

Item 1 (a)

24th October 2018



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Executive Director of Regeneration and the Economy

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Development and Regeneration Services – Council Strategic Plan Thematic

Overview and Operational Performance Report

Quarter 1 2018/19

Purpose of Report:

This report provides an update on progress achieved in delivering the Council Strategic Plan theme of 'A Thriving Economy', an update on the delivery of Service priorities and operational performance.

Recommendations:

Committee is asked to consider and note Development and Regeneration Service's performance at 2018/19 Quarter 1.

Ward No(s):

Citywide: ✓

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

1. Background and Purpose

- 1.1 This report outlines how Development and Regeneration Services (DRS) has performed in delivering against the priorities and indicators set out in the Annual Service Plan and Improvement Report (ASPIR). Priorities have been developed with reference to the Council's Strategic Plan 2017 to 2022 and also statutory duties and responsibilities, which shape the way in which priorities and services are delivered.
- 1.2 This report forms part of the Council's corporate approach to performance management, monitoring and reporting which requires Services to consider and report on their operational performance on a quarterly basis.
- 1.3 The purpose of this report is to provide :
 - An overview on progress made with our partners in delivering 'A Thriving Economy'
 - An overview on progress made in delivering other strategic priorities within the Council's Strategic Plan which DRS is leading on.
 - An overview on progress made in taking forward Service specific priorities as outlined in DRS's Annual Service Plan and Improvement Report.
 - An update on DRS's operational performance, including Benchmarking, Equalities and Audit activity.

2. Development and Regeneration Services

2.1 Service Vision and Outcomes

DRS's vision is to '*drive, direct and deliver economic growth, closing the inequality gap and tackling poverty*'. The Service aims to achieve a *high quality and healthy sustainable place* by delivering:

- A vibrant place with a growing economy
 - A thriving and sustainable place to live and work
 - A connected place to move around and do business
 - A green place
- 2.2 DRS has a number of statutory duties and these responsibilities shape the way in which the service is delivered. These statutory duties are contained within:
- Planning etc (Scotland) Act 2006
 - Housing (Scotland) Act 2001
 - Verifier role for Building Standards

- Flood Risk Management (Scotland) Act 2009
- Environmental Protection Act 1990 (Part IIA)
- Civic Government (Scotland) Act 1982
- Roads (Scotland) Act 1984
- Land Reform (Scotland) Act 2003
- Countryside (Scotland) Act 1967
- Local Government (Scotland) Act
- Equalities Act 2010
- Construction and (Design and Management) Regulations 2015
- Communities Empowerment (Scotland) Act

2.3 The Service has seven core areas of activity. These are Economic Development, Housing and Regeneration, Planning and Building Standards, Project Management and Design, City Deal, Service Development and Property and Land Services.

2.4 The coming year will see a significant change to the structure of DRS. Services delivered by Cordia have transferred to Glasgow City Council, almost 4,000 staff from Cordia's Facilities Management and Encore Catering transferred to DRS on 30th September 2018. As part of a series of improvements to how the corporate leadership team work together, Clyde Gateway, City Building, City Property and Jobs and Business Glasgow will attend the thematic lead's senior management team meetings. This is intended to further improve thematic working, communication, and co-ordinate service delivery.

2.5 The place based approach adopted by DRS to drive, direct and deliver economic growth, closing the inequality gap and tackling poverty requires Divisions within the services to work together and also with a range of external partners and stakeholders through a variety of partnership arrangements. Partnerships include:

- [Metropolitan Glasgow Strategic Drainage Partnership](#)
- [Glasgow and Clyde Valley Green Network](#)
- [Clydeplan](#)
- [Scottish Cities Alliance](#)
- [Core Cities](#)
- [Glasgow Canal Partnership](#)
- [West of Scotland Archaeology Service](#)
- [Glasgow Building Preservation Trust](#)
- [Glasgow City Heritage Trust](#)
- [Supplier Development Programme](#)
- [Transforming Communities Glasgow](#)

3. Strategic Plan Thriving Economy Priority

3.1 The Executive Director of Regeneration and the Economy is the Lead Officer for A Thriving Economy theme and is responsible for delivering the majority of the priorities. The theme aims to achieve inclusive growth within the city which creates jobs, tackles poverty and improves the health of our citizens.

3.2 Twelve specific priorities have been identified within the theme which will deliver the following outcomes:

- A resilient, growing and diverse city economy where businesses thrive
- The city and its citizens benefit from inclusive 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

3.3 The priorities are as follows:

Number	A Thriving Economy	Assigned to
1	Deliver the Glasgow Economic Strategy 2016 – 2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	DRS
2	Deliver the Glasgow City Region City Deal, supported by the Regional Economic Strategy 2017 to 2035 and its Action Plan.	DRS
3	Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.	DRS
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.	CEO
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.	DRS and partners (Education / Chief Executive's Office)
6	Support small businesses and encourage business diversity in local high streets across the city, and continue to support Business Improvement Districts.	DRS
7	Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.	Financial Services
8	Support the hospitality, events and conference	DRS and

	market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.	partners (Glasgow Life)
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.	DRS
10	Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.	DRS
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.	DRS and partners (Glasgow Life)
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.	DRS and partners (Glasgow Life)

Progress highlights include:

- The Glasgow City Region City Deal has progressed a range of infrastructure, skills and employment and innovation and business growth projects across the city.
 - Work on the £7.2m Sauchiehall Street Avenue started in January 2018 and is the first of 17 transformative public realm contracts in the City Centre
 - Contracts have been awarded and construction started on the following infrastructure projects :
 - * Canal and North : 100 Acre Hill and Cowlairs Road Bridge
 - * North Glasgow Integrated Water Management System, an innovative, smart drainage system which manages surface water into the canal network
 - * Collegelands, Calton, Barras : Barras public realm
 - * Waterfront and West End Innovation Quarter: Govan Public Realm
 - Tontine has been opened for 2 years and provides support to businesses in the creative sectors to encourage innovation and high growth. As of June 2018 Tontine had 18 businesses in occupation and created 234 jobs.
- The role and remit of the new Glasgow Partnership for Economic Growth (CPEG) is under development, an operational CPEG group is being established to finalise Terms of Reference and develop an action plan for the following 12 months.

- An annual review of the progress achieved in implementing the early actions identified in Glasgow Economic Strategy is underway.
- An Inward Investment Strategy and action plan has been prepared. The Strategy will be presented to committee for approval, in the interim, Invest Glasgow is delivering against key objectives in the action plan.
- Work has continued with partners to secure new hotel investment in the city and 2018 will see the opening of another 5 new hotels, adding almost 1,000 rooms to the existing stock.
- Glasgow Film Office continues to secure filming in the city with £15.13m attracted as a result of filming in 2017 and £7.1m between January 2018 and June 2018.
- Glasgow Living Wage (GLW) has continued to be promoted to employers within the city. At the end of Quarter 1 2018/19, 326 employers had signed up to be a GLW employer and more are expected to sign up throughout the year.

A full update on progress for Quarter 1 2018/19 is available in Appendix 1.

4. Wider Strategic Plan Priorities

4.1 DRS also make a significant contribution to the Resilient and Empowered Neighbourhoods theme. This theme aims to ensure citizens can influence how services are delivered and budgets spent, have access to good facilities, jobs and services locally and that satisfaction with services is maintained or improved. It also aims to ensure that Glasgow's housing meets the needs of its growing and diverse population. DRS lead on the following priorities within other Strategic Plan themes:

Number	A Vibrant City	Assigned to
19	Develop a Historic Glasgow Strategy and work with city region partners and others on the continued transformation of the River Clyde and Waterfront.	DRS and partners (Glasgow Life)
20	Develop the City Design Quarter and introduce a Made in Glasgow Award.	DRS and partners (Glasgow Life)

Number	A Sustainable and Low Carbon City	Assigned to
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.	DRS

62	Review the Affordable Warmth Scheme and consider how to make best use of current resources to support as many older people's households as possible.	DRS
70	Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.	DRS

Number	Resilient and Empowered Neighbourhoods	Assigned to
74	Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.	DRS and partners (Chief Executive's Office / Land and Environmental Service)
77	Support Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action is taken where conservation area rules are not followed.	DRS
78	Deliver a programme of investment in new or refurbished community facilities.	DRS and partners (Chief Executive's Office / Glasgow Life / Community Planning)
79	Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.	DRS and partners (Glasgow Life / Community Planning)
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.	DRS
81	Support registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes back in to use, encouraging city centre living and creating opportunities for self-build.	DRS

	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.	
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 devolve planning and licensing decisions to a local level.	DRS and partners (Land and Environmental Services)
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.	DRS
84	Extend our approach to Enhanced Enforcement Areas to tackle problems in the private rented sector and take action against rogue landlords.	DRS
85	Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.	DRS
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 zone.	DRS

Highlights on the above priorities include:

- The first annual monitoring report on the Glasgow Housing Strategy 2017 – 2022 was presented to committee in August 2018. This highlighted key areas of performance during 17/18 including:
 - £71.474m invested in affordable housing
 - 1376 affordable homes completed
 - progress on the pilot self-build project
 - over £5m of funding invested in home energy efficiency projects
 - leading in Scotland on targets for fully accessible new build housing
 - increasing intervention in maintenance and repair issues relating to private sector pre 1919 stock
 - Glasgow Housing Register Pilot project attracted over 3,000 applicants
 - initiating a project to work with vulnerable households in the private rented sector affected by welfare reform changes.

- Implementation of the City Development Plan continued with the development of supplementary guidance to support the plan policies. A public consultation exercise was held for the most recent guidance, SG1 Placemaking, from 24th April until 19th June 2018. The guidance informs a key change in how the planning process is undertaken in Glasgow, supporting the Plan's move from a traditional Land Use approach towards a Place-Based approach. The Supplementary Guidance was presented to committee and following approval will be sent to the Scottish Government for final scrutiny.
- The Affordable Housing Supply Programme budget for 2017/18 was £71.474m an increase of 6% from the previous year. The programme continues to focus mainly on homes for social rent to meet continued demand. During 2017/18, 1376 were completed, 1125 new or improved homes were approved and work on 1542 homes started.
- The Affordable Warmth Programme delivered approximately £6.010m, including owner and social landlord contributions, of energy efficiency measures to owner occupier properties during 2017/18 to tackle fuel poverty, energy efficiency and climate change. The programme delivered 11 projects across the city at Haghill, Cadder, Lethamhill, Yoker and Barmulloch and measures included external and internal wall insulation. It is estimated that funding and the generation of other funding contributions will deliver £8.065m of insulation measures to 1,125 households during 2018/19.
- Vacant and Derelict Land has reduced in the city from 1,111ha (783 sites) to 1,069 ha (761 sites) between 2016 and 2017, a reduction of 42ha and 22 sites. In the last 6 years Glasgow has seen a year on year reduction in the level of vacant and derelict land in the city. £2.952m Vacant and Derelict Land funding has been confirmed for 2018/19. This will be used to carry out remediation at 9 sites across the city and has the potential to contribute towards 33.10 ha of vacant and derelict land being investigated and / or treated.
- A public consultation was held from March 2018 to May 2018 on the High Street Action Plan. The action plan outlines potential interventions which focus on addressing heritage-related challenges, maximise opportunities for inclusive growth for local and emerging SME's, improving the look of the area and connectivity to and throughout the area to increase footfall.
- A Social Enterprise Strategy 2018 – 2028 was developed jointly with Glasgow Social Enterprise Network and approved at committee in June 2018. A Social Enterprise Board has been established with representatives from Glasgow City Council,

Glasgow Social Enterprise Network, industry representatives and academia to deliver the strategy.

Details of priorities, actions and targets for 2018/19 is outlined in DRS's [Annual Service Plan and Improvement Report 2018](#). A full update on progress for Quarter 1 2018/19 is available in Appendix 1.

5. Service priorities

5.1 Appendix 1 also outlines progress achieved in taking forward DRS's Service Priorities which are aligned to the Strategic plan outcomes and contribute to taking these forward. The table below details service priorities and actions for 2018/19:

Service activity, Project or Programme	Actions for 18/19
A Thriving Economy	
Innovation Districts	Set up two Innovation Districts in the city.
The Lighthouse	Review of The Lighthouse to be carried out to establish strategic fit within Glasgow City Council.
Tontine	Refreshed Business Plan now the building is in full operation.
ERDF Phase 2	Development of new 4-year ERDF Business Support programme.
ESF Employability Phase 2	Development of the ESF Employability Pipeline Phase 2, including an extension to Phase 1.
Glasgow Guarantee Evaluation	Undertake a review and evaluation of the Glasgow Guarantee programme.
City Deal Working Matters and In-Work Progression pilots	Complete delivery of the Working Matters and In Work Progression City Deal pilot programmes and finalise the evaluation process.
Regional Employability Offer	Work with colleagues across the Glasgow City Region to develop a regional employability offer.
Resilient and Empowered Neighborhoods	
City Development Plan	Monitoring Statement and key early engagement undertaken Production of Main Issues Report started.
Open Space Strategy	Public Consultation held and present to Committee for adoption.
Economic Areas Review	Review status and function of Economic Development Areas to inform emerging City Development Plan 2 (CDP), aligned to overall spatial strategy.
City Development Plan: Action Programme	Promote status of CDP as a Corporate Delivery Tool. Annual updating
Spatial Priorities:	River

Strategic Development Frameworks	
Implementation of CDP Action Programme – Planning and Building Standards responsibilities	City Centre
	Partick and Govan
	Central Govan Action Plan THI
	Canal Regeneration Partnership
	Town Centre Action Plans: Shawlands/ CaltonBarras/ Parkhead THI/ Easterhouse
Resourcing for regeneration delivery	Implement priority staffing appointments
Contributing to shaping of the next National Planning Framework	Submission of evidence to support relevant designation in Glasgow.
Public Realm programme	Commence public engagement regarding pilot project at Finnieston.
City Deal: Waterfront and West End Innovation Quarter	Govan Public Realm works undertaken. Active Travel North- improved cycle infrastructure between University Campus and River.
City Deal: Collegelands Calton Barras	Phase 1 public realm works to Barras market undertaken. Meat Market Masterplan. High Street Station.
City Deal: Canal and North Gateway	Remediation works to Dundashill. Works to North Canalbank St and Landscape Link.
Stalled Spaces Programme	Continuation of programme to bring stalled sites or underutilised open space back in to community use.
Performance Frameworks (Planning)	Continuous improvement to meet with the requirements of the Planning Performance Framework. Annual update to committee following feedback report from the Scottish Government.
Costing the Planning Service	Participate in the pilot refresh April- June 2018.
Enforcement Charter	Service Standards of the Enforcement Charter, including production of Planning Impact Reports.
Building Standards Verifier Status	Satisfying the criteria within Performance and Operating Frameworks that are part of the Verifier's terms of appointment. For 2018, this will include the specific recommended actions contained within the Report on Audit of the operation of Verification Services, incorporated into the performance frameworks Continuous Improvement Plan (CIP).
Strategic Development	Development Plan Scheme

Plan	
Co-operative Childcare Pilots	Ongoing development of 3 Co-operative Childcare pilots.
A Sustainable and Low Carbon Economy	
Transport	Support the Planning process and Housing & Regeneration Strategy. Input and influencing strategic partners and partnerships including SCOTS, SUDSWG, SUDSWP and lead on Section 7 (shared surface water system). Delivering of Robroyston Rail Station. Liaise with Transport Scotland and Strathclyde Passenger Transport on wider Transport issues.
H2020 Connecting Nature	Deliver Work Packages as set out in project agreement.
A Vibrant City	
Heritage Best Value Review	Review GCC support for existing heritage organisations in regeneration of the city's built heritage and in support of GCC's management of listed buildings.
Pollok Country Park	Transformation project initiated by Corporate Management Team: Participate in cross council and family initiative to develop the proposals for Pollok County Park as a 'destination'.
Antonine Wall World Heritage Site	Deliver the Management plan as it relates to Glasgow.
A Well Governed City that Listens and Responds	
Data	Develop a target operating model for data and analysis

Highlights include:

- An evaluation procurement brief has been drafted to review and evaluate the Glasgow Guarantee programme. This will contribute to the development of a revised Glasgow Guarantee programme.
- Work has been undertaken with colleagues across Glasgow City region to develop a regional employability offer. This includes a review of the Youth Gateway programme and development of a Regional Youth Guarantee.
- Progress has been achieved in the development of Innovation districts in the West End and Merchant City. A Memorandum of Understanding is now in place with Glasgow University regarding the West End and Waterfront Innovation District.
- A new Business Plan is being prepared for the Tontine with options on the use of the building and beyond the agreed City Deal funding period.

A full update on progress for Quarter 1 2018/19 is available in Appendix 1.

6. Performance Overview

6.1 Local Government Benchmarking Framework

The Local Government Benchmarking Framework, is part of a set of Statutory Performance indicators which are used by the council to assess performance across a range of services. DRS activities relate to the following indicators:

- ECON 1 - % of unemployed people assisted into work from Council operated / funded employability programmes
- ECON 2 – Cost of planning per application
- ECON 3 – Average time (weeks) per commercial planning application
- ECON 5 – Number of Business Gateway start-ups per 10,000 population
- CORP ASSET1 – Proportion of operational buildings that are suitable for their current use
- CORP ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory condition

The table below outlines performance for 2015/16 and 2016/17:

INDICATOR	2015/16		2016/17	
	Glasgow	Scotland	Glasgow	Scotland
ECON 1	16.5%	14.2%	13.8%	14.0%
ECON 2	£7,181	£4,907	£6,455	£4,564
ECON 3	11.7 weeks	11.2 weeks	9.5 weeks	9.3 weeks
ECON 5	6.2	16.9	6.6	16.6
CORP ASSET 1	81.9%	79.6%	74.9%	79.8%
CORP ASSET 2	68.9%	81.5%	83.9%	84.5%

All councils are located to a family group for comparison purposes, for economic development and corporate indicators Glasgow's benchmarking family include Aberdeen, Edinburgh, Dundee, North Lanarkshire, Falkirk, East Dunbartonshire and West Dunbartonshire. Comparisons are noted in the table below.

INDICATOR	Glasgow : 16/17	Similar Councils range : 16/17
ECON 1	13.8%	7% to 21%
ECON 2	£6,455	£3,793 to £7,364
ECON 3	9.5 weeks	7.6 to 17 weeks
ECON 5	6.6	21.6 to 6.6
CORP ASSET 1	74.9%	91% to 59.3%
CORP ASSET 2	83.9%	97.5% to 70.4%

DRS is performing well in comparison to similar Local Authorities, however, further comment is provided on the ECON2, the cost of planning

per application and ECON5, the number of business start-ups per 10,000 population.

ECON 2: Submissions to the Scottish Government have been on a cost centre approach rather than direct costs which may have resulted in staff costs not associated with planning applications being included. A full understanding of figures is underway to establish direct staff costs.

ECON 5: There are 2 issues which affect Glasgow's position. First, is the way in which Business Gateway data is calculated which is based solely on the number of SME's engaged with. A more accurate reflection of Glasgow's position is shown using ONS data, which captures the total SME population of Glasgow, not just those who have engaged with Business Gateway. Using this approach Glasgow and Edinburgh outperform all other local authorities. Secondly, Glasgow has taken the strategic decision to align its business support offer to Glasgow Economic Strategy 2016 -2023 focusing on business growth as opposed to start up. There are a number of different channels in the city where individuals can access business start-up advice including university incubators, Jobs and Business gateway, Princes trust and the banking sector.

Further analysis can be accessed on the [Local Government Benchmarking Framework website](#). A full report examining data was presented to [Operational Performance and Delivery Scrutiny Committee](#) on 23rd May 2018.

6.2 Scottish Local Authorities Economic Development Group

Scottish Local Authorities Economic Development Group (SLAED) is a network of Economic Development teams from all 32 local authorities. An indicators framework is published annually which can be used to assess delivery of economic development activity, facilitate an assessment of the comparative performance of different areas and assist in identifying areas for improvement.

The report highlights that Glasgow:

- Accounted for almost 20% (1,943) of the companies registered with the Supplier Development Programme, followed by Edinburgh with 9.8% (954).
- Supported the highest number of businesses with 2,586 (17.6% of all business supported in Scotland).
- Business Gateway Glasgow provided the highest number of business interventions with 2,361 (14.8% of all business interventions in Scotland).
- Had the highest number of employability participants with 11,290 (22% of all employability participants in Scotland).
- 22.5% of companies attending the Supplier Development Programme training events were from Glasgow

- Accounted for the majority of new jobs at 1,877 (42.4% of all new jobs in Scotland), followed by Edinburgh with 505

A full analysis is available in the [Scottish Local Authorities Economic Development Indicators Framework 2016 - 2017](#)

6.3 Planning Performance Framework

Quarterly returns on the Planning Performance Framework (PPF) are made to the Scottish Government. This is based on a balanced scorecard approach and covers a range of areas including high quality development, communications, engagement and customer service, effective and efficient decision making, effective management structures and a culture of continuous improvement.

[Planning Performance Framework 2017 - 2018](#) was submitted to the Scottish Government by 31st July 2018 and provides a report on the council's planning performance. This will be assessed by the Scottish government and a Performance Markers report produced as part of the feedback on the report. The Performance Markers report for 2016 - 17 was presented to the Council in December 2017 and shows that Glasgow's planning service is broadly improved on the previous year's performance.

6.4 Other Benchmarking

Officers throughout the service are also involved in a range of groups which share best practice and compare experience. This includes [Core Cities](#) which aims to unlock the potential of cities to create a stronger, fairer economy and society and [Scottish Cities Alliance](#) which is a collaboration of Scotland's seven cities and the Scottish Government working together to promote Scotland's economic potential.

6.5 Equalities

Staff Equality breakdown

As of 30th June 2018, the staff equality breakdown in DRS was as follows:

Gender		Disability		
Male	Female	Disabled	No Disability	Non-Disclosed
64.5%	35.5%	3.3%	28.5%	68.2%

Ethnicity		
White	Minority Ethnic	Non-Disclosed
86.4%	2.5%	11.1%

A detailed equality staff breakdown by grade is in Appendix 1.

Staff have continued to attend the corporate Equality Working Group to ensure that DRS is consistent with and contributing to the corporate

equality agenda. Staff awareness raising on equality issues has continued and Spotlight On sessions held on Mentally Healthy Workplace, Autism Awareness, MCR Pathways and a half day training course was arranged on Deaf Awareness.

Equality Outcomes

DRS makes a major contribution to the corporate equality aim of '*Improve the economic outcomes for people with protected characteristics*'. DRS progress was reported in the [Equality Outcomes Progress Report 2018](#) and equality outcomes performance indicators are also detailed in Appendix 1.

Equality Impact Assessments

An additional 10 staff from DRS completed Equality Impact Assessment training during 2018, bringing the total number of staff trained to over 50. During 2017/18 the following Equality Impact Assessments were completed:

- [City Centre Commercial Waste Pilot Project](#)
- [Glasgow City Development Plan](#)
- [Greater Easterhouse Integrated Green Infrastructure Phase 1](#)
- [Glasgow Housing Strategy 2017 - 2022](#)
- [City Centre Enabling Infrastructure Integrated Public Realm Sauchiehall Street Avenue](#)
- [Planning Enforcement Charter](#)

Equality Impact Assessments were also carried out on budget options and further assessments will be undertaken during 2018/19 as required.

6.6 Audit

The following audits were carried out during 2017/18 and 2018/19 to date.

- Capital Projects - Lessons Learned
- Ownership Information Services Team
- Financial Services – Purchased Annual Leave
- Housing Intervention & Support Team
- City Deal Capital Projects - City Centre Avenues
- Planning Review Process
- Risk Registers
- Economic Development
- Private Sector Housing Grants & Home Energy Efficiency Programme
- Governance Review
- Review of Risk Mitigation Actions
- The Lighthouse – Charge Setting & Receipting
- Purchase Cards and Corporate Credit Cards
- Service Business Continuity Planning

- Non-Contract Spend & Contract Usage
- Corporate Establishment Visits
- Developer Contributions

7. Challenges for 2018 /19

7.1 Delivering regeneration activities

Delivering on the Council's Strategic Plan 2017-22 and the Glasgow Community Plan regeneration activities has become increasingly difficult. This is due in part to a reducing staff compliment. In the previous 5 years, the skilled resources tasked with developing, co-ordinating and fulfilling our regeneration priorities have reduced significantly. For example, 30% of Planning and Building Standards staffing complement left in 2013, and attrition rates have continued in support of the Council's corporate policy. This is reflected across other services within DRS such as Housing and Regeneration Service. This has now reached a point where the Council's ability to deliver statutory services that enable regeneration are seriously impacted and compromised.

The sheer volume, and complexity, of regeneration activity in the City has also played a part in this challenge. The current context and opportunity created by City Deal infrastructure investment, the demanding delivery programme set out in our Strategic Housing Investment Plan, other major public sector funded regeneration such as Campus Plans for Glasgow and Strathclyde University and City of Glasgow College, repurposing of NHS estate and the Council Family exercise to repurpose council land and property have all contributed to the current situation.

Additional staffing resources have been secured to address this and to supplement the existing DRS functions with additional expertise. Recruitment is underway with the aim of having additional resources in place by December 2018. A performance framework has been developed with Corporate HR to monitor the impact of additional resources on service delivery and, depending on recruitment success, this will be reported in 2019/20.

7.2 Transfer of Cordia functions to DRS

All services which are provided by Cordia will transfer to Glasgow City Council on 30th September 2018. Facilities Management and Encore hospitality will be delivered by DRS, Property and Land Services and will involve the transfer of over 4,000 staff into DRS. This will have a significant impact on the size and scale of services delivered by DRS and notably change the dynamic of the service.

This will present challenges for communication across the service as DRS staff will no longer be predominately located at one site, instead staff will be based in premises across the city. The skillset of staff will also become

increasingly diverse as staff responsible for hospitality and corporate banqueting, the catering service in schools and care homes, cleaning of schools, day care centres and office buildings, school janitorial service, school crossing patrol service and the professional valet and environmental cleaning service join DRS.

7.3 City Deal Gateway Review

The first gateway review, carried out after the City Deal programme has been in operation for five years, will take place in 2019. This will be carried out by a National Evaluation Panel which is an independent advisory panel appointed to carry out an evaluation of the City Deal programmes and projects. The process, which is likely to have resource implications, is underway and a report was presented to [Glasgow City Region Cabinet](#) in November 2017 outlining this.

7.4 Corporate Data Team

A notable challenge for DRS centres on raising awareness of the opportunities that *Design with Data* presents for re designing service delivery across the council, incorporating service users input in the decision making process and delivering optimal solutions. A *Show and Tell* event, which received positive feedback, was recently held in the Tontine building to demonstrate work which has been carried out in this area and to raise awareness amongst elected members, officers, academia and other local authorities.

7.5 Project specific challenges

A review and evaluation of the Glasgow Guarantee will be carried out which will look at declining performance, make recommendations to address this issue and develop a revised Glasgow Guarantee offer. A procurement brief has been drafted and passed to Corporate Procurement.

A review of The Lighthouse is underway to establish the strategic fit with the council. The report will be presented to committee including options for the future by the end of 2018.

The Tontine is the first City Deal funded project to be completed and provides a supportive environment for businesses and encourages collaboration, innovation and growth through dedicated business advisors. The building is fully operational and refreshed business plan is currently being developed with options on use beyond the agreed City Deal funding period. Following approval through appropriate channels, the agreed option will be implemented.

8. Policy and Resource Implications:

Financial: None, financial resources are covered by agreed budgets.

Legal: None, no new legal issues are raised as a result of this report.

Personnel: None, there are no direct personnel implications as a result of this report.

Procurement: None, there are no relevant procurement issues as a result of this report.

Council Strategic Plan: The activities outlined will have a significant and direct impact on the outcomes of the Thriving Economy priority within the Council's Strategic Plan 2017 – 2022. Activities will also impact on the outcomes of the Resilient and Empowered Neighbourhoods and A Sustainable and Low Carbon City.

Equality and Socio - Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 The activities outlined in the report support the Equality Aim of 'Improving Economic outcomes for people with protected characteristics', specifically the outcome of 'an increased proportion of people with protected characteristics are supported to enter employment or training.

What are the potential equality impacts as a result of this report? Potential equality impact include people with protected characteristics securing employment, training and fair employment practices, accessing affordable homes and affordable warmth measures.

Please highlight if the policy / proposal will help address socio economic disadvantage. The activities outlined in this report will address socio economic disadvantage by creating inclusive growth which generates jobs and tackles poverty.

Sustainability Impacts:

Environmental: A number of activities will provide positive

environmental outcomes and impacts in relation to land, green space and blue networks, townscape, landscape and the historical environment.

Social, including Article 19 opportunities:

A number of activities will provide positive social outcomes and impacts in relation to job creation, skills development, employment opportunities and community cohesion.

Economic:

A number of activities will provide positive economic outcomes and impacts in relation to the local economy, business, social enterprises and inward investment.

Privacy and Data Protection impacts:

No data protection impacts have been identified as a result of this report.

9. Recommendations

Committee is asked to consider and note Development and Regeneration Service's performance at 2018/19 Quarter 1.



APPENDIX 1

OPERATIONAL PERFORMANCE REPORT DRS SERVICE PRIORITIES AND INDICATORS

Reference Period : Quarter 1 (1st April 2018 – 30th June 2018)

2.5 INTRODUCTION

Development and Regeneration Services (DRS) Operational Performance Report provides an update on the progress made in taking forward the Council's Strategic Plan priorities, Service priorities and performance indicators. Equality indicators have now been included and contribute towards progressing the Council's Equality Outcomes 2017 to 2021.

Priority and Operational performance indicators noted below are only one element of performance monitoring within DRS. The service is scrutinized through a range statutory and non-statutory performance frameworks which are too detailed to present here but have been referenced with a hyperlink in the priority progress narrative.

In relation to A Thriving Economy, these include [City Deal Progress Report](#), [Invest Glasgow Annual Report 2017/18](#) and [Glasgow Film Office Progress Report](#). Overall operational performance also includes progress within other Council Plan Strategic Plan themes and Service Priorities and links to relevant performance frameworks has also been included. Examples include [Planning Performance Framework 2017/18](#), [Building Standards Annual Performance Report 2017 / 18](#), [Glasgow's Affordable Housing Supply Programme 2017/18 Performance review](#) and [Glasgow's Housing Strategy Monitoring Report 2017 - 2018](#).

2.0 PERFORMANCE INDICATORS

PERFORMANCE INDICATORS SUMMARY : 2018/19 – Q1		PRIORITY AND OPERATIONAL PERFORMANCE INDICATORS		EQUALITY OUTCOMES PERFORMANCE INDICATORS	
		No	%	No	%
RED	When performance is 5% or more out with the target	1	10%	0	0%
AMBER	Where performance is between 2.5% and 4.99%	2	20%	4	21%
GREEN	Where performance is between 2.49% and target (or better)	6	60%	14	74%
	TBC	1	10%	1	5%
	TOTAL	10	100%	19	100%

PRIORITY AND OPERATIONAL PERFORMANCE INDICATORS

Indicator purpose	Indicator	Year End Actual 2015/16	Year End Actual 2016/17	Year End Actual 2017/18	Target 2018/19	2018/19 : Q1	RAG	Performance Note
Strategic Plan	Glasgow Film Office : Attract income to the city via the GFO	£10.2m [2015]	£16.4m [2016]	£15.13m [2017]	£10m	£7,107,949 [Jan – June 18]	GREEN	
	Vacant and derelict land – Work to limit the growth of VDL in the city	1144.80 Hectares [2015]	1110.00 Hectares [2016]	1069.00 Hectares [2017]	Secure improvement on the previous year	2018 available winter 2018	GREEN	
Corporate Scorecard	Housing Development : Number of new AHSP units completed in the year	667	940	1376	875	77	GREEN	
	Business Support	Not previously reported	Not previously reported	Not previously reported	TBC	TBC	TBC	This is a new measure and target for 18/19.
	Glasgow Living Wage : Number of employers signed up to Glasgow Living Wage	435	498	431	N/A [No annual target – See note]	326	AMBER	GES Target – 1000 employers signed up to GLW by 2023

	Glasgow Guarantee : Number of positive outcomes	924	943	787	1000	43	RED	A review of the Glasgow Guarantee is underway which will consider reducing performance and make recommendations. See Glasgow guarantee Service priority for additional information.
	Planning Applications : Average weeks to decision a) Major b) Local (Non-Householder) c) Householder	a)25.7weeks b)12.2weeks c)8.8 weeks	a)35.7weeks b)11.7weeks c)7.4weeks	a)22.7weeks b)11.8weeks c)7.6weeks		Q1 : available autumn 2018	GREEN	
	Business Survival rate : Businesses surviving 3 plus years	55.4% [2011 – 2014]	54.3% [2012 – 2015]	56.9% [2013 - 2016]	Secure improvement in the business rate of the previous year	2014 – 2017 available end of 2018	GREEN	GES Target – Glasgow has the highest business survival rate in UK by 2023 Regional ES – Increase the number of businesses surviving more than 5 years from 37% to 50% by 2035
ASPIR	Absence Management Lost days per employee per annum	7.12 days	6.07 days	5.5 days	4.4days	2.19days	AMBER	Although it is early in the reporting year, this has been rated amber as it is slightly above the same reporting period in previous years.
	FOI/EIR % closed in SLA	91%	69.6%	76.2%	95%	April 18 – 87.5% May 18 – 86.7% June 18 - 93.8%	GREEN	The rating is based on the most recent months performance which is expected to continue as issues are addressed.

The following performance indicators support the Council's Equality Outcomes 2017 – 2021

EQUALITY OUTCOMES PERFORMANCE INDICATORS						
Indicator purpose	Indicator or name	Indicator	2017/18	2018/19 : Q1	RAG	Performance Note
Corporate Equality outcomes Indicator	Glasgow Guarantee	➤ Number of young people with a disability registered with GG	176	115	Green	
		➤ Number of young people with a disability achieving a positive outcome as a result of engagement with Glasgow Guarantee	57	2	Amber	A review of the Glasgow guarantee is underway which will consider this.
		➤ Number of BME young people achieving a positive outcome as a result of engagement with Glasgow Guarantee	39	4	Amber	A review of the Glasgow Guarantee is underway which will consider this.
		➤ Number of young people achieving a sustained positive outcome as a result of engagement with Youth Gateway service	90	5	Amber	A review of the Glasgow Guarantee is underway which will consider this.
		➤ Number of young people with ASL registered with ASL Programme	10	9	Green	
		➤ Number of young people with ASL achieving a positive outcome as a result of engagement with ASL Programme	5	3	Green	
	Business Support	➤ Number of Women into Business events held	7	3	Green	
		➤ Number of businesses attending Women into Business events	207	66	Green	
		➤ Number of Ethnic Entrepreneurs community based events held	60	13	Green	
		➤ Number of tailored one to one Ethnic Entrepreneurs support sessions undertaken	436	26	Amber	
	Affordable Housing Supply Programme	➤ Number of affordable housing units completed	1376	77	Green	
		➤ Amount of funding awarded for adaptations	£2.768m	£0.066m	Green	
		➤ Number of families enabled to remain in their home	1025	16	Green	
		➤ Number of wheelchair accessible units	42	5	Green	

		completed				
		➤ Number of larger family units completed	41	1	Green	
Affordable Warmth		➤ Amount of funding awarded for affordable warmth measures	£4,312,969	£4,618,272	Green	
		➤ Number of affordable warmth projects completed	9 [629 properties]	1070 properties	Green	
Value the Difference Project - Number of businesses undertaking Value the Difference training			11 organisations / 135 delegates at 4 workshops / 12 1:1 career coaching	6 monthly monitoring	Green	This project is scheduled to end in November 2018, a final report will be presented. Based on scheduled workshops, seminars and training over the following months this has been rated Green.
Adult Employment - Number of people supported into employment as a result of engagement with ESF pipeline					TBC	Performance figures will be available in Quarter 2, database is currently being updated to lead to real time data on programme performance.

3.0 STRATEGIC PLAN AND SERVICE PRIORITIES

STRATEGIC AND SERVICE PRIORITIES : 2018/19 – Q1		STRATEGIC PRIORITIES		SERVICE PRIORITIES	
		No	%	No	%
RED	Progressing but significant slippage (eg more than 4 months). Major concerns about completion on target or completion date passed, or will require to be revised.	0	0%	0	0%
AMBER	Progressing with some slippage (eg between 2 to 3 months behind planned progress). Some concern about completion on target.	6	21%	6	16%
GREEN	Progressing on schedule with no major concerns about completing on target.	22	79%	31	84%
		28	100%	37	100%

A THRIVING ECONOMY

SP Ref	Strategic Plan Priority	Progress 1/4/18 – 30/6/18	Target 2018/19	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 the Leader and Chief Executive regarding the role and remit of Glasgow Partnership for Economic Growth, which has met for the first time.</p> <p>Actions are underway to establish an operational CPEG group which will finalise terms of reference and develop an action plan for the following year.</p> <p>A Monitoring framework has been developed for the Glasgow Economic Strategy which has been updated with progress towards targets for 17/18 and 18/19 targets. An annual review of the progress achieved in implementing early actions identified in Glasgow's Economic strategy is underway.</p>	<ul style="list-style-type: none"> • Refine the model and membership of Glasgow Partnership for Economic Growth and the strategic and operational link with Glasgow Economic Leadership. • Develop the hub approach focusing on Skills and Employment, Inward Investment and Business Growth • Undertake an annual review of progressing early actions identified in the Glasgow Economic Strategy 	Green
2	Deliver the Glasgow City Region City Deal , supported by the Regional Economic Strategy 2017- 2035 and its Action Plan	<p>The Glasgow City Region City Deal Annual Implementation Plan 2018 to 2019 was presented to the Glasgow City Region Cabinet in April 2018.</p> <p>City Deal Progress Report was presented to Neighbourhoods Housing and Public Realm City Policy Committee in June 2018 which informed members on the progress of projects which form the Glasgow City Deal Programme.</p>	<ul style="list-style-type: none"> • Support delivery of Glasgow City Region City Deal Annual Implementation Plan 2018 to 2019. • Continue to implement the Regional Economic Strategy. • Develop key milestones as part of the emerging Glasgow City Region Economic Strategy Performance Framework. 	Green
3	Ensure the outcomes of these strategies and the City Deal benefit the city and the	In Work Progression - 20 businesses have been engaged and 15 remain engaged. 125 free interventions have been completed and 342	<ul style="list-style-type: none"> • Develop a performance framework for Glasgow Economic Strategy incorporating inclusive growth. 	Green

	<p>people of Glasgow.</p>	<p>individual people have benefited from training (free and DWP funded). -DWP funded training: 569 places have been taken up by 301* people. -Free training: 62 places taken by 55* people *note that some people have completed both DWP funded training and free training therefore the 2 figures will not match.</p> <p>Tontine - There are 19 businesses currently occupying space in the building which gives a cumulative total of 27. Cumulative jobs created is 234 and cumulative turnover increased by £21.5m, both metrics are currently above target.</p> <p>Working Matters: The programme has engaged with 3,387 clients and supported 370 of those into work.</p> <p>Infrastructure - Works for Sighthill and Collegelands Calton Barras and Central Govan Public Realm are ongoing with no major risks to completion foreseen at this point.</p> <p>Sauchiehall Street Avenue is on target at this point therefore green in progress but may be updated next quarter due to GSA fire.</p> <p>SEC: Design proposals now at RIBA Stage 2.</p> <p>Consultations with Stakeholders have been held for Byers Road and Argyle Street public realm design. Reports are in the process of being collated.</p>	<ul style="list-style-type: none"> • Establish an Employment and Skills Partnership Board to guide and inform the direction of employability services. • Continue to provide business support through Business Gateway and work with partners to consider the development of the City Region wide business support offer. • Continue to work in partnership with neighboring local authorities to develop future proposals which will regenerate the city region. • Deliver the Glasgow City Deal by regenerating key areas of the city and reviewing other areas for possible development and carrying out initiatives to improve local connectivity. • Consider changes to rents guidance to support business growth in priority SIMD areas via Community and Business Boost fund. 	Green
4	Maximise what the Council	The Corporate Procurement and Commercial	<ul style="list-style-type: none"> • Consider the outcome of the second 	

	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.	Improvement Strategy 2018 - 2022 was presented to City Administration Committee in June 2018.	consultation on the draft Corporate Procurement Strategy 2018 – 2022 which concluded in April 2018. <ul style="list-style-type: none"> Finalise the Corporate Procurement Strategy 2018 -2022 and adopt by May 2018. 	Green
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>At the end of 2017/18, 431 employers had signed up to paying their employees the Glasgow Living Wage. All Glasgow Living Wage (GLW) employers were contacted and invited to re-sign up for 2018/19 and confirm they are paying the increased rate of £8.75 per hour. To date 326 employers are signed up covering 72,168 employees and new GLW employers have been attracted.</p> <p>Glasgow Guarantee continued to provide access to employment and training for young people in the city. In Q1 2018/19, 43 young people achieved a positive outcome as a result of the Glasgow Guarantee. The Modern Apprentice Programme has started to recruit for over 100 Council family vacancies with modern apprentices scheduled to start late August / September 2018.</p> <p>The Launch of the Glasgow Business Award for Fair Work took place as part of the Chamber of Commerce Glasgow Business Awards. The ceremony will be held in October 2018. GLW employers have also been invited to consider applying for this award.</p>	<ul style="list-style-type: none"> Continue to promote the Glasgow Living Wage and work towards the Glasgow Economic Strategy target of 1000 employers signed up by 2023. Continue to deliver the Glasgow Guarantee and the annual target of supporting 1000 people to achieve a positive destination. Ongoing development of Fairer Glasgow Employer award. 	Amber
6	Support small businesses and encourage business	Shawlands BID continues to make good progress with the first BID specific Business	<ul style="list-style-type: none"> Continue to support planned and existing BID's through the BID Steering Group. 	

	diversity in local high streets across the city and continue to support Business Improvement Districts (BID)	<p>Support workshop delivered and numerous activities completed.</p> <p>The proposed Great Western Road BID has made slower than expected progress, mainly due to no Project Manager in place, a new manager will be appointed in due course with an expected ballot date of Q1 2019.</p>	<ul style="list-style-type: none"> Regular BID meetings will be held to review proposals against set criteria ensuring a coordinated approach across the Council. Develop a Retail Strategy and present to committee during 2018. 	Amber
7	Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.	The business case presented to Scottish Government to obtain funding to support research, modelling and public consultation was approved. The steering group has been working on agreeing and finalising the tasks and processes to deliver on the business case and a resource will be recruited to work in the partnership to deliver on the business case.	<ul style="list-style-type: none"> If the business case to secure Scottish Government funding to support research, modelling and public consultation is approved the steering group will meet to agree and finalise the tasks and processes for taking the feasibility study forward. This will include contacting interested parties to assist in the study, setting timescales for tasks and agreeing responsibilities. An update report will be provided to the Council's (CBIM) Elected Member Group. 	Green
8	Support the hospitality, events and conference market, maximising businesses and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan	<p>Support continued to the Glasgow Event Working Group, including the development of a Glasgow Event Strategy ensuring it links to the wider Glasgow Economic Strategy.</p> <p>Invest Glasgow and Scottish Development International (SDI) work jointly to secure new hotel investments in the city. 2018 will see the opening of 5 new hotels adding nearly 1,000 rooms to existing stock. This quarter sees the opening of Europe's first new build Radisson RED in May 2018 offering 174 rooms. A number of new direct flight routes have been announced this quarter including Munich, Frankfurt and more flights to Dublin.</p>	<ul style="list-style-type: none"> Work with Business Engagement and the Get Ready Glasgow Programme to ensure businesses are aware of the potential opportunities arising from the European Championships 2018. Support Glasgow Life in the development of a new Events Strategy for Glasgow. Deliver a promotional event on the food and drink sector offer within the city. 	Amber
9	Appoint a digital champion	Councillor Millar was appointed as Digital	<ul style="list-style-type: none"> Development of a refreshed Digital Glasgow 	Green

	<p>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>Champion in April to take forward the development of a new Digital Glasgow Strategy for Glasgow.</p> <p>A new Digital Glasgow Board has been established with working groups for Digital Economy and Digital Public Services now in place.</p> <p>A Project Initiation Event took place in June with GCC and external partners to help clarify the priorities for the new strategy.</p> <p>The Digital Boost programme has continued to be delivered through Business Gateway.</p>	<p>Strategy via the Digital Glasgow Board in collaboration with key partners.</p> <ul style="list-style-type: none"> • Hold the first meeting of the Digital Glasgow Board and identify priority work packages and lead partners. • Develop proposals for a Glasgow Infrastructure Fund to support capital investment in the city. • Pilot a programme of digital skills development that will complement activity already undertaken in partnership with the Scottish Government's Codeclan project. • Continue to deliver the Digital Boost programme. 	Green
10	<p>Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.</p>	<p>A procurement process is underway throughout 2018 to deliver broadband in areas where it is currently unavailable. This is part of the Scottish Government's 'Digital Scotland's Reaching 100% Programme' which aims to extend coverage of next generation access broadband as far as possible and deliver superfast broadband access to 100% of premises in Scotland by 2021.</p> <p>The issuing of forecast information has been put on temporary hold given the re-definement of the overall Digital Scotland Superfast Broadband intervention area. Digital Scotland is reviewing the value of the information but confirmed that the work planned throughout the next two quarters will provide both additional coverage and speed uplift. A significant amount of the work planned in Glasgow will address Exchange Only (EO) lines and speed uplift</p>	<ul style="list-style-type: none"> • Continue to work with Scottish Government on the next round of superfast broadband roll out which aims for 100% coverage by 2021. Digital Scotland procurement process will continue throughout 2018. • Engage with stakeholders to investigate the opportunities arising from City Deal to install digital infrastructure. 	Amber

		through both CuRe activity and deployment of 'Fibre to the Premises' (FTTP).		
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>The Leader's Office is preparing a new international strategy.</p> <p>An inward investment strategy and action plan has been prepared by Invest Glasgow and is awaiting formal committee approval. In the interim, Invest Glasgow is delivering against key objectives in the action plan.</p> <p>Invest Glasgow Annual Report 2017/18 was presented to Neighbourhoods, Housing and Public Realm committee in August 2018.</p> <p>There is on-going participation in a Europe-wide Waterfront Cities network led by Liverpool. Glasgow is participating in the Urbanclusion project with Barcelona, Krakow, Copenhagen, Trikala, Lyon, Naples and Torino.</p> <p>A two day thematic workshop on Financial Innovation was hosted, similar workshops in the other cities will be attended to look at their good practices. Participation in CoSLA and the CoSLA Brussels event on post Brexit policy is continuing.</p> <p>In June 2018 Invest Glasgow and the Lord Provosts Office attended UK-China Regional Partners day in Liverpool to learn from other UK cities about developing links with cities in China. Invest Glasgow also participated in a trade and investment mission to Berlin as part of the EC 2018 International & Prosperous Legacy work.</p>	<ul style="list-style-type: none"> • Develop an Exporting Strategy to support increasing numbers of Glasgow companies exporting. • Refresh the Inward Investment Strategy. • Continue to work with Local Authorities across the Clyde Valley to further develop a regional inward investment offer. 	Green

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>During 2017, £15.13m was attracted to the city as a result of filming and between January 2018 and June 2018 £7.1m was attracted to the city. A report was presented to Neighbourhoods, Housing and Public Realm committee on 2nd October 2018 outlining performance and the ongoing work of Glasgow Film Office.</p> <p>Glasgow was not successful in its bid to become host for Channels 4's new national headquarters however, the city will be considered as a location for a creative hub. The successful candidate will be announced in October 2018.</p>	<ul style="list-style-type: none"> • Glasgow Film Office will continue to attract income to the city as a result of filming, we have a target to attract £10m for 2018/19. • The Creative Sector has been identified as a 'key sector' in Glasgow Economic Strategy and a 'Creative Strategy' will be developed over the life of the Strategic Plan. • Develop a competent bid to host the new Channel 4 headquarters in Glasgow. 	Green
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A VIBRANT CITY				
SP Ref	Strategic Plan Priority	Progress 1/4/18 – 30/6/18	Target 2018/19	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>Progress has continued on the City Deal Waterfront and West End Innovation Quarter which will see enhanced access and integrity of river frontage, a new pedestrian / cycle bridge and public realm work. A heritage strategy has been initiated for the Waterfront to inform City Deal infrastructure investment in a number of quay walls and walkways on Clyde Waterfront.</p> <p>A public consultation with Stakeholders was held in May / June 2018 for Byers Road public realm design. A report on the consultation was presented to Neighbourhoods, Housing and Public Realm Committee on 2nd October 2018.</p> <p>A public consultation was held on High Street Action Plan 2018-2022 from 26th March to 5th May 2018. The plan aims to support the heritage</p>	<ul style="list-style-type: none"> • Continue to progress City Deal Waterfront and West End Innovation Quarter as per Business Case. • Continue to progress work associated with the High Street Action Plan. • Stakeholders will be identified and discussions held to establish an approach to the development of a Historic Glasgow Strategy. 	Green

		strategy for the area, it identifies challenges and proposes actions which the council and partners could take to enhance the area. These focus on heritage related challenges, advancing inclusive economic growth, improving the look of the area, improving connections to and through the area and increasing footfall. A cross party body has been established to oversee the implementation of the Action Plan.		
20	Develop the City Design Quarter and introduce a Glasgow Made Award	Infrastructure and public realm improvements have been continuing around the Canal area which has been funded as part of the City Deal programme.	<ul style="list-style-type: none"> Implement actions as detailed in the Canal Action Plan and monitored by Glasgow Canal Partnership. 	Green

A SUSTAINABLE AND LOW CARBON CITY				
SP Ref	Strategic Plan Priority	Progress 1/4/18 – 30/6/18	Target 2018/19	RAG
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.	This is a new activity which has not started yet.	<ul style="list-style-type: none"> Hold discussions with stakeholders and interested parties to develop an approach to progress the productive and economic use of rail stations and assets. 	Green
62	Review the affordable warmth scheme and consider how to make best use of current resources to support as many older people's households as possible.	<p>£4.382m Home Energy Efficiency Programme (HEEPS) was awarded for 2017/18, this increased to approximately £6.010m with other funding sources including owner occupiers and social landlords. Energy efficiency measures were delivered in 11 project areas. An extension was agreed with Scottish Government to deliver projects by October 2018.</p> <p>The Affordable Warmth Programme, proposed</p>	<ul style="list-style-type: none"> Complete affordable warmth projects (Home based Energy Efficiency Programme) and draw down funding by June 2018. Prepare tender documentation for 2018/19 Scottish Energy Efficiency Programme. Procure an energy advice service for residents participating in HEEPS projects. 	Green

		<p>energy efficiency programme was presented to City Administration Committee in August 2018, including a list of projects. For 2018/19, the Scottish Government has awarded £4.62m to Glasgow from the Home Energy Efficiency Programme for Scotland. It is estimated that this will generate other funding contributions from owners and social landlords to the value of approximately £8.06m for 2018/19. Work will continue with partners to deliver projects and draw down funding from the Scottish Government.</p> <p>A sole supplier agreement has been developed to deliver bespoke energy advice for HEEPS projects. Tender documentation will be prepared with Legal Services, the energy advice service is scheduled to be in place by March 2019.</p>		
70	<p>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 national SAIFF working group developing interim report template is underway.</p> <p>Flood Risk Management (Scotland) Act 2009 Update was presented to Environment Sustainability and Carbon Reduction City policy committee along with the Clyde and Loch Lomond Local Plan District Annual Report in August 2018.</p> <p>Implementation of Metropolitan Glasgow Strategic Drainage Partnership City Deal programme is continuing including augmenting Outline Business Case to be Green Book</p>	<ul style="list-style-type: none"> • Deliver Clyde and Loch Lomond Local Flood Risk management Plan. 	Green

		<p>compliant, progressing Camlachie Burn construction works, site start on the North Glasgow Integrated Water Management System (NGIWMS), gaining Committee approval to award Cardowan Surface Water Management Plan (SWMP) construction contract and progressing design development on other SWMP interventions.</p> <p>In addition, construction work has continued on the White Cart Water Flood Prevention Scheme.</p>		
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RESILIENT AND EMPOWERED NEIGHBOURHOODS				
SP Ref	Strategic Plan Priority	Progress 1/4/18 – 30/6/18	Target 18/19	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>A Place Standard Alliance event took place in June 2018 which staff attended. Discussion has been held on the best approach for training events in Glasgow, National Place Standard Team will initiate training programmes.</p> <p>The City Development Plan Policy CDP1 Placemaking sets out an expectation that responsive engagement takes place on new developments to help ensure stakeholders views are taken into account in decision making. Preparation of the Planning Performance Framework is underway and case studies giving examples of good practice which reflect the delivery of a high quality planning service have been gathered.</p> <p>City Development Plan Supplementary Guidance SG1 Placemaking was presented to City Administration Committee in June 2018 and</p>	<ul style="list-style-type: none"> • Introduce cross functional training in use of Place Standard; • Attend Place Standard Alliance meetings and develop cross functional working with Communities (targeting Thriving Places) 	Green

		approved for submission to the Scottish Government for post consultation scrutiny.		
77	Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action is taken where conservation rules are not followed	<p>The Council has a statutory obligation to produce an Enforcement Charter every 2 years. A report was presented to the Neighbourhoods, housing and Public Realm City Policy Committee in March 2018 with a revised Enforcement Charter which sets greater priority in relation to conservation areas. This includes a requirement to provide a Planning Impact Report, which assesses the breach and determines the route the case will go, to be acknowledged within 2 months. Against a target of 80% of cases 100% were acknowledged within Conservation Areas for this period. Performance for 16/17 and 17/18 is included within the committee report.</p> <p>Support to conservation areas to preserve and enhance the character of these communities is continuing. The Park Conservation area appraisal was completed and consulted on during spring 2018. Comments and responses are being collated. Work is continuing on area appraisals for St Vincent Crescent and Newlands which is ready to go out to public consultation.</p>	<ul style="list-style-type: none"> • Annual performance report prepared through the Enforcement Charter. • Continue to progress the Conservation Area appraisals. 	Amber
78	Deliver a programme of investment in new or refurbished community facilities	Engagement with stakeholders to develop / validate the Community Asset Strategy has continued and a workshop was held with Elected members in May. Initial engagement has been carried out with the Director of Community Empowerment and Equalities to ensure Property and Land Services approach reflects emergent priorities. The Strategy is in draft format and feedback is being sought from stakeholders prior to presentation to committee later in the year.	<ul style="list-style-type: none"> • Develop a Community Asset Strategy and present to committee during 2018/19. 	Green
79	Encourage the	The Social Enterprise Strategy was approved by	<ul style="list-style-type: none"> • Implementation of the Social Enterprise 	

	<p>development of trusts, social and community enterprises to support community ownership and management of assets.</p>	<p>City Administration Committee in June 2018. It was agreed that a Social Enterprise Board will be established and chaired by an elected member. The Board will work on an action plan relating to the Strategy.</p> <p>Co-operative Glasgow has continued to provide support to establishing and developing social and community enterprises. This includes providing support to 3 childcare projects in Garrowhill, Pollok and Jordanhill.</p> <p>The Glasgow Co-operative and Enterprise Fund is continuing to award funding to social enterprises to support their business development activities such as skills, marketing, governance and financial controls. During 2017/18, £167,132 was awarded from the fund.</p>	<p>Strategy.</p> <ul style="list-style-type: none"> • Continue to support the co-operative sector in the city through the Co-operative Development Unit. • Continue to provide financial support through the implementation of Glasgow Co-operative and Enterprise Fund. 	Green
80	<p>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 Regenerations Areas and Development Framework areas</p>	<p>The Glasgow's Housing Strategy Monitoring Report 2017 - 2018 was presented to Neighbourhoods Housing and Public Realm committee in August 2018. This is the first annual monitoring report for the strategy and gives a detailed breakdown of progress against each of the 50 strategic priority actions identified in the Glasgow's Housing Strategy.</p> <p>Staff have attended the Glasgow Clyde Valley housing Market partnership Core Group.</p>	<ul style="list-style-type: none"> • Prepare a committee report on the results of the Glasgow Housing Strategy monitoring review. • Chairs of the Housing Market Partnership meeting will set up sub group meetings to identify work programmes for Housing Needs and Demand Assessment 3 ahead of the next Housing Market Partnership meeting and progress work. • An options appraisal is being drawn up to respond to issues that have been raised for all housing tenures in response to local housing markets and specific conditions. • The Common Housing Register has been launched: presently there is an interim evaluation exercise underway with partners. • Implement Glasgow's Housing Strategy 2017 – 	Green

			<p>2022 and report outcomes in an annual monitoring report.</p> <ul style="list-style-type: none"> • Provide an annual monitoring report on Glasgow's Strategic Housing Investment Plan 18/19 to 22/23. • Progress Transforming Communities Glasgow projects in line with project plans and timescales. 	
81	<p>Support registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, 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>The Affordable Housing Supply Programme (AHSP) Performance Review 2017/18 was presented to City Administration committee in August 2018 and outlines achievements during 2017/18 including 1376 homes completed against a target of 1284.</p> <p>Delivery of the Regeneration Capital Grant Fund is continuing with funding secured for Govan Old and Sighthill. A report was presented to City Administration Committee in June 2018 outlining projects and processes.</p> <p>Glasgow's Affordable Housing Supply Programme for 2018/19 was presented to City Administration committee in August 2018. The budget for 18/19 is £90.066m and targets are 1538 approvals, 1445 site starts and 875 completions for 18/19. Actual spend is £13.806m and actual outturns are 188 approvals, 98 site starts and 77 completions for quarter 1, 2018/19.</p> <p>Registered vacant and derelict land in Glasgow has reduced from 1,110 hectares across 783 sites in 2016, to 1,069 hectares across 761 sites in 2017. This represents a net reduction of 41 hectares (3.8%) and 22 sites. An update was</p>	<ul style="list-style-type: none"> • Deliver the Affordable Housing Supply Programme 18/19 (£85.73m) and prepare an annual review outlining performance of the programme. • Deliver Regeneration Capital Grant Fund projects. • Annually bid for and deliver any allocation from the Housing Infrastructure Fund. • Deliver annual Vacant and Derelict Land budget. • Develop an Empty Homes strategy during 2018. • Continue to pilot 6 self-build plots in Maryhill including the development of a design code and plot passport to facilitate self / custom build. • Consider market research commissioned from consultants on city centre living with a view to informing a City Centre Residential Strategy. • Gather evidence in relation to the provision of student accommodation and its potential over-concentration in certain locations and the effect it has upon sustainable communities which can then be used to inform whether and how new guidance on student accommodation can be produced. • Preparation of a committee report to follow up on Student Accommodation report presented to 	Green

		<p>presented to City Administration committee in August 2018.</p> <p>The Self-Build Pilot project at Bantaskin street, Maryhill is well underway and an update was presented to City Administration Committee in August 2018. Servicing is about to start on site while self-builders are finalising their plans for submission to planning for compliance. Two further sites were unveiled at the Homebuilding and Renovating show and the NaCSBA Self-Build Expo. We are working with planning on the site plan and design code. The register sits at around 180 interested individuals and families.</p> <p>Work is underway on the preparation of a City Centre Residential Strategy of which Purpose Built Student Accommodation may be an element.</p> <p>Work is continuing with community based Housing Associations across a wide range of housing issues particularly AHSP delivery. Accelerated Land Release Programme continues to deliver local sites for AHSP development working with local HAs and others.</p>	<p>committee. The follow up report will focus on the issue of over concentration, locational criteria and supplementary guidance.</p> <ul style="list-style-type: none"> • Consider ways in which Affordable Housing delivery can be best maximised. 	
82	<p>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>The Planning Performance Framework 17 - 18 was submitted to the Scottish Government by 31st July 2018.</p> <p>The Planning (Scotland) Bill was introduced to Scottish Parliament in 2017 and aims to strengthen the planning systems' contribution to inclusive growth and empowering communities. It sets out high level changes to the planning framework and details how new requirements will work in practice which will be</p>	<ul style="list-style-type: none"> • Annual report prepared through the Planning Performance Framework. 	Amber

		<p>within secondary legislation and guidance. The Planning Scotland Bill was laid before parliament and stage 1 was completed on 29th May 2018. Consideration of the Bill at Stage 2 took place on 12th September 2018.</p> <p>The National Planning review is at a stage where only Parliamentary revision can take place, however future input towards preparation of subsidiary legislation and national guidance will take place over the coming 12 - 24 months.</p>		
83	<p>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>Fact finding has been undertaken and background information and research carried out to inform elected members.</p> <p>A workshop of elected members and officers was arranged for June 2018 by Architecture and Design Scotland to progress this which DRS staff attended. Output from the workshop is being used in the development of a remit for the City Architect.</p>	<ul style="list-style-type: none"> • DRS staff will attend a workshop planned and organised by Architect and Design Scotland in June 2018 which aims to progress proposals for the appointment of a City Architect. 	Green
84	<p>Extend the approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector and take action against rogue landlords</p>	<p>EEA focuses on privately rented properties and has now been extended to 18 blocks in Govanhill, there are now 909 privately rented properties in the EEA. GCC has been instrumental in getting the Scottish Government to introduce legislation which would give local authorities discretionary powers to request further documentation / certification from landlords to enhance property condition.</p> <p>A consultation exercise has been undertaken and we await confirmation from the Scottish Government that</p>	<ul style="list-style-type: none"> • Work with the Scottish Government to develop and strengthen Local Authority enforcement powers. Proposals are currently out for consultation. • Continue to progress and promote Private Landlord registration and take action where required. • Work will continue through strategic partnership arrangements with Registered Social Landlords to deliver area based property condition strategies in a number of areas across the city. 	Green

		local authorities will be given powers to request additional information.		
85	Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city	<p>A pilot condition survey has been undertaken of 50 tenements in the Ibrox/Cessnock area. This is currently being evaluated with a view to procuring a full survey of a further 450 tenements. An interim report is scheduled for quarter 4, 2018/19.</p> <p>Work has also been continuing with Registered Social Landlords to identify issues within their own tenement stock. The Scottish Government will be fully consulted on findings.</p>	<ul style="list-style-type: none"> • Consider feedback and carry out an assessment of a pilot property condition survey of 50 tenement properties. • Develop a full survey of a further 450 tenements in the city. • Work will also continue with Registered Social Landlords to deliver repair strategies in areas where partnership arrangements are in place. 	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>Options relating to Rent Pressure Zones has been scoped. A report on the conditions associated with application to housing minister for the designation of a rent pressure zone was presented to Neighbourhoods Housing and Public Realm City policy committee in April 2018.</p> <p>A study has been commissioned to look at issues within the Private Rented Sector, a report will be prepared for council presentation in Autumn 2018.</p>	<ul style="list-style-type: none"> • Prepare an options paper to inform committee on Rent Pressure Zones. • Present report to committee and action recommendations. 	Green

SERVICE PRIORITY UPDATE

A THRIVING ECONOMY				
Service Priority	Activity	Progress 1/4/18 – 30/6/18	Target 18/19	RAG
Innovation Districts	Set up two Innovation Districts in the city.	<p>A Memorandum of Understanding is now in place with Glasgow University regarding the West End and Waterfront Innovation District.</p> <p>A Board has been formed and a sub-group structure is in place for the City Innovation District.</p> <p>Launch of the i-GAP Accelerator programme at Tontine.</p>	<ul style="list-style-type: none"> • MoU's in place and strategies agreed • Set-up governing (multi-stakeholder) Boards and sub-groups for each district • Set-up GiS mapping for both sites. 	Green
The Lighthouse	Review of The Lighthouse to be carried out to establish strategic fit within GCC.	Background research and a report has been completed which considers the strategic fit of The Lighthouse with Glasgow City Council. A report will be presented to committee outlining findings before the end of 2018.	<ul style="list-style-type: none"> • Background research carried out • Report provided to Committee and options presented. 	Green
Tontine	Refreshed Business Plan now the building is in full operation.	The business plan was started following the appointment of the new Tontine Manager in June, and a first draft was scheduled to be complete by mid-July, with a final copy complete by mid-August.	<ul style="list-style-type: none"> • Business plan written, with options on use beyond the agreed City Deal funding period. 	Amber
ERDF Phase 2	Development of new 4-year ERDF Business Support programme.	Work is underway and on schedule on the development of a new ERDF business support programme.	<ul style="list-style-type: none"> • Agreement by Scottish Government by Q3 • New procurement framework in place by Feb 2019. 	Green
ESF Employability Phase 2	Development of the ESF Employability Pipeline Phase 2, including an extension to Phase 1.	<p>Application papers for the extension to phase 1 and proposal to develop phase 2 have been completed but Scottish Government have advised not to submit extension/phase 2 request yet until their overall analysis of spend to date and future potential funding is completed.</p> <p>Phase 1 of the internal evaluation has been completed, work started on the development plan working groups designed to</p>	<ul style="list-style-type: none"> • Agreement with the Scottish Government by Q3 18/19. 	Green

		inform phase 2 (mapping, case studies, payment model and quality standard). Scottish Government verification of participant records, finance records and the procurement process completed and first claim has been approved and paid. Work has continued with current projects to update Hanlon to lead to real time data on programme performance.		
Glasgow Guarantee	Undertake a review and evaluation of the GG programme.	Glasgow Guarantee Evaluation Procurement brief has been drafted and agreed with the Business Support Team. Procurement IPA is completed and was sent to Corporate Procurement in June 18. Glasgow Guarantee performance continues to decline and the evaluation will look at this and make recommendations.	<ul style="list-style-type: none"> Develop a revised Glasgow Guarantee offer 	Amber
City Deal Working Matters and In - Work Progression pilots	Complete delivery of the WM and IWP City Deal pilot programmes and finalise the evaluation process.	Approval to extend the delivery of the pilot to the end of December 2018 was granted by DWP. Financial Inclusion, business consultancy and employee training support to employees is under way. 15 companies are being supported, over 100 free interventions for businesses accessed and 342 individuals have undertaken training as of the end of May 2018.	<ul style="list-style-type: none"> Programme completion 	Green
Regional Employability offer	Work with colleagues across the Glasgow City Region to develop a regional employability offer.	<p>The Skills and Employment Portfolio Group is refocused on the Regional Economic Strategy & Action Plan. A review of City Deal Youth Gateway programme, work to refresh the Skills Investment Plan and to develop a Regional Youth Guarantee is underway.</p> <p>Funding proposals are being developed for skills investment, specialist employment programmes and a Regional Employer Offer.</p>	<ul style="list-style-type: none"> Development of model and outline delivery plan. 	Green

RESILIENT AND EMPOWERED NEIGHBOURHOODS

Service Priority	Activity	Progress 1/4/18 – 30/6/18	Target 18/19	RAG
City Development Plan	Monitoring Statement, Key early engagement.	Work has started on the Main Issues report including the design of the call for Sites which will inform the report.	<ul style="list-style-type: none"> Conclude by end of 2018 Beyond March 2019. 	Green

	Start Production of Main Issues Report.			
Open Space Strategy	Public Consultation Present to Committee for adoption.	The Draft Open Space Strategy (OSS) was presented to Neighbourhoods, Housing and Public Realm Committee on 5 th June 2018. It was agreed that preparation for external consultation will be carried out with consultation scheduled for October 2018.	<ul style="list-style-type: none"> • Summer 2018. • Early 2019. 	Green
Economic Areas Review	Review status and function of EDA's to inform emerging CDP2, aligned to overall spatial strategy.	Economic Development Review meetings have been held and a draft document prepared for management comment. City development Plan supplementary guidance will be presented to committee to seek approval to adopt.	<ul style="list-style-type: none"> • Draft outcomes to inform Main Issues Report by Late 2018. 	Green
City Development Plan: Action Programme	Promote status as Corporate Delivery Tool. Annual updating	Work has been undertaken to raise awareness of the Action Plan across all DRS functions. Engagement has also been carried out with planning and Building standards teams regarding alignment of activities with the Action Plan activities.	<ul style="list-style-type: none"> • Progress discussions with PALS and increase corporate awareness. • Ongoing 	Green
Spatial Priorities: SDF	River	Background analysis for the production of the River Clyde strategic development Framework is ongoing. The river corridor character appraisal has been completed.	<ul style="list-style-type: none"> • Completion of draft for public consultation 	Green
Implementation of CDP Action Programme – PBS responsibilities	City Centre	Initial scoping has commenced.	<ul style="list-style-type: none"> • Completion of draft for public consultation by Quarter 4 2018/19. 	Green
	Partick and Govan	Initial scoping has commenced.	<ul style="list-style-type: none"> • Completion of draft for public consultation by Quarter 3 2018/19. 	Green
	Central Govan Action Plan THI	Liaison with the Gypsy / Traveller community in Govan has now concluded. Govan and Linthouse Ancillary grant aided repairs has started and 2 training and 3 other complimentary initiatives has also commenced.	<ul style="list-style-type: none"> • 3 building projects on site and public realm completed. • Completion of Water Row Masterplan. 	Green
	Canal Regeneration Partnership	A project team has been established and a work plan for a three year Glasgow Canal Heritage project has been	<ul style="list-style-type: none"> • Dundashill site remediation and public 	

		<p>developed following the successful securing of Heritage Lottery Fund Great Place funding.</p> <p>City Deal grant funded works to Dundashill has started following North Glasgow Integrated Water Management System agreement.</p> <p>North Canalbank Street public realm has to be rescoped with the opportunity to extend the scheme with Sustrans funding.</p>	<p>realm to North Canalbank St on site.</p> <ul style="list-style-type: none"> • Dobbie's Masterplan initiated. • Maryhill Ph2 on site 	Green
	Town Centre Action Plans; Shawlands/ Calton Barras/ Parkhead THI/ Easterhouse	<p>Shawlands - works to Langside Hall Square has commenced.</p> <p>Calton Barras - additional funding application has been made to Sustrans in bridging the deficit in phase 2 Barras public realm works to London Rd and Gallowgate.</p> <p>Parkhead THI – grant aided works to B listed buildings 'Watson' Tenement and Parkhead Public School are on site however Clydesdale Bank works stalled as the contractor is in liquidation.</p> <p>Easterhouse Town Centre charrette report was completed and a report presented to the Neighbourhoods, Housing and Public Realm committee on 21st August 2018 which included a delivery plan for the regeneration of Easterhouse Town Centre.</p>	<ul style="list-style-type: none"> • Complete the programme including 3 buildings restored at Parkhead Cross. • Public realm completed at Barras and Shawlands. • Proposed Action Plan reported to Committee for Easterhouse Town Centre. 	Green
Resourcing for regeneration delivery	Implement priority Staffing Appointments	<p>Under the "Invest to Improve" initiative there was analysis and identification of additional resources and skill sets required across Planning and Building Service. Additional resources are required to deliver regeneration of the city, implement the City Development Plan and address findings of the Scottish Government's Audit of Building Standards.</p> <p>Work took place with Corporate HR to prioritise an agreed phase 1 of the Invest to Improve recruitment plan. There was also consideration of succession planning to build a more resilient workforce taking a longer term outlook.</p>	<ul style="list-style-type: none"> • Allocation of staffing as per City Development Plan business priorities. 	Green

Contributing to shaping of next National Planning Framework	Submission of evidence to support relevant designation in Glasgow.	The timing for this activity will not be initiated until the Scottish Government's Planning and Architecture Division work programme for the National Planning Framework is in place. This will largely be dependent upon the timescale and progress of the Planning (Scotland) Bill laid before Parliament in November 2017	<ul style="list-style-type: none"> Input to Scottish Government around City spatial and regeneration priorities. 	Green
Public Realm programme	Commence public engagement regarding pilot project at Finnieston.	An initial consultation exercise was undertaken and design options have commenced within budgets for appraisal by the local community and other stakeholders.	<ul style="list-style-type: none"> Public engagement undertaken for pilot project at Finnieston 	Green
City Deal: Waterfront and West End Innovation Quarter	<p>Govan Public Realm works undertaken.</p> <p>Active Travel North-improved cycle infrastructure between University Campus and River.</p>	<p>Govan public realm works contract was awarded on 30th April 2018</p> <p>Traffic Regulation Order (TRO) was served for the Active Travel North Project. Expressions of Interest has been invited in relation to third party quay wall funding.</p>	<ul style="list-style-type: none"> Works completed. Work started on site. 	Green
City Deal: Collegelands Calton Barras	<p>Phase 1 public realm works to Barras market undertaken.</p> <p>Meat Market Masterplan.</p> <p>High Street Station.</p>	<p>Works to phase 1 Barras public realm has commenced.</p> <p>Draft design has been completed for the Meatmarket infrastructure works and pre app workshops undertaken.</p> <p>Design developed to mitigate potential interoperability issues to High St Station works to ensure the project can be delivered in budget. A revised Outline Business Case (OBC) for the project has also commenced.</p>	<ul style="list-style-type: none"> Completion of Phase 1. PPP approval and tendering. Design development and continued stakeholder engagement undertaken. 	Amber
City Deal: Canal and North Gateway	<p>Remediation works to Dundashill.</p> <p>Works to North Canalbank St and Landscape Link.</p>	<p>The main contract works at Dundashill has started. NGIWMS agreement for canal connection has been implemented.</p> <p>North Canalbank Street work has been delayed following insufficient tender return and opportunities to gain additional funding for larger programme of works within the contract.</p>	<ul style="list-style-type: none"> Work on site at Dundashill. Contractor appointed. 	Amber

Stalled Spaces Programme	Continuation of programme to bring stalled sites or underutilised open space back in to community use.	<p>Stalled Spaces continues to deliver on the programmes priorities. 14 applications were received in the first round of applications for 2018-19, for a total funding request of £56K. 7 applications were approved by the panel for a total support of £30K. Projects included woodland trails, natural play spaces, summer arts programmes, public events and employability programmes, among others.</p> <p>Work was carried out to develop the brief for an area-specific Stalled Spaces programme for the Canal corridor as an approved action under the Heritage Lottery Fund Great Place Glasgow Canal Heritage Programme.</p>	<ul style="list-style-type: none"> • Funding of approximately £60,000 awarded to community led groups. 	Green
Performance Frameworks (Planning)	<p>Continuous improvement to meet with the requirements of the PPF.</p> <p>Annual update to committee following feedback report from the Scottish Government.</p>	The Planning Performance Framework 2017-18 was finalised including case studies and performance data. This was presented to the Scottish government within the target date of 31 st July 2018.	<ul style="list-style-type: none"> • Continuous improvement with Annual update. • Stakeholder Engagement Events. 	Green
Costing the Planning Service	Participate in the pilot refresh April- June 2018.	DRS staff participated in the re-run Costing the Planning Service exercise which was carried out to provide an evidence base for planning costs across the country. The Scottish Government's draft report will be reviewed by all participating authorities.	<ul style="list-style-type: none"> • Provide the requested information to fulfil GCC role in the exercise. 	Green
Enforcement Charter	Service Standards of the Enforcement Charter, including production of Planning Impact Reports.	<p>Quarterly Performance</p> <p>Service Standard 1: Acknowledged complaints within 10 working days of receipt of the complaint. Complaints logged: 187 Performance: 169 (90.3%)</p> <p>Service Standard 2: Preliminary site investigation within 25 working days from acknowledgement. Complaints logged: 187 Performance: 183 (97.8%)</p> <p>Service Standard 3: Visit High Priority Case on same day/next</p>	<ul style="list-style-type: none"> • Quarterly Reporting. 	Green

		day basis: Complaints logged: 5 Performance: 5 (100%)		
Building Standards Verifier Status	Satisfying the criteria within Performance and Operating Frameworks that are part of the Verifier's terms of appointment. For 2018, this will include the specific Recommended Actions contained within the Report on Audit of the operation of Verification Services, incorporated into the performance frameworks Continuous Improvement Plan (CIP).	A series of monthly meetings have been programmed with the Building Standards Division of the Scottish Government to give updates on the progress on the targeted areas of improvement.	<ul style="list-style-type: none"> Report progress to Scottish Government quarterly. 	Amber
Strategic Development Plan	Development Plan Scheme	<p>The legal challenge to the approval of the Strategic Development Plan (SDP) was dismissed at the Court of Session. The SDP was therefore approved on 24 July 2017, and forms part of the statutory development plan for Glasgow.</p> <p>Proposals in the Planning Bill to remove the requirement to prepare SDPs resulted in a pause in technical work for the next SDP until the shape of the Bill on this matter became clearer.</p>	<ul style="list-style-type: none"> Ongoing liaison with Clydeplan during transition to Glasgow City regional partnership. 	Green
Co-operative Childcare Pilots	Ongoing development of 3 Co-op Childcare pilots.	<p>Progress has been made with running costs of three properties however this has been slower than expected. Initial discussions have started with Legal on the process for providers submitting proposals to take operational control of three buildings.</p> <p>Good progress has been made in analysing GFIS platform.</p>	<ul style="list-style-type: none"> Develop a functioning co-op in each of the three pilot areas. 	Amber

		Financial Consultants will start working early July with one provider to test the process then roll out to further four.		
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A SUSTAINABLE AND LOW CARBON CITY				
Service Priority	Activity	Progress 1/4/18 – 30/6/18	Target 18/19	RAG
Transport	Support the Planning process and Housing & Regeneration Strategy. Input and influencing strategic partners and partnerships including SCOTS, SUDSWG, SUDSWP and lead on Section 7 (shared surface water system). Delivering of Robroyston Rail Station. Liaise with Transport Scotland and SPT on wider Transport issues.	Input was provided to the 142 planning consultation received from Development Management. Transport input was also provided to the housing Investment programme. Planning and Building Standards staff lead on the weekly Robroyston Station Client Group.	<ul style="list-style-type: none"> • 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. • Input to Strathclyde Passenger Transport Liaison Group. 	Green
H2020 Connecting Nature	Deliver Work Packages as set out in Project agreement.	Recruitment has been completed with ongoing liaison with European partners and Greenspace Scotland on finance and best practice. Indicators are being progressed in delivering the programme as part of Project agreement and grant conditions.	<ul style="list-style-type: none"> • Report progress to Planning and Building Services / Senior Management Team quarterly. 	Green

A VIBRANT CITY				
Service Priority	Activity	Progress 1/4/18 – 30/6/18	Target 18/19	RAG
Heritage Best Value Review	Review GCC support for existing heritage organisations in regeneration of the city's built heritage and in support of GCC's management of listed buildings.	Scoping existing support for the built heritage in the city and developing a brief for a consultant to carry out a best value appraisal is underway. Options are being developed for continued support going forward within the context of continued budget pressures	<ul style="list-style-type: none"> Report to Committee on strategy going forward. 	Green
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'.	Ongoing support has been given to the wider workstreams including fit with wider placemaking and City Development Plan objectives.	<ul style="list-style-type: none"> Report to Corporate Management Team by October 2018. 	Green
Antonine Wall World Heritage Site	Deliver Management plan as it relates to Glasgow.	Stage 2 development of Heritage Lottery Fund bid was supported. Glasgow chaired the Steering group for 2018 /2019, the location for a distance slab at Lambhill was confirmed and proposals for a roman themed play park at Drumchapel developed.	<ul style="list-style-type: none"> Report progress to Planning and Building Services / Senior Management Team quarterly. 	Green

A WELL GOVERNED CITY THAT LISTENS AND RESPONDS		
Service Priority	Progress 1/4/18 – 30/6/18	RAG
Develop Target Operating Model for data and analysis	<p>Weekly meetings take place with the SIT team and a Strategic Business Intelligence forum has been set up with representation across the Council family.</p> <p>A data gathering exercise has started to understand the distribution of data skillsets across the council family. Virtual working is already in place across a number of projects to inform the TOM moving forward.</p> <p>Outcomes for the European funded projects are all on track. A progress update was presented to ECMT and Digital Glasgow Board.</p>	Green

STAFF EQUALITY BREAKDOWN

Since 31st March 2018 there has been a reduction of 8.21FTE.

Full-time equivalent staffing levels as of 30th June 2018																		
Grade	GENDER				ETHNICITY					DISABILITY					TOTAL			
	Male		Female		White FTE		Minority Ethnic		Non disclosed Minor		Disabled		No disability		Non disclosed disability		No	%
	No	%	No	%	No	%		%	No	%	No	%	No	%	No	%		
Grade 1 - 4	59.03	19.95%	17.50	10.73%	56.51	14.25%	1.51	13.38%	17.50	34.19%	0.50	3.29%	13.81	10.29%	62.21	20.10%	76.53	16.67%
Grade 5 - 7	167.10	56.49%	114.31	70.06%	250.93	63.29%	9.80	86.62%	20.69	40.41%	13.70	90.13%	86.51	64.45%	181.20	58.54%	281.41	61.31%
Grade 8	45.20	15.28%	23.04	14.12%	63.24	15.95%	0.00	0.00%	5.00	9.77%	1.00	6.58%	24.91	18.56%	42.33	13.67%	68.24	14.87%
Grade 9 - 14	20.50	6.93%	8.30	5.09%	24.80	6.25%	0.00	0.00%	5.00	9.77%	0.00	0.00%	9.00	6.70%	19.80	6.40%	28.80	6.27%
Other	4.00	1.35%	0.00	0.00%	1.00	0.25%	0.00	0.00%	3.00	5.86%	0.00	0.00%	0.00	0.00%	4.00	1.29%	4.00	0.87%
TOTAL	295.83	100.00%	163.16	100.00%	396.49	100.00%	11.31	100.00%	51.19	100.00%	15.20	100.00%	134.24	100.00%	309.54	100.00%	458.99	100.00%
Equality group as a % of Equality cat	64.45%			35.55%		86.38%		2.47%		11.15%		3.31%		29.25%		67.44%		
Full-time equivalent staffing levels as of 31st March 2018																		
Grade	GENDER				ETHNICITY					DISABILITY					TOTAL			
	Male		Female		White FTE		Minority Ethnic		Non disclosed Minor		Disabled		No disability		Non disclosed disability		No	%
	No	%	No	%	No	%		%	No	%	No	%	No	%	No	%		
Grade 1 - 4	61.03	20.14%	20.01	12.19%	57.03	14.27%	1.51	13.38%	22.50	40.05%	0.50	3.29%	14.33	10.76%	66.21	20.77%	81.04	17.35%
Grade 5 - 7	170.50	56.27%	111.81	68.11%	251.83	63.00%	9.80	86.62%	20.69	36.82%	13.70	90.13%	84.91	63.77%	183.70	57.61%	282.31	60.43%
Grade 8	47.00	15.51%	24.54	14.95%	65.54	16.40%	0.00	0.00%	6.00	10.68%	1.00	6.58%	25.91	19.46%	44.63	14.00%	71.54	15.31%
Grade 9 - 14	20.50	6.77%	7.80	4.75%	24.30	6.08%	0.00	0.00%	4.00	7.12%	0.00	0.00%	8.00	6.01%	20.30	6.37%	28.30	6.06%
Other	4.00	1.32%	0.00	0.00%	1.00	0.25%	0.00	0.00%	3.00	5.34%	0.00	0.00%	0.00	0.00%	4.00	1.25%	4.00	0.86%
TOTAL	303.03	100.00%	164.17	100.00%	399.70	100.00%	11.31	100.00%	56.19	100.00%	15.20	100.00%	133.16	100.00%	318.84	100.00%	467.20	100.00%
Equality group as a % of Equality cat	64.86%			35.14%		85.55%		2.42%		12.03%		3.25%		28.50%		68.25%		