



GLASGOW CITY COUNCIL PERFORMANCE REPORT 2021

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LEADER'S INTRODUCTION



The past 18 months has been a period during which all our lives changed and which has taken a considerable toll on our city's well-being.

The 2020/21 Annual Performance Report provides an opportunity to reflect on Glasgow's ability to maintain momentum on several important development programmes whilst addressing the ongoing impact of the global Covid-19 pandemic.

Dealing with the challenges of Covid-19 has required us to respond to very immediate needs urgently and compassionately. This has involved working with vulnerable individuals, and across communities, the Third Sector, business and other agencies to provide often lifeline assistance and advice. Being able to do so successfully has benefitted all those who have relied on the council and our partners during this unprecedented time.

Throughout this we have continued with our preparations for the United Nations Climate Change Conference, or COP26. COP26 in November has the potential to be a pivotal moment for our planet and indeed for its host city. COP provides Glasgow with an unrivalled opportunity to accelerate our ongoing work to address the Climate Emergency, including delivering on our ambitious Climate Action Plan, progressing the pioneering Low Emission Zone and expanding the Spaces for People initiative. But COP is also a global platform to promote Glasgow as the city where the solutions to the urban challenges of sustainability can be found and ensure we deliver a just and prosperous transition for all our citizens in the decade ahead. The Climate Emergency is the issue of our times and COP can become the defining moment for modern Glasgow.

In less extraordinary times, our progress in areas across social care, education and economic development would enjoy greater attention and promotion. Our teachers, school staff and pupils have faced incredible challenges during the past year due to the disruption of the pandemic yet progressed towards record figures for positive destinations for school leavers. That the successes highlighted in this Annual Performance Report have been delivered amidst immediate and unparalleled concerns demonstrates the hard work, vision and ingenuity which is typical of how the city continues to evolve in a fast-changing world.

As we plan for the future, Glasgow will continue to be a city defined by innovation, creativity and determination to meet challenges head on. These are characteristics which we have already shown we have and will continue to be demonstrated as we move into the future.

Cllr Susan Aitken

Leader, Glasgow City Council.

INTRODUCTION

Welcome to the 2020/21 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:

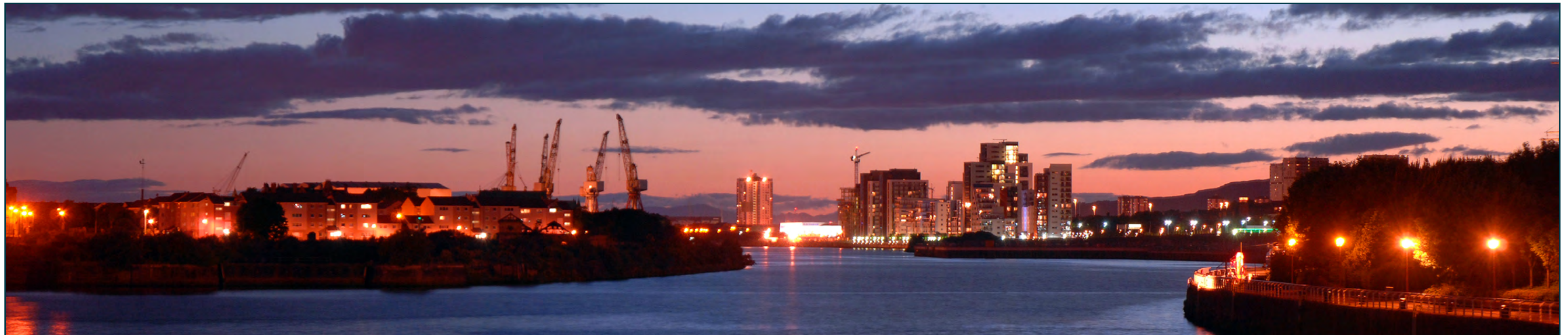
- A Thriving Economy
- A Vibrant City

- 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 [fourth annual performance report](#) on the Council Strategic Plan.



COVID-19 – RESPONSE AND RECOVERY

During 2020/21, a significant focus of council activity was in mitigating the impacts of the ongoing COVID-19 pandemic.

Over the twelve months to March 2021, a number of our services worked in different ways to ensure that those most affected by ongoing restrictions continued to be looked after and assisted where possible.

These are some of the highlights from the work which has taken place during this time.



PROGRESSING THE GAELIC LANGUAGE

[The council's commitment to the Gaelic language](#), as set out in our 2018 to 2022 Gaelic Language Plan, focuses on five key priorities:

1. Providing Gaelic education and learning in our schools and early years centres
2. Providing a positive profile and status for the Gaelic language
3. Fostering knowledge and learning in our workplace and communities
4. Providing Gaelic arts and cultural heritage across the city
5. Promoting the social and economic benefits of Gaelic

Glasgow is known as Baile Mòr nan Gàidheal, the City of the Gaels, and has a long history and tradition of support for the Gaelic community.

Some recent key achievements include:

- The number of children and young people enrolled in [Gaelic Medium Education](#) (GME) in Glasgow rose from 451 in 2009 to more than 1,400.
- A new GME partnership nursery to be sited at [Govan Gaelic Primary School](#).
- Funding for a fourth GME Primary School has been secured with opening planned for 2024/25.
- Glasgow Life and Fèisean nan Gàidheal produced new online Gaelic learning programmes while demand for Glasgow Life's [Gaelic adult and community learning](#) continues to increase.
- Gaelic featured in the [Creative Communities Artist-in-Residence programme](#), at Aye Write and in Celtic Connections
- The first ever Gaelic learning programme for older people was produced with the social enterprise, [Lingo Flamingo](#).

- A new community partnership, [Aon Ghlaschu](#), was formed as the main legacy project of [Mòd Ghlaschu 2019](#) which contributed some £4million to the city's economy.



AG ADHARTACHADH NA GÀIDHLIG

[Tha dealas na comhairle don chànan](#), mar a tha mìnichte nar Plana Gàidhlig 2018 gu 2022, ag amas air còig prìomh àrd-amasan:

1. Solarachadh foghlam Gàidhlig agus ionnsachadh na Gàidhlig nar sgoiltean agus nar n-ionadan thràth-bhliadhnaichean.
2. Togail ìomhaigh agus inbhe dheimhinneach don Ghàidhlig.
3. Brosnachadh eòlas agus ionnsachadh nar n-àite-obrach agus nar coimhearsnachdan.
4. Solarachadh ealain Ghàidhlig agus dualchas culturach air feadh a' bhaile
5. Adhartachadh bhuannachdan sòisealta agus eaconamach na Gàidhlig.

Tha Glaschu aithnichte mar Bhaile Mòr nan Gàidheal le eachdraidh fhada agus traidisean de thaic do choimhearsnachd na Gàidhlig.

Am measg nan coileanaidhean as ùire:

- Tha an àireamh de chloinn is dhaoine òga air an clàradh ann am [Foghlam tro Mheadhan na Gàidhlig](#) (FMG) ann an Glaschu, air èirigh bho 451 gu còrr air 1,400.
- Tha sgoil-àraich ùr com-pàirteachais FMG ri bhith stèidhichte ann am [Bun-sgoil Ghàidhlig Bhaile a' Ghobhainn](#).
- Tha maoineachadh do cheathramh Bun-sgoil FMG air fhaotainn, a bhios a' fosgladh ann an 2024/25.
- Thug Glaschu Beò agus Fèisean nan Gàidheal prògraman ùra ionnsachaidh Gàidhlig gu buil air-loidhne, agus tha iarrtas airson [ionnsachadh Gàidhlig inbhich is coimhearsnachd Ghlaschu Beò a' cumail ag èirigh](#).
- Bha Gàidhlig mar phàirt de [phrògram Neach-ealain air Mhuinntearas Choimhearsnachdan Cruthachail](#), aig Aye Write agus Celtic Connections.
- Chaidh a' chiad phrògram ionnsachaidh Gàidhlig do dhaoine nas sine a thoirt gu buil leis an iomairt shòisealta, [Lingo Flamingo](#).

- Chaidh com-pàirteachas ùr coimhearsnachd, [Aon Ghlaschu](#), a chruthachadh mar phrìomh dhìleab [Mòd Ghlaschu 2019](#), a chuir còrr air £4 millean ri eaconamaidh a' bhaile.



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:

The [Glasgow's City Centre Strategic Development Framework \(SDF\)](#), which will drive economic renewal and allow us to meet the challenges of climate change, was adopted by the council.

The [Nature-Based Accelerator Programme](#), which looks to help the development and growth of nature-based businesses and organisations, was launched.

Through the [Glasgow's City Centre Task Force](#), we have assisted in the successful reopening of the economy as the city emerges from lockdown.

Between 2016/17 and 2019/20 the [Glasgow City Council's Invest Glasgow team](#) has helped to attract almost 12,000 new jobs to the city.

Establishing [The Clyde Mission](#), a partnership which will harness the opportunities and competitive advantage of the River Clyde and the surrounding assets to deliver economic, social and environmental benefits.

Developing a [Telecoms Unit and Portal](#) which works with industry to attract, accelerate and facilitate digital infrastructure investment in the city.

Full detail of progress against each priority within the Thriving Economy Theme and actions for 2021-2022 - are given [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:

More than 10,000 people [have applied to volunteer for the 26th United Nations Climate Change Conference](#) - COP26

Plans to develop The Kelvin Hall into a £11.9million [film and television production facility](#) were approved by the Council.

Glasgow formed a partnership with international sustainability leader EarthCheck to assist the city in [benchmarking its environmental and social performance](#) and to deliver higher standards of health and hygiene in a COVID-19 recovery environment.

Generous additional support from the [National Lottery Heritage Fund](#), the [Scottish Government](#) and others, allowed us to progress the ambitious [refurbishment of the Burrell Collection](#) and we look forward to welcoming the people of Glasgow - and everyone who visits the city - in 2022.

Worked in partnership with four clubs and groups to pilot an initiative [which gives more young people and grassroots organisations](#) access to outdoor pitches in Glasgow.

Reflecting on the impact of the coronavirus crisis [by publicising 'The Long Bench'](#) by [Jim Carruth](#), Glasgow's Poet Laureate.

Launched mid-July 2020, the #GlasgowIsOpen campaign coincided with the reopening Scottish tourism sector and provided a unifying rallying call for everyone to support the city. The mid-term review of Glasgow's Tourism and Visitor Plan, completed in June 2020, will assist in informing priorities for the recovery of tourism to the city, a key driver of the [city's Economic Strategy](#).

The fully digital [2021 Celtic Connections](#) programme featured over 30 specially commissioned projects and performances by 100 artists and played to audiences in excess of 27,000 from over 60 countries.

The ambitious [Creative Communities: Artists in Residence](#) project continued throughout the lockdowns, and delivered support in areas such as mental health and wellbeing.

Continued to position Glasgow as a world class events city by exploring the feasibility of hosting the [World Athletics Championships 2024](#).

Listened to public feedback to ensure the £1,965,000 [awarded by the Community Asset Fund to Woodside Library](#) was invested in ways which best served those who use the facility.

Full detail of progress against each priority within the Vibrant City Theme and actions for 2021-2022 - are given [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:

Over ten years the proportion of pupils achieving [1 or more Highers by S5](#) has almost doubled. When including deprivation [Glasgow's attainment](#) levels occupy a top half position amongst Scottish Local Authorities. Young people from the most deprived postcodes are [improving at a faster rate](#) in Glasgow than nationally.

The [Towards Better Futures Team](#) continue to work with schools to improve sustained post-school destinations with more school leavers than ever before going to higher and further education.

The [Digital Glasgow Strategy](#) helped ensure schools and families continued to support educational needs during lockdown by distributing 56,285 devices to assist learning, including 5,110 connectivity devices. We also supplied 4,399 Smart TV's and 2,598 projectors to schools.

To assist in meeting the Scottish Government's commitment to provide 1140 hours of statutory childcare, approval has been given to [build three new early learning facilities](#) in Tollcross, Carntyne and Govanhill at a cost of £12.3m.

Three secondary and five primary schools achieved the [LGBT Youth Scotland Charter award](#). We are also working with [Time for Inclusive Education](#) (TIE) to progress inclusive education resources and training for our schools.

Our Black Young People Forum met the Deputy First Minister and Equalities Minister to discuss their experiences in education and share their views to help shape future developments in schools.

Leaders in our Education Service are attending training which aims to [bring about systemic change in race equality](#) in our schools.

Our [Active Play](#) charity partners (PEEK, Jeely Piece Club and FARE) delivered 231 sessions across 28 classes in 17 schools, meaning 669 children still benefited from their work last year.

Commitment to excellence in sustainable education has been recognised by almost half of Glasgow's primary schools [achieving the Green Flag Award](#).

The [SEEMIS Next Generation project](#) has commenced roll out of Parent Portal, facilitating an improved digital relationship between parents, pupils and schools

Full detail of progress against each priority within the Excellent and Inclusive Education Theme and actions for 2021-2022 - are given [here](#).



A 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:

Recovery Communities, which operate alongside mainstream treatment services and are supported by the city's Alcohol and Drug Recovery Service won the [Volunteers Category](#) at the Scottish Health Awards.

The city's approach to dementia has been [hailed as world leading](#) in a major global study and ranked second out of 30 cities across the world for dementia innovation.

Recognising the progress made in suicide prevention and awareness, Glasgow was the first local authority in Scotland to achieve the [LivingWorks Suicide Safer Community Designation](#).

Two [Mental Health Assessment Units](#) were established to divert people with mental health issues from emergency departments, providing them with more appropriate specialist assistance.

The Scottish Government approved our business case to build a [North East Hub Health and Social Care Centre](#) on the former Parkhead Hospital site.

Adapted 641 homes for use by people with disabilities following investment of just under £1.8 million via the Council's [Affordable Housing Supply Programme 2017/22](#). Additionally the [Private Rented Sector Hub team](#) supported 100 families to sustain their tenancies preventing homelessness in 90.4% of cases.

Our [People Make Glasgow Fairer Strategy](#) meant that during 2020/21 our Tackling Poverty Team organised delivery of emergency food and toiletries to shielding residents and community organisations.

Developed a [Glasgow City HSCP Recovery Strategy](#) as a response to the impact of the COVID-19 pandemic.

During the first 4 months of the pandemic, almost 600 carers were helped by the [Glasgow Carers Service](#) to [prepare emergency plans](#) should they become unwell.

The Community Assessment Centre at Barr Street, established as part of the [COVID-19 Community Pathway](#), saw over 16,000 patients. HSCP staff also supported the mass vaccination programme at 5 [Vaccination Centres](#) across the city.

Full detail of progress against each priority within the Healthier City Theme and actions for 2021-2022 - are given [here](#).



A SUSTAINABLE AND LOW CARBON CITY

Glasgow has committed to becoming one of the most sustainable cities in Europe by 2030.

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:

Developing [Spaces for People](#) across the city to provide additional public space for walking, wheeling and cycling.

The [Resources and Recycling Strategy](#) will make a significant and focused contribution towards tackling the climate emergency and build more resilient and efficient waste and recycling services.

The [Affordable Warmth Programme](#) continues to reduce household energy bills for tenants while also lowering carbon emissions.

The [Forestry and Woodland Strategy, which covers the Glasgow City Region](#), sets out a number of goals including how valued woodland will be protected and enhanced.

Completed a [walkway on the former Kings Park golf course](#) which will reduce the risk of local flooding and enhance community greenspace in the south-east of the city.

Our Low Emission Zone (LEZ) continues to [improve the air quality in Glasgow](#).

Published our [Climate Emergency and Ecological Implementation Plan](#) which will help us deliver an improved quality of life for citizens and communities while supporting a sustainable, circular economy in the city.

Working towards a sustainable economic future by developing a [Circular Economy Route Map for Glasgow 2020/30](#).

Located the [Three Right Angles Horizontal sculpture](#), created by internationally renowned artist [George Rickey](#), in Queen's Park.

Full detail of progress against each priority within the Sustainable and Low Carbon City Theme and actions for 2021-2022 - are given [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:

Launching [People Make Glasgow Greener](#) which aims to make Glasgow a greener city and build better lives and a better future for everyone.

Continued to develop plans for the [regeneration of Govan-Partick](#) and the waterfront on both banks of the Clyde.

Appointed a multi-disciplinary design team to [create an attractive waterfront area by extending the River Clyde's north bank](#) outside the Grade A-listed Custom House, and enhancing the green space on the opposite south bank at Carlton Place.

Between 2021/26 we plan to invest £469.71 million in building an additional 4,400 affordable homes within Glasgow as [part of our Strategic Housing Investment Plan](#).

Reviewing how we work with [volunteers across the city](#) to make sure that they are at the centre of Glasgow's economic and social recovery post COVID-19.

Taken the opportunity to develop [the Stalled Spaces programme](#) so that it continues to work with local communities by developing vacant and derelict sites.

Full detail of progress against each priority within the Resilient and Empowered Neighbourhoods Theme and actions for 2021-2022 - are given [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 City Council was accepted as members of the [Open Government Partnership](#) (OGP), an organisation which promotes governments and civil society leaders being more transparent, inclusive, and participatory.

Maintaining a [full internal audit service](#) throughout the pandemic, adapted our audit plan to reflect new risks arising from COVID-19, enabling us to provide an unqualified audit opinion on the Council's 2020/21 governance and control arrangements.

Published our [Equality Outcomes for 2021 to 2025](#) with the outcomes being developed in partnership with key stakeholders across the city to reflect the diverse needs of the population and range of services we deliver.

Our [Internal Audit Team](#) continued to develop and expand the [Audit Glasgow initiative](#) which works with a number of public bodies.

Worked with stakeholders, partners and other organisations in the city to develop the [Glasgow City Food Plan 2021/31](#).

Continued to plan how we take advantage of [COP26 being hosted in the city](#) to showcase and benefit Glasgow.

Glasgow passed its 5-yearly [external quality assessment against the Public Sector Internal Audit Standards](#).

Worked with Elected Members to ensure that the [formal Council Committee structure](#) was able to operate as effectively as possible during the COVID-19 lockdowns.

Full detail of progress against each priority within the Well Governed City that Listens and Responds Theme and actions for 2021-2022 - are given [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](#).