



Glasgow City Council

**Neighbourhoods, Housing and Public
Realm City Policy Committee**

**Report by Executive Director of Regeneration and the
Economy**

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Item 8

20th August 2019

**Annual Service Plan and Improvement Report (ASPIR) 2019/2020 for
Development and Regeneration Services**

Purpose of Report:

To present the 2019/2020 Annual Service Plan and Improvement Report (ASPIR) for Development and Regeneration Services.

The report gives an overview of priorities for 2019/2020, resources available to deliver these priorities and provides a summary of performance for 2018/2019.

Recommendations:

The committee is asked to consider and note Development and Regeneration services Annual Service Plan and Improvement Report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

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DEVELOPMENT AND REGENERATION SERVICES

ANNUAL SERVICE PLAN AND IMPROVEMENT REPORT

2019

INTRODUCTION

Development and Regeneration Services (DRS) Annual Service Plan and Improvement Report (ASPIR) outlines what the service intends to do during 2019/2020 and how we performed during 2018/2019. It is both a forward planning and a performance reporting document and is a means for DRS to demonstrate, to staff and citizens, the breadth of activity undertaken by the service.

This document outlines our financial and staff resources, the service structure, how we are taking forward the priorities outlined in the council's Strategic Plan, our contribution to the Community Plan and the service priorities which we have been or will be focusing on in the coming year. Information is also provided on staff development and engagement activity, benchmarking and our contribution to the council's equality outcomes.

The following areas will be covered in ASPIR:

Resources and Organisation

- Service Structure and Resources - Our vision, statutory responsibilities, structure, staffing levels and functions
- Financial Resources - Revenue

Strategic Plan Commitments

- Strategic Plan
- Community Plan
- Revenue and Capital Budget – Revenue budget and capital investment

Service Priorities

- Service Priorities
- Staff Management, Development and Engagement

Benchmarking, Inspection and Equalities

- Local Government Benchmarking Framework
- Other Benchmarking - Planning Performance Framework, Scottish Local Authorities Economic Development Group
- European Foundation for Quality Management
- Equalities
- Equality Impact Assessment

Appendix

Appendix 1: Staff breakdown by equality characteristics

Appendix 2: Strategic Plan Priorities – Milestones for 2019/20

Appendix 3: Service Priorities – Actions and Milestones for 2019/20

Appendix 4: Past Performance 2018/19 – Strategic Plan priorities, Service priorities and performance indicators

RESOURCES AND ORGANISATION

SERVICE STRUCTURE AND RESOURCES

Our Vision:

Development and Regeneration Services will drive, direct and deliver a thriving, inclusive economy where everyone can flourish and benefit from the city's success

Our Outcomes

Our outcomes are those contained in the [City Development Plan](#) which reflects the spatial interpretation of the Council's [Strategic Plan](#) and [Glasgow Community Plan](#).

We will take a new approach to the contribution that the management of the Council's Land and Property Assets can make to these outcomes by progressing greater community engagement, supporting emerging opportunities for co-stewardship of assets and transfer of management/ownership to community groups.

We wish to achieve **a high quality and healthy sustainable place** by delivering:

- **A vibrant place with a growing economy** – We want to reinforce the City as being at the centre of Scotland's economy, where business locations meet the needs of established and emerging economic sectors, new investment and employment opportunities are encouraged and local communities are rejuvenated.
- **A thriving and sustainable place to live and work** – We want to achieve a City that is made up of sustainable, vibrant and distinctive places which are well designed, accessible, safe, healthy and inclusive, and which provide for the city's growing and diverse population.
- **A connected place to move around and do business** – We want to achieve a City that is a place where it is easy to move around with active travel and public transport given priority and a place where investors, businesses and residents have good access to physical and digital infrastructure.
- **A green place** – We want to achieve a City where natural and built environment contribute towards high environmental quality, are accessible to all who live, work and enjoy the City and help the City adapt to the effects of climate change as well as contribute towards a low carbon and energy efficient future.

Our statutory responsibilities

DRS has a range of statutory duties and powers which are used to provide a variety of services which combine mandatory and discretionary elements. Our statutory responsibilities relate mainly to Planning, Building and Housing functions. The list below is not exhaustive but gives an indication of the breadth of the service which is statutory.

- We are the **statutory planning authority**. [The Planning etc \(Scotland\) Act 2006](#) passed by the Scottish Parliament sets out the legislative framework for a modernised planning system. Planning authorities have other statutory powers and responsibilities contained within additional legislation such as:
 - Town and Country Planning (Scotland) Act 1997
 - The Conservation (Natural Habitats) Regulations 1994
 - Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997
 - Fire Safety and Safety at Places of Sport Act 1987
 - Planning (Hazardous Substances) (Scotland) Act 1997

- We are the **strategic housing authority** in Glasgow. Housing Strategy and related activity is statutory under the [Housing \(Scotland\) Act 2001](#). Various other Acts (particularly since the inception of the Scottish Parliament) have invested various duties and powers on local authorities with respect to housing including:
 - Housing (Scotland) Act 1987
 - Housing (Scotland) Act 2006
 - Housing (Scotland) Act 2014
 - Antisocial Behaviour etc (Scotland) Act 2004
 - The Private Housing (Tenancies) (Scotland) Act 2016

- We provide a **building standards** service which:
 - Is appointed as a verifier under the [Building \(Scotland\) Act 2003](#) to process building warrants and completion certificates for compliance with building regulations.
 - Provides a dangerous building service under the [Building \(Scotland\) Act 2003](#)
 - Provides street naming and property numbering under the Civic Government (Scotland) Act 1982
 - Provides the Licensing Board with advice on premises under the Licensing (Scotland) Act 2005
 - Provide advice to the Council's Safety Advisory Group for the licensing of stadia and sports grounds under the Safety at Sports Grounds Act 1975

- We are the lead local authority for the **Clyde and Loch Lomond Local Plan District** and discharge this role under the [Flood Risk Management \(Scotland\) Act 2009](#).

- We discharge the council's responsibilities in terms of the [Environmental Protection Act 1990 \(Part IIA\)](#) relating to the inspection and remediation of **Contaminated Land**.
- We discharge the council's responsibilities in terms of the [Civic Government \(Scotland\) Act 1982](#) relating to the inspection and enforcement of **stair lighting**.
- As the roads authority under [Roads \(Scotland\) Act 1984](#) we carry out functions relating to the transport assessment of planning applications and the issuing of **Roads Construction Consents**.
- We deliver duties under the [Land Reform \(Scotland\) Act 2003](#) and [Countryside \(Scotland\) Act 1967](#), to **uphold access rights**; to draw up and review a **core paths plan**; to establish a **local access forum**; and to publicise the **Scottish Outdoor Access Code**.
- Other legislation governs the way in which the services in the council carry out their work e.g. [Local Government \(Scotland\) Act](#), [Equalities Act 2010](#), [Construction and \(Design and Management\) Regulations 2015](#) and [Communities Empowerment \(Scotland\) Act 2015](#).

Our structure and staffing levels

The service structure significantly changed during 2018/19 due to the establishment of Property and Land Services (PaLS) and the transfer of staff from Cordia to DRS. PaLS are responsible for managing property and land assets, facilities management services and hospitality and events services for the Council family.

Staff with responsibility for delivering property services for ACCESS, Education Services and Chief Executives Office transferred to PaLS in March 2018. The transfer of Cordia to Glasgow City Council had a further impact on the structure and staffing levels of DRS. Cordia's Facilities Management and Encore catering services transferred to PaLS on 30th September 2018. The establishment of PaLS allowed further alignment of DRS and the Project Management and Design Division, previously a separate division within DRS, also transferred to the PaLS function this year.

DRS has six core areas of activity which reflect the structure of the Service. These are Housing and Regeneration, Planning and Building Services, Economic Development, Service Development, City Deal and Property and Land Services.

A full breakdown of staff by gender, ethnicity and disability is available in Appendix 1

Management Structure

Directorate FTE: 2 Headcount: 2					
Planning and Building Standards FTE: 142.2 Headcount: 148	Housing and Regeneratio n Services FTE: 78.4 Headcount: 82	Property and Land Services FTE: 2138.1 Headcount: 4315	Economic Developme nt FTE: 79.0 Headcount: 81	Service Developme nt FTE: 23.2 Headcount: 25	City Deal FTE: 6.5 Headcount: 7

Note: Head count includes permanent and temporary staff

Functions

PLANNING AND BUILDING STANDARDS

- [Building Standards and Public Safety](#)
- [City Development Plan](#)
- [Planning Enforcement](#)
- [Planning Applications](#)
- [Conservation and Listed Buildings](#)
- [Dangerous and Derelict Buildings](#)
- [Buildings at Risk](#)
- [West of Scotland Archaeology Service](#)

HOUSING AND REGENERATION SERVICES

- [Housing Strategy](#)
- [City Centre Regeneration](#)
- [Housing Investment](#)
- Private Sector Housing
- [Transforming Communities Glasgow](#)
- [Houses in Multiple Occupation](#)
- [Private Sector Landlords](#)
- [Scheme of Assistance](#)

PROPERTY AND LAND SERVICES

- Management of property and land assets
- [Catering and Facilities Management](#)
- [Encore Hospitality Services](#)
- [Community Asset Transfer](#)
- [Council Land Ownership Enquiry](#)
- Business Requests
- Property Data
- Project Management and Design
- [Clyde and Loch Lomond Plan](#)

CITY DEAL

- Management and Co-ordination of the Glasgow City Deal Programme

ECONOMIC DEVELOPMENT

- [Business Support](#) including [Starting and Growing a Business](#)
- [Business Gateway](#)
- [Glasgow Guarantee](#)
- Economic and Social Initiatives
- [Glasgow Film Office](#)
- [Invest Glasgow](#)
- Strategy and Policy
- [The Lighthouse](#)
- [Co-operative Glasgow](#)
- [Tontine](#)

SERVICE DEVELOPMENT

- Service and system improvement
- Financial Management for the Service
- Staff Development
- Procurement and risk management
- Corporate Data Team

Financial Resources: Revenue

Expenditure by Service area 2018/19 and 2019/20

Objective Analysis

2018/19 Budget (£)	Expenditure	2019/20 Budget (£)
25,635,000	Economic Development	18,752,000
111,516,000	Housing Investment	113,638,000
6,403,000	Planning Services	6,443,000
2,140,000	Building Standards	2,303,000
6,957,000	Project Management - Design	7,038,000
4,296,000	Service Development	4,481,000
158,559,000	Land and Property	210,190,000
315,506,000	Direct Departmental Expenditure	362,845,000
19,715,000	Central Charges	19,695,000
335,221,000	Total Expenditure	382,540,000
	Income	
8,766,000	Economic Development	1,556,000
111,471,000	Housing Investment	113,561,000
2,497,000	Planning Services	2,142,000
3,355,000	Building Standards	3,355,000
5,839,000	Project Management - Design	5,839,000
724,000	Service Development	475,000
148,080,000	Land and Property	174,640,000
280,732,000	Direct Departmental Income	301,568,000
54,489,000	Net expenditure	80,972,000

Subjective Analysis

2018/19 Budget (£)	Expenditure	2019/20 Budget (£)
50,790,000	Employee Costs	76,342,000
73,551,000	Premises Costs	72,565,000
944,000	Transport and plant	1,137,000
73,037,000	Supplies and services	80,333,000
8,625,000	Third party payments	22,576,000
116,426,000	Transfer payments	117,972,000
-7,867,000	Transfer to capital	-8,080,000
315,506,000	Direct Departmental Expenditure	362,845,000
19,715,000	Central Charges	19,695,000
335,221,000	Total Expenditure	382,540,000

2018/19 Final Outturn	£'m
Net Expenditure	
Estimate	
Variance	0

The outturn position is subject to audited accounts being approved by an external auditor and will be included in this report following approval.

STRATEGIC PLAN COMMITMENTS

Strategic Plan

The Council's [Strategic Plan 2017 to 2022](#) sets out the Council's priority themes and commitments. The council's vision is to have -

'A world class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's success'

The Strategic Plan is delivered on a thematic basis across seven cross cutting themes. These are:

- 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 the Listens and Responds

DRS is theme lead for ***A Thriving Economy*** which aims to deliver:

- 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 are in work or training
- Glasgow is rated highly for its business innovation and digital skills

There are 12 priorities within A Thriving Economy and a number of key actions will be delivered in the coming year to progress the outcomes noted above. These include:

- The continued delivery of the Glasgow City Region City Deal including:
 - * Working with Glasgow City Region partners to deliver the ambitions and actions of the Glasgow City Region Economic Strategy
 - * Regeneration of key areas of the city including Canal and North, Collegelands and the Barras, City Centre and Clyde Waterfront and West End Innovation Quarter
 - * Progression of Sighthill Regeneration masterplan including site wide infrastructure works, roads construction, pedestrian bridge over M8, residential development and construction of a community campus.
 - * Delivery of the Metropolitan Glasgow Strategic Drainage Programme

- Delivery of the ambitions in the Glasgow Economic Strategy 2016 - 2023
- Further development of Glasgow Partnership for Economic Growth to provide expert external advice for progressing the Glasgow Economic Strategy
- Promotion of the Glasgow Living Wage and delivery of the Glasgow Guarantee
- Support for small businesses and promotion of business diversity in our local high streets by encouraging Business Improvement Districts.
- The development of an Inward Investment Strategy and action plan.
- Support the Scottish Government's plan for the rollout of superfast broadband
- Continue to attract additional income to the city by promoting the city as a location for filming

DRS also makes a significant contribution to the delivery of the ***Resilient and Empowered Neighbourhoods*** theme. The outcomes for Resilient and Empowered Neighbourhoods are:

- 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 and improved
 - Glasgow's housing meets the needs of its growing and diverse population

A number of key actions will be delivered in the coming year to progress the outcomes noted above. These include:

- Continue to deliver affordable housing for the city through the Affordable Housing Supply Programme which awards funding to Housing Associations for the delivery of affordable housing in sustainable communities.
- Continue to address the issue of vacant and derelict land across the city and develop proposals for vacant and derelict land funding which will bring land back into beneficial use.
- Development of a City Centre Living Strategy which seeks to increase the number of people making their home within the city centre
- Development of a further 3 regeneration frameworks for Blythswood, Central and St Enoch's as part of the implementation of the City Centre Strategy.
- Development of a Community Asset Plan to bring forward and implement innovative models for community management and ownership of assets currently controlled by the council.

- Implementation of the Built Heritage Plan that outlines the challenges, opportunities and actions which will be taken to protect the city's heritage estate.
- Implementation of a Vacant and Derelict Asset to improve council stewardship of this section of its asset base.
- Consider responses from a consultation process on the River Clyde Strategic Development Framework. This provides a detailed route map towards the 'River Clyde 2050' where the successful regeneration of the river will support a variety of economic, social and environmental uses.
- Consider responses from a consultation process on the Govan and Partick Strategic Development Framework. This seeks to establish a framework to reconnect two historic city districts, unlock the area's potential and respond to current conditions which limit the opportunities for the area to reach its maximum potential for the local community, visitors and investors.

DRS also contribute to the Sustainable and Low carbon theme. This includes activities relating to delivery of the Metropolitan Glasgow Strategic Drainage Programme and development of an Open Space Strategy.

Full details of planned actions and outcomes to progress the council's Strategic Plan are outlined in Appendix 2.

Community Plan

The [Glasgow Community Planning Partnership](#) (GCPP) published the [Glasgow Community Plan](#) in October 2017. The plan sets out 3 focus areas of:

- Economic Growth
- Resilient Communities
- A Fairer More Equal Glasgow

The Community Plan has also identified 2 initial priority areas which are seen as enablers of inclusive growth. These are:

- Transport
- Childcare

The Community Planning Partnership supports the [Glasgow Economic Strategy](#) (GES) aim of '*making Glasgow the most productive major city economy in the UK*'. The GES has identified 10 priorities and the GCPP has identified that it can add the greatest value as a partnership in the areas of:

- Raising Health
- Skills for All
- Linking Education to Employment Opportunities
- Ensuring Inclusive Growth is at the heart of the master planning for City Deal projects

- Ensuring Glasgow City Deal tackles inequality by placing inclusive growth at the heart of the master planning process for all our infrastructure projects

The above priorities are already reported within the council and in a number of city agencies and bodies. DRS will have an impact on Skills for All, specifically in relation to ensuring employability support focuses on those furthest from the labour market and delivery of the Glasgow Guarantee. These activities are reported as part of DRS's performance reporting on the Strategic Plan.

The Community Plan has adopted 2 approaches to developing resilience within communities. These are:

- Thriving Places
- Placemaking

9 Thriving Places have been identified across the city, 3 in each CPP sector. This approach facilitates organisations working at a local level to make better use of existing resources and achieve better outcomes.

Placemaking is underpinned by a design led approach to planning and is one of 12 policies in the [City Development Plan](#) (CDP). Placemaking is an overarching policy which contains 2 parts, [Part 1](#) provides the context and approach to Placemaking and [Part 2](#) contains detailed assessment criteria relating to physical design. The policy must be considered for all development proposals in the city to achieve the key aim of the CDP of creating and maintaining a high quality, healthy place. The Community Plan supports the implementation of the City Development Plan to deliver placemaking across the city.

Revenue and Capital Budget – Revenue budget and capital investment

Revenue Budget Change Summary				
Ref	Title of Service Change	Reason for Change	Council Strategic Plan Priority	Financial Impact (£000)
				2019/20
19DR34	Co-Operative Grants	Re- Distribution of 2018/19 Investment		-125
19DR35	Fair Work /Inclusive Growth Fund	Resource Redirection		+1,200
19DR08	Glasgow Guarantee	Resource Redirection		-1,000
19DR25	Review Of Grants	Resource Redirection		-100
19DR11	White Cart Water	Resource Redirection		-100
Total				-125
NET BUDGET CHANGE (£000)				-125
NET BUDGET CHANGE (%)				-0.2

CAPITAL INVESTMENT

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0115	Govan Town Centre	4,470,307	1,578,150	2,892,157	3,532,957	937,350	A thriving economy
C/DR/0175	Parkhead Townscape Heritage Phase 2 (Second Investment Programme)	4,300,612	2,900,612	1,400,000	4,181,413	119,199	A thriving economy
C/DR/0187	Shawlands Town Centre Action Plan	3,462,850	162,850	3,300,000	3,449,275	13,575	A thriving economy
C/DR/0188	Calton/Barras Action Plan	5,326,443	1,605,116	3,721,327	4,048,616	1,277,827	A thriving economy
C/DR/0210	Govan THI Phase 2 Development Stage	97,000	50,000	47,000	86,633	10,367	A thriving economy
C/DR/0217	Govan THI/CARS Phase 2	4,181,678	2,851,678	1,330,000	793,128	3,388,550	A thriving economy
C/DR/0301	City Deal - Collegelands, Calton / Barras	4,450,000	3,805,525	644,475	3,672,158	777,842	A thriving economy
C/DR/0304	City Deal - North Canal	8,406,000	6,963,339	1,442,661	5,353,419	3,052,581	A thriving economy
	Town Centre Regeneration	34,694,890	19,917,269	14,777,621	25,117,600	9,577,290	

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0205	Cleddens Burn - New Culvert	903,655	0	903,655	954,060	-50,405	A Sustainable and low carbon City
C/DR/0206	Croftpark Avenue Flooding	400,000	0	400,000	187,224	212,776	A Sustainable and low carbon City
C/DR/0221	White Cart Flood Prevention (Ph3) Exp	6,761,600	0	6,761,600	4,959,786	1,801,814	A Sustainable and low carbon City
C/DR/0225	Clay Pits - NGIWMS	816,978	816,978	0	0	816,978	A thriving economy
C/DR/0300	City Deal - MGSDP	18,437,887	8,890,369	9,547,518	10,200,501	8,237,386	A thriving economy
C/DR/0142	Dalmarnock Integrated Drainage Model	482,819	107,319	375,500	333,248	149,571	A thriving economy
C/DR/0029	Sewerage Infrastructure	4,480,119	1,836,667	2,643,453	4,373,768	106,352	A Sustainable and low carbon City
C/DR/0046	Toryglen Attenuation	3,154,000	114,000	3,040,000	3,104,930	49,070	A thriving economy
	Flood Prevention and Drainage	35,437,058	11,765,333	23,671,725	24,113,517	11,323,542	

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0136	Clyde Waterfront Programme	7,274,917	3,600,000	3,674,917	6,760,265	514,652	A thriving economy
C/DR/0302	City Deal - Clyde Waterfront & West End	8,066,900	6,396,600	1,670,300	4,260,080	3,806,820	A thriving economy
C/DR/0094	Broomielaw Pavilion	1,100,000	0	1,100,000	463,539	636,461	A thriving economy
C/DR/0129	Paddy's Market	200,000	0	200,000	86,396	113,604	A thriving economy
C/DR/0213	Briggait Creation Centre - GCC Contribution	1,000,000	0	1,000,000	176,424	823,576	A thriving economy
	Regeneration of the Waterfront	17,641,817	9,996,600	7,645,217	11,746,704	5,895,113	
C/DR/0192	Strategic Public Realm	2,088,689	181,648	1,907,041	1,621,322	467,368	A thriving economy
C/DR/0199	City Centre Regeneration	6,811,187	35,000	6,776,187	2,030,834	4,780,353	A thriving economy
C/DR/0303	City Deal - City Centre	24,220,600	19,226,730	4,993,870	9,691,144	14,529,456	A thriving economy
C/DR/0189	George Square Redevelopment - Phase 1	15,005,000	5,000	15,000,000	752,413	14,252,587	A thriving economy
C/DR/0191	GRCH Expansion & Refurbishment	17,658,000	10,934,000	6,724,000	25,566,799	-7,908,799	A thriving economy

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0209	Other Buchanan Quarter Projects	3,740,000	0	3,740,000	778,991	2,961,009	A thriving economy
C/DR/0190	Cathedral Street Bridge	1,730,000	0	1,730,000	3,147,096	-1,417,096	A thriving economy
C/DR/0042	Merchant City Arts Property Strategy-North & South Blocks	10,320,254	2,780,523	7,539,731	10,166,559	153,695	A thriving economy
	Regenerating the City Centre	81,573,730	33,162,901	48,410,829	53,755,159	27,818,571	
C/DR/0219	Robroyston Station	10,000,000	10,000,000	0	385,539	9,614,461	A thriving economy
C/DR/0163	Design Work for Sport & Recreation Provision (CGA Development)	180,000	0	180,000	0	180,000	A thriving economy
	Supporting Community Growth Areas	10,180,000	10,000,000	180,000	385,539	9,794,461	
C/DR/0211	Vacant & Derelict Land 2015/16	3,447,230	3,947,230	-500,000	3,022,854	424,376	A thriving economy
C/DR/0216	Vacant & Derelict Land 2016/17	1,974,815	2,574,815	-600,000	1,474,457	500,358	A thriving economy
C/DR/0223	Maryhill Self Build Infrastructure	22,000	47,000	-25,000	321,376	-299,376	A thriving economy

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0068	Clyde Gateway - Enabling Works	19,400,000	0	19,400,000	18,555,577	844,423	A thriving economy
C/DR/0116	BGF 2009/11 East End Land Initiatives	28,811,222	3,068,329	25,742,894	26,896,336	1,914,886	A thriving economy
C/DR/0224	Vacant & Derelict Land 2017/18	3,114,403	3,114,403	0	1,102,435	2,011,968	A thriving economy
C/DR/0228	Regeneration Capital Grant Fund 2018/19	2,550,000	2,550,000	0	0	2,550,000	A thriving economy
C/DR/0229	Vacant & Derelict Land Fund 2018/19	2,952,000	2,952,000	0	459,394	2,492,606	A thriving economy
	Unlocking Vacant sites for development	62,271,670	18,253,777	44,017,894	51,832,430	10,439,241	
C/CE/0010	Property Refurbishment incl City Chambers West	2,100,000	0	2,100,000	2,069,601	30,399	A well governed city that listens and responds
C/CE/0013	Demolition of NY Bevan House 1 & 2	902,000	0	902,000	967,240	-65,240	A well governed city that listens and responds
C/CE/0014	Demolition/Surplus Asset Fund - City Property 2014/15	1,540,793	0	1,540,793	1,401,137	139,656	A well governed city that listens and responds
C/CE/0015	Governance Recharge to Capital	1,400,000	0	1,400,000	1,750,000	-350,000	A well governed city that listens and responds

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/CE/0016	Stanburn Road Site Investigations	80,000	0	80,000	83,251	-3,251	A well governed city that listens and responds
C/CE/0017	Windmillcroft Quay Wall - GCC Contribution	16,700	0	16,700	0	16,700	A well governed city that listens and responds
C/DR/0227	Contribution to Citizens Theatre	2,500,000	2,500,000	0	1,094,251	1,405,749	A Vibrant City
C/DR/0400	Invest to Improve - Land & Property Fund	2,500,000	0	2,500,000	808	2,499,192	A well governed city that listens and responds
	Management of Council Property	11,039,493	2,500,000	8,539,493	7,366,288	3,673,205	
C/DR/0305	City Deal - Sighthill	90,966,610	56,255,014	34,711,596	83,871,685	7,094,925	A thriving economy
	Sighthill Transformational Regeneration Area	90,966,610	56,255,014	34,711,596	83,871,685	7,094,925	

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0193	Contribution to Innovation Centre	1,500,000	0	1,500,000	1,315,482	184,518	A thriving economy
C/DR/0203	Cathkin Braes Mountain Bike Centre	1,518,413	493,413	1,025,000	1,512,692	5,721	A thriving economy
C/DR/0071	Planning Studies	383,141	0	383,141	317,722	65,419	A thriving economy
C/DR/0125	BGF 2009/11 Business Growth Fund	3,465,239	3,125	3,462,114	2,876,853	588,386	A thriving economy
	Supporting Economic Growth	6,866,793	496,538	6,370,255	6,022,750	844,043	
C/DR/0117	BGF 2009/11 St Margaret's Church (Oatlands)	182,000	0	182,000	174,717	7,283	A thriving economy
C/DR/0127	BGF 2009/11 Lighting Strategy	752,536	27,200	725,336	723,007	29,529	A thriving economy
C/DR/0110	Urban Model Development	36,353	34,353	2,000	14,276	22,077	A thriving economy
C/DR/0183	Contaminated Land 2012/13	251,174	0	251,174	167,321	83,852	A thriving economy
C/DR/0218	Regeneration Capital Grant Fund 2016/17	1,905,000	1,905,000	0	940,477	964,523	A thriving economy

Program Position	Project Name	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0226	Regeneration Capital Grant Fund 2017/18	950,000	950,000	0	0	950,000	A thriving economy
C/DR/0228	Regeneration Capital Grant Fund 2018/19	2,550,000	2,550,000	0	0	2,550,000	A thriving economy
	Other Projects	£6,627,063	£5,466,553	£1,160,510	£2,019,799	£4,607,264	
	GRAND TOTAL	£354,749,125	£165,263,985	£189,485,140	£266,231,470	£88,517,654	

SERVICE PRIORITIES

DRS has identified a number of service priorities for 2019/20 which also contribute to achieving the outcomes identified in the council's Strategic Plan. These include:

- Complete and adopt Strategic Development Frameworks for Govan Partick, the River, City Centre, Inner East, North and Easterhouse to support the City Development Plan.
- Implement the City Development Plan action programme for River Clyde, Govan Partick, North Glasgow, Inner east and Town Centre Action Plans.
- Finalise the Open Space Strategy and present to committee for approval.
- Progress the production of a co-ordinated developer contributions arrangement for all City Development Plan contributions.
- Continue to support the establishment and growth of 2 Innovation District in the City Centre and West End.
- Refresh the Glasgow Economic Strategy and launch the refreshed strategy at the State of the City Conference 2019.
- Ensure an inclusive approach to economic growth is adopted with the development of a performance framework to measure progress in Inclusive Growth priorities.
- Promote Inward Investment and deliver a Glasgow Real Estate Showcase.
- Engage with stakeholders to progress a ten year Property and Land Strategy and develop an implementation framework to track the required actions.
- Establish an online app to facilitate community and citizen access to property information.
- Continue with the integration of Property and Land Services into DRS including a review of Encore and Hospitality Catering Provision.
- Develop a strategy for the Centre of Civic Innovation and establishment of a *Living Lab* by working in partnership with key sector partners across the city.
- Develop a programme of staff development and engagement activities to support the priorities of succession planning and culture to support change management.
- Ensure effective management of the council's property and land assets by engaging with and supporting communities to facilitate co-stewardship of assets and transfer of management/ownership of properties and land to community groups.

Full details of planned actions and outcomes to progress Service priorities are outlined in Appendix 3.

Staff Management, Development and Engagement

Attendance Management

The 2018/19 target for attendance management for DRS, prior to staff transferring from Cordia, was 4.4 days lost per employee per annum. During 2018/19, 12.6 days were lost per employee. This is an increase from 5.5 days in 2017/18.

The return of Cordia staff to the council and location within DRS has had a significant impact on attendance levels. The staff profile has changed considerably from a small group of professional and technical staff in predominately full time posts to a large group comprised of primarily catering and facilities management staff who are employed mainly on a part time basis. The Office for National Statistics has reported that job roles and part time working are important factors in influencing attendance level.

A formal Attendance Action Plan will be introduced within 2019/20 supported by DRS' HR team and this will concentrate on supporting managers in their efforts to increase attendance whilst effectively and consistently managing absence.

In 2018 the department continued its commitment to staff health and wellbeing by:

- Lunchtime Yoga (LTY): we provided 96 LTY sessions over 48 weeks. These sessions were always oversubscribed.
- Holistic therapies: Holistic therapies continues to be popular with staff and over 100 x 30 minute sessions have been provided this year.
- DRS Readers: we host a monthly book group which gives members the opportunity to discuss our book of the month.
- Walking Challenge: In February 2019 we had 17 teams (85 staff) taking part in an 8 week walking challenge – *'I will walk 500 miles'*.
- Get DRS Standing: to promote the dangers of a sedentary lifestyle we provided information on the dangers of sitting at your desk for long periods of time:
 - we put posters up across the department and in meeting rooms encouraging staff to have standing meetings,
 - 30 staff took advantage of PAMS health checks on diabetes, cholesterol and high blood pressure
 - We promoted City Heritage lunchtime walks
 - We purchased 6 YoYo desks and distributed them across the department
- Table tennis: we have organised 4 drop in table tennis sessions.
- As part of GCC Year of Sport we organised a Triathlon relay at Bellahouston Park. We had 14 teams from across the council family taking part, plus volunteer marshals and organisers. The event was so successful we were asked to run it as an annual event.

- In September we hosted another Volunteer Challenge in which 12 staff helped Mount Vernon Community Hall turn a former railway line into a woodland trail for the local community.
- Mental health awareness: we promoted mental health awareness week with a Laughter Yoga workshop, which took 10 staff members out of their comfort zone.
- Curry & Chaat: we hosted a lunchtime 'it's good to talk' event with 50 staff enjoying time away from their desks and a delicious curry from Koolba restaurant.
- Fundraising: we started the year by collecting food items for the Salvation Army.
- We raised £400 for the City Mission by supporting our colleagues during Ramadan.
- We hosted a Big Breakfast appeal and raised over £1k for children in Scotland.
- We supported our colleagues in their fundraising events including Brave the Shave, Glasgow Half Marathon, Sleep out in the Park and Glasgow Homelessness Christmas Day event.
- We held a bake sale and raffle as part of our Red Nose Day celebrations and raised £950.

People and Performance Management

Within 18/19 a bespoke programme for managers was developed for Economic Development which focussed on a range of workshops and refresher training to build confidence and consistency across the managers in all areas of people management. This included a refresh and re-launch of Performance Coaching Reviews and 2019 saw a dramatic increase in compliance within this area for PCR's from below 10% to over 80%. The success of this programme has enabled roll out of PCR re-launch across DRS and a target of 85% will be achievable next year in office based staff.

Arrangements for appropriate development and coaching programme will be designed for Catering and FM front line staff during 2019 to ensure that this group of staff have opportunities to access appropriate development opportunities and discuss job and career interests regularly with their managers.

BENCHMARKING, INSPECTIONS AND EQUALITIES

Local Government Benchmarking Framework

Benchmarking is a useful way of establishing how well we are performing and how this compares to other local authorities. It allows us to identify areas where we could improve, work together with similar authorities to inform learning. It also enables us to provide a better understanding of why authorities vary in what they deliver and it enables citizens and service users to access information and hold authorities to account.

The [Local Government Benchmarking Framework](#) provides information on spending on specific services, service performance and satisfaction with services delivered or commissioned by Local Authorities. DRS reports on Economic Development and Corporate Services indicators which can be accessed in the [National Benchmarking Overview Report 2017 - 18](#). An expanded suite of Economic Development measures was introduced for the 2017/18 report. This included investment in economic development and tourism per 1000 population, available employment land, town vacancy rates, proportion of properties receiving superfast broadband and proportion of people earning less than the living wage.

A [report](#) on the Local Government Benchmarking Framework is presented to the Operational Performance Delivery and Scrutiny Committee on an annual basis.

Key headline indicators from the National Benchmarking Overview Report 2017 – 18 which DRS report on include:

- The proportion of operational buildings that are suitable for their current use has increased from 74.9% in 2016/17 to 93.5% in 2017/18. This is the highest percentage in similar local authorities which Glasgow is compared with.
- The percentage of people earning less than the living wage reduced from 17.8% in 2016/17 to 14.8% in 2017/18. This is the second lowest rate for similar Councils behind Edinburgh with 14%.
- The percentage of properties receiving superfast broadband has increased from 93% in 2016/17 to 96.6% in 2017/18.
- The proportion of internal floor area of operational buildings in satisfactory condition has increased from 83.9% in 2016/17 to 89.9% in 2017/18.

Planning Performance Framework

All Planning Authorities are required to prepare an Annual Report and submit this to the Scottish Government for assessment. The report gives a balanced measure of the overall performance and quality of the Planning Service and allows the quality of planning decisions and outcomes to be measured as well as the speed of decision making. The 7th [Planning Performance Framework](#) (PPF) was submitted to the Scottish Government by the deadline of 31st July 2018.

The Annual Report includes the National Headline indicators for key Outcomes on Development Planning (age of Development Plan, effective land supply) and Development Management (planning applications) as well as enforcement activity. It also includes measures on 15 performance markers including collaboration with developers and proposals for implementing continuous improvement.

Key headline indicators in PPF 2017-18 include

- 50 Major applications were received during the year which is a 47% increase from last year. This equates to 20% of all major applications nationally, based on the previous year's figures (2016-17).
- The average weeks to determine Major applications in 2017-18 was 22.7 weeks compared to 35.7 weeks the year before, showing significant improvement.
- The average weeks to determine Local Development (Non Householder) are fractionally up from 2016-17, by the smallest of margins; 0.1 weeks, however, this is still the second lowest figure reported in the last five years which allows the five year trend to demonstrate continuous improvement
- The average weeks to determine Householder developments is fractionally up from 2016-17, by 0.2 weeks, however, again this is still the second lowest figure reported in the last five years which allows the five year trend to demonstrate continuous improvement.

Scottish Local Authorities Economic Development Group

[Scottish Local Authorities Economic Development Group](#) is a network of senior officers from Economic Development teams across all 32 Scottish Local Authorities. The primary objectives are to promote sustainable economic development and well-being, promote best practice through collaboration and continuous improvement and to inform economic development policy and programmes.

[Scottish Local Authorities Economic Development Indicators Framework Report 2017 - 18](#) provides an analysis of data on all 32 Scottish Local Authorities. The report provides consistent evidence of what local authorities are delivering in their economic development role. The indicators assess overall and relative delivery of economic development activity, enable assessment of comparative performance and assist in identifying areas of improvement. Highlights from the report include:

- We accounted for a notable proportion of the economic development staff in Scottish councils, at just over 13% of the total.
- We accounted for almost 20% of the companies registered with the Supplier Development Programme (SDP) with 2,276 registered and 18.6% of companies attending SDP training event were from Glasgow.
- We supported the highest number of businesses in 2017/18 at 3,233 (22.6%), which was higher than in 2016/17 when we supported 20%.

- We had the second highest number of Business Gateway unique customer accounts with 4431 (8.6%) behind City of Edinburgh Council with 4,846 (9.6%).
- We had the highest number of participants in council funded or operated employability activities with 10,005 people participating.
- We accounted for 14% (2,306) of the total participants across Scotland who progressed to employment from Council funded or operated employability activities

In addition to the above, staff are involved in a range of other groups which work in partnership and share expertise across a series of functions. These include [Core Cities](#) which is a coalition of 10 UK cities. The group aims to unlock the potential of and fully empower cities to create a stronger and fairer economy and society. Work is undertaken with other organisations and regular meetings are held with government representatives to ensure policy will work for and improve outcomes for cities.

Staff attend the [Scottish Cities Alliance](#) which is a partnership of seven Scottish cities working together to attract investment to Scotland's cities and achieve an economically stronger future for Scotland. Knowledge is shared and projects of scale are developed which will contribute to and promote investment opportunities.

Staff also attend [Local Authority Building Standards Scotland](#) which represents all local authority Building Standards verifiers in Scotland and aims to protect the public interest by ensuring that all new or altered buildings comply with building regulations and technical standards.

European Foundation for Quality Management (EFQM)

The Glasgow Excellence Model is based on the European Foundation for Quality Management (EFQM) Excellence Model, which has been adapted to suit the requirements of the Glasgow Council Family. The model is a self-assessment tool to help Services and ALEOs look at where performance is strong and where improvements may be needed.

A scoping exercise was undertaken during summer 2018 and was the first stage of the self-assessment exercise which DRS will undertake. Five short reports were prepared on Leadership, Strategy, People, Partnership and Resources and Processes, Products and Services. These revealed strengths and areas for improvement. The purpose of this was to assist in determining the scope and basis of the EFQM assessment which will begin the summer of 2019.

Staff participated in an EFQM refresher workshop for accredited assessors in January 2019 which was facilitated by Quality Scotland and will be working with the corporate assessment team to agree the scope, scale and requirements for a specific DRS assessment.

Equalities

Equalities work continues to inform strategy development and service delivery across DRS. The service supports the delivery of the corporate equality outcomes detailed in [Equality](#)

[Outcomes 2017 to 2021](#). DRS is lead service for a number of outcomes which aim to *improve the economic outcome for people with protected characteristics*, specifically, supporting people with protected characteristics to enter employment or training.

The [Equality Outcomes Progress Report 2018](#) was presented to committee in June 2018 and presents progress on the Council's actions towards the Equality Outcomes 2017 – 2021.

Staff from DRS attend the Equalities Working Group which is an officer group with representatives from all Council services and ALEO's. The group co-ordinates the council approach to equality related activities and ensures duties relating to the Equality Act 2010 are implemented. The group also allows sharing of best practice and experience amongst officers attending.

Equality Impact Assessment

Staff have attended Equality Impact Assessment training throughout the year which was organised by Corporate Policy. This has raised awareness amongst staff of the need for EqIA's and of general equality related issues. We now have over 50 staff trained in carrying out EqIA's.

Equality Impact Assessment screenings were undertaken for all Council Family budget options in 2019/20. The following EqIA's were also carried out:

- [City Deal Clyde Waterfront and West End Innovation Quarter – Govan Partick Bridge](#)
- [Transfer of ownership of Community Central Halls](#)
- [Govan Water Row Masterplan](#)

APPENDIX 1: STAFF BREAKDOWN BY GENDER, ETHNICITY, DISABILITY AND GRADE

DRS has experienced a significant change to staffing levels and profiles. As of 31/3/2017 348.7 (Full Time Equivalent) FTE were employed in DRS, this rose to 467.2 FTE by 31/3/18 with the transfer of property and facilities management staff from across the council family into Property and Land Services.

The transfer of Cordia to Glasgow City Council on 31st September 2018 resulted in the number of FTE staff increasing from 467.2 FTE at 31/3/18 to 3682 FTE at 31/3/19. However, the majority of staff in Cordia are employed on a part time basis which means that the actual number of staff (headcount) is considerably higher.

The profile of the service has also changed significantly. Prior to staff transfers DRS had predominately full-time employees of which approximately 65% were male. The service now has predominately part time staff who are female, 73% of FTE staff as of 31/3/19 are female.

Additional staff resources were approved for DRS in May 2018 to support delivery of the regeneration agenda in the city. A total of 53 FTE posts were approved and as of 31/3/19 approximately 85% of posts were filled. Additional staff have been allocated to Housing and Regeneration, Planning and Building Services and Service Development functions to undertake activities which will progress a range of priorities.

The number and percentage of staff, as of 31/3/2019, that are:

Grade (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	706	22.3	2456	77.7	2484	84.4	39	1.2	58	1.8	3162	85.9
5 to 7	218	53.7	188	46.3	358	12.2	14	3.4	14	3.4	406	11.0
8	51	65.4	27	34.6	72	2.4	0	0	2	2.6	78	2.1
9 to 14	21	65.6	11	34.4	27	0.9	0	0	0	0	32	0.9
Non PGS	3	75.0	1	25	2	0.1	0	0	0	0	4	0.1
Totals	999	27.1	2683	72.9	2943	79.9	53	1.4	74	2.0	3682	100

Ethnicity not declared	686	18.6%
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APPENDIX 2: STRATEGIC PLAN PRIORITIES – ACTIONS FOR 2019/20

The table below details the Strategic Plan priorities which DRS will lead on and support during 2019/20.

THRIVING ECONOMY	
STRATEGIC PRIORITY	MILESTONE 2019/20
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	Consult with Council Officers and wider city partners to refresh the Economic Strategy. Launch the refreshed Glasgow Economic Strategy at the State of the City Conference 2019.
2. Deliver the Glasgow City Region City Deal, supported by the Glasgow City Regional Economic Strategy 2017- 2035 and its Action Plan.	Support delivery of the regional Glasgow Airport Access Project (GAAP). February 2019 - City Deal Cabinet approved request to develop revised OBC. April 2019 - City Deal Cabinet to consider request to contain cost of revised OBC within existing permissions. Autumn 2019 - Submit revised OBC for approval by City Deal Cabinet.
3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.	Benefits Realisation phases of City Deal Innovation and Labour Market projects: Tontine, In Work Progression, Working Matters (including allocation of underspend for continuation of project delivery). Full Business Cases submitted and works started on: <ul style="list-style-type: none"> • Canal and North Gateway - North Canal Bank Street & Landscape Link; M8 Bridge; Garscube Toll and Links; and North Glasgow Integrated Surface Water Management System - Cowlairs Link. • City Centre Enabling Infrastructure Public Realm - The Underline. • Clyde Waterfront and West End Innovation Quarter - Central Govan Action Plan Development Deficit Funding; and Active Travel Route North. • Collegelands Calton Barras - Meat Market Site Remediation; Calton Barras Action Plan Junction Improvements; and Meat Market Roads and Infrastructure. • Metropolitan Glasgow Strategic Drainage Partnership - South East Glasgow; Garrowhill/Baillieston; Drumchapel; and Hillington/Cardonald phase 1 and 2.

	<p>Completion of infrastructure works:</p> <ul style="list-style-type: none"> • North Glasgow Integrated Water Management System • 100 Acre Hill • Sauchiehall Street Avenue • Intelligent Street Lighting project • Govan Public Realm • Camlachie Burn • Cardowan SWMP • Hillington/Cardonald SWMP Ph.1 <p>Evaluation of City Centre Strategy 2014 – 19 complete and new City centre Strategy 2020 – 25 developed and presented to committee for approval.</p> <p>Provide business adviser support to 100 companies with growth potential, helping them to progress onto Business Gateway Growth Advisory Service</p> <p>The Community Business Boost programme is aimed at supporting 10 new businesses starting up or moving into 4 SIMD areas including, Calton, East Centre, North East and Canal. ERDF Phase 2 is currently being progressed and will be operational in 2019/20.</p>
<p>4. Maximise what the Council can do through its community benefits clauses to secure jobs and training opportunities for Glaswegians and small businesses and look at ways that these clauses can be strengthened.</p>	<p>The Community Benefits Steering Group will support the development of the community benefit menu, which is included within the procurement evaluation process, to ensure it includes community benefit requirements that will support National, Council and local environmental, social-economic objectives.</p> <p>Further utilise the online software for Glasgow's business as usual contracts containing Community Benefit outcomes. The anticipated Go-Live date for this phase of the pilot is January 2020.</p>
<p>5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the Council does across Glasgow.</p>	<p>Retain GLW employers year on year.</p> <p>Promote and attract new employers who have signed up to GLW.</p>
<p>6. Support small businesses and encourage business diversity in local high streets across the City, and continue to support Business Improvement Districts.</p>	<p>Prepare a committee report providing an update on BID's and present to committee.</p>
<p>8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic</p>	<p>Engage with Glasgow Life, Glasgow Convention Bureau and Tourism Development Team to assemble latest industry data.</p>

<p>Strategy and Glasgow Tourism and Visitor Plan.</p>	<p>Update Invest Glasgow Hotel Prospectus for investor/partner use to present Glasgow's investment profile as a top international tourism destination (next update to be available for Feb 2020)</p> <p>Work jointly with SDI Leisure & Tourism team on a range of hotel and leisure investment enquiries to secure investment for Glasgow.</p> <p>Meeting/sharing industry data with potential hotel investors interested in entering the Glasgow market.</p>
<p>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.</p>	<p>Action plans are developed by Digital Glasgow workstream leads for digital business, inclusion, connectivity and skills to cover a 5 year period up to 2024. A programme of activity will then be implemented to address gaps once prioritised.</p>
<p>10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.</p>	<p>91,346 premises passed by the Digital Scotland programme. Of these 56,480 are FTTC, 33,656 FTTC Cure and FTTP 1210. Take up in Glasgow is still lower than the Scottish average (51.72%) at 46.69%.</p>
<p>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.</p>	<p>Glasgow is established as a member city of the European Waterfront Cities Network and will act as liaison between the organising city (Liverpool) and Glasgow.</p> <p>Lead on the production of a new Glasgow Investment Strategy to promote the city to inward investors and capital funds to support the city's infrastructure (2019 - 2023).</p> <p>Invest Glasgow website is redeveloped to promote and communicate the business and investment strengths of Glasgow. This will include an extended range of collateral to better reflect the key investment sectors for the city including residential prospectus and sector propositions for all 8 key sectors.</p> <p>Represent the council in the 3 year extension of the Inclusive Cities programme linking migration and inclusive economic growth with 4 other UK cities and Welcoming International - overseen by cross departmental officers group.</p> <p>If successful, participate, as city partner, in ROOF URBACT network with 8 EU cities and in International Urban Co-operation Programme through international strategy.</p>

	Participate in the international strategy reference group to further exploit membership of Eurocities and ensure effectiveness of other international networks.
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	Work with Channel 4 and its production partners to facilitate access to business and skills within the TV and production sector as and when required.

A VIBRANT CITY

19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and Waterfront.	Heritage Plan with input from Historic Environment Scotland, Glasgow City heritage Trust and Glasgow Building Preservation Trust will be approved by Committee. Quarterly updates on progress.
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.	Land remediation funded by City deal undertaken. Continuation of land remediation and public realm improvements at Canal and North Gateway

EXCELLENT AND INCLUSIVE EDUCATION

STRATEGIC PRIORITY	MILESTONE 2019/20
26 Invest in our school estate and early years facilities in the city. (Support)	Start on site with all new-build and major refurbishment and repurposing projects. Start on site with all adaptation works to existing early learning and childcare settings. Continue with required investment works within available budgets to retain all primary school establishments in A or B condition.
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.(Support)	Audit of all schools to be completed by end of 2019/2020. Commence improvements required to support increased demand requirement.
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.(Support)	Evaluation of the current PPP monitoring arrangements is ongoing. Ongoing consideration of areas for savings.

A SUSTAINABLE AND LOW CARBON CITY

STRATEGIC PRIORITY	MILESTONE 2019/20
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.	Partnership working ongoing to establish delivery partners for High street station.
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.	<p>Complete the Home Energy Efficiency Programme (HEEP) 18/19 and draw down funding.</p> <p>Prepare bids for HEEP / SEEP funding for 19/20 Appoint contractor for an Energy Advice Service and monitor contractor's performance.</p>
70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.	<p>Continued implementation of Metropolitan Glasgow Strategic Drainage Partnership City Deal programme.</p> <p>Finalise the River Corridor Strategic Development Framework and present to committee for approval prior to submission to the Scottish Government for final approval as supplementary guidance.</p>

RESILIENT AND EMPOWERED COMMUNITIES

STRATEGIC PRIORITY	MILESTONE 2019/20
74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.	<p>Work with communities to bring forward a phased, and prioritised implementation of the Community Asset Plan, with a focus on phase one and the introduction of Community Hubs</p> <p>Quarterly progress updates produced.</p>
76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.	<p>Work with Scottish Government, ADS and Public Health Scotland to develop support for the implementation of the National Place Standards.</p> <p>Quarterly progress updates produced.</p>
77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action.	Quarterly progress updates produced.
78. Deliver a programme of investment in new or refurbished community facilities.	Bring forward plans for the establishment of Community Hubs in the identified six first phase wards with initial focus on Baillieston and Calton.
79. Encourage the development of trusts, social and community enterprises to support community	Glasgow Social Enterprise Strategy action plan presented to committee.

<p>ownership and management of assets.</p>	<p>Community Asset Plan approved and initial actions underway.</p> <p>Refinement of approaches in response to feedback from communities.</p> <p>Progress the implementation of the first phase of Space for Growth Hubs that will support social enterprise and community groups.</p>
<p>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.</p>	<p>Deliver outcomes as detailed in Glasgow Housing Strategy.</p> <p>Prepare a Performance Review document 2018/19 on Glasgow Housing Strategy.</p> <p>Prepare Strategic Housing Investment Plan 20/21 – 24/25 and submit to the Scottish Government by end of October 2019.</p> <p>Regeneration Programme and project milestones achieved.</p>
<p>81. Supporting 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, bringing empty homes back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the Council wants to encourage.</p>	<p>Affordable Housing Supply Programme 2019/20 delivered with targets on spend, approvals, site starts and completions achieved.</p> <p>Deliver the annual Vacant and Derelict Land Fund budget.</p> <p>Deliver Regeneration Capital Grant Fund projects.</p> <p>Present the City Centre Residential Strategy to committee for approval.</p> <p>Self Build Pilot onsite summer 2019 and completed by summer 2021. Further sites of serviced plots for self build identified and released 2019/2020.</p>
<p>82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning and licensing decisions at a local level</p>	<p>Quarterly updates on progress produced.</p>
<p>84. Extend our approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector, and take action against rogue landlord.</p>	<p>Look to target specific areas of the city on an agreed programme basis prioritising those areas where we have an agreed strategy in place and are working in partnership with a RSL. The first area would be targeted before the end of the calendar year -3rd Quarter 2019.</p>
<p>85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.</p>	<p>Ibrox /Cessnock strategy to be agreed and reported to committee by Q3.</p>

	Work programmes to tackle disrepair in pre 1919 tenements agreed with other RSLs in identified areas.
90. Consider the potential options coming from the on-going study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.	Feasibility assessment finalised and Rent Pressure Zone report presented to committee.

APPENDIX 3: SERVICE PRIORITIES – ACTIONS FOR 2019/20

THRIVING ECONOMY		
SERVICE PRIORITY	ACTION	MILESTONE 2019/20
Glasgow Economic Strategy	3 Year refresh of the Glasgow Economic Strategy	Refresh launched at State of the City conference 2019
Inclusive Growth	Develop performance framework to measure progress in Inclusive Growth priorities	Framework developed by Autumn 2019.
Promote Inward Investment	Delivery of Glasgow Real Estate Showcase	Glasgow Real Estate showcase delivered in May 2019.
Innovation Districts	Support the establishment and growth of the 2 Innovation Districts in the city	Collaborate with the universities to complete and submit applications for Strength in Places Funding for innovation district projects.
ERDF Phase 2	Procure delivery agents once funding approval has been received.	Procurement to begin July 2019, complete November 2019. Delivery to commence January 2020.
ESF Pipeline Employability Phase 2	Develop proposals for internal and external delivery agents. Procure external delivery partners.	Funding approval - July 2019. Procurement complete October 2019. Committee paper - November 2019. Delivery Commences - January 2020
Glasgow Guarantee	Redesign Glasgow Guarantee to ensure fit with the Strategic Plan and Glasgow Economic Strategy.	Report presented to committee in summer 2019 and launch redesigned service in Autumn 2019.
Investment Strategy	Review and update the Investment Strategy for the city to reflect changes in the current	Present to Glasgow Partnership for Economic Growth

	investment markets and also to lay out the city's ambitions as a Fair Work City	Strategic Board for review by June 2019. Report presented to committee by Autumn 2019.
Reduce unemployment rate	Develop programme to effectively use Scottish Government funding previously available for Scotland's Employer Recruitment Incentive (SERI)	Operational by May 2019.
The Lighthouse	Promote design and architecture in the city.	Promote design and architecture at a city, national and international level through a programme of events and exhibitions at The Lighthouse.
Tontine	Promote Tontine Building as an innovation hub for small businesses.	Engage with creative organisations in the city to continue to develop The Lighthouse exhibition programme and encourage entrepreneurship in design and architecture.

A VIBRANT CITY		
SERVICE PRIORITY	ACTION	MILESTONE 2019/20
Pollok Country Park – transformation project initiated by Corporate Management Team	Participate in cross council and family initiative to develop the proposals for Pollok Country Park as a 'destination'.	Quarterly updates on progress
Antonine Wall World Heritage Site	Update the Management Plan as it relates to Glasgow. Delivery of the National Lottery Heritage Fund actions within Glasgow's boundary	Quarterly updates on progress Quarterly updates on progress
Safeguarding and Promoting the Historic Built Environment	Continue with Conservation Area Appraisals, work with interested parties to reduce number of buildings at risk, as part of the new City Development Plan monitor and contribute to policy review relation to listed buildings /conservation areas and conclude Heritage Best Value Review (HBVR)	Quarterly updates on progress

A SUSTAINABLE AND LOW CARBON CITY		
SERVICE PRIORITY	ACTION	MILESTONE 2019/20
Transport	Support the Planning process and Housing & Regeneration Strategy. Input and influence strategic partners and partnerships including SCOTS, SUDSWG, SUDSWP and lead on Section 7 (shared surface water system) Delivering of Robroyston Rail Station.	Allocate staff to support DRS priorities. Input to SCOTS Roads and Transportation Groups. Conclude a Section 7 agreement for GCC with SW. Input to Robroyston Station Delivery Group.
H2020 Connecting Nature	Deliver Work Packages as set out in Project agreement.	Quarterly updates on progress

RESILIENT AND EMPOWERED COMMUNITIES		
SERVICE PRIORITY	ACTION	MILESTONE 2019/20
City Development Plan	Continue production of Main Issues Report	Main Issues Report produced
City Development Plan-implementation of Action Programme	Promote status as Corporate Delivery Tool.	Continue to Engage with all Council partners and external stakeholders to input to and use the Action Programme
Contributing to shaping of next National Planning Framework	Submission of evidence to support relevant designation in Glasgow.	Quarterly reporting.
Economic Areas Review	Review status and function of EDA's to inform new CDP, aligned to overall spatial strategy.	Draft outcomes to inform Main Issues Report of the CDP
Resourcing for regeneration delivery	Implement priority Staffing Appointments	Allocation of staffing as per PBS Business Plan priorities.
Managing Developer Contributions	Conclude the implementation of the 4 PBS Recommendations from the Internal Audit Report. Progress production of co-ordinated developer contributions arrangement for all CDP contributions	Reporting to FASC Quarterly updates on progress
Open Space Strategy	Finalise the Open Space Strategy (OSS) document for adoption	Present to Committee for adoption late 2019
Planning Performance Framework (PPF)	Continuous improvement to meet with the requirements of the PPF.	Quarterly updates on progress

	Annual update to committee following feedback report from the Scottish Government.	
Planning Enforcement Charter	Adhere to the Service Standards of the Enforcement Charter, including production of Planning Impact Reports.	Quarterly reporting.
Building Standards Verifier Status	Satisfying the criteria within Performance and Operating Frameworks that are part of the Verifier's terms of appointment.	Report progress to Scottish Government quarterly.
Public Realm Programme	Continue public engagement regarding pilot project at Finnieston/Yorkhill	Continued public engagement undertaken for pilot project at Finnieston/Yorkhill
Stalled Spaces Programme	Continuation of programme to bring stalled sites or underutilised open space back in to community use.	Quarterly updates on progress of funding allocations
Spatial Priorities: Strategic Development Frameworks (SDF's)	River, Govan Partick, City Centre, Inner East, North and Easterhouse	Completion and Adoption
Implementation of CDP Action Programme – PBS responsibilities River Clyde	Agreement of Action Programme with key stakeholders and delivery of key infrastructure interventions e.g. City Deal	Quarterly updates on progress
Implementation of CDP Action Programme – PBS responsibilities Govan Partick	Agreement of Action Programme with key stakeholders including Glasgow University & Scottish Enterprise etc and delivery of key infrastructure interventions e.g. City Deal and Central Govan Action Plan	Quarterly updates on progress
Implementation of CDP Action Programme – PBS responsibilities North Glasgow	Agreement of Action Programme with key stakeholders e.g. Scottish Canals and delivery of key infrastructure interventions e.g. City Deal	Quarterly updates on progress
Implementation of CDP Action Programme – PBS responsibilities Inner East	Agreement of Action Programme with key stakeholders and delivery of key infrastructure interventions e.g. City Deal and Calton Barras Action Plan	Quarterly updates on progress
Implementation of CDP Action Programme – PBS responsibilities Town Centre Action Plans	Implementation of Action Programme with key stakeholders	Quarterly updates on progress
Development and Implementation of a Property and Land Strategy.	Bring forward a strategy and enabling plans to inform and direct how the council manages	Engage with stakeholders in the development of the

	its property and land asset to deliver the best outcome for its citizens.	Strategy, including committee approval. Develop and manage an Implementation Framework to track and govern the required actions.
Establish an online app to facilitate community and citizen access to property information.	Development of an accurate Community Assets Register.	Continue to refine and cleanse the property and land data held by the council.

A WELL GOVERNED CITY		
SERVICE PRIORITY	ACTION	MILESTONE 2019/20
Review of Encore and Hospitality Catering Provision.	External consultancy report commissioned.	Agree future operating model(s) and begin implementation
Review of Leadership and Organisational Structure and Capacity of Property and Land Services.	Assessment of skills and capacity requirement to align to delivery strategy.	Implementation of findings// recommendations
The selection and implementation of a Property Management System.	A single unified master property system enabling the harnessing of digital efficiencies, and supporting both data based decision making and greater transparency / involvement with communities around property ownership and decisions.	Evaluation of System requirements. Preparation of full business case. Identification of preferred solution. Development of implementation plan.
Rollout Target Operating Model for data and analysis	Continue to work with the new Corporate Strategic Innovation Technology (SIT) team to implement the appropriate Target Operating Model (TOM) across the Council family and City partners to introduce the "Design with Data" brand for re-designing services using data. This will include continuation of the delivery of the European funded data analytic projects in collaboration with partner cities across North West Europe. This will focus on Open data for a	Target Operating Model adopted across Council and partners.

	<p>smarter City as a key element of the digital strategy. Phase 2 ERDF data analytics programme will also commence and will be progressed over the next 3 years.</p>	
<p>Develop a strategy for the Centre of Civic Innovation.</p>	<p>Develop a strategy (with supporting business case) for the Centre Of Civic Innovation to develop a "living lab" working in partnership with key sector partners across the City and beyond.</p> <p>Involve citizens in the co-design of solutions to City Challenges in conjunction with SMEs. This will use a design-led approach to problem solving evidenced by data for informed decision making, targeting resources to need.</p>	<p>Centre of Civic Innovation Strategy developed.</p> <p>Establishment of Living Lab.</p>
<p>Exploration of Funding Opportunities.</p>	<p>All funding opportunities will be explored including sponsorship, to scale-up the "Design with Data" brand incorporating the Centre of Excellence for Data Analytics and Visualisation. A range of priorities and activities will be delivered across a number of strategies; Digital Strategy, Innovation Strategy, Business Intelligence Strategy and Strategy for the Centre of Civic Innovation.</p>	<p>Identification of funding opportunities for building capacity and capabilities.</p>
<p>Develop a programme of staff development and engagement activities to support priorities of succession planning and culture to support change management.</p>	<p>Develop a programme of activities within the "Engage for Success" staff engagement and development banner in conjunction with the Corporate Services colleagues. The programme will address key priority of succession planning issues and culture and will be supported by the Organisational Development Board.</p>	<p>Programme of staff development activities implemented.</p> <p>Plans established for succession planning across the service.</p>
<p>Develop and implement a number of Innovative Services.</p>	<p>Develop and implement a number of Innovative Services that could be implemented</p>	<p>Development and implementation of 2 Innovative services.</p>

	<p>across the organisation. These will make better use of data in a shred and joined up manner to introduce tangible efficiencies in working practices across the organisation and beyond.</p>	
<p>Delivery of Glasgow's involvement in the Census Rehearsal – October 2019.</p>	<p>Lead Glasgow's involvement in the Council Census Rehearsal in October 2019 in preparation for the Census in March 2021. Various workstreams will be co-ordinated including Public Assistance (Support Hubs/Digital Exclusion), Community Engagement, Communications & Channels, Data uses – case studies, Field force recruitment, enumeration, address information and evaluation.</p>	<p>Delivery of Census rehearsal - October 2019</p>
<p>Master property system- Implementation of corporate solution</p>	<p>Finalise business case, sourcing of funding and implementation of a number of phases of the project as per agreed timescales. The full rollout of the system is expected to be complete by December 2020.</p>	<p>Project implemented to stage 7 as per project timeline.</p>

APPENDIX 4: PAST PERFORMANCE 2018/19

2018/19	Strategic Plan Priorities		Service Priorities	
	Number	Percentage (%)	Number	Percentage (%)
Green	23	79%	19	56%
Amber	4	14%	12	35%
Red	0	0%	1	3%
Completed	2	7%	2	6%
Total	29	100%	34	100%

STRATEGIC PLAN PRIORITIES

Please note that this section contains hyperlinks which will provide more detailed information on priorities.

A THRIVING ECONOMY		
STRATEGIC PRIORITY	2018/19 UPDATE	RAG
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	<p>Discussions were held with elected members and officers regarding the role and remit of Glasgow Partnership for Economic Growth (CPEG). Terms of Reference have been agreed. A hubs approach has been adopted to support CPEG with a focus on skills and employment, inward investment and business growth. The hubs have met twice this year and have provided input and comment on the Glasgow Investment Strategy and proposed changes to GCC business support. Senior Officers have also been nominated to engage with and support the hub approach.</p> <p>A number of Economic Strategy early actions have been completed including the approval and launch of the Social Enterprise Strategy, partnership working to secure Barclays to locate in Glasgow and mainstreaming of the Glasgow Award for Fair Work into the Glasgow Chamber of Commerce annual awards.</p>	Green
2. Deliver the Glasgow City Region City Deal , supported by the Glasgow City Regional Economic Strategy 2017- 2035 and its Action Plan .	<p>Work was carried out with Transport Scotland to develop a work plan which would assist in closing out the Jacobs Audit finding. A Work Plan was presented to Glasgow City Region City Deal Cabinet in June 2018 for approval. The audit has now been closed out and remaining issues will be taken into consideration within the revised Outline Business Case.</p> <p>Following discussion at the Airport Access Project Executive Steering Group, it was agreed that a revised Outline Business Case should be developed with a focus on Personal Rapid Transport. This is scheduled to be presented to the Board in Autumn 2019.</p>	Amber
3. Ensure the outcomes of these	The Glasgow Economic Strategy made a commitment to poverty proof all economic development policies and	Green

<p>strategies and the City Deal benefit the city and the people of Glasgow.</p>	<p>initiatives to ensure benefits of growth positively impact on poverty and inequality. A paper was presented to committee in March 2019 outlining the progress made with the Glasgow City Inclusive Growth Diagnostic. This provides a means for analysing the interaction between the city's economic growth and inclusion challenges.</p> <p>Key areas of the city are continuing to benefit from regeneration activity. This includes works at Canal and North Gateway, Central Govan public realm, Barras and Meat Market and Sauchiehall Street Avenues project. The North Glasgow Integrated Water Management System, Camlachie Burn works and Cardowan Surface Water Management Plan have also progressed throughout the year.</p> <p>The In Work Progression Programme concluded on 31st December 2018. During the programme 20 care sector employers were engaged with and 125 free support and interventions provided to care sector employers. 573 care sector staff were engaged with which developed their skills and earning potential. Details were presented in the Programme Status Report which was presented to the Glasgow City Region City Deal Cabinet on 12th February 2019.</p> <p>The Working Matters programme completed on 31st March 2019 and has engaged with 3,388 clients and supported 456 of those into work. The programme is scheduled to conclude on 31st March 2019, however, based on performance to date the project is on target to achieve the job outcome target.</p>	<p>Green</p>
<p>4. Maximise what the Council can do through its community benefits clauses to secure jobs and training opportunities for Glaswegians and small businesses and look at ways that these clauses can be strengthened.</p>	<p>The Annual Procurement Report was approved at the General Purposes City Policy Committee in May 2018.</p>	<p>Green</p>
<p>5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the Council does across Glasgow.</p>	<p>As of 31/3/19 380 employers were signed up to the Glasgow Living Wage. All Glasgow Living Wage employers were contacted and encouraged to sign up and confirm they are paying the annual increased rate. Reminders were also issued.</p> <p>The Glasgow Award for Fair Work was developed and has been mainstreamed into the Glasgow Chamber of Commerce Business Awards. Two awards were sponsored one for businesses with between 1 and 50</p>	<p>Green</p>

	<p>employees and the other for businesses with over 51 employees.</p> <p>See Performance Indicators section for performance trend over the previous 3 years.</p>	
<p>6. Support small businesses and encourage business diversity in local high streets across the City, and continue to support Business Improvement Districts.</p>	<p>Support has continued to Business Improvement Districts (BID) in Shawlands and Great Western Road.</p> <p>The Shawlands BID has made good progress, a grant for a range of activities including Christmas events was approved.</p> <p>The Great Western Road BID made slower progress than planned due to the need to appoint a new Project Manager. However, work is underway towards a ballot and a meeting was held with stakeholders to shape the timeline of pre ballot activities.</p> <p>The Sauchiehall Street BID continues to play an active role in the regeneration of the street following two significant fires in 2018. The BID is represented on the Sauchiehall Street Task Force Business sub group and is leading plans to reactivate the street.</p> <p>Since the introduction of the BID support programme in 2016 a number of changes have taken place. The way in which different parts of the city are supported was reviewed and a paper is scheduled to be presented to committee during 2019/20.</p>	<p>Green</p>
<p>7. Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.</p>	<p>Following the development of a business case by Citizens Basic Income Model Steering Group and an application to the Scottish Government for funding to support research, modelling and public consultation this priority is complete.</p>	<p>Complete</p>
<p>8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.</p>	<p>Invest Glasgow and Scottish Development International (SDI) have been continuing to work jointly to secure new hotel investment in the city. 5 new hotels opened in the city, adding almost 1,000 additional rooms. These included The Radisson RED, Ibis Style Glasgow Centre West, Motel One, The Anchor Line and Moxy Collegelands. The Silk Property site at 236-246 Clyde Street has now been confirmed as a 290 bed hotel for Accor's new brand 'Tribe'. This will be a first for Europe with Glasgow being home to the new brand in summer 2019.</p> <p>Invest Glasgow has also been working in partnership with Glasgow Life and SDI to procure the Glasgow Hotel Study which aims to identify the need for a full service upscale luxury chain conference hotel. The outcome of the research has been used to inform the Glasgow Investment Strategy. The Hotel Prospectus has also been updated. This was used to promote the city at the real estate event</p>	<p>Green</p>

	<p>MIPIM, which generated additional interest from hotel brands.</p> <p>Support has also continued to the Glasgow Events Working Group. This includes the development of the Glasgow Event Strategy and ensuring appropriate links with the Glasgow Economic Strategy.</p>	
<p>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.</p>	<p>A Digital Glasgow Strategy was developed and presented to the Digital Board and the City Administration Committee in November 2018 for approval. The Strategy was launched at the State of the City Economy conference in December 2018.</p> <p>A workshop was held in February 2019 to develop a workstream programme and workstream leaders have been developing action plans in the areas of Digital Inclusion and Participation; Digital Business; Digital Connectivity and Digital Skills. These will specify the work required, timescale and lead organisation to ensure that the Digital Strategy's key actions and the Strategic Plan's actions are met.</p>	Green
<p>10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.</p>	<p>The Scottish Government's commitment to the Reaching 100% programme, means that every home and business in Scotland will have access to superfast broadband by the end of 2021.</p> <p>Figures at December 2018 show that the average adoption rate in Glasgow of Digital Scotland Superfast Broadband (DSSB) is 46.69% compared to 51.72% in the Rest of Scotland intervention area. The city's rate may be lower than the rest of Scotland due to existing take up of commercial broadband, which reduced the need for DSSB.</p>	Amber
<p>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.</p>	<p>A report was presented to committee in June 2018 outlining Invest Glasgow's investment activity and impact in 2017/18. This included appendix on Fast facts, a breakdown of FDI into Glasgow and Property and Infrastructure Investment.</p> <p>A Glasgow Investment Strategy has been developed and will be presented to committee in 2019/20.</p> <p>Invest Glasgow and the Lord Provost Office attended UK-China Regional partner's day in Liverpool to learn from the experience of other cities about developing links with cities in China. Following on from this, Glasgow received an invitation to participate in the 4th UK-China Leaders' Summit in Dalian in October 2018. The Glasgow delegation included the Universities of Glasgow and Strathclyde, the Glasgow School of Art and the Chamber of Commerce. Follow up discussions have been held with the Scottish Government, SDI, Chamber of Commerce and the council on how to build on the event. The Scottish Government will be making a bid early 2019 to bring the</p>	Green

	<p>Summit to Scotland later in the year where Glasgow could be host or joint host city.</p> <p>A trade and investment mission to Berlin was also attended as part of the EC 2018 International and Prosperous Legacy work.</p> <p>Partnership working between the council, Scottish Enterprise, Scottish Development International and private developers has secured the largest inward investment deal ever in Scotland and will bring Barclays to Buchanan Wharf, creating up to 2500 jobs.</p> <p>Glasgow also participated in Expo Real in October 2018 with a dedicated stand to promote investment opportunities to a mainly German market. The city also had representation on 2 discussion panels with a waterfront theme.</p> <p>Invest Glasgow managed the organisation of Glasgow's participation at MIPIM in March 2019, This was the first year of a Team Scotland approach in which Glasgow was a senior partner and shared space within the Scotland pavilion. This included participation in a programme in the <i>Scotland is Now</i> pavilion and hosting fringe events in a venue adjacent to the pavilion. Glasgow will participate in a structured debrief with the Scottish Government and Scottish Enterprise and provide constructive feedback for taking the Scotland Pavilion/Team Scotland approach forward in 2020.</p> <p>Invest Glasgow has prepared a new pitch book to showcase investment ready projects to UK and international investors.</p> <p>The Service also led on the development of an Exporting Strategy for Glasgow.</p>	Green
<p>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.</p>	<p>Following an extensive pitch process in which over 30 cities and regions across the UK were involved, Glasgow was assessed as being able to deliver against the vision and objectives set out for the new Channel 4 creative hubs. Channel 4 have confirmed one of these hubs will be located in Glasgow.</p> <p>Channel 4 has entered into advanced negotiations with The Garment Factory in the Merchant City to lease space for the new creative hub. It is scheduled that Channel 4 will take up the space from late 2019 onwards.</p> <p>Marketing of the city as a location for film, TV and commercial productions continued throughout the year. During 2018 £19.1m was attracted to the city as a result of filming which represents an increase of 26% since 2017. Since the creation of the Glasgow Film Office in 1997 over</p>	

	£320m has been generated as a result of filming in the city. A report was presented to committee in October 2018 outlining the ongoing work of Glasgow Film Office.	
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A VIBRANT CITY		
STRATEGIC PRIORITY	2018/19 UPDATE	RAG
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and Waterfront.	<p>Work has been continuing on a draft Built Heritage Plan which will outline the challenges, opportunities and actions which will be taken to protect and safeguard the city's heritage estate. The plan is scheduled to be presented to committee in June 2019.</p> <p>Development of a heritage strategy for the Waterfront, to inform City Deal infrastructure investment in a number of Quay Walls and walkways on Clyde Waterfront, is underway. This included input to briefs for a Quay Wall Strategy for public realm and a potential heritage trail. A report and list of expression of interest was presented to committee in September 2018 outlining interest expressed in accessing funding for works to quay walls. A detailed analysis of the proposals for funding will be reported back to committee.</p> <p>The River Clyde 2050 Strategic Development Framework and Govan and Partick Strategic Development Framework were issued for consultation between December 2018 and February 2019. Both frameworks have a focus on the regeneration of the River Clyde and support the aspirations of the City Development Plan.</p> <p>The High Street Area Strategy 2019 - 2023 has identified Heritage as a main workstream and a number of actions have been identified to progress this. A report was presented to committee to update councillors and seek final approval of the strategy and action plan.</p>	Green
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.	<p>£340,100 funding has been received from the Heritage Lottery Fund (HLF) – The Great Place Scheme for the Glasgow Canal Heritage Project. The project will be delivered over 2 years and has been developed in partnership with local organisations. The HLF approved project work plan includes actions that support a partnership approach to unlock the potential of the area to create a vibrant neighbourhood for people to live, work and visit. Outputs include the production of a cultural heritage arts strategy, refreshed Canal Action Plan 2021 -2026, a Business Plan for the Glasgow Canal Co-operative and a Strategic Development Framework for North Glasgow.</p> <p>One of the core and early activities of the project is the preparation of a Cultural Heritage Arts Strategy. This strategy will be coordinated by Scottish Canals. A report was presented to the City Administration Committee in</p>	Green

	<p>November 2018 to provide an overview of the project and secure approval to release funding to Scottish Canals for partnership activity.</p> <p>North Glasgow Integrated Water Management System (NGIWMS) has started on site and will allow for land release for the development on new homes.</p>	
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A SUSTAINABLE AND LOW CARBON CITY		
STRATEGIC PRIORITY	2018/19 UPDATE	RAG
<p>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.</p>	<p>Support and engagement with Network Rail / Scotrail / Transport Scotland on the on-going redevelopment of Queen Street station has continued.</p> <p>A contract has been agreed and works are starting on the delivery of a new railway station with 'park & ride' facilities at Robroyston with the help of Council / SPT / developer funding. This will progress the construction of 1.600 new homes in the area.</p> <p>Proposals to upgrade High Street station to provide an enhanced gateway to the east of the City Centre and adjacent redevelopment areas are being developed with City Deal funding.</p> <p>Engagement has been undertaken with Network Rail to repurpose 11 disused arches at Cleland Street. This will provide 3 units for community uses and 7 units for commercial use (let by Network Rail) with the remaining arch opened up to create an enhanced pedestrian / cycle link to the new Gorbals Health Centre. These units will build upon the existing occupied arches at St Luke's Place and Cumberland Street, but will be of an enhanced standard. They will serve the Laurieston regeneration area (where 600+ new homes are being delivered) and enhance linkages between the established communities in Laurieston and the Gorbals.</p>	Green
<p>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.</p>	<p>The Affordable Warmth Scheme is mainly funded through the Home Energy Efficiency Programme Scotland (HEEPS: ABS). This delivers an area based approach to insulation measures including external wall insulation. The 2017/18 programme required projects to be completed by August 2018. This was achieved and funding drawn down in line with Scottish Government guidelines. £4.38m HEEPS: ABS funding was secured and additional contributions from social landlords, owner occupiers and ECO funding increased the programme value to £6.07m. This funded 9 projects and delivered energy efficiency measures to 632 properties, 598 private sector and 34 social housing properties. Projects were located at Haghill, Cadder, Lethamhill, Scotstoun, London Road, Yoker, Eastwood and Barmulloch. A report was presented to</p>	

	<p>committee in January 2019 outlining progress on the 2017/18 programme.</p> <p>The HEEPS: ABS 2018/19 programme is underway. £4.62m HEEPS: ABS funding was secured with additional contributions taking the 2018/19 fund to £8.06m. 13 projects will be delivered during 2018/19 citywide. A report was presented to committee in August 2018 outlining the full programme.</p> <p>The Scottish Government launched the Energy Efficiency Scotland (EES) Programme route map in May 2018. This is a 20 year plan which aims to make Scotland's existing buildings near zero carbon where feasible by 2050. This will be done by improving energy efficiency in buildings and decarbonising their heat supply. This is the first year of the EES Transition programme and the council has been awarded £74,500 to pilot an Able to Pay scheme in a defined area in the city. Work has been carried out with legal services to agree a delivery route for the scheme.</p> <p>The GHEAT service has been progressed and will deliver a bespoke energy advice service for the HEEPS projects. A sole supplier agreement is in place to ensure all participants in the HEEPS scheme can access advice services by March 2019.</p> <p>A response was also prepared for the Call of Evidence for the Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and the council was invited to provide oral evidence to the Scottish Government in November 2018.</p>	Green
<p>70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.</p>	<p>Preparation for the statutory review of the Clyde and Loch Lomond Local Plan District Local Flood Risk Management Plan including chairing of the working group was carried out.</p> <p>The Clyde and Loch Lomond Local Plan District Joint Committee Annual Report was presented to committee in August 2018.</p> <p>Implementation of the Metropolitan Glasgow Strategic Drainage Partnership City Deal programme continued. This included progressing construction work for the Camlachie Burn and North Glasgow Integrated Water Management System. A report was presented to committee in May 2018 for approval to award the Cardowan Surface Water Management Plan construction contract which is now progressing. Design developments on other Surface Water Management Plans interventions have also been progressed and work has continued on the White Cart Water Flood Prevention Scheme.</p>	Green

RESILIENT AND EMPOWERED NEIGHBOURHOODS		
STRATEGIC PRIORITY	2018/19 UPDATE	RAG
74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.	<p>The Planning Performance Framework was submitted to the Scottish Government on target before 31st July 2018. Preparation of the next Planning Performance Framework has started including identification of case studies to demonstrate enhanced engagement with local communities. This will be submitted to the Scottish Government by the end of July 2019.</p> <p>A customised version of the Planning Performance Framework was prepared for discussion and use with community councils and amenity groups to achieve customer feedback. A stakeholder community council event was also held in The Lighthouse in March 2019.</p>	Green
76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.	<p>A report was submitted to committee for approval of the City Development Plan Supplementary Guidance SG1 Placemaking Part 1 and Part 2, including a table of comments, prior to submission to the Scottish Government for post consultation scrutiny.</p> <p>An internal training event on Place Standards was also carried out and attendance at Place Standards Alliance meetings continued.</p> <p>Work is underway with Neighbourhoods and Sustainability on Sustrans investment to deliver three projects, one of which focuses on improving the attractiveness, accessibility and liveability of neighbourhoods.</p>	Green
77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action.	<p>Work continued on the Park Conservation Appraisal, public comments were received and collated and a report was presented to committee which included comments received.</p> <p>Reviews of the Newlands Conservation Area and Dumbreck Conservation Area were completed for consultation and prepared to draft stage. The St Vincent Crescent Conservation Area Appraisal has also been drafted.</p>	Amber
78. Deliver a programme of investment in new or refurbished community facilities.	<p>Engagement with stakeholders was undertaken to inform a new Community Asset Strategy, this included workshops with elected members in May 2018. The Community Asset Strategy has been drafted, shared with internal stakeholders and is scheduled to be presented to committee in June 2019.</p> <p>Models for Community Asset Transfers were developed and potential funding priorities for Community Asset Fund spend were identified. A report was presented to committee in November 2018 outlining progress on asset transfer requests. A full list of asset transfer requests is</p>	Green

	<p>maintained on the council website and can be accessed here.</p>	
<p>79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.</p>	<p>A Social Enterprise Strategy 2018 - 2028 for Glasgow was presented to City Administration Committee in June 2018 and launched at the Civic Reception for Social Enterprise World Forum in September 2018. A councillors briefing also took place in September 2018. A Social Enterprise Board has been established and applications for candidates seeking election as industry representatives were issued and 4 people selected.</p> <p>The first 3 meetings of the Social Enterprise Board have been held which focused on short, medium and long term actions. A development day was held in January 2019 to identify the first 3 years of activity to progress delivery of an Action Plan. This was further developed by the Board and has been agreed. Identification of members for the four working groups is underway.</p> <p>Support has also continued to the co-operative sector through the Co-operative Development Unit and financial support has been given from the Glasgow Co-operative and Enterprise Fund.</p> <p>Work has begun on the development of the Space for Growth Hubs programme.</p>	Green
<p>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.</p>	<p>A report was presented to committee in August 2018 on Glasgow's Housing Strategy Monitoring Report Year 1 which outlined the progress made in delivering the Housing Strategy.</p> <p>Attendance has been ongoing at the Glasgow and Clyde Valley Housing Market Partnership Core Group and preparatory work is underway on Housing Needs and Demand 3. Guidance on this has been issued and a timeline for the process has been agreed with other Local Authorities in the Clydeplan area. A contribution is also being made to the Regional Housing Delivery Plan.</p> <p>A Private Rented Sector Hub team has been established and is now operational and mid market rent research is also underway.</p> <p>A report was presented to committee in November 2018 on Glasgow's Strategic Housing Investment Plan 2019/20 to 2023/24. This sets out the priorities for investment in housing in Glasgow over the 5 year period.</p> <p>An update report was also presented to committee on the progress made by Transforming Communities: Glasgow in the delivery of 8 transformational regeneration areas.</p>	Green
<p>81. Supporting registered social landlords and the</p>	<p>A report was presented to committee in August 2018 on Glasgow's Affordable Housing Supply Programme Performance Review 2017/18. £71.474m was spent in</p>	

<p>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, bringing empty homes back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the Council wants to encourage.</p>	<p>2017/18 bringing the total amount of grant funding over the last 15 years to £1.030bn. 1125 new and improved housing units were approved, construction of 1542 homes began on site and 1376 homes were completed during 2017/18. £2.768m funding was allocated for adaptations to Housing Association properties enabling 1025 households that have a family member with a disability to remain in their existing home.</p> <p>A report on the Affordable Housing Supply Programme 2018/19 was presented to committee in August 2018 and work has started on the performance review report for 2018/19. In 2018/19 £94.066m was spent on affordable housing resulting in the budget being fully spent. 882 housing units were completed against a target of 875, 1213 tenders were approved and 1142 site starts were made. £2.91m was awarded for adaptations which enabled 1033 families with a disabled member to remain within the family home. 60 wheelchair accessible and 20 larger family homes were also completed during 2018/19.</p> <p>The total level of vacant and derelict land in 2017 was 1,069, a reduction of 42 hectares on the previous year, this further reduced to 1,005 hectares in 2018. A report was presented to committee in August 2018 which provided an update on vacant and derelict land issues affecting Glasgow. This also provided information on proposed projects for the vacant and derelict land fund programme 2018/19.</p> <p>A report was presented to committee in August 2018 outlining progress on the self-build pilot scheme at Bantaskin Street in the Maryhill Transformational Regeneration Area. A report was presented to the Contracts and Property Committee in June 2018 to seek approval of the off market disposal of the 6 plots.</p> <p>Work was carried out on the development of an Empty Homes Strategy. This is scheduled to be presented to committee by Summer 2019.</p> <p>Market research was used to inform a City Centre Living Strategy which will also be presented to committee in Summer 2019.</p>	<p>Green</p>
<p>82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning</p>	<p>The City development Plan has identified 5 Strategic Development frameworks across the city – City Centre, Glasgow North, Govan / Partick, Greater Easterhouse, Inner East and River Clyde corridor and 3 Local Development Frameworks – South Central, Drumchapel and Pollok. Work is underway on all 6 of the strategic development frameworks which will be delivered in phases. Consultation draft versions of the River Clyde Strategic Development Framework and Govan and Partick Strategic Development Framework have been finalised and were issued for consultation.</p>	<p>Amber</p>

<p>and licensing decisions at a local level</p>	<p>A paper was presented to committee in March 2019 outlining the publication of the Glasgow Planning Charter which provides a clear basis for community involvement in the Planning system. This will enable communities to effectively engage in the planning process which will affect and shape their local community. The charter will also assist and encourage developers to undertake meaningful community engagement.</p> <p>Progression of the Planning Bill has been ongoing to ensure alignment of the new City Development Plan (CDP) with the emerging statutory context. Initial engagement with key elected members was undertaken at a DRS workshop and a more focused CDP workshop was requested. A Main Issues Report briefing has been carried out and early engagement undertaken with community councils for an approach to input. A Call for Sites submissions and key agency meetings are ongoing to scope emerging plan priorities and key actions.</p>	
<p>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. We will work with partners to develop proposals for the appointment of a City Architect.</p>	<p>A workshop, with elected members, was facilitated by Architecture and Design Scotland to discuss the role and remit of a City Architect in June 2018. Following further extensive discussion with senior elected members, senior officers from DRS and the Chief Executives, the city appointed its first City Urbanist in January 2019.</p> <p>The remit of the City Urbanist will include working with elected members, officers, the design community and city partners to enhance Glasgow's approach to place-making and connectivity.</p>	<p>Complete</p>
<p>84. Extend our approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector, and take action against rogue landlord.</p>	<p>EEA has been extended to 18 blocks in Govanhill. The council has been instrumental in getting the Scottish Government to introduce legislation which would give local authorities discretionary powers to request further documentation from landlords to enhance property condition.</p> <p>A 12 month evaluation of the second EEA has been carried out and submitted to the Scottish Government. This is showing a major improvement with over 62% of properties now meeting the required property standards on 1st inspection, the number of environmental/asb complaints have reduced significantly, no new cases of overcrowding have been reported and more properties are factored.</p> <p>A consultation exercise was undertaken and the Scottish Government has indicated that local authorities will be given powers to request further documentation from July</p>	<p>Green</p>

	2019. Secondary legislation is required and a further round of consultation will be held with local authorities.	
85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.	<p>A Repair and Maintenance Strategy has been developed which will be rolled out to Registered Social Landlords where a partnership agreement is in place.</p> <p>A pilot condition survey was undertaken on 50 tenements in the Ibrox / Cessnock area, condition reports have been received and are being costed. This was evaluated and the condition survey rolled out to 450 properties. This is being supplemented with information provided by Registered Social landlords on the condition of their own stock.</p> <p>An interim report was presented to committee in November 2018 which provided information on the issues affecting pre 1919 tenement stock. It also included information on the work which will be undertaken over the next 12 months to determine the condition of stock. This includes the development of a comprehensive database on tenement stock, the formation of a short life working group to determine the extent of disrepair and a comprehensive stock survey affecting approximately 500 properties. The initial focus will be on Ibrox / Cessnock and East Pollokshields areas.</p>	Green
90. Consider the potential options coming from the on-going study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.	<p>A paper was presented to committee in April 2018 on the conditions associated with application to the housing minister for the designation of a rent pressure zone.</p> <p>Work was undertaken with other local authorities and the Scottish Government to scope out the requirements for Rent Pressure Zone designation and will inform the approach.</p> <p>The latest Citylets data for new lets is being analysed and research in this area is being reviewed which will assist in informing the approach.</p>	Green

SERVICE PRIORITIES

A THRIVING ECONOMY		
SERVICE PRIORITY	2018/19 UPDATE	RAG
Innovation Districts	<p>A Board has been formed and a sub group structure is in place for the City Innovation District. The district, the first in Scotland, was launched at the University of Strathclyde in February 2019. The post of Project Director at the Glasgow City Innovation District has been appointed and due to take post in May 2019.</p> <p>A Memorandum of Understanding is in place with Glasgow University for the West End and Waterfront Innovation District. Work was undertaken on re branding of the district. Support was also provided to Glasgow University on two applications for Strength in Places Fund which is a competitive funding scheme that takes a place based approach to research and innovative funding. The bids were for the Clyde Waterfront Innovation Campus and the Living Lab at QEUH, both of which will play significant roles in the innovation district. Full applications will be submitted by Autumn 2019.</p> <p>GIS mapping is also underway for both districts and Invest Glasgow have prepared an Innovation Districts Prospectus for Investment to support this priority.</p>	Amber
The Lighthouse	A review of The Lighthouse has been carried out to establish the strategic fit with the council. Background research has been carried out and an options report has been prepared.	Green
Tontine	<p>A Business Plan has been progressed with a focus on incorporating the Centre for Civic Innovation into the overall strategy of the hub and covers business priorities up to the conclusion of City Deal funding. The offer has grown beyond physical space by the further development of available business support.</p> <p>Occupancy has improved since the start of the year with occupancy at 68%. An opportunity has arisen for a short-term membership for Scottish Enterprise and there continues to be discussions with City Innovation District partners around how the space can be utilised going forward. A number of business and social events have been held with an attractive programme of engagement planned for the new year. Annual City Deal metrics will be reported in May 2019.</p>	Green
ERDF Phase 2	<p>Application papers for the extension to Phase 1 and proposals for the development of Phase 2 were submitted to the Scottish Government in Q1 2018/19.</p> <p>Discussions were carried out with Corporate Procurement around the process for Phase 2. A Procurement Officer</p>	Amber

	has been allocated to the project and meetings are underway to progress Phase 2.	
ESF Employability Phase 2	<p>Application papers for the extension to Phase 1 were prepared and an internal evaluation was carried out. Extension papers were submitted to the Scottish Government in September 2018 and approved in October 2018. Current contracts and agreements were extended for 6 month or 1 year depending on performance.</p> <p>Work started on the development plan working groups to inform phase 2 including mapping, case studies, payment model and quality standards. Consultation meetings and a strategy review were also carried out and a phase 2 proposal report was drafted. Procurement preparations have started in anticipation of working with the Corporate Procurement Unit from April 2019 onwards.</p>	Green
Glasgow Guarantee Evaluation	<p>The Glasgow Guarantee procurement brief was drafted and the evaluation started in August 2018. The first draft of the evaluation report on the Glasgow Guarantee was received in November 2018. Following discussion and review to ensure full compliance with the brief, a final evaluation report was presented to the Economic Development Management Team in Q4. This outlined recommendations for the future programme.</p> <p>The Glasgow Guarantee Jobs Fair was held in March 2019 with approximately 1,000 candidates and 50 employers attending.</p>	Red
City Deal Working Matters and In-Work Progression pilots	<p>Approval was received to extend the In Work Progression (IWP) pilot to the end of December 2018 to ensure that participating businesses receive the level of support necessary to implement their action plans. A range of support was provided including financial inclusion support for employees, business consultancy and employee training.</p> <p>An interim evaluation report on IWP was presented to the Glasgow Executive Group and Regional Chief Executives. A final evaluation report is almost complete and a recognition event was held at the end of March to mark the end of the pilot.</p>	Green
Regional Employability Offer	<p>A Steering Group was established to review the Regional Skills Investment Plan and consultation events were arranged during October and November 2018. The draft plan was approved by the Commission for Economic Growth, Regional Cabinet and Regional Partnership in November, December and February respectively. The Executive summary and implementation plan was recommended to the Regional Cabinet in April 2019.</p> <p>A review of the City Deal Youth Gateway Programme was carried out and outline proposals for a City Region Youth Guarantee were approved by the Commission for Economic Growth.</p>	Green

	<p>Funding proposals were developed for skills investment, specialist employment programmes and a Regional Employment offer.</p> <p>Discussions were undertaken and a workshop held with the Enterprise and Tourism portfolio on shared actions and integration of skills.</p>	
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A VIBRANT CITY		
SERVICE PRIORITY	2018/19 UPDATE	RAG
Heritage Best Value Review	<p>An exercise was carried out to scope existing support for built heritage in the city. A brief was developed for consultants to carry out a best value appraisal and options prepared for continuing support within the context of budget pressures. This was passed to procurement and approval was given to appoint consultants. Consultants have been appointed to undertake the review and a report will be presented to committee in Autumn 2019.</p> <p>A Heritage Plan will be presented to committee in Summer 2019. This will be used to inform the actions being brought forward under the Heritage Asset Plan.</p>	Amber
Pollok Country Park – transformation project initiated by Corporate Management Team	<p>Ongoing support has been provided for the wider workstreams of the project including fit with wider placemaking and City Development Plan objectives.</p> <p>Agreement was reached on the development of a community engagement strategy on Pollok’s place based role. Preparation was carried out for a Place Standard workshop and further knowledge of what customers want from the park was developed. Actions and opportunities in and surrounding the park and wider area have been mapped and the <i>Pollok Park as a Place</i> strategy document was delivered.</p>	Green
Antonine Wall World Heritage Site	<p>Glasgow chaired the Steering Group for 2018/19 and also participated in the policy and practice sub group to review existing supplementary guidance.</p> <p>Support was given to the development of the stage 2 Heritage Lottery Fund (HLF) bid including follow up requests for information. The HLF award was confirmed and a 3 year work programme has been identified and agreed with partners.</p> <p>A number of interpretation boards have been created for Lambhill Stables, Balmore Road and Dobbies Garden Centre. Final procurement arrangements are in place for a</p>	Amber

	<p>distance slab and development of a Roman themed playpark have been agreed. Work has been undertaken with Neighbourhoods and Sustainability to support delivery of the playpark.</p> <p>Preparation work is also underway for a revised management plan for the wall.</p>	
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A SUSTAINABLE AND LOW CARBON CITY		
SERVICE PRIORITY	2018/19 UPDATE	RAG
Transport	<p>Input to transport related planning consultations has continued throughout the year. Transport input has also been given to the Housing Investment programme</p> <p>Support has been given to the Robroyston Station client group including getting the contract issued for the station and supporting funding for the station and access road.</p>	Green
H2020 Connecting Nature	<p>Work was undertaken with European partners and Greenspace Scotland on finance and best practice on developing indicators for delivering the programme.</p> <p>Early actions for 3 main work packages have started with the first round of case studies identified for East Pollokshields and Pollok Park.</p> <p>The recruitment process for a GIS post as per the project agreements was started and an appointment made. The post of Senior Project Officer has been advertised and the recruitment process started.</p> <p>A presentation and case study was prepared and delivered at the World Health Organisation's International Healthy Cities Conference in Belfast.</p>	Amber

RESILIENT AND EMPOWERED NEIGHBOURHOODS		
SERVICE PRIORITY	2018/19 UPDATE	RAG
City Development Plan	<p>The main issues report is the first stage in producing a City Development Plan. To inform this, the design of the Call for Sites was made and closed on 25th January 2019.</p> <p>A strategic review of data, trend analysis and updating of the engagement database and protocols were also undertaken. Introductory meetings with key agencies and engagement with elected members has also begun.</p> <p>See also Strategic Priority 82 for further information on the City Development Plan.</p>	Green
Open Space Strategy	<p>A report was presented to committee in June 2018 outlining the emerging Open Space Strategy. The strategy</p>	

	<p>was published and consultation took place between October and December 2018. Representations were collated, responses prepared to submissions and consideration given to how these should impact on the draft Open Space Strategy. The impact of the Open Space Strategy on SG6 Supplementary Guidance Greenbelt and Green Network was also considered.</p>	Amber
Economic Areas Review	<p>Following consultation and review SG3 Supplementary Guidance Economic Development was presented to committee in November 2018. It was agreed that SG3 should be submitted to Scottish Ministers for their consideration and adopted if no significant modifications are proposed.</p> <p>The Call for Sites process of the City Development Plan is also being used to gather further information to assist with the review and responses will be review in 2019/20.</p>	Green
City Development Plan: Action Programme	<p>Awareness raising of the Action Plan among service divisions was undertaken and Planning and Building Services teams were engaged with to ensure alignment of activities with the Action Plan. A first draft of spatial mapping of the Action Plan was produced and further development was prioritised to support rollout as a corporate tool.</p> <p>Key agencies have been engaged in Action Plan revisions and multiple workshops undertaken to illustrate interactive mapping functionality.</p>	Green
Spatial Priorities: SDF	<p>Background analysis was undertaken to support the production of the River Clyde Strategic Development Framework. The framework was published for consultation between November 2018 and February 2019. Presentations were made to relevant area committees and consideration given to feedback and required amendments as a result of the consultation exercise.</p> <p>A report was presented to committee outlining progress to date in developing Strategic Development Frameworks. The City Centre, Glasgow North, Greater Easterhouse and Inner East Strategic Development Frameworks are scheduled for consultation throughout the year.</p>	Complete
Implementation of CDP Action Programme – PBS responsibilities	<p>Central Govan Action Plan and Govan Cross Townscape Heritage Initiative :</p> <p>The Water Row Masterplan, Appendices and Stakeholder consultation report was completed and published in 2019. A report was presented to committee in January 2019 for consideration. An Arts Strategy is underway and the public realm contract started on site in December 2018. The second phase of shopfront improvements also started with a design team appointed for the first 12 shopfront improvements. A report was also presented to committee in February 2019 outlining the award of a grant to Govan Housing Association to part fund a commercial property demand assessment which will inform the re development</p>	Green

	<p>of Water Row. A grant was also approved for Langlands Tenements.</p> <p>Canal Regeneration Project: Heritage Lottery Funding (HLF) was secured, a project team was established and 3 year work plan developed. Working partnerships have been developed with Canal organisations including the Canal Festival to progress year 1 activities. A Stalled Space canal grant fund has also been launched and awards were made in November 2018. A brief for a Canal Cultural Heritage and Arts Strategy was prepared and tenders received in November 2018. A report was presented to committee in November 2018 which provided an overview of HLF Great Place Glasgow Canal Heritage project.</p> <p>Town Centre Action Plans: Shawlands – Work was completed on Langside Hall square</p> <p>Calton / Barras – A funding application was made to Sustrans to bridge the deficit in phase 2 Barras public realm work at London Road and Gallowgate.</p> <p>Parkhead Townscape Heritage Initiative – Grant aided works to the B Listed building ‘Watson’ tenement began and works to Parkhead Public School and 1361 Duke Street was completed. Work to the Clydesdale Bank is almost complete and discussions were held on works to the School Sheds including a potential end user.</p> <p>Greater Easterhouse - A report was presented to committee in August 2018 on the Chance to Change Easterhouse charette which will inform the Easterhouse Strategic Development Framework.</p>	Green
Resourcing for regeneration delivery	<p>Additional resources and skill sets required across Planning and Building Services were identified as part of the Invest to Improve initiative. These were needed to deliver regeneration in the city, implement the City Development Plan and address findings of the Scottish Government’s Audit of Building Standards.</p> <p>Work was undertaken with Corporate HR to agree a recruitment plan and phase 1 and phase 2 were completed including approval for consequential backfills. Unsuccessful re advertising of some posts has resulted in revised remits and grades for these posts. Offers have now been made on all remaining posts.</p>	Green
Contributing to shaping of next National Planning Framework	<p>Monitoring of the Planning (Scotland) bill continued throughout the year and informal dialogue with the Scottish Government was undertaken.</p> <p>A brief was prepared on the future of the River Clyde and implications of national status. Early discussions have been held with Regional Planning Authority Partners</p>	Green

	regarding Clyde National status in National Planning Framework 4.	
Public Realm programme	<p>Public engagement on a pilot project at Finnieston started. An initial consultation exercise was undertaken and design options were progressed by the local community and other stakeholders. The feasibility of design improvements were tested and a draft proposal was put together which has been informally agreed with the community and financially tested against budget. Finalising the technical design is now underway.</p> <p>Initial discussion on Cadogan Street has been held with external stakeholders to co-ordinate their designs and interface with GCC works.</p>	Green
City Deal: Waterfront and West End Innovation Quarter	<p>The Govan Public Realm contract was awarded in April 2018 however the site start was delayed until December 2018 due to contractor capacity. This is scheduled for completion by May 2019.</p> <p>A Traffic Regulation Order was issued for the Active Travel North Project and design work was undertaken. This has been revised to include targeted lightning interventions to improve the quality of the route and address perceived safety concerns.</p> <p>Expressions of interest were invited for Quay wall funding which was evaluated and a report, Expressions of Interest and Evaluation Criteria and Map of the project area were presented to committee in November 2018. A further report is scheduled to be presented to committee providing an update on proposed quay wall works at Custom House Quay.</p> <p>A public realm consultation was held on Byers Road Public Realm proposals and a report was presented to committee in October 2018. A further report was presented to committee in April 2019 to secure committee approval for designs which have been revised in light of a motion passed at committee in October 2018. The motion requested Officers to consider prioritising segregated cycle infrastructure along the length of Byers Road while maintaining footways which will encourage active travel modes.</p> <p>A contractor was appointed to undertake ground investigation works for the Govan – Partick bridge which was completed. The concept design for the bridge has been released. Procurement is underway for ground investigation at Windmillcroft / Lancefield Quay which will start in April 2019.</p>	Amber
City Deal: Collegelands Calton Barras	Phase 1 of Barras Public Realm and a draft design for the Meatmarket infrastructure works were completed. Phase 2 Barras Public Realm and Meat Market remediation work are both currently out for tender.	

	<p>High Street station has now moved to a GRIP process which is the process Network Rail use to manage developments to enhance or renew the rail network. A revised Outline Business Case has been prepared and submitted for the project. Discussions are ongoing with Transport Scotland and Network Rail regarding potential delivery routes for development of High Street station.</p>	Amber
City Deal: Canal and North Gateway	<p>Work started on the remediation work at Dundashill and has been ongoing throughout the year. The works at North Canalbank Street was delayed due to insufficient tender returns and opportunities to secure additional funding for a larger programme of works. Design work started on the revised North Canalbank Street designs and discussion was held with Sustrans on grant funding for a larger scope of works. This is now being tendered and an application submitted to Sustrans for funding.</p> <p>An initial meeting was also held with Transport Scotland regarding works to Dobbies Loan and discussions held with the owners of a warehouse over possible land acquisition to unlock access to Sighthill.</p>	Green
Stalled Spaces Programme	<p>The Stalled Spaces programme has continued to deliver a range of projects which bring improvements and activities to derelict spaces and stalled sites across the city including woodland trails, natural play spaces, summers arts programmes and public events.</p> <p>Work was undertaken to develop briefs for area specific Stalled Spaces programmes for the Canal corridor as approved under the Heritage Lottery funded Great Place Glasgow Canal Heritage Programme. Monitoring of projects under the Barras Stalled Spaces programme also continued throughout the year.</p>	Amber
Performance Frameworks (Planning)	<p>Planning Performance Framework 2017-18 (PPF) was delivered to the Scottish Government within the target date of 31st July 2018. A report was presented to committee in November 2018 to consider the 5 year trend of improved performance by the planning service.</p> <p>Work was also carried out to ensure delivery and effective tracking of service improvements. Positive feedback was received from the Scottish Government in January 2019 on PPF 17 / 18.</p> <p>Case studies which give examples of good practice and reflect the delivery of a high-quality planning service over 2018-19 were identified for inclusion in PPF 18-19.</p> <p>The review of PPF reports was discussed with the Scottish Government through the Head of Planning Scotland and guidance notes have been received. A PPF best practice workshop has been arranged for April 2019.</p>	Green

Costing the Planning Service	The service participated in the Scottish Government's <i>Costing the Planning Service</i> exercise which provided an evidence base for planning costs across the country. The draft report was reviewed and comments returned to the Scottish Government. The final report containing data from all participating authorities was considered and final data submitted to Heads of Planning Scotland for consideration. Data received has been analysed and consideration of the implications and learning points for Glasgow have been identified.	Complete
Enforcement Charter	<p>Quarterly reporting of the service standards contained in service standards of the Enforcement Charter has continued.</p> <p>Performance has been reported on a quarterly basis as follows:</p> <p>Acknowledge complaints within 10 working days – Q1 : 93.9% / Q2 : 96.6% / Q3 : 94.5% / Q4 : 98%</p> <p>Preliminary site investigation within 25 working days from acknowledgement – Q1 : 98.8% / Q2 : 93.3% / Q3 : 93.3% / Q4 : 96%</p> <p>Visit high priority cases on same day / next day basis – Q1 : 100% / Q2 : 100% / Q3 : 100% / Q4 : 100%</p> <p>Provide a planning impact report within 2 months – Q1 : 93% / Q2 : 85% / Q3 : 77% / Q4 : 82%</p>	Green
Building Standards Verifier Status	<p>Monthly meetings were programmed with the Building Standards division of the Scottish Government to give updates on progress of the targeted areas of improvement. These meetings concluded in November 2018 with the subsequent issue of their audit 'close off report' in December 2018. The council has now been re-appointed as a verifier from 1st May 2019 for a 3 year period.</p> <p>Engagement meetings have been held with the Scottish Government to progress improvement actions and discuss the 2019/20 service improvement plan.</p>	Amber
Strategic Development Plan	<p>There has been ongoing liaison with Clydeplan during the transition to a Glasgow City Regional Partnership. Proposals in the Planning Bill to remove the requirement to prepare Strategic Development Plans (SDP) resulted in a pause in technical work for the next SDP until the shape of the Bill became clearer.</p> <p>Stage 2 of the committee process for the Planning Bill resulted in amendments which would retain SDPs. Technical work on a Housing Needs and Demand Assessment has re started and monitoring is continuing in other topic areas.</p>	Amber
Co-operative Childcare Pilots	The asset and infrastructure stream has progressed and discussions were held with legal services on the process	

	<p>for providers to submit proposals for taking operational control of three buildings. An application form has been agreed and a scoring system developed.</p> <p>Financial consultants began working with one provider in summer 2018 to test the process and roll out to the other providers. A draft report was completed for one provider which was used as a checkpoint to evaluate support. The report has now been completed and signed off.</p>	Amber
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A WELL GOVERNED CITY THAT LISTENS AND RESPONDS		
SERVICE PRIORITY	2018/19 UPDATE	RAG
Develop Target Operating Model for data and analysis	<p>Work was undertaken with the Digital Glasgow Board and Strategic Innovation Team in relation to the Digital Strategy and the Business Intelligence Strategy from a data perspective. There has also been ongoing dialogue with the Strategic Innovation Team, CGI and Officers from the Strategic Business Intelligence Forum regarding a Target Operating Model for Business Intelligence and Innovation across the Council family. The model was developed and issued for comment. Strategic Leads have been identified and are working together to further develop the model.</p> <p>A show and tell session – Design with Data: Making it Real – was held at the Tontine for internal and external stakeholders. The session showcased the range of demos that the Centre of Excellence for Data Analytics and Visualisation in partnership with the Strategic Business Intelligence Forum has developed.</p> <p>All outcomes for the European Funded Data Analytics projects are on track and notice was received that the application for Phase 2 ERDF funding to continue the Data Analytics work in collaboration with the other 7 Scottish Cities has been approved. ERDF Phase 1 ended on 31st March 2019 and all outcomes were delivered and on budget. The Be- Good EU data project is also on track with outcomes delivered including demonstration of the Include product as part of a Civtech demo day in February 2019.</p>	Green
Successful transfer back to council in September 2018	<p>The transfer is complete and a review of Encore Services commissioned.</p> <p>A review of current delivery models has started and future procurement arrangements progressing with CPO</p>	Green

PERFORMANCE INDICATORS

2018/19	Strategic Plan and Operational Indicators	
	Number	Percentage (%)
Green	5	50%
Amber	2	20%
Red	3	30%
Completed		
Total	10	100%

Green	Where performance is between 2.49% and target (or better)
Amber	Where performance is between 2.5% and 4.99%
Red	When performance is 5% or more out with the target

Indicator	Milestone/ Target 2018/19	Year End Actual 2016/17	Year End Actual 2017/18	Year End Actual 2018/19	RAG
Housing Development – Number of Affordable Housing Supply Programme units completed [Corporate Scorecard]	875	940	1376	882	GREEN
Number of employers signed up to Glasgow Living Wage [Corporate Scorecard]	1000 by 2023 (Glasgow Economic Strategy ambition)	498	431	380	AMBER
Average weeks to decision – a) Major developments b) Local developments (non Householder) c) Householder [Corporate Scorecard]	Continuous improvement as per Planning Performance Framework	a) 35.7 weeks b) 11.7 weeks c) 7.4 weeks	a) 22.7 weeks b) 11.8 weeks c) 7.6 weeks	a) 22.0 weeks b) 11.3 weeks c) 6.8 weeks	GREEN
Business survival rate in VAT and PAYE registered businesses (surviving 3 years or more) [Corporate Scorecard]	Secure improvement on the previous year	54.3% (2012-15)	56.9% (2013 -16)	54.9% (2014 -17)	GREEN
Glasgow Guarantee [Corporate Scorecard]	1000	943	787	562	RED

Indicator	Milestone/ Target 2018/19	Year End Actual 2016/17	Year End Actual 2017/18	Year End Actual 2018/19	RAG
Business Support [Corporate Scorecard]	500 new starts supported / 360 Early Stage Growth / 100 Growth Advisory Service support	Not previously reported	Not previously reported	377 new starts supported / 29 Early Stage Growth / 138 Growth Advisory Service support	AMBER
Income attracted to the city as a result of filming activity	£10,000,000	£16,351,757 [2016]	£15,129,550 [2017]	£19,110,140 [2018]	GREEN
Level of vacant and derelict land in the city	Reduce the level of vacant and derelict land from the previous year's level	1,110 Hectares	1,069 Hectares	1,005 Hectares	GREEN
Lost days per employee per annum	4.4 days	6.8 days	6.0 days	12.6 days	RED
Freedom of Information – % closed in SLA	95%	75%	70%	85%	RED

2 Policy and Resource Implications

Resource Implications:

Financial: Sets out the budgets for the service as formally agreed by Council as part of the annual budget process

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan:

- A Thriving Economy (Priority 1,2,3,5,6,8,9,10,11,12)
- A Vibrant City (Priority 19,20)

- A Sustainable and Low carbon City (Priority 60,62,70)
- Resilient and Empowered Neighbourhoods(Priority 74,76,77,78,79, 80,82,83,84,85,90)
- A Well Governed City that Listens and Responds

Equality and Socio-Economic Impacts:

Does the proposal support the Council’s Equality Outcomes 2017-22

Yes, a number of the activities support Equality Outcome 1 – Improve the economic outcomes for people with protected characteristics

What are the potential equality impacts as a result of this report?

Where individual options summarised in the ASPIR have service change implications they will require to carry out an EQIA.

Please highlight if the policy/proposal will help address socio economic disadvantage.

A number of activities detailed in this report are designed to support those most economically disadvantaged and to promote inclusive growth.

Sustainability Impacts:

Environmental:

Some activities will have a positive impact on the local and wider environment including green and blue space and biodiversity.

Social, including Article 19 opportunities:

Some activities will impact on job creation, employment opportunities and social empowerment.

Economic:

Some activities will impact on the local economy, business and inward investment.

Privacy and Data Protection impacts:

None

3 Recommendations

The committee is asked to consider and note Development and Regeneration services Annual Service Plan and Improvement Report.