

PERFORMANCE REPORT 2020



CONTENTS



LEADER'S INTRODUCTION	3
INTRODUCTION	4
GLASGOW CITY COUNCIL RESPONSE TO COVID-19	5
A THRIVING ECONOMY	6
A VIBRANT CITY	7
EXCELLENT AND INCLUSIVE EDUCATION	8
HEALTHIER CITY	9
SUSTAINABLE AND LOW CARBON	10
RESILIENT AND EMPOWERED NEIGHBOURHOODS	11
A WELL GOVERNED CITY THAT LISTENS AND RESPONDS	12
MORE ABOUT GLASGOW CITY COUNCIL	13

LEADER'S INTRODUCTION



Councillor Susan Aitken
Leader of
Glasgow City Council

The 2019-2020 Annual Performance Report is delivered amidst one of the most significant challenges faced by Glasgow in recent history. The global Covid-19 pandemic has affected every aspect of the City Council's work. Recovery will dominate our priorities going forward, whilst also changing the context in which we consider our achievements of the past year and the work commenced and progressed in that time.

When lockdown was declared across Scotland in March, our emergency response was immediate. In those first few months over £80million in support grants was distributed amongst 7400 businesses, £3.8million was provided to families with children entitled to free school meals, 6000 fresh food packages were made available weekly to those required to shield and contact maintained with tens of thousands of vulnerable residents. I remain incredibly proud of each and every member of staff whose dedication delivered for our people.

In January plans to encourage and coordinate fresh economic growth and development along the Clyde were announced. Clyde Mission is potentially Europe's biggest untapped development site. The need for a green Covid recovery and economic stimuli has added momentum to Clyde Mission, with tens of millions in funding now secured to push forward.

Lockdown stalled all capital projects but the development of an entire new community in Sighthill continues to take significant strides, with a new education campus opening, a contractor appointed for a new bridge over

the M8 and the first residents expected in late 2021. With further proposals for hundreds of new homes in the wider area advancing, 2020 has been pivotal for the long overdue renaissance of Glasgow's north.

Discussions on where and how we live and work, the quality of our surroundings and the effect on wellbeing have accelerated in 2020. I'm delighted therefore that the vision to transform George Square into a world class public realm space has progressed, whilst our first zero carbon housing development at Port Dundas, the City Centre Living Strategy and many related projects have been approved.

Preparations for Glasgow's hosting of the COP26 were obviously curtailed by the pandemic. But we remain scheduled to welcome the world to Glasgow in 2021. We must ensure COP happens with Glaswegians and that we have a legacy to build a greener, more sustainable and healthier city. With work underway on projects ranging from reducing fuel consumption in tenements to preparing our workforce and economy for a zero carbon future we are ideally positioned to capitalise on an event of global reach and significance.

At the time of writing, the only certainty with Covid is that it will be with us for many months to come. This Council will continue to have a critical role in protecting and nurturing the health and well-being of our communities. Glasgow will recover and renew. How we get there will define who and what we are as an authority.

INTRODUCTION



Welcome to the 2019/20 Performance Report summary which lists some of the key highlights and achievements we have made over the last year in delivering the [Council Strategic Plan](#) for 2017 to 2022.

The [Council Strategic Plan](#) sets out the priority themes and commitments to be delivered by the council, its services and arm's length organisations.

The aim of your Council is to make Glasgow a world class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's success.

The Council Strategic Plan has 105 key priorities, grouped under the following seven themes:

- A Thriving Economy
- A Vibrant City
- A Healthier City
- Excellent and Inclusive Education
- A Sustainable and Low Carbon City
- Resilient and Empowered Neighbourhoods
- A Well Governed City that Listens and Responds

Three quarters of the actions we need to complete to deliver these priorities are already complete or on track to be delivered by 2022. Information on the progress we have made to achieve all the key priorities is detailed in the [full Public Performance report](#).

This is our [third annual performance report](#) on the Council Strategic Plan.

This report looks back at our performance in 2019-2020 but given the impact of the Covid-19 pandemic on the city we have included some information in this report about how we have responded to that crisis.

GLASGOW CITY COUNCIL RESPONSE TO COVID-19

Since lockdown was declared across Scotland on 23 March 2020, Glasgow City Council has endeavoured to provide as much support as possible to vulnerable communities while also continuing to deliver essential public services.

Given the need to provide assistance as quickly as possible, a number of Council services made arrangements to provide a wide range of supports.

By the 7 July 2020, this support had included:

Making our [schools as safe as possible](#) for all those who work and learn in them.

Providing information and videos for [people who use British Sign Language](#).

We paid 7,405 businesses a total of £83.83m in [Business Support](#) Grants.

Received nearly 22,000 social media messages.

Gave £696,000 to people via the newly created [Self-Employed Hardship Fund](#).

The [Glasgow website](#) experienced 3.8 million page views, with 278,045 views of our [Coronavirus page](#).

Delivered 6,000 Shielding Plus fresh produce packages every week.

Kept in touch with our 22,000 shielding residents by letter, phone, text or email.

£3.8m spent on [Farmfoods pre-paid cards](#) to support families entitled to free school meals and school clothing grants.

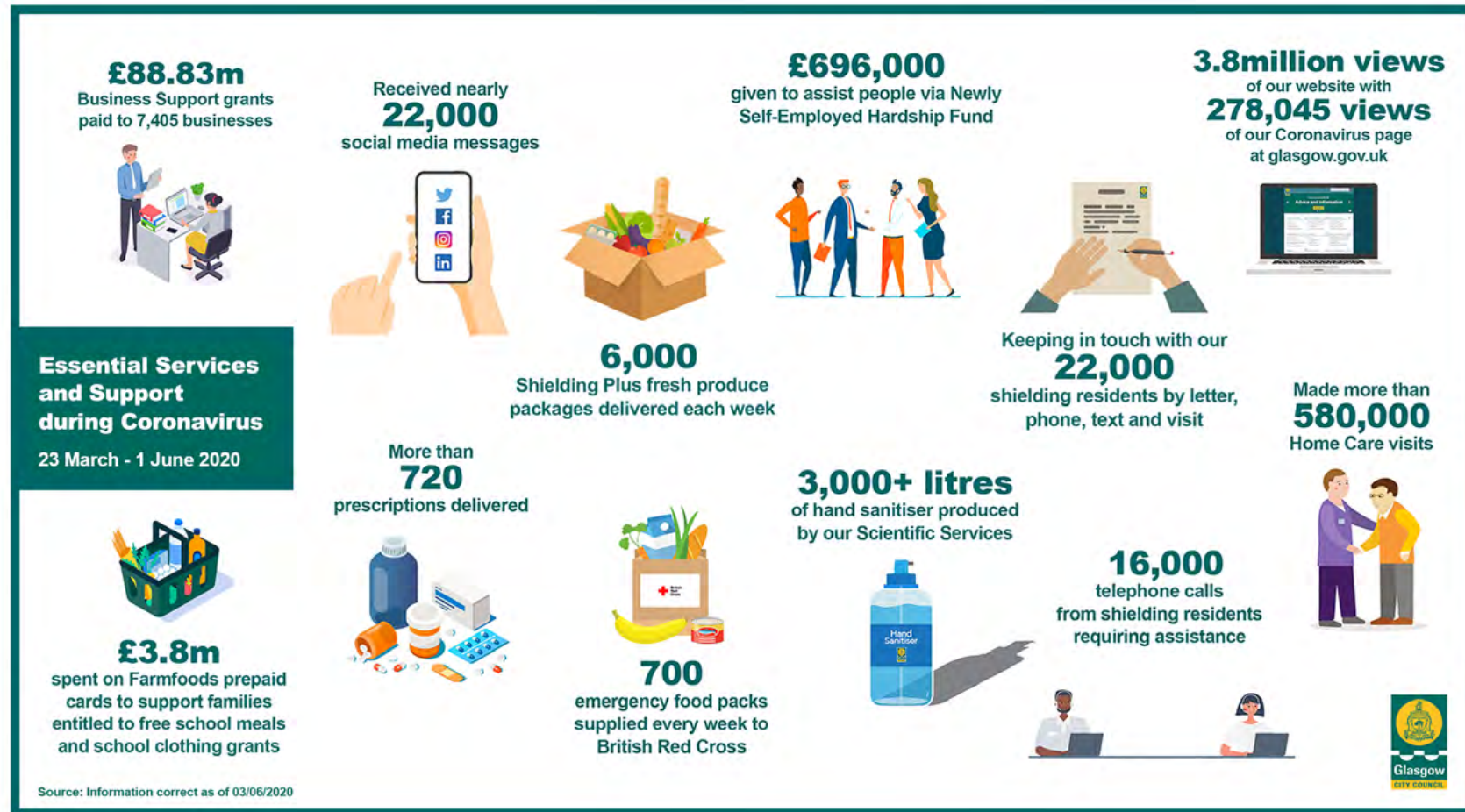
Ensured delivery of more than 720 prescriptions.

700 emergency food packs supplied every week with assistance of British Red Cross.

Our [Scientific Services](#) produced 3,000+ litres of hand sanitisers.

Shielding residents requiring assistance made 16,000 telephone calls to us.

Staff made more than 58,000 Home Care visits.



A THRIVING ECONOMY



Our priority is inclusive growth. By this we mean growth that benefits the city, its citizens and businesses, to create jobs, tackle poverty and improve health.

By the end of this plan we want to see:

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

Some recent key achievements include:

Over 99% of Glasgow's premises have access to Superfast Broadband.

Glasgow ranked second most attractive UK city for Foreign Direct Investment financial services in 2019.

The BT Group announced a multi-million pound refurbishment of its flagship Clydeside office, securing hundreds of jobs.

Glasgow is ranked the Best Large European City of the Future for Foreign Direct Investment Strategy 2020/21.

The 2019-2023 Investment Strategy, promoting Glasgow as a **sustainable location for investors** in order to attract **more and better quality jobs**, was agreed.

Glasgow ranks top in the UK outside London for graduate retention (51%).

The City Deal will fund a £90million investment in the Living Laboratory project based at the Queen Elizabeth Hospital.

Nearly **1,000 secondary school pupils** heard from a variety of employers about the benefits of a career in the Science, Technology, Engineering and Mathematics (STEM) sector.

Full detail of progress against each priority within the Thriving Economy Theme is provided here.

A VIBRANT CITY



Our priority is to ensure our own citizens can benefit from the sporting heritage and cultural life in the city.

This includes preserving our unique identity and our history while recognising and supporting the strength of our people.

By the end of this plan we want to see:

- Glasgow building on its reputation as a world class destination for tourism, culture, sport, events and heritage.
- Glaswegians are active and healthier.
- All citizens have access to the city's cultural life and its heritage.
- Glasgow acknowledge and promote its history, heritage and culture.

Some recent key achievements include:

The city is home to **over 100 cultural organisations** who are involved in a wide range of activities.

Glasgow was named the **World's Leading Festival and Event destination** at the 26th annual World Travel Awards.

Glasgow succeeded in its bid to be the **European Capital of Sport in 2023**, the first time any city has held the coveted title twice.

A **soft play and Clip 'n Climb facility**, which is the **only one of its kind** in the city, was opened as part of the second phase of the **Kelvin Hall** redevelopment.

The **Creative Communities: Artists in Residence** programme saw artist residencies delivered in **all 23 wards of Glasgow**, offering around **700 creative consultation activities** and attracting nearly **16,000 engagements** city-wide.

The European Commission recognised the importance of culture to Glasgow when they named it the **UK's top cultural and creative city**.

We continued to work with cultural and creative sectors along with citizens to launch the **Glasgow Culture Plan**.

The **£66 million transformation of The Burrell Collection** continues and we look forward to opening the doors and welcoming visitors.

Full detail of progress against each priority within the Vibrant City Theme is provided [here](#).

EXCELLENT AND INCLUSIVE EDUCATION



Every child and young person should reach their full potential in schools that are fit for purpose and delivering excellent and inclusive education.

We want to continue to close the gap with the rest of Scotland and improve attainment levels across all our schools.

Our actions on education and childcare support the [Community Plan](#) priorities and will deliver the following outcomes:

- Improve attainment levels across all our schools.
- Ensure all children and young people will go onto a job, training opportunity or higher or further education.
- Ensure children and young people benefit from early intervention and prevention approaches.
- Recognise and support equality and diversity and human rights.

Some recent key achievements include:

[The rollout of digital devices to assist learning in Glasgow's schools](#) has begun, with the programme expected to complete in 2021.

A brand new school located in the Dalmarnock area, [Riverbank Primary](#), was opened during the 2019/20 school term.

A new education community campus was opened in [Sighthill](#) during November 2019.

Glasgow's attainment levels continue to [improve](#) with more of our pupils going onto a **positive destination** when they leave school.

The number of young people entering Higher Education in 2018/19 remained at **39%**. Almost **50%** of this number came **from our most deprived communities**.

By [working closely with neighbouring Authorities](#) we continue to learn and share experience which improves **outcomes for our learners**.

An updated [Education Estate Strategy](#) will be published this year, continuing the ambition to provide **high quality learning and teaching environments for future learners**.

Delivery of the [Community Learning and Development Plan](#) has resulted in a range of **free learning and activities** to engage and develop children, young people, adults and families.

Our commitment to Gaelic was further demonstrated by the **announcement of a new Gaelic primary school** to be built and, following public [consultation](#) and [external analysis](#), the **Govan Annexe has been established as a Gaelic school** in its own right.

Glasgow has been accepted as a **member of the [UNESCO Global Network of Learning Cities](#)**.

We **continue to improve** the [Educational attainments of care experienced young people](#) in our schools.

Full details of progress against each priority within the Excellent and Inclusive Education Theme is provided [here](#).

HEALTHIER CITY



Glasgow continues to face challenges in addressing the impact that poverty, deprivation and inequality have on our citizens' health. There is a specific focus in this plan on improving health in order to ensure that everyone can reach their full potential and take part in all the city has to offer in terms of employment, leisure and social opportunities.

[Glasgow has a Health and Social Care Partnership \(HSCP\)](#) which brings health and social work staff together to improve health and social care in the city.

We will work with the HSCP to deliver on our priorities:

- Glasgow is healthier.
- Our Services are focussed on prevention and early intervention.
- Citizens are more self-reliant for their health and well-being.
- We have integrated services with health that support Glaswegians when they need it.

Some recent key achievements include:

[Free personal care for people under 65](#) was introduced in April 2019 with approximately 1,900 people under 65 now in receipt of this.

[Glasgow Community Planning Partnership \(GCPP\)](#) established a [Public Health Oversight Board](#) to oversee and co-ordinate public health policy and activity in the city.

A new [Youth Health Service model](#), incorporating both clinical and wider well-being services, has been introduced and is being rolled out across the city.

[Street Change](#), an **alternative giving scheme** to support people involved in street begging, was launched by Glasgow City Council and its Partners.

The openings of [Victoria Gardens and Meadowburn Care Home](#) complete our [Tomorrow's Residential and Day Care Programme](#).

The new [Enhanced Drug Treatment Service \(EDTS\)](#) opened in November 2019. This aims to reduce public injecting and save lives by reducing the risk of overdose and the spread of blood borne viruses.

During 2019/20 a total of 1,487 homes were adapted for people with disabilities and other needs following investment of over £4.7 million via the [Affordable Housing Supply Programme](#).

Strathclyde Partnership for Transport (SPT) and Glasgow City Council's [Improving the Cancer Journey \(ICJ\)](#), jointly developed a system to simplify the free travel application process for all ICJ palliative care clients and their carers when travelling with them.

During 2019/20 the [Private Rented Sector Hub team](#) – who support the [Housing First approach](#) - assisted 228 families to sustain their tenancies, preventing homelessness in 94% of cases.

Glasgow City HSCP won a prestigious [COSLA Excellence Award for the Tomorrow's Women Glasgow Partnership in 2019](#). This service provides consistent and flexible support for women previously involved in offending or are returning from custody.

Full detail of progress against each priority within the Healthier City Theme is provided [here](#).

SUSTAINABLE AND LOW CARBON



Glasgow has committed to becoming one of the most sustainable cities in Europe over the next twenty years. To achieve this commitment, the following outcomes have been developed:

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

Some recent key achievements include:

Emissions from public transport will begin to reduce as bus companies continue to [introduce electric buses](#) into their fleet.

Work to [better manage rainwater and reduce the negative economic and social impact of flooding](#) has begun in Penilee and Cardonald.

New traffic measures have been introduced which will [ensure priority for buses](#) on two of the busiest routes in Glasgow city centre.

A contractor has been appointed with work starting soon on the [M8 Bridge connecting Sighthill to Glasgow City Centre](#).

We recently become members of influential partnerships through the International Council for Local Environmental Initiatives (ICLEI) and [Carbon Neutral Cities Alliance](#).

Improved drainage with the potential to unlock land for development in South East Glasgow, Garrowhill and Drumchapel is being realised as the [Metropolitan Glasgow Strategic Drainage Partnership](#) progresses.

Our [plastics reduction strategy](#) commits the city to eradicating single use plastics by 2022.

The [Intelligent Street Lighting project](#), providing environmental, financial, safety and security benefits, was completed.

The [first annual Sustainable Glasgow event](#) was held in the Scottish Exhibition Centre with the intention that it will be held every year to plan how Glasgow becomes [carbon neutral with net zero emissions](#).

As part of our aim to become a sustainable food city we have published a draft [food growing strategy](#).

An outline plan to [decarbonising the Council's own fleet](#) of more than 2,000 vehicles by 2029 has been published.

Full detail of progress against each priority within the Sustainable and Low Carbon Theme is provided [here](#).

RESILIENT AND EMPOWERED NEIGHBOURHOODS



Our actions on community empowerment, neighbourhoods, and tackling inequality are closely linked. Having clean, sociable, accessible and safe neighbourhoods for people to live and work in is a key driver for the delivery of our commitment to reduce inequalities.

Living in quality neighbourhoods, where you feel a sense of ownership over the decisions made in it, improves the health and wellbeing of Glasgow's people.

We want to make sure:

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

Our work on resilient and empowered neighbourhoods support the city's Community Plan priorities.

Some recent key achievements include:

We continue to develop plans to transform [George Square into a world class public realm space](#).

Approval of the [Glasgow City Centre Living Strategy](#) will have a transformative impact on this part of the city.

As part of the [Glasgow Empty Homes Strategy](#), we used [compulsory purchase order powers](#) to bring properties back into the housing stock.

The first two Strategic Development Frameworks, [River Clyde Development Corridor](#) and the [Govan-Partick Strategic Development Framework](#) received Council approval.

Glasgow has been allocated £3.01 million as part of the [Scottish Town Centres](#) scheme.

Our first [Open Space Strategy](#) aligns and co-ordinate all of our activities relating to open space.

The new [Robroyston Station and Park and Ride](#) facility won a commendation at the Royal Town Planning Institute Awards.

We launched an [Ibrox/Cessnock Housing Strategy](#) and [carried out a stock condition survey](#) of 500 pre 1919 tenement properties.

Glasgow City Council approved a tender with West of Scotland Housing Association at Port Dundas for its [first zero carbon housing project](#), starting on site in 2020.

The Affordable Housing Supply Programme provided funding for [electrical vehicle charging](#).

Participatory budgets, where local communities make decisions on how money is spent, demonstrated they were focussed on **tackling inequality**, and committed to **involving a wide range of people** in the decisions as set out in the [development and evaluation](#).

Full detail of progress against each priority within the Resilient and Empowered Neighbourhoods Theme is provided [here](#).

A WELL GOVERNED CITY THAT LISTENS AND RESPONDS



A well governed city is one that is innovative, plans for the future and lives within its means. This includes a responsibility to plan for the financial challenge ahead and ensuring the Council develops services with citizens and partners fit for the 21st century.

This theme also recognises the importance of the Council becoming more accountable, open and transparent and demonstrating that we respond to citizens' views.

Under this theme we want to make sure that:

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

Some recent key achievements include:

Glasgow is working to [tackle the harm caused by gambling](#).

Our commitment to [involve people in helping shape city policy and decisions](#) meant that during 2019 we carried out a total of 25 consultations.

The [City Centre Strategy's District Regeneration Framework programme](#) has completed five of nine plans. The remaining four have engaged the public through webinars and online options.

Glasgow was the first Scottish city to sign up to an international pact which aims to [tackle food inequality](#).

Recognising pressures around future Council budgets, we worked with IPSOS MORi to arrange budget citizens' panel to help us to make [decisions about how we allocate our budget](#).

We published our [Financial Inclusion Strategy](#) to assist citizens gaining access to advice and assistance with money matters.

Our established partnership working and collaboration with other organisations – the [Team Glasgow approach](#) – has been central to the cities achievements this year and will be important to our post COVID recovery.

The city wide Strategic Plan and corresponding action plan to prevent and eradicate violence against women and girls in Glasgow has now been approved by the Glasgow Violence Against Women Partnership.

Full detail of progress against each priority within the Well Governed City That Listens and Responds Theme is provided [here](#).

MORE ABOUT GLASGOW CITY COUNCIL

Glasgow City Council – Who we are

[Glasgow City Council](#) is one of Scotland's largest employers with over 20,000 staff in a wide range of jobs and careers.

Information about careers with the Council is [available on the Glasgow City Council website](#).

Employee diversity information is [available on the Glasgow City Council website](#).

How we pay for services

Each year we [produce a guide](#) containing information on our revenue and capital budgets, as well as a number of key facts about the services we provide. Statistics for other Scottish authorities are also included in the guide for comparative purposes.

How we compare with other Councils

Councils across Scotland have agreed a set of indicators to help compare their costs and how well they deliver services.

Comparative data is available from the [Improvement Service website](#).

What our Citizens think

We periodically ask a representative quota of around 1,000 Glasgow residents what they think about Council Services. We use this to inform service and strategy development.

Copies of the full Glasgow Household Survey reports are [available on the Glasgow City Council website](#).