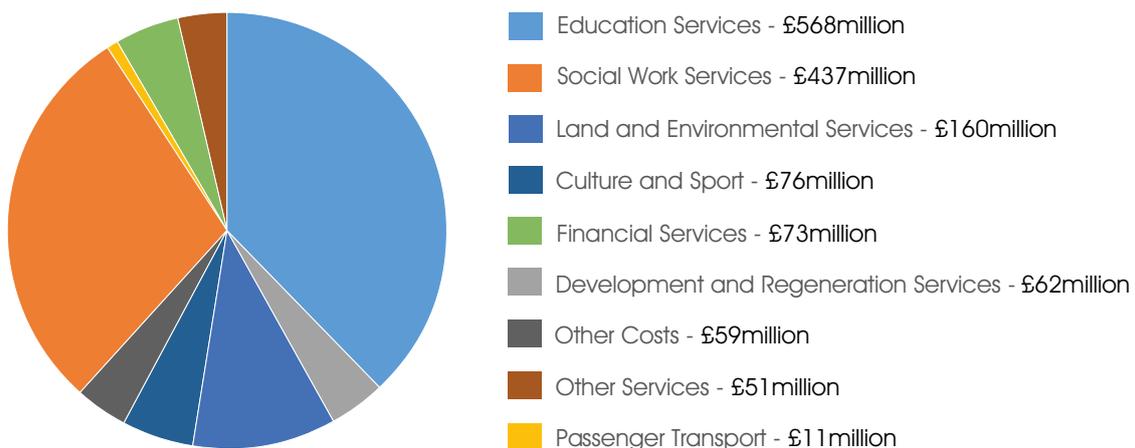
We aim to manage our assets effectively, including where necessary disposing of our surplus buildings and assets to generate funds for investment. During 2017 to 2018, our arm's length property management company, City Property LLP secured capital receipts of £10.3 million against a target of £10.6 million, which contributed to our overall plans for economic growth and regeneration.

During financial year 2017/18 the council progressed the implementation of a corporate landlord approach to managing its property and land assets, securing recurring operating savings of £2.15m over the course of the year.

In 2017/18, we spent a total of £1,498 million delivering services.

## Net Expenditure by service

£millions



For further information on our revenue and capital budgets please see our [key facts and figure quick guide](#).

# 11.0



SATISFACTION WITH OUR SERVICES

# 11.0

## 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 1000 people about their usage and experience. This year, the majority of residents 65% were satisfied overall with the services provided by the Council Family, however this is a decrease from last year's figure of 72%. IPSOS-MORI have advised that there appears to be general decrease across UK authorities and we are exploring further work regarding these comparative examples.

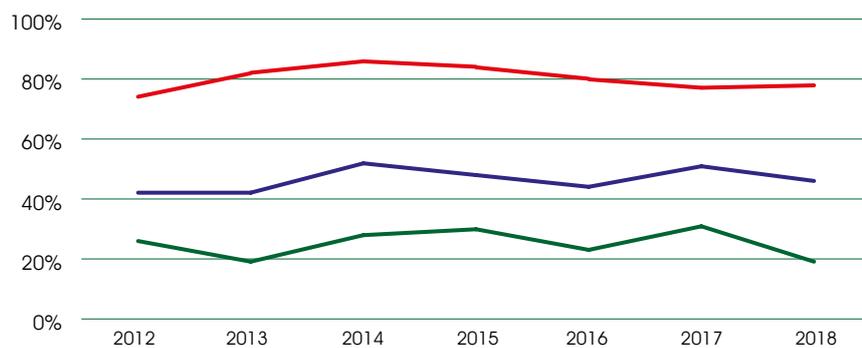
Levels of satisfaction with street lighting (78%) remain high and in line with those our services. An independent research agency (IPSOS-MORI) interviews around 1000 people about their usage and experience. This year, the majority of residents 65% were satisfied overall with the services provided by the Council Family, however this is a decrease from last year's figure of 72%.

Levels of satisfaction with street lighting (78%) remain high and in line with those recorded in 2017. Street Cleaning continues to be an area that residents have raised as a concern with just over 56% satisfied with provision in this area. Satisfaction rates with road (20%) and pavement (46%) maintenance are lower than other services and have decreased from (31%) and (51%) respectively in 2017.

# 11.0

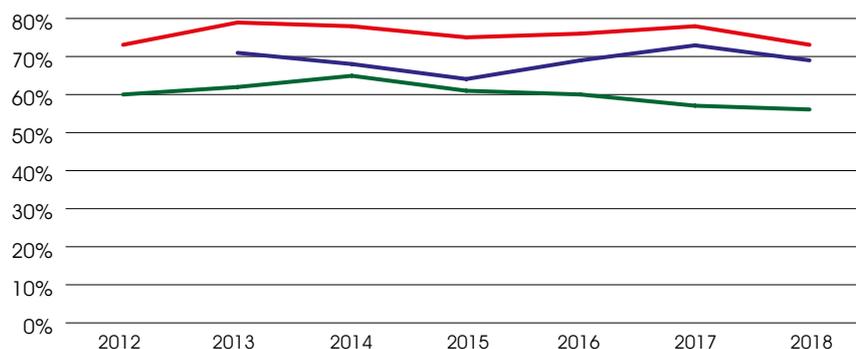
## SATISFACTION WITH OUR SERVICES

### Glasgow Household Survey 2012 - 2018 Satisfaction with Street Lighting, Road and Pavement Maintenance



	2012	2013	2014	2015	2016	2017	2018
— Road Maintenance	26%	19%	28%	30%	23%	31%	19%
— Pavement Maintenance	42%	42%	52%	48%	44%	51%	46%
— Street Lighting	74%	82%	86%	84%	80%	77%	78%

### Glasgow Household Survey 2012 - 2018 Satisfaction with Street Cleaning, Recycling and Refuse Collection



	2012	2013	2014	2015	2016	2017	2018
— Street Cleaning	60%	62%	65%	61%	60%	57%	56%
— Refuse Collection	73%	79%	78%	75%	76%	78%	73%
— Recycling Collection		71%	68%	64%	69%	73%	78%

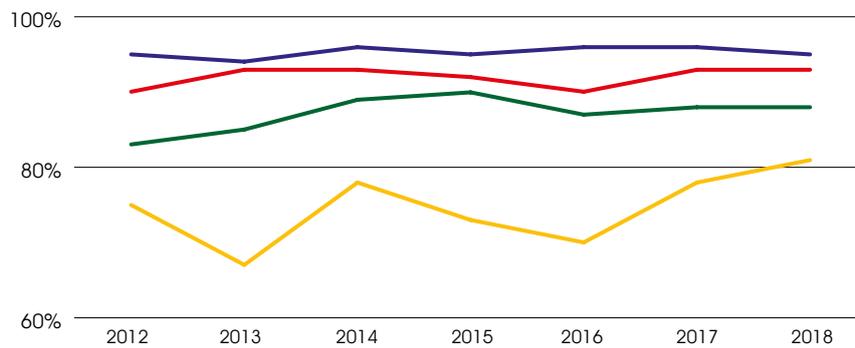
# 11.0

## SATISFACTION WITH OUR SERVICES

### Cultural and Sports Venues

Satisfaction with the city's wealth of cultural and sports venues are exceptionally high, with the vast majority (95%) of visitors to our world-class venues remaining positive about these areas of provision. Likewise, users of libraries, sport centres and parks also cite consistently high levels of satisfaction (93%, 88% and 87% respectively). Satisfaction with community centres are lower than other Glasgow Life services with 81% satisfied. However, this figure should be treated as indicative due to the small sample size.

**Glasgow Household Survey 2012 - 2018**  
**Satisfaction with Museums and Galleries, Sports and Leisure Centres, Libraries and Community Centre**



	2012	2013	2014	2015	2016	2017	2018
— Museums and Galleries	95%	94%	96%	95%	96%	96%	95%
— Sports and Leisure Centres	83%	85%	89%	90%	87%	88%	88%
— Libraries	90%	93%	93%	92%	90%	93%	93%
— Community Centres	75%	67%	78%	73%	70%	78%	81%

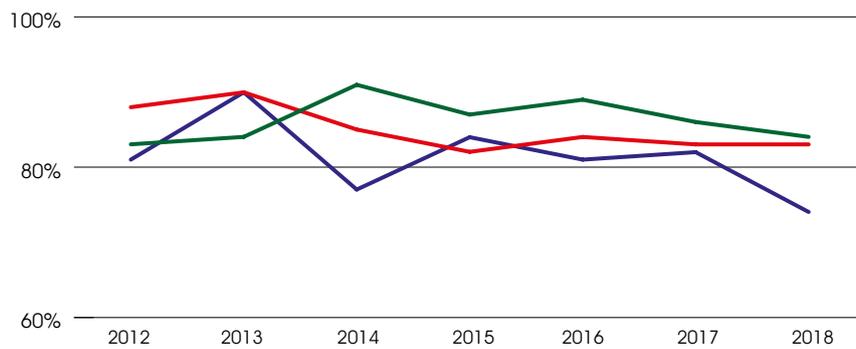
# 11.0

## SATISFACTION WITH OUR SERVICES

### Schools

Satisfaction with nursery schools (84%) and primary schools (83%) remain high and in line with 2017 results. Satisfaction with secondary schools (74%) similarly remained high, though the figure was eight percentage points lower than in 2017. Further work will be undertaken to explore if there are any underlying reasons for this lower satisfaction rate.

**Glasgow Household Survey 2012 - 2018**  
**Satisfaction with Nurery, Primary and Secondary Schools**

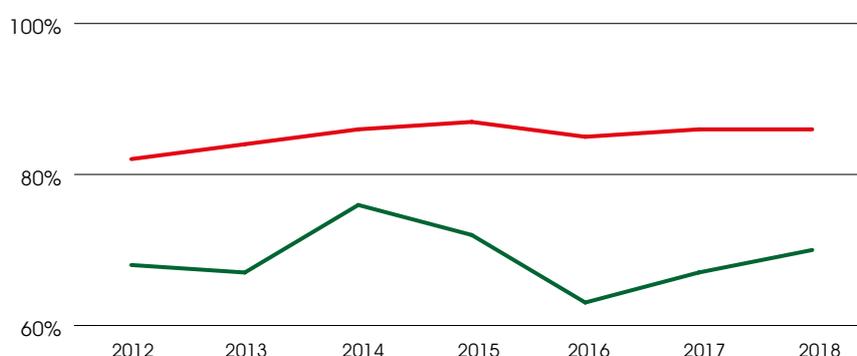


	2012	2013	2014	2015	2016	2017	2018
— Nursery	83%	84%	91%	87%	89%	86%	84%
— Primary	88%	90%	85%	82%	84%	83%	83%
— Secondary	81%	90%	77%	84%	81%	82%	74%

## Parks and Children's Play Parks

Satisfaction findings for parks (87%) are broadly consistent with those recorded since 2015, while satisfaction ratings for children's play parks have increased by 3 percentage points to 70%.

### Glasgow Household Survey 2012 - 2018 Satisfaction with Parks and Children's Play Parks



	2012	2013	2014	2015	2016	2017	2018
— Parks	82%	84%	86%	87%	85%	86%	86%
— Primary	68%	67%	76%	72%	63%	67%	70%

## Social Work and Home Care Services

Almost two-thirds (62%) of those who had used social work services were satisfied, with three quarters of home care services (74%) users also satisfied. However, these findings should be treated as indicative due to the small base sizes.

# 12.0



FURTHER INFORMATION

# 12.0

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