

ANNUAL
PERFORMANCE
REPORT
2013 TO 2014

GLASGOW
2014



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1 FOREWORD



2014 is the year of Glasgow. So far, it has been a resounding success.

A staggering one in three of the world's population tuned in to watch us deliver the best ever Commonwealth Games - Games that exceeded all expectations, showcased the very best of Glasgow, and put us firmly on the map as a global city. It will have a lasting impact on Glasgow, which will be felt for generations to come. The Commonwealth Games also promoted our People Make Glasgow brand to a worldwide audience.

In May, we hosted BBC Radio 1's Big Weekend and in November, we will welcome the MTV European Music Awards. We are maximising the opportunities of being on the world stage. We have the venues, infrastructure and people to compete with the most illustrious cities of Europe and beyond.

First and foremost, we deliver on the people's priorities at home. Two years ago, my administration was elected on a set of clear manifesto commitments, which have been incorporated into the Council Strategic Plan. It is these ambitions that shape our priorities and direct the actions of this council.

I am delighted that after just two years of this five-year term, we have delivered many of our promises and are making notable progress on

the rest. The £50 million Glasgow Guarantee, for example, has helped around 4,500 people secure a job or an apprenticeship. We are more than half-way towards our target of building 3,500 affordable homes, while the first phase of a £250 million project to refurbish or rebuild every primary and additional support for learning school in the city is now complete.

In another major development, we secured a City Deal with the UK Government, which will bring over £1.1 billion in infrastructure investment across Clyde Valley, creating 28,000 full-time jobs, plus 15,000 construction jobs, and encouraging a further £3.3 billion of private sector investment. This is a game changer for the city, which will have a lasting, positive impact on communities across Glasgow. I also welcome the Scottish Government's commitment to support and match-fund our City Deal.

Finally, I would like to thank all of our staff for the tremendous work they do. Our aim will always be to serve the interests of Glasgow and empower our local communities.

Let Glasgow Flourish

A handwritten signature in black ink that reads "Gordon Matheson". The signature is fluid and cursive, with the first name "Gordon" written in a larger, more prominent script.

Councillor Gordon Matheson
Leader of the Council

2 INTRODUCTION

This Annual Performance Report 2013/14 (APR) presents how we performed against the priorities outlined in our Council Strategic Plan 2012 to 2017. The APR presents progress against five themes, each of which has a number of outcomes we expect to achieve by 2017. The five themes are:

- Economic Growth
- World Class City
- Sustainable City
- A City that looks after its Vulnerable People
- Learning City

We also report progress on how we are making the best use of our resources to deliver our priorities.

We aim to present a balanced picture of our performance and identify where we need to improve. We also include feedback from our annual Glasgow Household Survey, which asks residents what they think about our services, policy and strategy.

The Council Strategic Plan has a range of actions, some short-term and some that are longer term, spanning the life of the plan. In this report we focus on the priorities for which there was a specific target set for 2013/14 or where we expected progress to be made.

Actions that were completed during 2012/13 or those we expect to see more progress in 2014/15 are not reported in detail. A full list of our commitments is found at the end of each thematic section. The progress towards each commitment has been assessed as one of the following:



Progress appears to be as expected, and it is estimated that the commitment will be achieved by 2017 or earlier.



Progress does not appear to be as set out in the Council Strategic Plan.

Performance has been strong across all themes and progress has been as expected against most of the priorities set out in the Council Strategic Plan. The Commonwealth Games and their development, success and legacy underpin a number of these priorities.

In addition to our APR, we also report on our performance through regular reports to our policy development and scrutiny committees and to our Extended Corporate Management Team.

Each council service also produces an Annual Service Plan and Improvement Report, which sets out performance and plans for the coming year. We have a dedicated page on our website where you can find more detail on our performance. Further information and links to other reports are available at the end of this report.

3 ECONOMIC GROWTH



Our priority is to make sure that Glasgow comes out of the economic downturn in a strong position, that we have a resilient city economy and that there is economic growth for our businesses and residents. We are committed to delivering the following outcomes:

- a resilient and growing city economy
- a broad based and more integrated economy with diverse business opportunities, including social enterprises
- better skills for Glaswegians to create a more confident and competitive workforce
- an improved supply of good quality and sustainable housing for the city
- a connected city infrastructure including better transport, roads and better access to the internet and information technology

The Commonwealth Games, their development and legacy, have underpinned economic growth by delivering jobs, training, infrastructure and investment, and opportunities for local business.

Planning ahead, we have gone further than the commitments set out in the Council Strategic Plan by securing a City Deal for Glasgow and the surrounding local authorities. The City Deal will establish a £1.13 billion Glasgow Infrastructure Fund. The UK Government and the Scottish Government will each contribute £500 million of new capital funding over 20 years. This will be complemented by a further £130 million invested by the seven participating Clyde Valley Authorities. We will use this fund to improve the transport network across Glasgow and the Clyde Valley, improve key development and regeneration sites, and improve public transport.

3.1 A RESILIENT AND GROWING CITY ECONOMY

The Commonwealth Games have delivered a lasting economic legacy for the city. Investment has brought visible transformation and economic activity, with a particular focus on the East End. The Commonwealth Games also created an estimated 1,000 jobs and contributed £52 million to Scotland's economy in each of the six years prior to 2014, from the construction and refurbishment of the venues and Athletes' Village alone. A total of £200 million of contracts were awarded to Glasgow-based companies, with a further £27.8 million to companies in the Clyde Valley and £59 million across the rest of Scotland.

The Commonwealth Games Athletes' Village will become a significant urban housing development with permanent accommodation of 700 houses and flats and a new 120-bed care home for the elderly; 300 of the houses and flats will be for sale by the developer and 400 will be rented by three locally-based housing associations. A new £3.7 million Dalrnock Community Hub is being built and a refurbished rail station has already opened.

Our stalled spaces initiative encourages the temporary use of vacant land. Since April 2013, a further 19 projects have received funding to turn vacant land or open spaces into usable community space. This brings the total to 70 projects since 2011. This means that since the scheme began, 16.9 hectares of land have been brought into community use with the help of 286 volunteers. Examples of projects include a community vegetable garden at the former tennis court at Queen's Park Bowling Club and restoration of steps in Kelvinside designed by Alexander "Greek" Thomson. Other projects that have not required funding have benefitted from a range of advice and support.

Phase 1 of the redevelopment of George Square focused on resurfacing and installing two new grass beds before the 2014 Commonwealth Games. This work also included cleaning and painting the statues and improving the view of the Cenotaph. We aim to complete the full refurbishment of George Square by 2017.



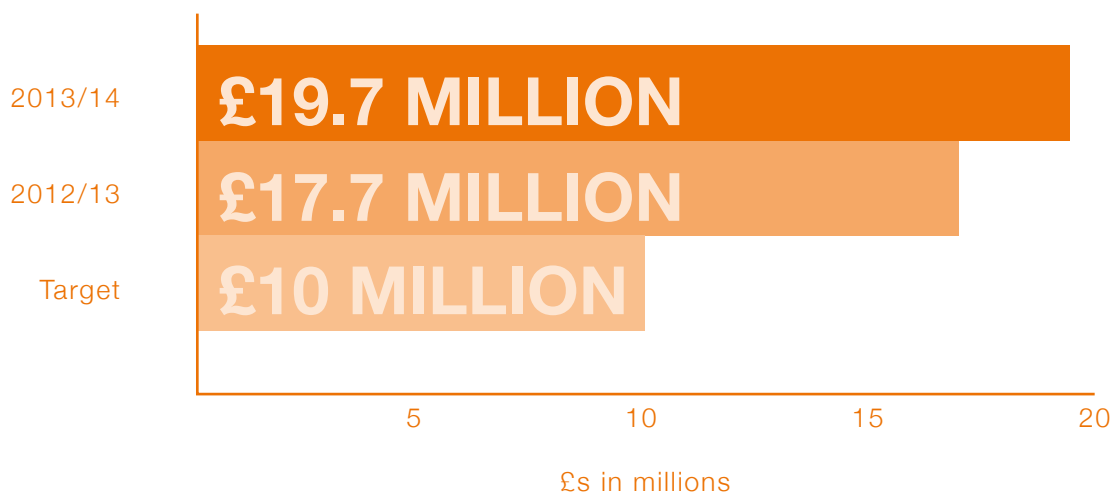
3.2 A BROAD BASED AND BETTER INTEGRATED ECONOMY WITH DIVERSE BUSINESS OPPORTUNITIES, INCLUDING SOCIAL ENTERPRISES

We launched Co-operative Glasgow in September 2013 to support local communities to make better use of existing infrastructure, particularly those buildings currently underused or facing difficulty. We established a new £500,000 Co-operative Fund in November 2013. Twelve co-operatives have received funding so far, totalling £255,000. This funding has resulted in three new co-operatives and contributed towards business development activity for nine established ones. The types of co-operatives funded

included retail, credit unions, housing and media organisations.

A number of high impact productions were filmed in and around Glasgow during 2013/14, including the TV shows MI High and Shetland, and a feature film, What We Did in Our Holidays. These productions attracted £19.7 million of income to the city, an increase on the 2012 figure of £17.7 million and exceeding our target of £10 million. We are working with Creative Scotland to attract more international productions to Glasgow.

Income generated from filming in the city



3.3 BETTER SKILLS FOR GLASWEGIANS, TO CREATE A MORE CONFIDENT AND COMPETITIVE WORKFORCE IN THE CITY

The Commonwealth Games employment initiatives provided 528 apprenticeships and training and job opportunities for a further 792 people during 2013. This is an increase on the 1,000 opportunities provided the previous year. Apprenticeships were in the areas of construction, business administration, engineering, childcare, information technology, sport and leisure, and beauty.

528
APPRENTICESHIPS

792
TRAINING AND JOB
OPPORTUNITIES

The percentage of young Glaswegians entering positive destinations after school continues to increase. In total, 89% of young Glaswegians leaving school go directly into employment, education or training. We are closing the gap with the national figure of 91%. The percentage of young people going into higher education at either

colleges or universities increased by 2% in the last year, compared to a 0.5% national decrease.

The Commonwealth Graduate Fund is part of the council's £50 million Glasgow Guarantee and was created in recognition of the reduced number of graduates being recruited due to the economic downturn. This fund targets the recruitment of 1,000 unemployed or underemployed Glasgow graduates by offering financial assistance of up to £10,000 to employers for the first year of a new graduate job. Through partnership with more than 400 private sector businesses, the fund has assisted 514 unemployed graduates into jobs in accountancy, advertising, business, construction, design, engineering, human resources, IT, law, public relations and retail since 2012.

We include a community benefit clause in our procurement procedures to allow us to achieve sustainability in public contracts. This may include targeted recruitment and training, small business and social enterprise development and community engagement. The introduction of community benefit clauses to contracts for the Commonwealth Games opened up a number of new business opportunities to social enterprises and businesses employing people with disabilities, such as Glasgow-based Royal Strathclyde Blindcraft Industries and Unity Enterprises. Since we introduced the clause in 2008, 579 new entrant trainees and 325 work experience placements have been provided through Commonwealth Games and other contracts.

3.4 AN IMPROVED SUPPLY OF GOOD QUALITY AND SUSTAINABLE HOUSING



Our Housing Development Budget supports the provision of affordable private and public sector housing in the city. Planned expenditure in 2013/14 was £47.4 million; however, we attracted an additional £5.6 million to spend from the Scottish Government, to assist with changes to grant subsidy levels and conditions.

We had a target to build or improve 942 housing units during 2013/14 and exceeded this with a total of 972 new and improved units. The completion of Tollcross Housing Association's Braidfauld House development has taken the number of affordable homes built citywide to 1,764, more than halfway towards the 3,500 target, two years into a five-year programme. Progress continues as planned with the development and regeneration of Sighthill. The planning application

has been approved in principle. The development will include new homes, a new school campus and improved transport links. Glasgow Housing Association started work in January on a housing development that is scheduled for completion in summer 2015. Proposals are being developed for new student accommodation in partnership with universities and colleges.

Our plans to introduce a local authority mortgage scheme to help first time buyers stalled when the original bank lenders withdrew. It is now back on track. A national government-funded programme has since been established and funding has been set aside for a local scheme. We are now discussion with mortgage providers to get Glasgow's scheme up and running in 2014.

3.5 IMPROVED CITY INFRASTRUCTURE, INCLUDING TRANSPORT, ACCESS TO IT AND THE INTERNET FOR BUSINESSES AND LOCAL PEOPLE

Glasgow has become the first city to offer free WiFi in the city centre streets and public places, as part of our Digital Glasgow strategy. We worked with British Telecom to establish wireless access points, concentrated initially in busier urban areas such as transport hubs and communities in the East End. The second stage will see 31 community centres and public halls offer WiFi to users by the end of 2014.



3.6 SUMMARY OF PROGRESS TOWARDS ECONOMIC GROWTH

Commitment	Current Status	
A resilient and growing city economy.		
Refurbish and improve George Square	Ongoing	✓
Ensure the Commonwealth Games 2014 delivers a lasting economic legacy; providing jobs and apprenticeships by continuing to deliver improved business growth and development opportunities	Ongoing	✓
Clean up derelict land and turn it into green space or other use through the stalled spaces initiative	Ongoing	✓
A broad-based and more integrated economy with diverse business opportunities, including social enterprises.		
Promote co-operatives and other social enterprise models in the city. Set targets for the city in this area	Ongoing	✓
Continue to market Glasgow as a premier location for film and TV production	Ongoing	✓
Host a Science Expo on Glasgow Green in 2015 to commemorate Glasgow's contribution to science, engineering and innovation	Now progressing	✓
Better skills for Glaswegians to create a more confident and competitive workforce in the city.		
Secure steady improvement in delivering positive destinations for all school leavers	Ongoing	✓
Continue to support and promote the Glasgow Living Wage	Ongoing	✓
Continue to develop the community benefits approach in procurement and take steps to promote Article 19 of the European Public Sector Procurement Directive	Ongoing	✓
An improved supply of good quality and sustainable housing.		
Continue to make the case for essential funding for Glasgow and investment in the city's housing sector	Ongoing	✓
Provide leadership and facilitate the building of 3,500 new homes	Ongoing	✓
Help first-time buyers purchase a home	Now progressing	✗
Develop an innovative self-build project by 2014	Now progressing	✗
Establish a Factoring Commission that will report in the summer of 2013	Complete	✓
Increased powers to deal with rogue private landlords	Ongoing	✓
Provide a centre for green building skills	Now progressing	✓
Improved city infrastructure, including transport and access to information technology and the internet for businesses and local people.		
Make the case for Glasgow to receive key funds to support our pivotal role in economic recovery, in particular to support housing and infrastructure	Ongoing	✓
Provide a free WiFi network across the city and increase broadband uptake for social tenants	Ongoing	✓
Continue to campaign for a new surface transport link to improve connections between Glasgow Airport and the city	Ongoing	✓

4 A WORLD CLASS CITY



We are ambitious for Glasgow. The Commonwealth Games strengthened our reputation to deliver world-class events and conferences, as well as our reputation as a business and tourist destination. We want to harness everything that Glasgow has to offer and that includes the strengths of our local communities and our people. Glasgow City Marketing Bureau launched a new city brand based on our biggest asset: People Make Glasgow. The success of this was recognised at the European Transform Awards this spring, beating off global competition.

Under this strategic theme, we want to:

- compete internationally with the best cities in the world for investment, business and events
- make effective use of cultural assets and heritage
- build strong and resilient neighbourhoods and communities, tackle poverty and deprivation and provide relevant and affordable services for our citizens
- deliver local services and neighbourhoods informed by our residents' views

The Commonwealth Games feature strongly in our performance in this area. All of the council-owned venues completed and opened to the community well in advance. The city's hotels were busier than ever in 2013/14, reporting that 80% of the rooms were occupied. A further six new hotels will be up and running by 2015.

The Poverty Leadership Panel and the Pay Day Loans Sounding Board made significant progress finding practical ways the Council and others can support local people in financial hardship. Challenges remain in the areas of poverty and inequality in the city.

4.1 COMPETE INTERNATIONALLY WITH THE BEST CITIES IN THE WORLD FOR INVESTMENT, BUSINESS AND EVENTS

The financial year 2013/14 was the final year of preparation to ensure the success of the Commonwealth Games. All venues were completed on time and were in use prior to the Commonwealth Games. These facilities are:

- Scotstoun Stadium and Sports Campus
- Toryglen Regional Football Centre
- Emirates Arena
- Tollcross International Swimming Centre
- Kelvingrove Lawn Bowls Centre
- Cathkin Braes Mountain Biking Circuit
- Hydro Arena
- Glasgow National Hockey Centre

Since 2011, through the provision of new purpose-built venues, the sports and cultural events

that have been attracted to the city are worth an estimated £100 million in economic impact.

The Commonwealth Games resulted in an estimated additional £8.65 million invested in the arts. This was an important income and development opportunity for the city's creative sector and for individual performers and artists.

Glaswegians played an active part in ensuring the Commonwealth Games were successful. Around 1,500 Host City Volunteers were recruited from people who work, live or study in the city. We focused recruitment on people living in the more deprived areas of the city, people with disabilities, and those people who have not been in work for a while. These volunteers welcomed and sign-posted visitors to our sports and cultural venues. There were an additional 3,000 opening and closing ceremony cast volunteers, many of whom were recruited from Glasgow's schools, youth and arts networks.

**£100
MILLION**
ESTIMATED
ECONOMIC IMPACT
THROUGH EVENTS

**£8.65
MILLION**
ADDITIONAL
INVESTMENT IN
THE ARTS

4.2 THE BEST USE OF OUR CULTURAL ASSETS AND HERITAGE



We have maintained our commitment to free entry to our main museum collections. In 2013/14, 3.19 million visitors enjoyed free access to nine museums across the city, two of which hold the Scottish Tourist Board 5 Star Award. Although this is a decrease in visitor numbers since last year's 3.36 million visitors, it was an expected decrease. This was due to the number of people visiting the Riverside Museum reducing to a more sustainable number following its hugely successful opening in 2010. Satisfaction with Glasgow's museums remains consistently high. This year 96% of residents were satisfied with the service.

To improve access to our collections, together with the Hunterian Museum, we secured £4.5 million lottery funding towards a major redevelopment of the Kelvin Hall to house some of the city's unseen collections. A virtual tour of the Kelvingrove Art Gallery and Museum has been developed online, with further tours planned for other facilities. We continue to expand and enhance online coverage of Glasgow Museums' collection. During 2013/14, the number of visits to the online collection increased by 7%, from 56,486 visits to 60,421 visits.

3.19 MILLION VISITORS
96% OF RESIDENTS SATISFIED WITH MUSEUMS

4.3 STRONG AND RESILIENT NEIGHBOURHOODS AND COMMUNITIES

Credit unions play a significant part in ensuring that Glaswegians are able to access affordable financial services. Credit unions based in council properties receive a 50% rent reduction and all credit unions in Glasgow have 100% non-domestic rates relief. The Future Savers scheme was launched in January 2014 and nicknamed “Glasgow’s Starter for Ten”. This scheme provides access for all new secondary school pupils to a credit union account, with a £10 deposit to get them started saving. More than 4,000 pupils are eligible for this scheme in the first year.

We have acted to ensure our residents can access and use low cost ethical lenders. Glasgow residents borrow over £57 million a year from pay day lenders, home credit, pawnbrokers and rent-to-own outlets. In 2012, the Pay Day Loans Sounding Board was set up to look at the issue and make recommendations to reduce such lending in the city by changing behaviour, increased regulation, promotion of alternatives, and influencing national policy. The total number of shop-front outlets still providing loans has dropped from 51 to 31. Of the remaining lenders, only two outlets are still advertising pay day loans. The Pay Day Loans Sounding Board has also reviewed and made recommendations to tackle the extent and impact of fixed odds betting terminals in deprived communities and how these relate to problem gambling.

We have targeted our work on anti-social behaviour. Community Safety Glasgow worked closely with Police Scotland and other partners to share intelligence and focus resources where

they are most needed. This includes extra police patrols, community enforcement officers, public space CCTV and youth diversionary activity. We also continued to fund 100 additional police officers to work in local neighbourhoods across the city. Police Scotland recorded 15% fewer crimes of disorder in Glasgow in 2013/14 compared to 2012/13. There was a 9% increase in the use of enforcement measures, suggesting that dealing with anti-social behaviour at an earlier stage is having the desired effect.





A Community Payback Order (CPO) is a community sentencing option which requires offenders to make reparation to the community whilst helping them address the behaviours which contributed to their offending. Approximately 22,000 people carried out over 84,000 hours of community payback work supervised by Community Safety Glasgow in the last year. This included environmental enhancement, de-littering and bulk uplift in residential lanes. One former offender, completing the CPO at Alexandra Park explained that:

None of us are proud of what we have done and why we are here, but I think most of us are glad we are putting something back. I have picked up litter, shovelled snow, cut trees, built a ramp to someone's home, and this week, we have helped people to use their back courts.

We also want to make sure that within local areas there is an appropriate mix of food outlets and no over-provision of off-licenses. We worked with the Scottish Government to develop a toolkit for local authorities to help them improve the food provision around schools. The toolkit was launched in the spring. We also published a new Licensing Policy Statement that establishes eight areas of the city where there is an agreement not to grant further alcohol licences. This statement also sets out a clear policy that there are generally no circumstances under which early-morning licensed hours would continue to be granted.

4.4 LESS POVERTY AND DEPRIVATION, PROVIDING RELEVANT AND AFFORDABLE SERVICES FOR ALL OUR CITIZENS

To co-ordinate efforts to overcome poverty in the city, the Leader of the Council now co-chairs the Poverty Leadership Panel, which includes people who have experienced poverty first-hand. The Panel has developed an action plan to deliver a citywide anti-poverty strategy, targeting the impact of welfare reform, reducing child poverty, work and worth, credit and debt, and challenging the negative attitudes about people and poverty.

To encourage physical activity, we also continue to provide affordable services to residents who are under 18 years and those over 60 years. We also introduced a free “happy hour” five-a-side football session during weekdays from 2pm to 5pm for people under 18. The uptake of these sessions grew steadily over the year to 790 participants. We also introduced free golf sessions for people under 18 or over 60 years of age. A total of 12,566 people took up these sessions during 2013/14.

4.5 LOCAL SERVICES AND NEIGHBOURHOODS THAT ARE INFORMED BY OUR RESIDENTS VIEWS

We consult with residents once a year through the Glasgow Household Survey, which measures residents’ use of and satisfaction with services. The results of the survey show that 73% of our residents are satisfied with the services we provide. The Consultation Hub on our website now contains all consultations carried out across the council, including links to planning, licensing and Traffic Regulation Order notices.

To encourage greater participation in council meetings and decision-making, we reviewed our public petitions procedure after its first year of operation and intend to introduce an online petitions process by autumn 2014. We now webcast council meetings, with the first broadcast in April. We have also taken our Executive Committee meetings out to community venues, which we will continue to do.

4.4 SUMMARY OF PROGRESS TOWARDS WORLD CLASS CITY

Commitment	Current Status
Compete internationally with the best cities in the world for investment, business and events.	
Deliver a world-class Commonwealth Games 2014.	Complete
Hold a year-long celebration of Glasgow's culture in 2014.	Complete
The best use of our cultural assets and heritage.	
Continue to make sure there are no entry charges for the main collections of Glasgow Museums.	Ongoing
Expand online coverage of Glasgow Museums' collection by 2014, and include information and material from our libraries.	Ongoing
Extend the schools' outreach programme to include a training programme for Education staff.	Ongoing
Strong and resilient neighbourhoods and communities.	
Support local groups to become social enterprises and deliver local services in our community facilities.	Ongoing
Further develop credit unions in Glasgow.	Ongoing
Introduce two-year funding to make sure third sector organisations can better plan their services.	Complete
Continue to target gang violence and alcohol fuelled anti-social behaviour.	Ongoing
Fund an additional 100 police officers to work in local neighbourhoods.	Ongoing
Provide a response to anti-social behaviour that identifies and targets areas within our city in our 21 wards where we need to take action as a priority.	Ongoing
Community payback orders: A. Monitor those who have alcohol-related offences. B. Introduce a programme to clean and maintain residential back lanes.	Ongoing Ongoing
Continue to improve how people can report hate crime.	Ongoing
Work with Police Scotland to improve and increase the use of test purchasing.	Ongoing
Work with the police and other partners to make sure we have effective responses to domestic abuse.	Ongoing
Provide information on how residents may access and use low-cost ethical lenders such as credit unions.	Ongoing
Make sure that within our local communities, our citizens have a good choice of services from shops and premises: A. Appropriate mix of food outlets, with as many as possible supporting our approach to healthy eating. B. No overprovision of betting shops. C. Restricted off-sales and early opening of licensed premises.	Now Progressing Now Progressing Ongoing

4.4 SUMMARY CONTINUED

Commitment	Current Status	
Less poverty and deprivation. Provide relevant and affordable services for all our citizens.		
Address poverty in the city.	Ongoing	✓
Free access to sports and activity for younger and older Glasgow residents: A. Provide free swimming, bowling, and tennis to those who are under 18 years and over 60 years. B. Provide free golf on council courses for those who are under 18 years and over 60 years. C. Provide a free hour of five-a-side football to those aged under 18 every Wednesday 4 to 5pm. This will be extended to community-based school seven-a-side pitches by 2015.	Ongoing	✓
	Ongoing	✓
	Ongoing	✓
	Ongoing	✓
Establish a network of 20 mapped and marked running trails in city parks.	Ongoing	✓
Take action with the Scottish Football Association and other partners to support the development of football in the city.	Ongoing	✓
Local services and neighbourhoods informed by our residents' views.		
Review how we consult residents.	Complete	✓
Roll out community budgeting.	Ongoing	✓
Encourage greater participation in council meetings and decision making.	Ongoing	✓
Continue to work with and develop our relationships with faith groups.	Ongoing	✓

5 A SUSTAINABLE CITY



Glasgow wants to be the most sustainable city in Europe and is now delivering projects to improve the city's approach to energy, waste and transport. We want to deliver:

- jobs and investment in the city
- a reduced carbon footprint
- a connected transport infrastructure for business and the community
- increase the use of public and green transport

We have made progress in all of these areas, particularly in alternative energy sources such as the wind turbine at Cathkin, combined heating schemes, and plans to introduce more efficient street lighting. We introduced the city cycle scheme, improved the city's cleanliness, and improved the amount of waste recycled. Our residents tell us that more could be done to improve street cleanliness and road and pavement maintenance, and we are looking at ways to improve our services and performance in these areas.

5.1 A REDUCED CARBON FOOTPRINT

We have set ourselves a target of a 30% reduction in carbon emissions by 2020 compared to the amount we produced in 2005/06. In 2013/14, we reduced the amount of carbon emitted to 178,460 tonnes, from 181,447 last year. This is equivalent to an 11% reduction on the 2005/06 amount.

We are finalising the business case and plans to establish a citywide energy trust. We have reviewed our current sustainable energy action plan. The review found that in order to achieve our CO₂ reduction target of 30%, Glasgow needs to reduce its dependency on carbon intensive electricity for home heating. We will do this through combined heating and power plants and district heating schemes. We have one district heating scheme in operation at the Commonwealth Games Athletes' Village. We will expand this and install others across the city.

£373,000
ANNUAL RENEWABLES
INCOME

The wind turbine at Cathkin Braes has been operating since March 2013, generating £373,000 in annual renewables income. Part of this income, £75,000, has been paid to the Castlemilk and Carmunnock Community Windpark Trust, which manages this

fund for the local communities. Money from the turbine also goes to funding initiatives such as the Warm Glasgow Fund, from which the Affordable Warmth Dividend is paid. We pay this dividend of £100 to Glasgow residents who are 80 years of age and older to help with their heating costs. Approximately 1,500 Glasgow residents benefitted from this payment last year.

Green Deals allow householders to borrow from energy providers to fund energy efficiency improvement in their homes. Changes in the national scheme have led to low levels of funding being available in the city. However, we are in the process of establishing an area-based energy scheme for the city with Scottish Government funding of over £4.5 million.

Our regular survey of Glasgow residents highlights that chewing gum and litter remain the biggest environmental issues in the city centre, followed by vandalism, fly-posting, and graffiti. Clean Glasgow is the citywide campaign to tackle litter, graffiti, fly-tipping, fly-posting and dog fouling. As part of this campaign, we issued more than 17,000 fixed penalty notices for dropped cigarettes and over 1,000 for dropped litter.

Volunteers are also integral to keeping the city clean. During 2013/14, more than 24,000 volunteers gave 48,000 hours of their time in 3,311 clean up projects across the city. This year, Keep Scotland Beautiful gave the city a rating of 74 which is an improvement on the 71 we achieved last year.

5.2 IMPROVED TRANSPORT INFRASTRUCTURE

The 2013/14 roads investment programme was completed on time and on budget, although the percentage of roads that require maintenance increased slightly from 32% to 33%. Our current investment strategy focuses on the city's strategic routes required to keep the city open for business. The condition of these types

of roads has improved by 3%, but the condition of other roads has declined 5%. We know from our Household Survey that satisfaction with roads and pavements, although improving, remains low: only 28% of residents are satisfied with our roads. We are reviewing how we deliver repairs to make further improvement.

5.3 IMPROVED USE OF GREEN AND PUBLIC TRANSPORT

We want to transform the city by encouraging walking and cycling. We have upgraded the walking link between the Scottish Exhibition and Conference Centre and the Riverside Museum, the Clyde walk and cycle way at Custom House Quay, and the Kelvin walkway at Eldon Street.

Over the last five years there has been a 150% increase in city centre cycling rates. Cyclists are benefitting from a number of new cycling routes that have been introduced, including routes from Hampden Park and Cathkin Braes to the city centre. A further £1.2 million has been secured through successful funding bids to Sustainable Transport Scotland and Strathclyde Passenger Transport and through the Cycling Walking and Safety Streets fund for 2014/15. Glasgow's

Mass Automated Cycle Hire scheme launched in June 2014 with 400 bikes available for hire in 37 docking areas throughout the city. In the first two weeks of the scheme, 2,000 people either registered or used a bike.

We want to encourage the use of electric cars and buses to provide a greener, more affordable method of transport. There are now 56 public charging points at 13 locations in the city that offer free parking while cars are charging in the bays. All of the new or refurbished council venues used during the Commonwealth Games and the Athletes' Village have charging points for electric cars. In partnership with Strathclyde Passenger Transport, we also have two electric buses running in the city.

5.4 SUMMARY OF PROGRESS TOWARDS SUSTAINABLE CITY

Commitment	Current Status	
A reduced carbon footprint.		
Set up an Energy Trust by 2014.	Ongoing	✗
Provide new and sustainable District Heating systems.	Ongoing	✓
Redistribute revenue from the Cathkin Braes wind farm to a Warm Glasgow Fund to help fund a programme of energy efficiency investment in the city's housing stock.	Complete	✓
Work with city partners to lead the implementation of the nationally funded Green Deal.	Ongoing	✓
Meet and exceed our carbon reduction targets by 2020.	Ongoing	✓
Bid for the Green Capital of Europe Award 2015.	Complete	✓
Continue to tackle littering, fly posting and dog fouling: A. Introduce [litter] enforcement officers in every ward B. Provide extra clean ups C. Work with housing associations and residents to tackle dog fouling	Complete Ongoing Ongoing	✓ ✓ ✓
Improved transport infrastructure.		
Develop and agree an improved approach to investment and spending on roads maintenance and repair.	Ongoing	✓
Secure further European funding and complete the Fastlink Service from the city centre to the SECC and the new South Glasgow General Hospital by 2015.	Ongoing	✓
Work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services.	Ongoing	✓
Continue to review any emerging plans and make the case, where needed, that all of Glasgow's rail stations remain viable and open.	Ongoing	✓
Improved use of green and public transport.		
Transform the city into an active living network: A. Encourage walking B. Develop a network of cycling hubs C. Implement the strategic plan for cycling D. Prepare a proposal for a citywide cycle hire scheme	Ongoing Ongoing Ongoing Complete	✓ ✓ ✓ ✓
Support SPT to introduce a smart card for public transport.	Complete	✓
Increase the number of charging points for electric cars and buses to 50 by April 2013.	Complete	✓
Work with SPT, commercial bus operators, community transport operators, and the community to maintain essential community bus routes and give local people more control.	Ongoing	✓
Add a further 14 areas to the 20 mile-an-hour zones by March 2013	Complete	✓

6 A CITY THAT LOOKS AFTER ITS VULNERABLE PEOPLE



Glasgow's challenges in addressing the impact of deprivation, poor health and inequality are significant. We want to continue to support the most vulnerable in our city at a time when the council and other public bodies face financial challenges. We want to deliver:

- improved outcomes and prospects for our looked after and accommodated children and young people
- reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland
- support more people to live independently at home


We have made progress in supporting our looked after and accommodated young people move on to employment, training or college. We have also provided more funding and support for our carers. We have managed the changes of welfare reform and supported vulnerable people through these changes. We are meeting our targets in providing a reablement service to help people live at home and rolling out personalisation. Significant health inequality challenges remain and we are working with NHS Greater Glasgow and Clyde to address these long-term issues and to deliver better outcomes for people through health and social care integration.

6.1 IMPROVED OUTCOMES AND PROSPECTS FOR OUR LOOKED AFTER AND ACCOMMODATED CHILDREN

We increased the funding to kinship carers (relatives or close family friends who care for children) by increasing the payments by 7%, provided by a single payment of £200 for each child. This exceeds our target of 5%. We also supported the five Kinship Care Support Groups operating across the city, which provide activities such as holidays and trips.

We provided child protection services for 1,096 children during 2013/14, compared to 993 in the previous year. All children receiving a child protection service are allocated a social worker and an outcome-focused Child Protection Plan. This plan is based on the national approach set out by the Scottish Government called "Getting it Right for Every Child", ensuring that all children have consistent and coordinated support.

7%
FUNDING TO KINSHIP CARERS INCREASED
TARGET WAS 5%



CARE LEAVERS

MOVING INTO POSITIVE DESTINATIONS IS NOW UP TO

64%

FROM 51% IN 2012

We want to ensure that all children leaving care can find a job, access training or a college place. The percentage of care leavers moving into these positive destinations has been improving each year. In 2013/14, 64% of them moved onto positive destinations compared to 51% in 2012. This year, we aim to increase this further by supporting at least 75% of young care leavers into employment, training, or further education.

6.2 LESSEN HEALTH INEQUALITY DIFFERENCES BETWEEN NEIGHBOURHOODS IN THE CITY AND NATIONALLY



National welfare reforms continue to significantly affect some of Glasgow's citizens. We have established a citywide Welfare Reform Group to make sure that we can deliver the new benefits regime and to mitigate, where we can, the negative impact. Our new Welfare Rights Service offers direct and online advice and support to people affected. We now administer the Scottish Welfare Fund. In 2013/14, around £7.7 million was allocated to support people with crisis grants and community care grants.

"Digital by Default" is the UK Government policy requiring claimants to make benefit claims online. All of our libraries are equipped with computers for people who need to make benefit claims and Glasgow Life staff are on hand to support individuals through one-to-one sessions and tailored computer training if required.

Our Financial Inclusion Strategy sets out how we will make sure that our most vulnerable citizens can access advice and information and enable them to contribute fully and participate in the social and economic life of the city.

The Glasgow Advice and Information Network offers advice and support regarding benefit entitlement and debt matters. Other services include Glasgow's Helping Heroes, which brings together the advice and housing sectors to assist almost 100 veterans secure housing. The Glasgow Veterans Employment Programme helped 17 veterans to gain employment, since it was launched in 2013. The MacMillan and Long-term Conditions Project provided help and support to access over £4.5 million in financial assistance to 2,677 people in the city who are affected by a long-term illness.

6.2 LESSEN HEALTH INEQUALITY DIFFERENCES BETWEEN NEIGHBOURHOODS IN THE CITY AND NATIONALLY

We work jointly with the Health Board to tackle health inequalities; together we have agreed our priority areas are healthy weight, physical activity, mental health, and tackling the issues associated with tobacco and alcohol use. This year we developed a new strategy to reduce the use of tobacco and established a way forward to reduce alcohol misuse as one of three priorities in the city's Single Outcome Agreement. The city's multi-agency Alcohol and Drug Partnership will lead this work. Developments this year include:

The "Your Community" website has been developed to allow people in Glasgow an easy way to report incidents including those that are alcohol related.

We have introduced a model called the Alcohol Brief Intervention to work with young people individually to try and change their habits regarding alcohol.

We aim to reduce anti-social behaviour by continuing to work with young people with alcohol problems through the Choice Works programme. Choice Works addresses the attitudes and values of 16 to 25 year olds that may contribute to anti-social and offending behaviour and provides them with employment opportunities.

YOUR COMMUNITY WEBSITE



Education Services work with a wide range of partners, such as NHS Greater Glasgow and Clyde, Glasgow Council on Alcohol, and the Greater Easterhouse Alcohol Awareness Project, to promote and develop toolkits on substance misuse and, increasingly, to focus on the impact of risk-taking behaviours. This includes work with some of the city's most vulnerable young people in our Additional Support for Learning Secondary Schools.

6.2 MORE PEOPLE LIVING INDEPENDENTLY

The Independent Living Strategy Board includes representatives from the council, the Glasgow Disability Alliance and the Glasgow Centre for Independent Living. The Board has developed a ten-year Independent Living Strategy that for the next two years focuses on improving access to lifelong learning and employment prospects for young disabled people.

Reablement is a care service tailored to support people to re-learn daily tasks to look after themselves at home. A reablement approach ensures that more people can live at home independently. This year 6,701 people received a reablement service from us. We aim to enable an increased number of older people to live at home and we are meeting our target of reviewing at least 85% of older people's care plans within 12 months. This is an improvement on last year, when we achieved 75%.

We are continuing to roll out personalisation to social work service users. This approach allows people who need support to make choices about how that support is delivered and from whom it is provided. They are provided with a personal plan and funding for their care. During 2013/14, 1,153 support plans were put in place, exceeding the target of 600.

We set up the Carers Reference Group to ensure that carers are involved directly in the development of policy, service planning and delivery. Over this time it has contributed to informing learning disability services, welfare reform, transitions from child to adult services and the Carers Privilege Card. The Carers Privilege Card gives carers access to discounts from the council and other organisations, for example Cineworld. Since the card's launch in September 2013, 7,000 unpaid carers have received the card. A further 500 have been delivered as part of the package of support when accessing carer services. Mary, from Castlemilk, cares for her husband and said:

As a carer, you do need to take some time for yourself. I'll use the card to come to the cinema with my grand-daughters—they love coming to the movies!

6.4 SUMMARY OF PROGRESS TOWARDS LOOKING AFTER OUR VULNERABLE PEOPLE

Commitment	Current Status	
Improved outcomes and prospects for our looked-after and accommodated children.		
Increase payments to kinship carers by a further 5% by 2015/16.	Complete	✗
Continue to intervene early and robustly to protect children.	Ongoing	✓
Guarantee a job or college place for all children leaving care. Find innovative ways to support them to sustain the place and to attend college or training.	Ongoing	✓
Less difference in health inequality between neighbourhoods in the city and compared nationally.		
Work in partnership with the Health Board to tackle health inequalities.	Ongoing	✓
Develop a planned response with partners to the national welfare reforms.	Ongoing	✓
Make sure our most vulnerable citizens can access advice and information to prevent them being financially excluded, including specifically: A. Helping Heroes Campaign and Armed Forces Covenant B. MacMillan and Long-Term Conditions project	Ongoing Ongoing	✓ ✓
Continue to work with referred young people with alcohol problems: A. Work with social landlords to reduce anti-social behaviour and where necessary take action against underage drinkers and their families. B. Continue to deliver established initiatives in schools to work with young people early on alcohol issues.	Ongoing Ongoing	✓ ✓
Continue to tackle the health problems related to over-consumption and provision of alcohol: A. By working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking. B. Reduce the availability and consumption of alcohol and drugs.	Ongoing Ongoing	✓ ✓
Work with NHS Greater Glasgow and Clyde (NHSGGC), the Scottish Association for Mental Health and the Glasgow Association for Mental Health to protect and nurture people's mental health: A. Establish joint commissioning of services with NHSGGC. B. Ensure rehabilitation and care and that there are employment opportunities. C. Mental health is considered in local housing policies.	Complete Ongoing Ongoing	✓ ✓ ✓
Continue to work with schools to reduce smoking amongst young people.	Ongoing	✓
More people living independently.		
Develop an Independent Living Strategy with the Glasgow Disability Alliance.	Ongoing	✓
Make sure more people are able to live at home or in the community independently, when it is safe for them to do so: A. Reablement. B. Personalisation of social care. C. Working with housing associations to make sure there is a range of suitable housing and to extend the use of technology to allow people to remain in their homes for longer with support.	Ongoing Ongoing Ongoing	✓ ✓ ✓
Fuel Poverty: develop an Affordable Warmth Strategy and continue to provide an affordable warmth dividend of £100 to those aged 80 years	Ongoing	✓
Appoint a carers board	Ongoing	✓
Introduce a Carers' Card with discounts and entitlements to services	Complete	✓

7 A LEARNING CITY



We want to build on Glasgow's investment in its schools and the progress that has been made in improving attainment. We want to deliver:

- a high quality learning environment
- a nurturing city with early intervention and prevention and early years approaches for our children and families
- improved attainment levels at primary and secondary schools and close the gap between Glasgow and national results

We have made good progress with the refurbishment and rebuild programme for our pre-12 schools. We continue to sustain the improvements we have made in school attainment and are closing the gap with national results. Our early intervention and prevention approaches in family learning centres have extended beyond our initial target and we have now rolled the approach out to 51 centres.

7.1 A HIGH-QUALITY EDUCATION INFRASTRUCTURE

We are committed to rebuilding and refurbishing all of the city's pre-12 establishments over the life of the Council Strategic Plan and have agreed a total investment programme of £250 million. More than £59 million was spent improving Glasgow's school establishments during 2013/14, the second year of this programme.

BEST
SCOTTISH PROJECT
IN 2014

The Civic Trust recognised the quality of this work, naming the refurbishment of Notre Dame Primary School and Elie Street Nursery as Best Scottish Project in 2014.

We now have 51 nurseries citywide using the family learning and support approach, which involves working with both parents and children to improve outcomes for children. We also work with the third sector (voluntary organisations and other providers) and we have entered into a partnership with five providers to extend the use of this approach. Funding of £1.3 million has been granted by the Scottish Government to support our partnership working. Coordinated packages of family support are agreed by multi-agency Early Years Joint Support Teams. This support team model has been set up in the north east and south and another team has been set up in the north west of the city. We will support and monitor the development of consistent practice across the city.



7.2 A NURTURING CITY, WITH EARLY INTERVENTION, PREVENTION AND EARLY YEARS APPROACHES FOR OUR CHILDREN AND THEIR FAMILIES

We continue to deliver 15 hours of child care (570 hours per year) free of charge per week to children aged three to five years, in both our own nurseries and our partner centres. In addition, 100% of staff who work in nurture corners, classes or bases in early years establishments, primary schools and secondary schools have now completed a one-year course in nurturing principles.

Breakfast clubs continue to be provided for all primary school children across the city. On average, 48% of those attending are entitled to their breakfast at no charge, with the other 52% paying a daily charge of £1. Attendance at breakfast clubs was down from 12% in 2012/13 to 10% in 2013/14. We will review provision to establish the reasons for the decline in uptake on a school-by-school basis.

Glasgow is taking part in the UNICEF UK's Child Rights Partners programme, which will provide evidence of how using a child-rights approach in service planning and provision can improve outcomes for children. The programme was launched officially in Westminster in November 2013, and afterwards UNICEF delivered child-rights training to senior officers across a range of agencies. We provide support for parents of young families to access training and employment opportunities through the School Gates Employment Support Initiative. Nursery staff work on a one-to-one basis with families to support their engagement with training, education and employment. We are also working with Glasgow Clyde College to devise a tailor-made early education and childcare qualification for parents who access



our family learning centres. Those who continue studying and achieve a basic childcare qualification will be guaranteed an interview for the council's Child Development Officer supply list. The first group of parents who engaged in the First Steps to Childcare Training programme has now completed the entry stage of the programme, and 14 of the 15 who started the programme proceeded to the second stage in September 2014.

7.3 IMPROVED ATTAINMENT LEVELS AT PRIMARY SCHOOL AND SECONDARY SCHOOL


We continue to close the gap with national attainment figures. By the end of S4, S5 and S6, attainment at all levels has increased when compared to last year's figures. Figures for the 2013 examinations show that more young people achieved SQA qualifications than ever before, providing them with greater choice in their future careers.

Attainment measure	Glasgow	Scotland
Proportion of young people achieving the following by the end of S5: 3 or more awards at SCQF level 6 or better	20%	28%
Proportion of young people achieving the following by the end of S5: 5 or more awards at SCQF level 5 or better	44%	54%
Proportion of young people achieving the following by the end of S6: 5 or more awards at SCQF level 6 or better	18%	26%

The 2013 School Census shows that the pupil-teacher ratio has increased slightly for primary pupils from 16.7:1 to 17.5:1, compared to a national figure of 16.5:1. We continue to focus resources where they are most needed by investing in specialist teachers, such as those delivering our nurture programme. We are providing targeted teaching support to raise the attainment of our most vulnerable children and young people. We also remain committed to retaining our specialist language and nurture teams, which are not included when pupil-teacher ratios are calculated.

We continue to provide free access to the Science Centre for all primary and additional support for learning pupils, in order to encourage children to study science. Through the Glasgow City of Science partnership we are promoting gender equality in the sciences to ensure that more girls and women can participate in

science subjects and careers. Our Green Jobs Fair will become an annual event so that young people can be inspired to opt for science subjects.



**PROVIDING
TARGETED
TEACHING
SUPPORT TO
RAISE THE
ATTAINMENT
OF OUR MOST
VULNERABLE
CHILDREN AND
YOUNG PEOPLE.**

7.3 IMPROVED ATTAINMENT LEVELS AT PRIMARY SCHOOL AND SECONDARY SCHOOL CONTINUED

We established a scholarship programme in engineering in August 2013. As well as delivering college teaching, the scheme provides extended work experience with key engineering businesses. We have worked with our college partners to add further programmes in events management and hospitality and secured external funding to support this work and to continue to develop new ways of better linking school, college and business based learning.

We have worked closely with Glasgow Life to ensure that all young people can access the Duke of Edinburgh award scheme. The scheme is available in 25 secondary schools as well as a variety of youth centres, community based organisations and other locations. This year, 1,087 pupils participated; the completion rate of 59% also continues to be above the national average of 47%.



7.4 SUMMARY OF PROGRESS TOWARDS LEARNING CITY

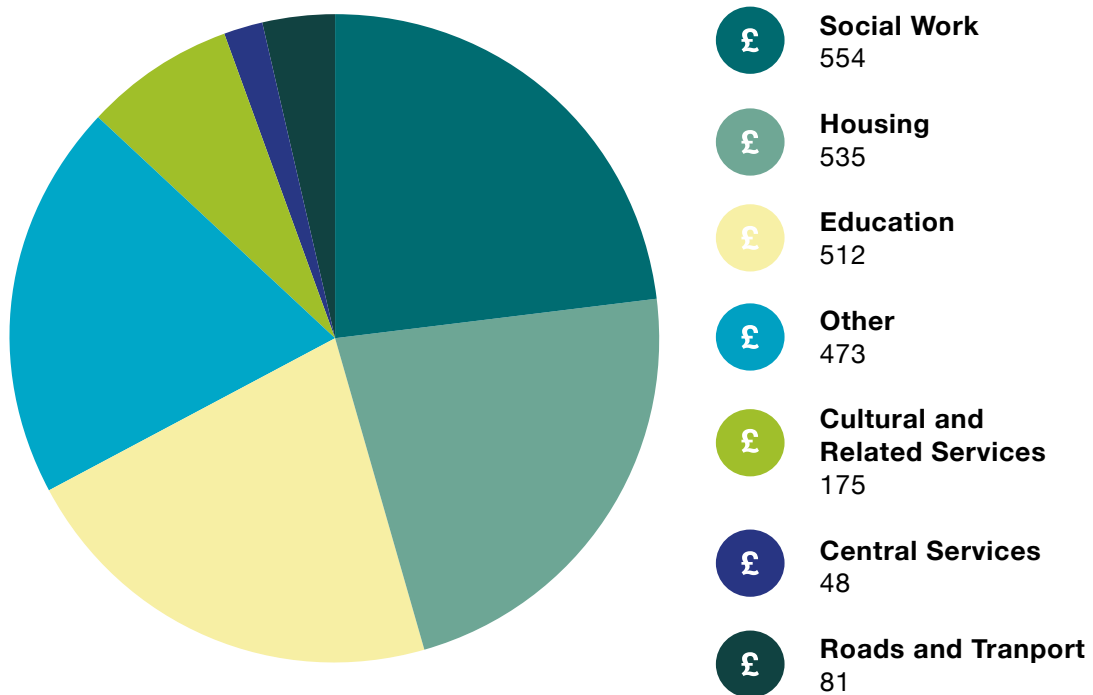
Commitment	Current Status	
A high-quality education infrastructure.		
Continue to improve all pre-12 establishments by rebuilding or refurbishing them.	Ongoing	✓
Open a minimum of 10 new Family Learning Centres.	Complete	✓
A nurturing city, with early intervention, prevention and early years approaches for our children and their families.		
Provide training to all staff on nurturing approaches in nurseries.	Complete	✓
Provide 15 hours of free childcare for Glasgow children at the start of the term when they are aged three.	Ongoing	✓
Extend the support, access to services and nursery places available to vulnerable two-year olds and their families through the current Vulnerable Two's programme.	Ongoing	✓
Continue to provide breakfast clubs for all primary children and work with partners to improve after-school provision.	Ongoing	✓
Work with UNICEF to designate Glasgow as a child-friendly city.	Ongoing	✓
Make sure parents of young families are able to consider all the opportunities that may be available to them, including training and employment.	Ongoing	✓
Improved attainment levels at primary and secondary schools, closing the gap between Glasgow and national results.		
Improve the quality of teaching, learning and the delivery of Curriculum for Excellence.	Ongoing	✓
Ensure a pupil to teacher ratio that delivers the best education for children in Glasgow.	Ongoing	✓
Encourage children to study science at standard and higher grade.	Ongoing	✓
Introduce scholarships for pupils with partnership businesses.	Ongoing	✓
Expand opportunities to take part in the Duke of Edinburgh award schemes and similar programmes. Link this to the Curriculum for Excellence.	Ongoing	✓
Work with Glasgow college principals to attract more funding to the city.	Ongoing	✓

8 MAKING THE BEST USE OF OUR RESOURCES

8.1 FINANCE

In 2013/14, we spent a total of £2,378 million delivering services. We receive funding from government grants, business rates, Council Tax and charges for services.

TOTAL SPEND BY SERVICE £ millions



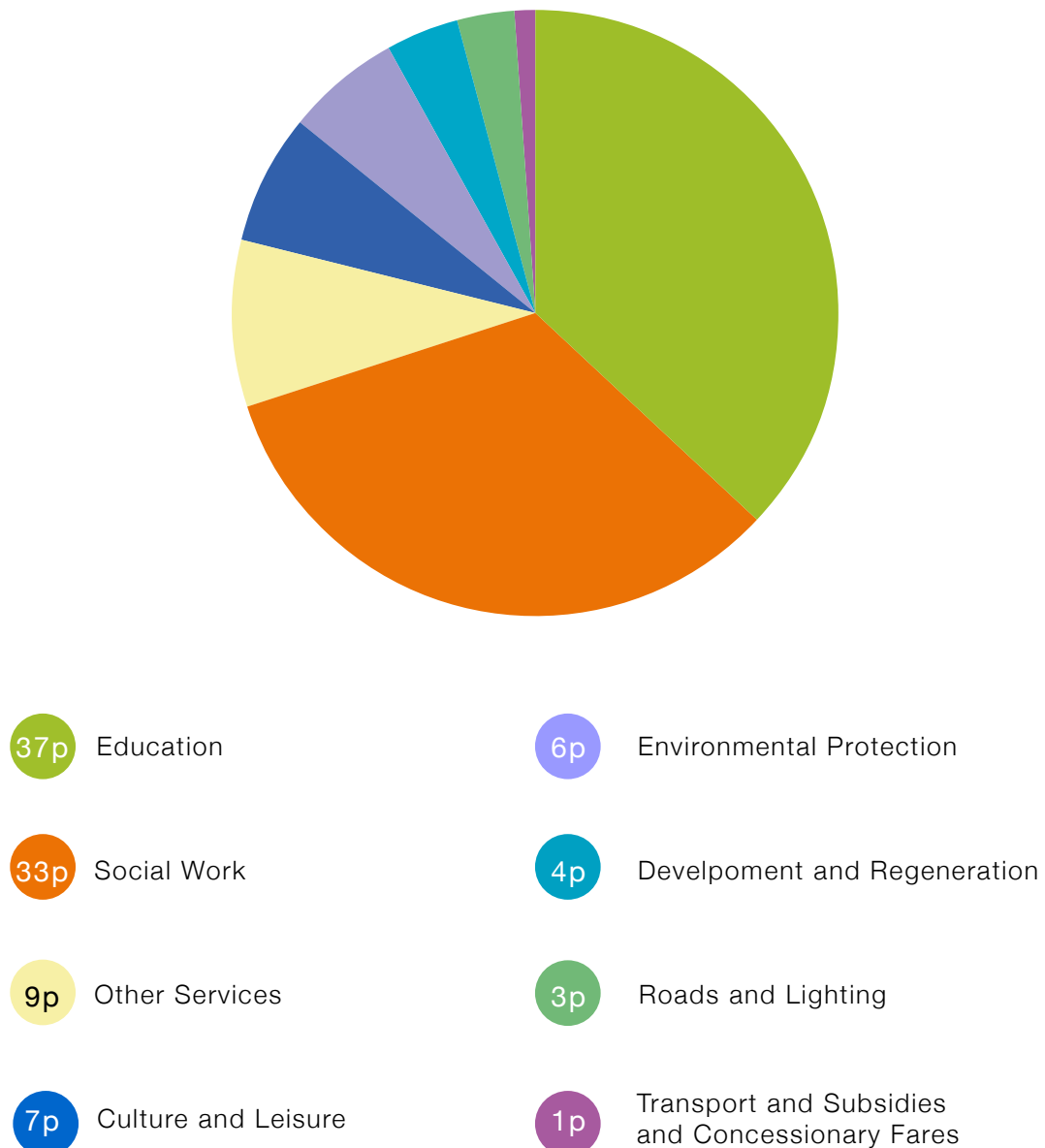
To deliver these services, we spent the following:

Employee costs	£679 million	28%
Financing Costs	£101 million	4%
Third-party payments	£632 million	26%
Transfer payments	£505 million	23%
Premises	£87 million	4%
Supplies	£218 million	9%
Transport	£70 million	3%
Other	£86 million	4%

8.1 FINANCE CONTINUED

This diagram shows how we spent the money we collected from Council Tax in 2013/14. Some services we pay for are provided by other organisations, such as Police Scotland and Scottish Fire and Rescue.

WE SPEND EACH £1 OF COUNCIL TAX ON



8.1 FINANCE CONTINUED

We faced significant financial pressure during 2013/14, relating mostly to delays in implementing the personalisation programme for adults, homecare costs for the elderly, and increased teacher costs because of higher than anticipated school rolls. The pressures were closely monitored and corrective action was identified to contain net expenditure within approved budgets as far as possible. We were able to manage these pressures within our overall resources and sustained our uncommitted reserves at the same level as the previous year.

Our investment programme allowed us to complete the facilities required to deliver the Commonwealth Games and progress other key projects related to schools, care homes and roads infrastructure.

Our service reform programme ensures that we are able to meet the challenge of financial constraints, while fulfilling our key service delivery priorities and pursuing continuous improvement. In 2013/14, the service reform programme delivered £48 million in savings.



£48 MILLION
IN SAVINGS
DELIVERED
THROUGH
SERVICE
REFORM IN
2013/14

We employ just fewer than 19,000 staff across a wide range of services. Our workforce is the most valuable asset that we have and is at the heart of everything we do; spend on our workforce equates to 28% of our total gross expenditure. We developed a new human resources strategy that ensures our employees understand what we need them to do and why it is important. The strategy also ensures we understand their views and concerns and, more importantly, how they can help shape and contribute to the solutions that will help us meet future needs.

Our workforce is made up of 69% women and 31% men, percentages that remain consistent to the breakdown in previous years. Women occupy 57% of the highest paid 5% of earners in our workforce. People from black or minority ethnic communities make up 1.9% of our workforce. People with a disability now make up 2% of the workforce.

In 2013/14, there were 8.0 days of absence for every employee. This figure represents an improvement on our previous year's figure of 8.3 days, but it is still higher than our target of 6.4 days. Attendance management remains a priority; further initiatives to improve health and wellbeing will be implemented in 2014/15.

WORKFORCE

GENDER SPLIT



HIGHEST PAID 5% OF EARNERS



BLACK OR ETHNIC MINORITY: 1.9%

PEOPLE WITH A DISABILITY: 2%

8.3 PROCESSES

Tomorrow's Support Services is the name of our programme to reduce and balance clerical and administrative activities across the council. We completed the first phase of this programme during 2013/14. Central coordination and management of clerical and administrative staff makes it easier to plan and implement changes, reduce duplication of effort and make sure there is greater consistency when we respond to customer requests. For example:

A new Scottish Welfare Fund service has been set up to provide customers the choice of contacting us by phone or online for advice and support.

A social care direct telephone service is now available for Social Work Adult Services and Children and Families clients, providing convenient access to services without the need to visit an office.

Residents are now able to report cleansing and road issues via our new smart phone app or online.

Customers are now able to request and pay for services such as skip hire licence permits and birth, marriage, and death certificates online.



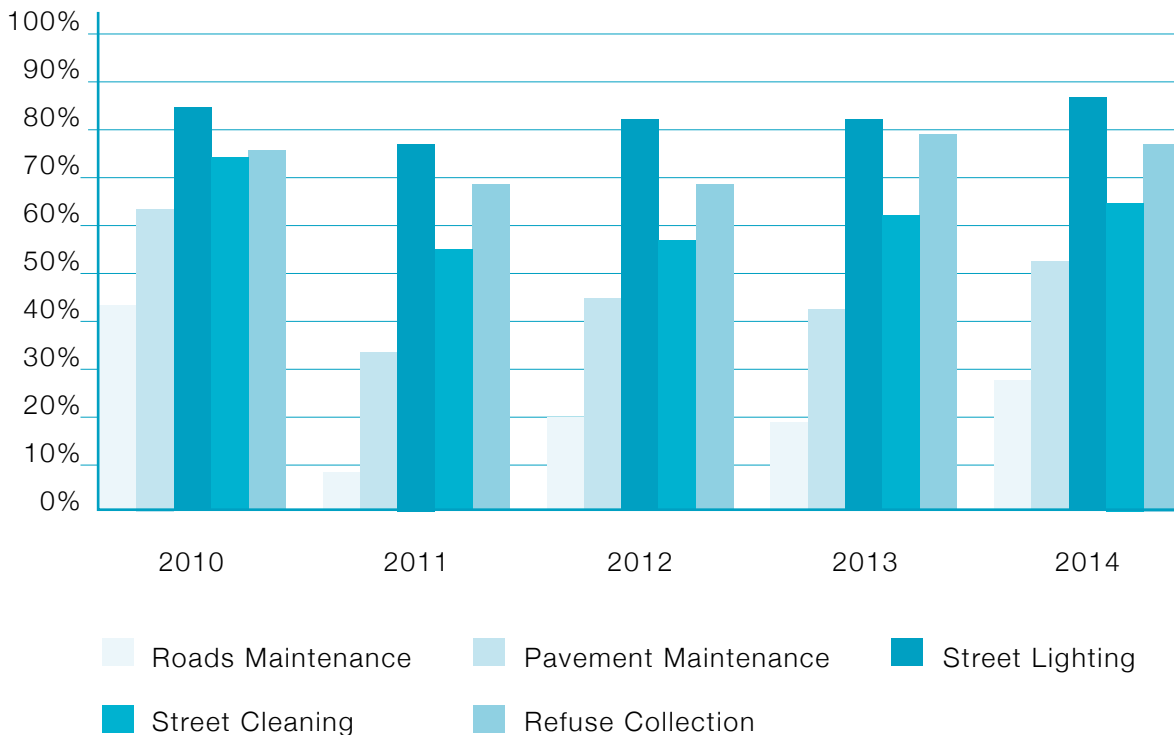
9 CUSTOMER FEEDBACK

The Glasgow Household Survey is carried out annually. We use an independent research agency to interview 1,000 residents to check on service use, satisfaction and specific service issues. In 2014, almost three quarters of residents (73%) were satisfied overall with the services we provide. This compares to 71% in 2013, however, satisfaction with individual services varies considerably. The tables below present more detailed findings about satisfaction. The graphs show trends in service satisfaction from 2010 to 2014.

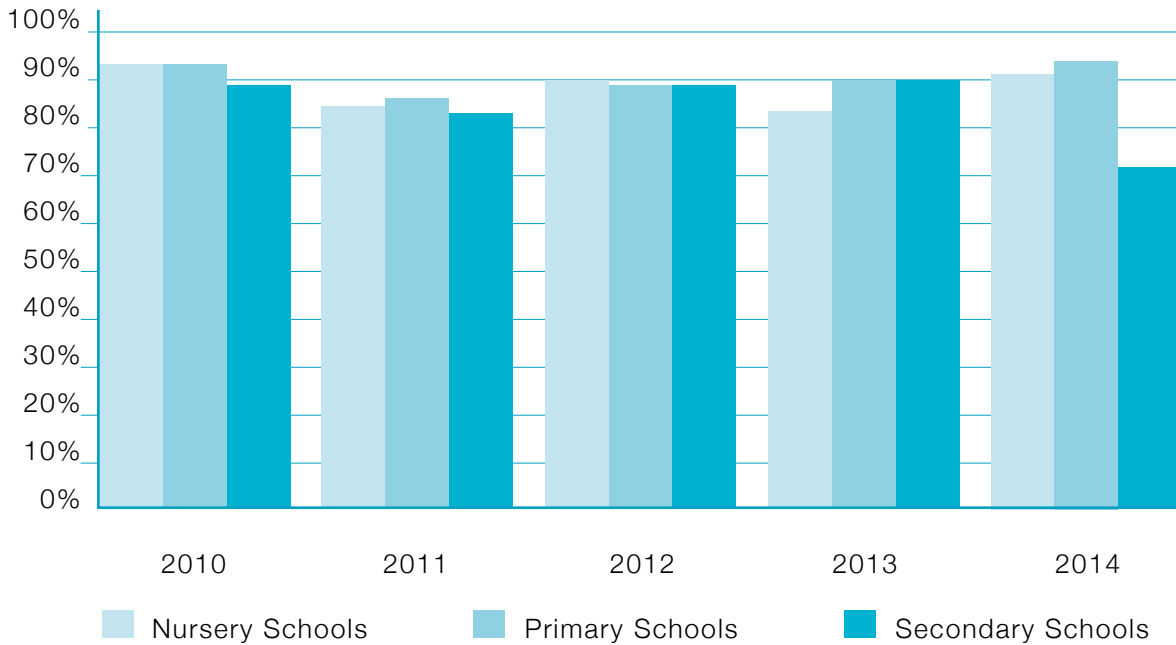
9.1 UNIVERSAL SERVICES

These are services that all households use, such as street lighting, refuse collection, street cleaning, and roads and pavement maintenance.

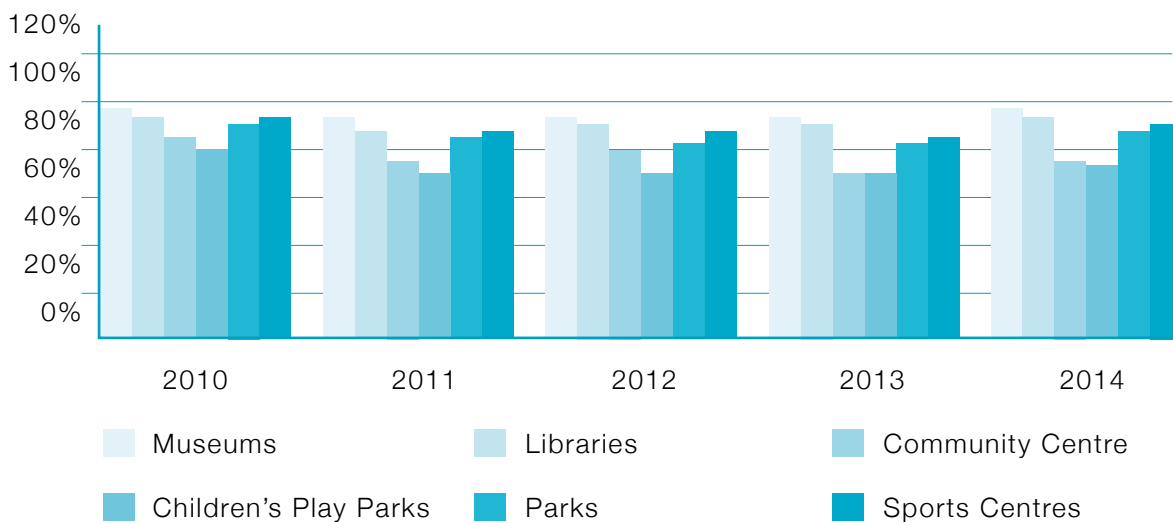
Satisfaction with Universal Services



9.2 SATISFACTION WITH SCHOOLS

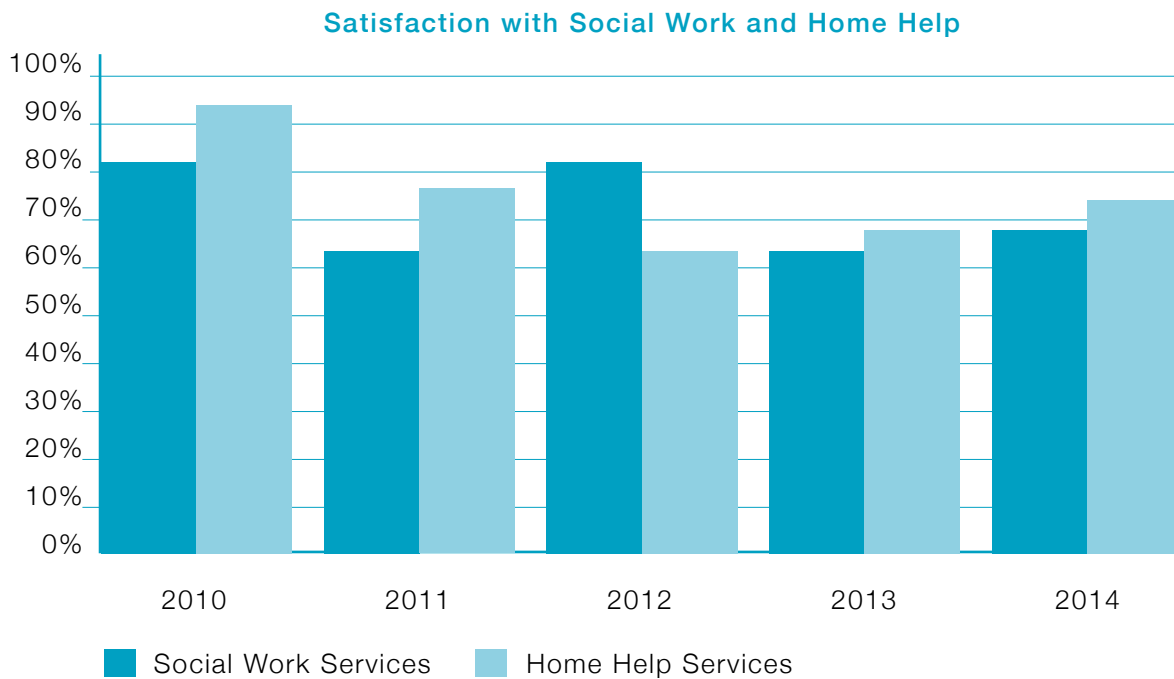


9.3 SATISFACTION WITH CULTURE AND LEISURE SERVICES



9.4 SOCIAL WORK SERVICES AND HOME HELP SERVICES

The results for Social Work Services should be treated as indicative rather than representative as the number of people who use these services (i.e. the sample size) is very small.



10 CONCLUSION



This is the second Annual Performance Report giving an update on the priorities set out in the Council Strategic Plan 2012 to 2017. I am pleased to be able to report a rounded picture of progress across all themes, from supporting our most vulnerable residents to ensuring that Glasgow becomes a greener and more sustainable city.

Our staff continued to provide high quality services to Glasgow residents against a background of constrained resources. This is borne out both by feedback from our residents that we gather through our annual Glasgow Household Survey and also through external recognition, for example the Civic Trust recognised the refurbishment of Notre Dame Primary School and Elie Street Nursery as Best Scottish Project in 2014.

Particular highlights in 2013/14 included ensuring that preparations remained on track for what would come to be regarded as the best ever Commonwealth Games. The contributions of our staff, partner agencies, and the Glaswegians who supported Games activity through volunteering were all key to the delivery of a successful Commonwealth Games.

Economic growth underpins our efforts to help Glasgow to tackle the challenges it faces, and the opportunities offered by the establishment of the recently announced City Deal will help us to ensure that all Glaswegians can benefit from increased economic prosperity.

As we move forward, the economic outlook and forecasts for levels of public sector spending are not positive. Particular areas of focus in the year ahead will include responding to the impact of the national welfare reform programme and implementing changes to health and social care services to ensure more integrated provision.

I would like to thank staff for their continuing contribution which is critical to helping us shape the solutions to meet the future needs of our city.

A handwritten signature in black ink that reads "G. Black". The signature is written in a cursive, flowing style.

George Black
Chief Executive of Glasgow
City Council

11 FURTHER INFORMATION

For further information on Glasgow City Council's Strategy and Performance, please contact the Strategic Policy and Planning team by telephoning 0141 287 0411.

Copies in alternative formats and community languages will be made available on request.

Additional resources:

- [Glasgow City Council Strategic Plan 2012 to 2017](#)
- [Glasgow City Council's Annual Service Plans and Improvement Reports](#)
- [Glasgow City Council's Annual Accounts](#)
- [Minutes and Agendas of Glasgow City Council's Operational Delivery Scrutiny Committee](#)
- [Audit Scotland's Statutory Performance Indicators](#)
- [Local Government Benchmarking Framework](#)
- [Glasgow's Single Outcome Agreement](#)
- [Glasgow Magazine](#)
- [Glasgow Household Survey](#)
- [Consultation Hub](#)
- [Glasgow City Council Performance Information](#)