



# ANNUAL PERFORMANCE REPORT 2014 TO 2015



 | Glasgow  
UK Council of the year 2015



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# 1 FOREWORD



2014 was the Year of Glasgow, when we hosted what are widely regarded as the best ever Commonwealth Games, showcasing Glasgow to one in three of the world's population, and we were recognised as UK Council of the Year at the Local Government Awards. We regard the successes of 2014 not as the peak of our achievement but as our new base camp. We have not only matched our world class ambitions, but exceeded them, promoting Glasgow on the world stage while we deliver our priorities for the city.

The Commonwealth Games have left an economic, cultural and sporting legacy: a £740 million uplift to the wider economy, and the confirmation of several future major championships and competitions, including the Turner Prize, the International Paralympic Committee World Swimming Championships and the World Gymnastics Championships. We have a reputation as a city that can host world class events. The Commonwealth Games have also left a social and employment legacy. As the first residents moved into the former athletes' village, the Glasgow Guarantee delivered its 6,000th job seeker into employment, training or an apprenticeship.

My administration was elected on a set of clear manifesto commitments, which have been incorporated into the Council Strategic Plan. It is these ambitions to deliver a more prosperous and socially just city that shape our priorities and direct the actions of this Council. With over half of the administration's term served, I am delighted to report that we are well on track to deliver on all our commitments.

Our £250 million "4R's Programme" is on track to renovate or rebuild every primary school in the city and

our Financial Inclusion Strategy has put £15 into the pocket of vulnerable Glaswegians for every £1 that has been spent, helping over 71,000 residents secure £125 million of income.

We changed our procurement regulations to give a material advantage to companies that pay the Glasgow Living Wage, that do not use exploitative zero-hours contracts, and do not have a history of blacklisting trade union members.

The Glasgow and Clyde Valley City Deal will provide £1.1 billion of investment in infrastructure across Clyde Valley and in the process create 29,000 full-time jobs, 15,000 construction jobs and encourage a further £3.3 billion of private sector investment. This is a game changer for the city and will have a lasting, positive impact on communities across Glasgow and our city region.

None of these achievements happen by accident and the progress our city makes is in no small part due to the skill, dedication, and commitment shown every day by our staff. They are a credit to our city. My administration's aim will always be to serve the interests of Glasgow and empower our local communities to build a more socially just and equal Glasgow. This year's Annual Performance Report shows we are making notable progress towards that goal. Glasgow has not only a proud history, but a very exciting future.

Let Glasgow Flourish!

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

**Councillor Gordon Matheson**  
Leader of the Council

# 2 INTRODUCTION

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The Annual Performance Report (APR) 2014/15 presents our current progress against the priorities outlined in the Council Strategic Plan 2012 to 2017. The APR presents progress against five themes, each of which has a number of outcomes we committed to achieve by 2017. We also report progress on how we are making the best use of our resources to deliver our priorities.

The five themes are:

**Economic growth**

**A world class city**



**A sustainable city**

**A city that looks after its vulnerable people**

**A learning city**

Summary tables present the progress towards all commitments and narrative sections present highlights of actions taken during 2014/15. We aim to present a balanced picture of our performance and identify where our performance needs to improve. We also include feedback from our annual Glasgow Household Survey, which asks residents what they think about our services, policies and strategies.

We have made an assessment of the evidence for each commitment against the following criteria:

THEME	 Commitment met. Action is complete or is delivering on target	 Commitment is in progress, original target may have been revised or there is a lack of evidence
Economic Growth	18 (95%)	1
World Class City	27 (90%)	3
Sustainable City	19 (90%)	2
Vulnerable People	20 (91%)	2
Learning City	14 (100%)	0
<b>TOTAL</b>	<b>98</b>	<b>8</b>
	<b>92%</b>	<b>8%</b>

All commitments have been met or are progressing and none are therefore red rated.

The majority (92%) of commitments are green, as they have been completed or are progressing as planned. In a number of instances, the delivery date is in the future and this is stated in the summary table where applicable. There are eight commitments rated as amber in this year's APR. These commitments and the reasons we have rated them as amber are listed in the following table.

Commitment		Reason for Amber Rating
<b>Economic Growth</b>	Develop an innovative self-build project by 2014	We committed to developing a self-build housing project, but this project stalled with the demise of Self-Build Scotland. The master plan for the regeneration work in Maryhill will now include a location for self-build plots.
<b>World Class City</b>	Community payback orders: Monitor those who have alcohol-related offences.	Although we committed to specifically monitoring those who have alcohol-related offences, we do not yet monitor and report the reasons for someone taking part in a Community Payback Order.
	Continue to improve how people can report hate crime.	Police Scotland is unable to provide comparable hate crime statistics for Glasgow this year, following the introduction of a new recording system. As a result we are not yet able to monitor progress.
	Make sure that within our local communities, our citizens have a good choice of services from shops and premises: No overprovision of betting shops.	Further powers are required from the Scottish Government. The Licensing Board is currently prevented from controlling the number of betting shops in an area. The Scottish Government is considering the responses to a public consultation on the potential use of planning powers to enable this limitation in future.
<b>Sustainable City</b>	Set up an Energy Trust by 2014.	We are working on the business case to establish an energy trust to develop district heating schemes. We are developing an additional business case to include our other carbon reduction and renewable energy projects in the city, within the structure of the energy trust.
	Meet and exceed our carbon reduction targets by 2020.	Recent figures show that the city has made a 14% reduction in carbon emissions. Figures from 2014/15 suggest a similar reduction in carbon by the council estate. Although these figures are positive, greater reductions are required if we are to meet our targets.
<b>Vulnerable People</b>	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.	In 2014/15, 66% of care leavers went into positive destinations compared to 51% when we launched the Council Strategic Plan in 2012. Despite this improved performance, the stretching target of 75% has not been met.
	Protect and nurture people's mental health: Ensure rehabilitation and care and that there are employment opportunities	Current analysis of Mental Health service clients aged between 16 and 64 (2,146 people) indicates that in 2014/15 only 50% had their employment status recorded on CareFirst. This is an improvement on the 40% recorded last year but we did not meet our target of recording 100%.

Mid-way through the delivery timescale of the Council Strategic Plan, there is a need to update our priorities and commitments to reflect progress, incorporate a number of commitments agreed since the Plan was launched, and review the financial outlook. In June 2015, we agreed a refreshed Council Strategic Plan that addresses these issues. In future, we will report progress against our revised themes and commitments.



In addition to the APR, we also report on our performance through regular reports to our policy development and scrutiny committees and to our Extended Corporate Management Team. These reports provide further detail about progress against each of the priorities outlined in the Council Strategic Plan. In addition, all council services produce an Annual Service Plan and Improvement Report (ASPIR), which sets out performance and plans for the coming year. We also report on how we are meeting our equality commitments and targets. We have a dedicated page on our website where you can find more detail on our performance.

# 3 ECONOMIC GROWTH

It is recognised internationally that cities will continue to drive economic growth even in the downturn. Our first priority continues to be ensuring that Glasgow comes out of the downturn in a strong position, that we have a resilient city economy and that there is economic growth for Glasgow, its 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 brought £740 million to the local economy. Building on this legacy, we are able to demonstrate strong progress against all of these outcomes. Our jobs and apprenticeships programme continues to deliver and exceed targets. Skills Development Scotland recognised this success, awarding us Public Sector Employer of the Year. Housing also remains a key priority. Working with our partner, the Wheatley Group, we are on track to meet our targets for affordable housing. We have also secured additional powers to allow us to intervene to improve standards in private rented housing. The City Deal secured during 2014 provides a planned basis for sustained economic growth. Overall investment of £1.13 billion will support major infrastructure projects across the city and create a significant number of jobs.

**£1.13 BILLION**  
SUPPORTING  
INFRASTRUCTURE PROJECTS



The following sections present areas of significant progress during 2014/15 towards our planned outcomes.



## 3.1 A RESILIENT AND GROWING CITY ECONOMY

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The Commonwealth Games delivered a lasting economic legacy to the city, significantly through the provision of jobs and apprenticeships. Skills Development Scotland recognised our achievements by awarding us the Public Sector Employer of the Year and the Local Government Chronicle shortlisted our work for an award in the partnership category. During the Commonwealth Games, we announced the 5,000th person to gain employment as a result of the Commonwealth legacy initiatives. We met our 2014/15 target of moving 1,000 young people, graduates and people over the age of 50 into employment each year.

Our Stalled Spaces initiative has funded a total of 107 projects since 2011, bringing 20.3 hectares of land into community use. Architecture and Design Scotland is now introducing the Stalled Spaces initiative nationally. We will continue to identify strategic areas that could be turned into green spaces from vacant and derelict land across the city.

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

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Co-operative Glasgow was launched in September 2013 to support and develop co-operative business models in local communities. Since then, the Co-Operative Business Development Fund has provided approximately £450,000 to existing and new co-operatives for business development, skills utilisation, marketing, and financial sustainability. The types of co-operatives funded included retail, credit unions, housing and media organisations. The Municipal Journal shortlisted this work in its local government awards in 2015.

We continue to market Glasgow as a premier location for films and TV production and in 2014/15 productions attracted £14.2 million of income to the city. Although this figure is less than in previous years, it exceeds our annual target of £10 million. Our new filming Facilities Grant encourages companies to hire local facilities and services during production. Six productions accessed the fund during 2014/15, meaning it is fully subscribed.

The city will host Venturefest Scotland in September 2015, which will include a Science Expo. This event aims to strengthen the links between innovation and investment in the city. Venturefest will link to simultaneous green-themed events, such as the Land Art Generator Project. This project is part of an international initiative that aims to design and construct public art installations that are also capable of generating large-scale green energy. The winning design will be located at a site in Port Dundas.

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

The percentage of young Glaswegians entering positive destinations after school continues to increase. In total, 89.7% of young people leaving school go directly into employment, education or training, compared to 89.2% last year and 92.3% for Scotland.

The Glasgow Living Wage was increased from £7.65 to £7.85 per hour in April 2015. There are now approximately 250 employers signed up to the Glasgow Living wage. Our Procurement Strategy highlights the importance of having a well-managed and properly remunerated workforce to deliver the best possible services. We now consider whether companies pay the Glasgow Living Wage when awarding contracts as part of procurement.

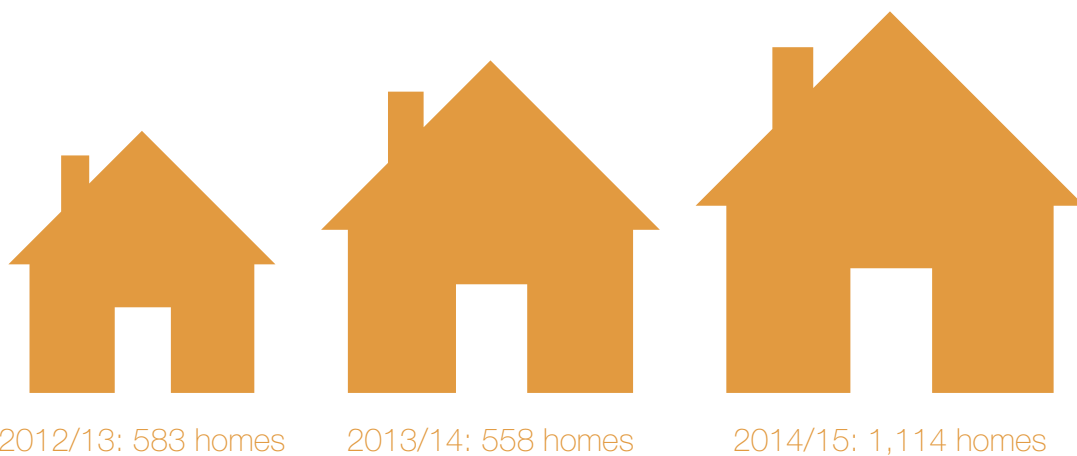
Following the success of including community benefit clauses in procurement contracts for the Commonwealth Games, we now include them in all appropriate contracts. Generally, they include targeted recruitment and training of new entrants, capacity building support to small and medium enterprises, and social enterprises and community engagement. In 2014/15, 184 people were employed as a result of community benefit clauses. Article 19 regulations form part of the European legislation that allows organisations to reserve public contracts for businesses whose workforce is made up of over 50% disabled people (“supported businesses”). In a bid to promote Article 19, our procurement documents have been updated to include a directory of supported businesses. Supported businesses must be considered as an option during the strategy developing stage. We have also embedded the Scottish Government’s Sustainable Test, which supports the promotion of supported business in our regulated and EU procurement processes.



### 3.4 AN IMPROVED SUPPLY OF GOOD QUALITY AND SUSTAINABLE HOUSING

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We lobby the Scottish Government for the resources to provide affordable housing in Glasgow. We use this budget to deliver local housing strategy priorities, ensuring the provision of affordable private and public sector housing. We package and release surplus land to ensure that appropriate land banks are available to contribute towards this affordable housing supply programme. This year, we secured £66.5 million to build additional homes. This money, alongside a further £300 million raised by social landlords the Wheatley Group, will be used to provide additional affordable housing in Glasgow. We have a target with the Scottish Government to build 3,500 affordable homes from 2012 to 2017. At the end of year three of the programme, we have built a total of 2,255 homes:



A total of 532 homes are planned for 2015/16 and the remaining 713 in 2016/17.

We set up the Factoring Commission as part of our approach to improve standards in the private rented sector. The final report on the findings of the commission included a range of proposals to improve common property management, maintenance and repair or private sector housing. These recommendations include improving service quality and transparency, for example:

Developing a website to improve access to information and advice for home owners, including independent advice on switching factors

Encouraging and enforcing repair, maintenance and behavioural standards, including the introduction of a common report and maintenance plan and reducing the time taken to process maintenance orders and plans

Consolidation and rationalisation of existing legislation, including closing loopholes in deeds to ensure owners can dismiss factors

We aimed to increase our powers to deal with rogue private landlords. Discussions with the Scottish Government resulted in an amendment to the Housing Bill regarding enhanced enforcement areas. This legislation allows local authorities to make spot checks from June 2015.

### 3.5 IMPROVED CITY INFRASTRUCTURE, INCLUDING TRANSPORT, ACCESS TO I.T. AND THE INTERNET FOR BUSINESSES AND LOCAL PEOPLE

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We aimed to make the case for Glasgow to receive funds to support economic growth and job creation. We have successfully secured the largest City Deal ever agreed: a total funding package £1.13 billion over the next 20 years. The funding will be used to support major infrastructure projects, encourage innovation and growth, and address issues in the region's labour market. The City Deal is expected to create 15,000 jobs during the construction phase and 28,000 permanent additional jobs after construction, in addition to unlocking £3.3 billion of private sector investment.



The City Deal programme includes an allocation of £144.3 million to fund improved connections between Glasgow Airport and the city. The project will be delivered by project partners Glasgow City Council and Renfrewshire Council. Key stakeholders at this stage also include Glasgow Airport, Network Rail and Transport Scotland. Proposals should be known by the end of 2015.

The table below sets out all of the Economic Growth commitments.

Commitment		Progress
<b>A resilient and growing city economy</b>		
1	Refurbish and improve George Square.	✓
2	Ensure the Commonwealth Games 2014 delivers a lasting economic legacy; providing jobs and apprenticeships by continuing to deliver improved business growth and development opportunities.	✓
3	Clean up derelict land and turn it into green space or other use, through the stalled spaces initiative.	✓
<b>A broad-based and more integrated economy with diverse business opportunities, including social enterprises</b>		
4	Promote co-operatives and other social enterprise models in the city. Set targets for the city in this area.	✓
5	Continue to market Glasgow as a premier location for film and TV production.	✓
6	Host a Science Expo on Glasgow Green in 2015 to commemorate Glasgow's contribution to science, engineering and innovation.	✓ September 2015
<b>Better skills for Glaswegians to create a more confident and competitive workforce in the city</b>		
7	Secure steady improvement in delivering positive destinations for all school leavers.	✓
8	Continue to support and promote the Glasgow Living Wage.	✓
9	Continue to develop the community benefits approach in procurement and take steps to promote Article 19 of the European Public Sector Procurement Directive.	✓
<b>An improved supply of good quality and sustainable housing</b>		
10	Continue to make the case for essential funding for Glasgow and investment in the city's housing sector.	✓
11	Provide leadership and facilitate the building of 3,500 new homes	✓ 2017
12	Help first-time buyers purchase a home.	✓
13	Develop an innovative self-build project by 2014.	▲ March 2016
14	Establish a Factoring Commission that will report in the summer of 2013.	✓
15	Increased powers to deal with rogue private landlords.	✓
16	Provide a centre for green building skills.	✓ March 2016



## Improved city infrastructure

Improved city infrastructure, including transport and access to information technology and the internet for businesses and local people		
17	Make the case for Glasgow to receive key funds to support our pivotal role in economic recovery, in particular to support housing and infrastructure.	✓
18	Provide a free Wi-Fi network across the city and increase broadband uptake for social tenants.	✓
19	Continue to campaign for a new surface transport link to improve connections between Glasgow Airport and the city.	✓

# 4 A WORLD CLASS CITY

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Glasgow is highly regarded as a business and tourist destination, and we want to harness everything the city has to offer, including the strengths of our local communities and our people, in order to deliver the following outcomes:

- 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 Glasgow 2014 Commonwealth Games exceeded expectations and have been branded the Best Ever Commonwealth Games. The Glasgow 2014 Cultural Programme was the most ambitious cultural celebration undertaken in Scotland, encompassing the national Culture 2014 and the Glasgow-based Festival 2014 programmes. By the end of August 2014, over 1,500 events had taken place and a total of 627,281 attendances were recorded during Festival 2014. The programme was designed to broaden cultural participation with many events low cost or free. The programme has been short-listed for the National Lottery Awards.

We demonstrate strong performance working with our partners to address a wide range of issues affecting our communities, such as anti-social behaviour and domestic violence, and working with local people to support community initiatives and facilities.

The following sections present areas of significant progress during 2014/15 towards our planned outcomes.

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

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The Glasgow 2014 Commonwealth Games (23 July to 3 August 2014) was the largest multi-sport and cultural event to be held in Scotland in a generation. Around 1.2 million tickets were sold, over 4,800 athletes took part, and Team Scotland achieved its best ever Commonwealth Games performance, winning 53 medals. The Commonwealth Games were delivered successfully within budget, costing £543 million—£32 million less than the budget agreed in November 2013.

Audit Scotland's report on the Commonwealth Games confirmed that we planned early for legacy, establishing clear plans with the Scottish Government to realise legacy benefits at local, city-wide and national levels up to 2019. Glaswegians played an important 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. In 2015, we agreed a long-term strategy for how we identify and support volunteers in the future.

The Commonwealth Games left a legacy of world-class sporting facilities and cemented Glasgow's position as a top-ten destination for sporting events, as measured by two independent bodies, SportBusiness Ultimate Sports City Awards and SportAccord Awards. Glasgow's Major Sports Event Strategy capitalises on this success to secure an impressive programme of international championships and sport events, including:

- World Gymnastic Championship (2015)
- International Paralympic Committee World Swimming Championships (2015)
- British Olympic Swimming Trials (2016)
- World Badminton Championships (2017)
- Co-host of the inaugural European Sports Championships with Berlin (2018)

With bids for other international events forthcoming, we aim to build on this reputation as the equal of cities many times our size and population.



## 4.2 THE BEST USE OF OUR CULTURAL ASSETS AND HERITAGE

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We have maintained our commitment to free entry to our main museum collections. In 2014/15, almost 3.6 million visitors enjoyed free access to nine museums across the city; two of which hold the Scottish Tourist Board Five-Star Awards. This is an increase of 12% in attendances during the year, attributable to the success of exhibition programmes and Commonwealth Games related events. Our annual survey of Glasgow residents continues to show a consistently high level of satisfaction with our museums (95%).

We continue to improve access to our world-class museum collections. We recently approved plans for the refurbishment of the Burrell Collection and £15 million has been secured from the Heritage Lottery Fund to meet the total estimated cost of £60-66 million. We anticipate the museum will close in early 2016 and reopen in 2020. Securing this funding from the Heritage Lottery Fund, the largest award out of the nine made in 2014/15, is a ringing endorsement of our ambition to unlock the potential of Sir William Burrell's great gift to the city and see it take its place on the global stage as one of the greatest personal collections.

We also received a Heritage Lottery Fund grant of £4.57 million to redevelop the Kelvin Hall, former home of the Museum of Transport and International Sports Arena. This major capital programme will be delivered in partnership with the National Library of Scotland and the University of Glasgow. Kelvin Hall will be transformed to provide collection storage, teaching and resource facilities, as well as a state-of-the-art health and fitness centre. Work began in September 2014 and we plan to open the facility in the summer of 2016.



# 3.6 MILLION VISITORS TO OUR MUSEUMS

## 4.3 STRONG AND RESILIENT NEIGHBOURHOODS AND COMMUNITIES

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We support local groups to become social enterprises and deliver services in community facilities through the Social Enterprise Fund (part of the Council's Integrated Grant Fund). We allocate £300,000 each year. As of April 2015, funding is allocated on a three-year cycle instead of an annual cycle, allowing enterprises to plan more effectively.

Credit unions play a significant part in ensuring that Glaswegians are able to access affordable financial services and we support Credit Unions of Glasgow Ltd (a partnership between the credit union sector, trade associations and Jobs and Business Glasgow) to lead on the strategic development of the sector. Credit unions based in council properties receive a 50% rent reduction and all credit unions in Glasgow have 100% non-domestic rates relief. As a result, Glasgow's credit union sector is the largest and strongest in the UK. Glasgow's 34 credit unions now have over 160,000 members, equivalent to 26% of the population, and collective assets of £242 million.

Our proactive response to anti-social behaviour is targeted at ward level. We appoint a manager for each ward to plan and coordinate responses to incidents. This includes forward planning that takes account of seasonal factors such as fire setting, outdoor drinking, noise nuisance and anti-social behaviour patterns. In 2014/15, the high priority areas were Govan, Southside Central, Anderston City, Calton, Canal, East Centre and Maryhill/Kelvin.

We work in partnership with Police Scotland to improve and increase the use of test purchasing, to make sure that retailers do not sell alcohol to people who are under-age. Only a small proportion of businesses fail the test purchasing, and when this happens the Licensing Board takes appropriate action. In 2014, there were 36 visits carried out and one business failed.

ASSIST (Greater Glasgow's Domestic Abuse Investigation Unit) and the Domestic Abuse Task Force are now both located in Eastgate to provide a more effective response to domestic abuse. We are able to demonstrate improved outcomes for people who experience domestic abuse:

- Clients at 'Very High Risk' of further harm report a 95% reduction in physical abuse following intervention by ASSIST (up from 90% reported last year)
- 97% reduction in sexual abuse (95% reported last year)
- 88% reduction in jealous and controlling behaviour (61% reported last year).

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

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The Poverty Leadership Panel leads the city's approach to tackling poverty, addressing various themes of work including in-work poverty. The Panel is a citywide partnership, and its work is co-produced by people with direct experience of poverty. Examples of recent work include the following:

- The People Make Glasgow Fairer – Let's Tackle Poverty Together campaign makes sure that people receive the best services and aren't stigmatised because they live in poverty. A partnership between the Council, the Wheatley Group, and Greater Glasgow and Clyde NHS, this campaign has the potential to reach 50,000 members of staff.
- The "Cost of the School Day" project involved speaking to 340 children and 120 teachers in eight schools. Each school is now thinking about how their policies and practices could maximise a family's income, make sure that everyone is able to access learning opportunities, and reduce stigma for children from low income families. For example, one school will no longer expect students to wear badged uniforms.
- Targeting people in the community who want to be involved in local housing matters, the Panel recruited and trained over 30 volunteers who have helped over 80 people resolve their housing related problems or worries. These local volunteers have been shortlisted for an Alastair Malloy Inspire Award.



A three-year Financial Inclusion Strategy was agreed in April 2015, with £4 million funding from the Council, Greater Glasgow and Clyde NHS, and the Wheatley Group. This funding will be used to support a network of specialist advice agencies to provide people who may be experiencing in-work poverty with the skills, knowledge and understanding to make best use of products and services. The Glasgow Advice and Information Network offers advice and support regarding benefit entitlement and debt matters. The MacMillan and Long-term Conditions Project provides support and assistance to those affected by long-term illness. It has provided over £39.4 million in financial assistance to 15,322 people since it was launched in 2009. The service has also helped over 800 people at risk of losing their home and prevented this from happening. MacMillan also works with us to deliver the Improving Cancer Journey initiative, which launched in 2014 to help people facing a diagnosis access services and advice.



Other financial inclusion initiatives include Glasgow's Helping Heroes (GHH), which brings together the advice and housing sectors to assist veterans. In 2014, the Military and Civilian Health Partnership Awards awarded GHH the Mental Health Award. Since its launch in 2010, GHH has:

- Provided support to 1,300 veterans, providing financial gains of over £1.2 million for veterans and their families.
- Supported 632 veterans to get housing, 832 into employment or training, and 339 get access to health and addiction services.
- The Glasgow Veterans Employment Programme has helped 42 veterans to gain employment at the Glasgow Living Wage since it was launched in 2013.

## 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 most recent survey show that 70% of our residents are satisfied with the services we provide, up from 63% in 2011. See Section 8 for more information.

The Consultation Hub on our website now contains all surveys carried out by email, including links to planning, licensing and Traffic Regulation Order notices. In 2014, there were 24 surveys or consultations hosted online. Recent surveys had the following number of responses:















● Victoria Park blaes pitches redevelopment	1,468
● Library visitor survey	1,253
● Health survey regarding people's food takeaway preferences	702
● Survey on energy and the environment	526

Community budgeting enables citizens to be more actively involved in planning and decision-making for their area. Glasgow Life Libraries conducted a community budgeting pilot that involved 120 children and young people in stock-buying activity in three libraries in Barmulloch, Castlemilk and Knightswood.



The table below sets out all of the World Class City commitments.

Commitment		Progress
<b>Compete internationally with the best cities in the world for investment, business and events</b>		
1.	Deliver a world-class Commonwealth Games 2014.	✓
2.	Hold a year-long celebration of Glasgow's culture in 2013.	✓
<b>The best use of our cultural assets and heritage</b>		
3.	Continue to make sure there are no entry charges for the main collections of Glasgow Museums.	✓
4.	Expand online coverage of Glasgow Museums' collection by 2014, and include information and material from our libraries.	✓
5.	Extend the schools' outreach programme to include a training programme for Education staff.	✓
<b>Strong and resilient neighbourhoods and communities</b>		
6.	Support local groups to become social enterprises and deliver local services in our community facilities.	✓
7.	Further develop credit unions in Glasgow.	✓ March 2016
8.	Introduce two-year funding to make sure third sector organisations can better plan their services.	✓
9.	Continue to target gang violence and alcohol fuelled anti-social behaviour.	✓
10.	Fund an additional 100 police officers to work in local neighbourhoods.	✓
11.	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.	✓
12.	Community payback orders: A. Monitor those who have alcohol-related offences. B. Introduce a programme to clean and maintain residential back lanes.	▲ ✓
13.	Continue to improve how people can report hate crime.	▲
14.	Work with Police Scotland to improve and increase the use of test purchasing.	✓
15.	Work with the police and other partners to make sure we have effective responses to domestic abuse.	✓
16.	Provide information on how residents may access and use low-cost ethical lenders such as credit unions.	✓

<b>Strong and resilient neighbourhoods and communities, continued</b>		
17.	Make sure that within our local communities, our citizens have a good choice of services from shops and premises: 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 under 18 year-olds every Wednesday 4-5pm. This will be extended to community-based school seven-a-side pitches by 2015.	  
<b>Less poverty and deprivation. Provide relevant and affordable services for all our citizens</b>		
18.	Address aspects of poverty in the city by focusing on reducing in-work poverty	 March 2016
19.	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 under 18 year-olds every Wednesday 4-5pm. This will be extended to community-based school seven-a-side pitches by 2015.	   
20.	Establish a network of 20 mapped and marked running trails in city parks.	 2018
21.	Take action with the Scottish Football Association and other partners to support the development of football in the city.	
<b>Local services and neighbourhoods informed by our residents' views</b>		
22.	Review how we consult residents.	 March 2016
23.	Roll out community budgeting.	
24.	Encourage greater participation in council meetings and decision making.	
25.	Continue to work with and develop our relationships with faith groups.	

# 5 A SUSTAINABLE CITY

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We aim to make Glasgow a sustainable city, with reduced carbon emissions, efficiently heated homes and a safe and well-connected infrastructure. Our vision for a sustainable city is closely linked to our aims for economic growth, securing jobs and investment through a focus on green energy and sustainable development. We aim to make Glasgow sustainable through delivery of the following outcomes:

- [A reduced carbon footprint](#)
- [A connected transport infrastructure for business and the community](#)
- [Increase the use of public and green transport](#)

In recognition of our work to transform the city from a post-industrial past to a low-carbon, sustainable city of the future, the United Nations has given its support to marking 2015 as the city's first ever Green Year. To reduce our carbon footprint, we need to utilise new technology and create an environment that encourages sustainable choices. The implementation of a large district heating scheme at the Village in Dalmarnock (formerly the Commonwealth Games Athletes' Village) is a key step in helping us to reduce our dependency on carbon intensive electricity. We have also made good progress transforming the city into one that encourages walking and cycling by improvements to infrastructure and design. Cycling rates have increased and the mass automated cycle hire scheme launched in 2014 has proven to be popular.



## 5.1 A REDUCED CARBON FOOTPRINT

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We aim to make a 30% reduction in the city's carbon emissions by 2020, compared to the amount produced in 2005/06. The most recent (2012) figures from the Department for Energy and Climate Change show that the city has made a 14% reduction in carbon emissions. We also have a target to reduce the Council's emissions by this same amount. Figures from 2014/15 suggest we have made a similar reduction of 14% since 2005/06.

To achieve its CO2 reduction target of 30%, the city needs to reduce its dependency on carbon intensive electricity for home heating. We will enable this reduction through the development of combined heating and power plants and district heating schemes that provide secure supplies of affordable heating. We now have a large district heating scheme in operation at the former Commonwealth Games Athletes' Village (now called "The Village"). Our 2015 Glasgow Energy and Carbon Master Plan sets out how we will expand this existing scheme and install others across the city, specifically a network from the new Glasgow Recycling and Renewable Energy Plant in the south of the city. We are still working on the business case to establish an energy trust to develop these district heating schemes. We are developing an additional business case to include our other carbon reduction and renewable energy projects in the city, within the structure of the energy trust.



The wind turbine at Cathkin Braes has been operating since March 2013 and generated £267,240 income in the first year of operation. Part of this income, £50,000, was paid to the Castlemilk and Carmunnock Community Windpark Trust, which manages the fund for the local communities. Our partner SSE plc (formerly Scottish and Southern Energy plc) paid an additional £25,000 to the Trust. We expect a similar level of income this year. Money from the turbine is used to fund energy efficiency investment in the city's housing as well as 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 or older to help with their heating costs. More than 44,000 people have benefitted from this payment since it was introduced in 2011.

Cathkin  
Braes  
wind  
turbine  
generated  
£267,240



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. This past year we issued 17,162 fixed penalty notices for dropped cigarettes and 1,416 for dropped litter. We issued 1,889 fixed penalty notices for dog fouling incidents. We also introduced Dog Fouling Charter Guidelines to every Registered Social Landlord, including a specific agreement with Glasgow Housing Association that allows us to share information about offenders, such as CCTV footage.

## 5.2 IMPROVED TRANSPORT INFRASTRUCTURE

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The 2014/15 roads investment programme was again completed on time and on budget. We focused investment on the city's strategic routes that are required to keep the city open for business and an intensive programme of pothole patching. The number of potholes reported dropped by 43% between 2013 and 2014 (from 11,110 to 6,268). The percentage of roads that requires maintenance remained approximately 33%. We know from our Household Survey that satisfaction with roads remains lower than for some services, although it has increased to 30% from 20% in 2012.

Our Council Strategic Plan stated that we would continue to review any emerging plans and make the case, where necessary, to keep all of Glasgow's rail stations viable and open. The Minister for Transport confirmed in 2012 that no stations would be closed as a result of the Rail 2014 Consultation, which had implied closure of those stations within one mile from another station. Since that consultation, the Scotrail franchise has been re-let and the new franchise holder, Abellio, has no plans to close any stations—instead, a new station is planned for Robroyston. We also support the creation of a new terminus for high-speed rail, which is set out in our City Centre Transport Strategy, and continue to work with Scottish Ministers.

Other improvements to the city's transport infrastructure are underway or being planned. A new Fastlink bus service from the city centre to the SECC and the new South Glasgow Hospital is now operating. Strathclyde Partnership Transport provided £10,000 funding towards the latest version of the Traveline Scotland app, which features an easy-to-use, dedicated 'Travel to Hospitals' section.

## 5.3 IMPROVED USE OF GREEN AND PUBLIC TRANSPORT

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We aim to transform the city by encouraging walking and cycling. Over the last few years, we have made a number of improvements to achieve this. This year, we upgraded the public realm in Shawlands, Parkhead Cross, George Street and Saltmarket. Our next step is to make Sauchiehall Street more pedestrian friendly. We also introduced a walking app to encourage walkers to explore the city's heritage, open spaces and events.

We agreed a phased programme to establish a network of 20 mapped and marked running trails in the city's parks, to encourage physical activity and outdoor access. Designed routes have been implemented with surfacing upgrades and signage in Bellahouston, Cathkin Braes, Kelvingrove and Victoria Parks. Routes in Alexandra, Elder, Tollcross, and Queens Parks have also been identified. We will create four additional marked running trails in 2016 and thereafter in 2017 and 2018.
























To improve pedestrian safety, in particular that of children, we implemented phase three of a programme to introduce new 20 miles-per-hour zones to the city. All 14 areas of this third phase were complete by 2013. Phase four will begin in 2015, targeting a further 11 areas. We are working towards making all suitable residential roads mandatory 20 miles-per-hour zones, and so far we have introduced these zones in 10% (141 kilometres) of the planned areas.

We reported last year that there has been a 150% increase in city centre cycling rates in recent years. 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. Glasgow's Mass Automated Cycle Hire scheme launched in June 2014. We expanded the scheme in 2015, bringing the total provision to 420 bikes available for hire at 41 stations throughout the city. Since its launch there have been 60,115 rentals.

We also work in partnership with Strathclyde Passenger Transport in a number of areas to improve travel and transport in the city. We supported the introduction of a smart card for public transport in 2014. Initially a smart card for the subway, this will eventually be extended to rail services. We monitor the effect of any proposed amendments to services and investigate alternatives where appropriate. We have allocated £40,000 from the Community Bus Fund to ensure the continuation of the bus service from the city centre to the Riverside Museum and a contribution has been made towards the procurement of two zero-emission electric buses for use on this route.

The table below sets out all of the Sustainable City commitments.

Commitment		Progress
<b>A reduced carbon footprint</b>		
1	Set up an Energy Trust by 2014.	 March 2016
2	Provide new and sustainable District Heating systems.	 March 2016
3	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.	
4	Work with city partners to lead the implementation of the nationally funded Green Deal.	
5	Meet and exceed our carbon reduction targets by 2020.	 2020
6	Bid for the Green Capital of Europe Award 2015.	
7	Continue to tackle littering, fly posting and dog fouling: A. Introduce [litter] enforcement officers in every ward. A. Provide extra clean ups. C. Work with housing associations and residents to tackle dog fouling.	  
<b>Improved transport infrastructure.</b>		
8	Develop and agree an improved approach to investment and spending on roads maintenance and repair.	
9	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.	
10	Work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services.	
11	Continue to review any emerging plans and make the case, where needed, that all of Glasgow's rail stations remain viable and open.	
<b>Improved use of green and public transport.</b>		
12	Transform the city into an active living network: A. Encourage walking. A. Develop a network of cycling hubs. C. Implement the strategic plan for cycling. D. Prepare a proposal for a citywide cycle hire scheme.	   
13	Support SPT to introduce a smart card for public transport.	
14	Increase the number of charging points for electric cars and buses to 50 by April 2013.	
15	Work with SPT, commercial bus operators, community transport operators, and the community to maintain essential community bus routes and give local people more control.	
16	Add a further 14 areas to the 20 mile-an-hour zones by March 2013.	

# 6 A CITY THAT LOOKS AFTER ITS VULNERABLE PEOPLE

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Glasgow's challenges addressing the impact of deprivation, poor health and inequality remain significant. We want to build on the legacy of the Commonwealth Games 2014 by tackling poverty and delivering the following outcomes and supporting the most vulnerable at a time when there is increasing demand on our services and declining resources:

- 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.

The pace of tackling the challenge of health inequality will be accelerated with the integration of health and social care services, and we can evidence some reduction in smoking and drinking rates among young people. Although we have improved prospects for looked after and accommodated children and young people, there still remains work to be done to reduce the disadvantage faced by those leaving care. We continue to demonstrate progress giving people more choice in their care and support services, enabling them to live independently and in the support that we provide carers. We aim to make a step change in tackling poverty and deprivation and our detailed plans for this will be set out by the Poverty Leadership Panel later this year.

The following sections present areas of significant progress during 2014/15 towards our planned outcomes.

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

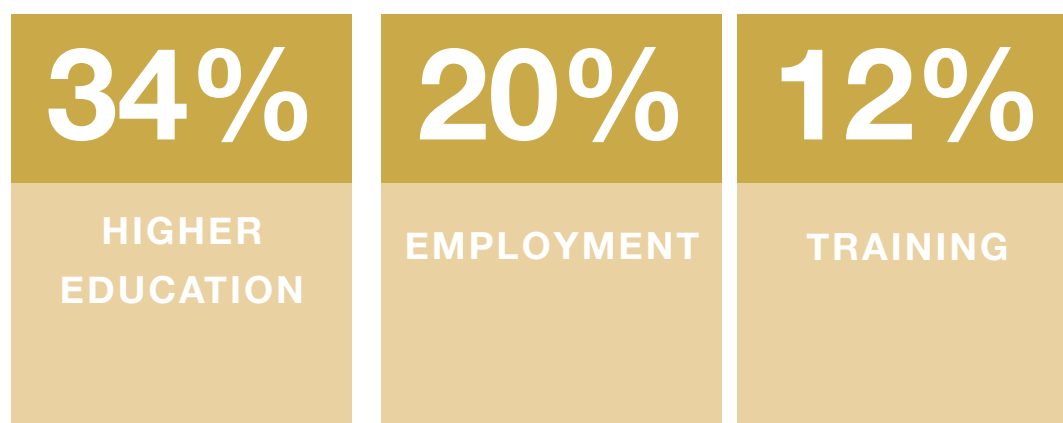
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We exceeded our target and increased the funding to kinship carers (relatives or close family friends who care for children) by increasing the payments last year by 7%, provided by a single payment of £200 for each child. We gave the same amount this year, as £50 per week per child and a single payment of £200 per child made before Christmas. We also support the five Kinship Care Support Groups operating across the city, which provide activities such as holidays and trips.

We provided child protection services for 1,203 children during 2014/15, compared to 1,089 in 2013/14 and 993 in 2012/13. These annual increases are a result of earlier intervention and improved working between the agencies providing support. Children from the most deprived areas make up a large proportion of this number. 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.

We aim 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 2014/15, 66% of them moved onto positive destinations compared to 51% when we launched the Council Strategic Plan in 2012. But we have not met our target of 75%. The figure of 66% compares to 90% of all school leavers, demonstrating the disadvantage experienced by those leaving care. We are working to improve the coordination between the Commonwealth Apprentice Initiative and local colleges to increase the opportunities for young people leaving care.

**Those leaving care went on to the following destinations:**



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

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The impact of welfare reform on the most vulnerable service users continues to require a planned response with our partners. Although there has been significant slippage in the Government's timetable for roll out of some key welfare reforms, with our partners we have worked together to:

- Inform and advise affected individuals about the impact of Welfare Reform, providing financial advice and support to affected individuals
- Provide training and support both to Social Work staff and to the broader advice sector across Glasgow
- Coordinate the work of advice agencies in the city to respond to the demand for services
- Prepare for the implementation of 'digital by default' by training staff in libraries to support service users to apply for welfare benefits

We have allocated £7.7 million in crisis grants and community care grants through the Scottish Welfare Fund since 2013. Since the removal of the Spare Room Subsidy, 16,804 Housing Benefit claims have been affected by the removal of the Spare Room Subsidy and we have successfully assisted in 2,326 cases where this was detrimental.

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. Education Services work in partnership with a wide range of agencies, including the NHS, the Glasgow Council on Alcohol, and the Greater Easterhouse Alcohol Awareness Project, to promote and develop substance misuse education and, increasingly, to focus on the impact of risk-taking behaviours among young people. Glasgow has been accepted into the national pilot of the ASSIST tobacco prevention programme, funded by Scottish Government.



This school-based, peer-led programme has proven to be a useful smoking prevention initiative in England and Wales. The programme was piloted in ten secondary schools in the city in January 2015.

The Scottish Schools Adolescent Lifestyle and Substance Use Survey 2013 found that the proportion of 15 year olds who reported being regular smokers had reduced from 11% in 2010 to 7% in 2013. Among adults, smoking rates in Glasgow have fallen by 10% over the last ten years to 27%. There has also been a reduction in the number of 15 year olds who reported drinking once a week, from 28% in 2010 to 17% in 2013.

Community Safety Glasgow piloted a scheme working with social landlords to reduce related anti-social behaviour and take action against underage drinkers and their families. The scheme has now been made permanent. When complaints are received, contracted landlords are now able to access three levels of service from Community Safety Glasgow, ranging from warnings to tenancy recovery packages. During 2014/15, 771 enquiries about anti-social behaviour were made and 175 enforcement measures taken.

As one of the largest employers in Scotland, we are committed to the health and wellbeing of our workforce. For the second successive year, we have maintained the gold level award of the national Healthy Working Lives award for demonstrating a commitment to developing and promoting initiatives to support the health and wellbeing of our employees. Initiatives include health information road shows, smoking cessation support and healthy weight programmes.



## 6.3 MORE PEOPLE LIVING INDEPENDENTLY

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A reablement approach ensures that more people can live at home independently. Reablement is a care service tailored to support people to re-learn daily tasks to look after themselves at home. This year, 2,033 people received reablement services from us. We aim to enable an increased number of older people to live at home and we again met our target of reviewing at least 85% of older people's care plans within 12 months.

We are continuing to roll out personalisation to social work service users, enabling 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. We monitor the proportion of clients who manage their individual budgets through direct payments or through an individual service fund (which we help to manage). As of the end of March 2015, 2,460 service users had individual budgets, 85% of which were managed through individual service funds and 15% had direct payments. Although we do not set a target for the number of clients, we aim to ensure that 15% of individual budgets are delivered through direct payments.

We worked with Glasgow Housing Association and other partners on the development of a "hub and cluster" accommodation base that uses telecare and other technology to enhance residents' safety and support. The accommodation at 415 Nitshill Road is complemented by co-located multi-agency care services offering support to elderly citizens in the Greater Pollok area. Being able to access health, social care and housing services in one place allows older people to choose the services they need at the right time in their lives. It is anticipated that this model will be applied more widely in housing association stock in the city in due course.

The table below sets out all of the Looking after our Vulnerable People commitments.

Commitment		Progress
<b>Improved outcomes and prospects for our looked-after and accommodated children</b>		
1.	Increase payments to kinship carers by a further 5% by 2015/16.	
2.	Continue to intervene early and robustly to protect children.	
3.	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.	
<b>Less difference in health inequality between neighbourhoods in the city and compared nationally</b>		
4.	Work in partnership with the Health Board to tackle health inequalities.	
5.	Develop a planned response with partners to the national welfare reforms.	
6.	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	 
7.	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.	 
8.	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.	 
9.	Continue to work with schools to reduce smoking amongst young people.	
10.	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. 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.	  

More people living independently.		
11.	Develop an Independent Living Strategy with the Glasgow Disability Alliance.	
12.	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.	  
13.	Fuel Poverty: develop an Affordable Warmth Strategy and continue to provide an affordable warmth dividend of £100 to those aged 80 years and over.	
14.	Appoint a carers board.	
15.	Introduce a Carers' Card with discounts and entitlements to services.	

# 7 A LEARNING CITY

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We want Glasgow to be a city where our children and young people are nurtured, where a focus on prevention, an early years approach, and a commitment to lifelong learning enable all Glaswegians to flourish. We will achieve this aim by delivering the following outcomes:

- 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, closing the gap between Glasgow and national results

We are now in year three of a programme of rebuilding and refurbishing all pre-12 schools in city. A high-quality education infrastructure will provide the environment needed to build on the improvements we have made in attainment over the last few years. Our approach to early intervention and prevention, which is based on a family learning model, is now embedded within all of our nurseries. Glasgow has made a strong contribution to science, technology and engineering over the years. We continue to work with our partners to encourage young people to study science, technology, engineering and mathematics—opening up career opportunities and making the city’s skills base attractive to businesses.

The following sections present areas of significant progress during 2014/15 towards the planned outcomes.

## 7.1 A HIGH QUALITY EDUCATION INFRASTRUCTURE

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We deliver education in more than 300 establishments across the city, providing education to approximately 75,000 children and young people. The size of the city's population under 12 years of age is forecast to increase by 13 to 18% over the next ten years. We are rebuilding or refurbishing a total of 117 establishments between 2013 and 2017. We agreed a total investment programme of £250 million to make these improvements. The investment programme has three categories: new build (because of population increases or where the building needs replaced), full refurbishment, and partial refurbishment. We are half-way through year three of the programme, when there will be a significant increase in new building.

The family learning model involves helping parents to better support their children's skills development. The model draws on adult learning, parenting skills, parental involvement to support children's learning. We have introduced Family Learning Centres to all nurseries. All new nursery provision is designed to support working through this model, for example by providing space for parent activities. We ensure we are providing services across the whole city by working with the voluntary sector through Family Support Public Social Partnerships, which involve the third sector in planning and service delivery at an early stage. There are three of these Public Social Partnerships in the city and we are seeking funding from the Scottish Government to allow them to continue.

There are now eight inter-agency Early Years Joint Support Teams in operation. These teams support vulnerable children and their families through our Family Learning Centres and through the programmes we provide for children in their early years. The teams assess the needs of the child and family and then co-ordinate and deliver specific services across a range of agencies, including the voluntary sector. Families receiving services are reviewed every two months. The teams are managed through the Glasgow Community Planning Partnership early intervention public sector reform initiative, One Glasgow. An example of this approach is provided below.

WITH AN  
INVESTMENT  
PROGRAMME OF  
**£250**  
million  
TO REBUILD  
OR REFURBISH  
A TOTAL OF  
**117**  
ESTABLISHMENTS

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

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Nurturing is an educational approach that focuses on emotional growth. All staff members who work in nurture support areas within our schools complete a one-year course on nurturing principles. From August 2014, we have delivered the increased national entitlement of up to 600 nursery hours per year for children aged three to five years. This is an increase of up to 16 hours per week. All council nurseries that have capacity and are registered to deliver these places at an earlier stage are delivering this service.

The Children and Young People's (Scotland) Act 2014 gave some vulnerable two-year olds a statutory entitlement to nursery provision of 600 hours per year from August 2014. We are delivering this care through our existing nursery provision. The entitlement will extend to a wider group of vulnerable two year olds from August 2015 and plans are underway to create new places to accommodate this provision. As of March 2015:

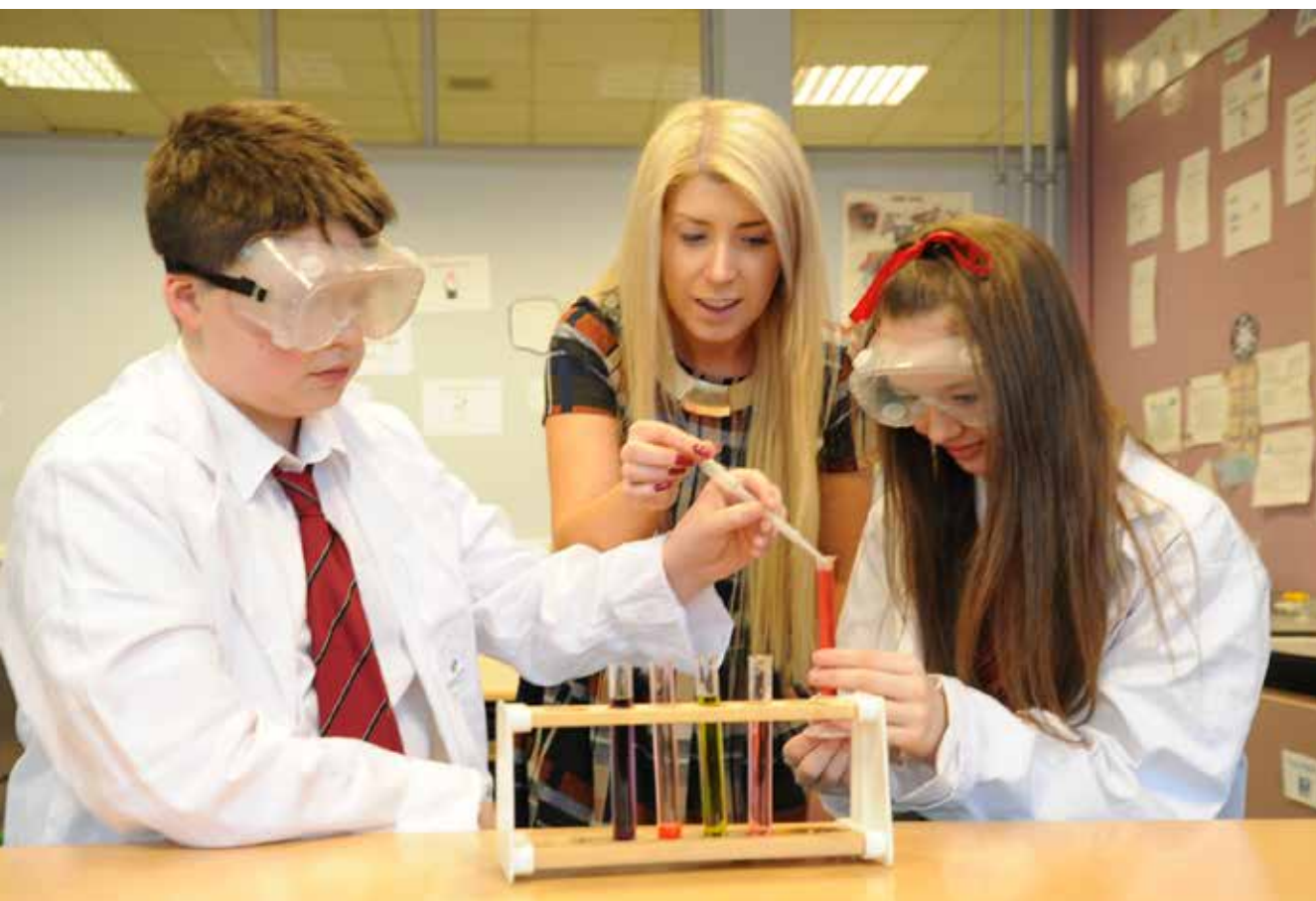
- 1,135 two-year olds had been admitted
- 192 of these children were high priority due to vulnerability
- 414 from out of work households
- The remainder were children from working families, with low income working families prioritised

Our Child Friendly City partnership with UNICEF UK was launched formally in November 2013 as part of a three-year programme to put child rights at the heart of public services. Child rights are now part of the mandatory training framework for Elected Members. UNICEF UK is working with our staff to develop, test and roll out a service-delivery approach based on this rights-based model in Early Years and Leaving Care Services.

We continue to 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 parents into training, education or employment. In 2014, Glasgow Clyde College developed a new programme that offers a tailor-made childcare qualification for vulnerable parents who access one of our family learning centres. The programme incorporates potential employment opportunities. Of those that participated in the first programme, 87% successfully completed both the initial foundation programme and the National Progression Award. All participants are now continuing to formal qualifications at SVQ2 level. A second programme began in March 2015.

## 7.3 IMPROVED ATTAINMENT LEVELS AT PRIMARY AND SECONDARY SCHOOLS

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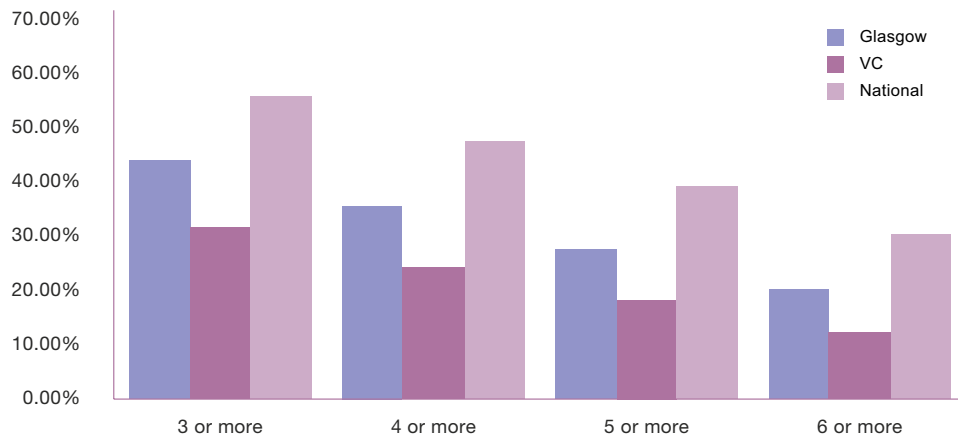


We aim to reduce the gap between Glasgow's attainment figures and national figures. Figures for the 2014 examinations show that more young people achieved Scottish Qualifications Authority (SQA) qualifications than ever before, providing them with greater choice in their future careers. In 2014, new qualifications were introduced: Nationals 1, 2, 3, 4 and 5. Nationals 1 and 2 are designed to meet the needs of young people with additional support needs. They tend to be offered to young people who attend our additional support for learning (ASL) schools. Nationals 3 and 4 are offered in both mainstream and ASL schools. To achieve a National 5, young people have to achieve internal assessments and sit a final examination.

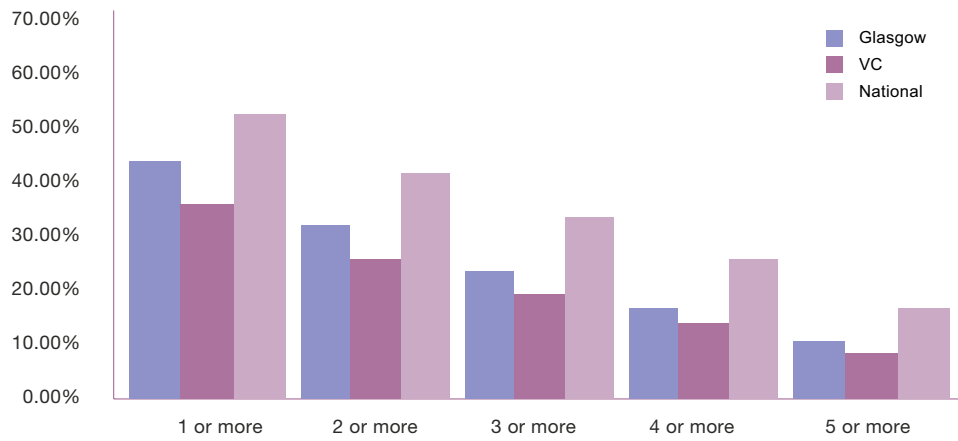
The charts on the following page demonstrate that in 2014 the city performed better than its comparator but less well when compared to the national figures. Comparison is made with a group of pupils from around Scotland who have the same background as our pupils; this is called the "virtual comparator" and noted as "VC" in the charts.



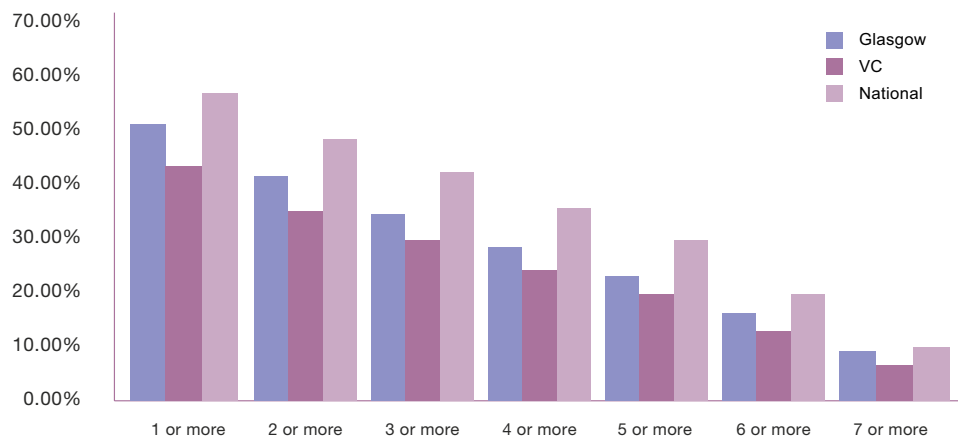
2014 Awards at SCQF level 5 by the end of S4



2014 Awards at SCQF level 6 by the end of S5



2014 Awards at SCQF level 6 by the end of S6



The 2014 School Census shows that the pupil-teacher ratio remained 13.6:1 for all pupils (primary, secondary and additional support for learning). This is the same as the national figure for 2014. We are providing targeted teaching support to raise the attainment of our most vulnerable children and young people. Teaching resources will be further enhanced by additional numbers delivered the Glasgow Attainment Challenge that will commence in August. Glasgow is one of seven authorities who are the first recipients of funding from the £100 million Attainment Scotland Fund. This fund will be directed to improve literacy, numeracy, health and wellbeing in primary schools, aiming specifically at closing the attainment gap when children are young.

Having strong science skills will open up more career options in developing industries for our young people. We continue to provide free access to the Science Centre for all primary and additional support for learning pupils and our secondary schools are paired with engineering companies to develop strong links with the business community. A “champions’ group” for primary schools has been formed with partners such as Strathclyde University, Engineers without Borders and Skills Development Scotland. Together with our partners, we will promote science, technology engineering and mathematics (STEM) through professional development, events, speakers and visits.

Three one-year scholarship programmes were introduced in August 2014 covering engineering, hospitality and events management. Each of the three Glasgow colleges have the lead delivery role for one of the three programmes, and partner businesses are involved in providing work experience and guidance to participating students. These will be offered again in 2015/16 alongside two two-year Foundation Apprenticeships in mechanical engineering and financial services that are being offered in partnership with the Kelvin and City of Glasgow Colleges. Glasgow Clyde College is offering a two-year HNC qualification in computing for financial services.



The table below sets out all of the Learning City commitments.

Commitment		Progress
<b>A high-quality education infrastructure.</b>		
1.	Continue to improve all pre-12 establishments by rebuilding or refurbishing them.	✓ 2017
2.	Open a minimum of 10 new Family Learning Centres.	✓
<b>A nurturing city, with early intervention, prevention and early years approaches for our children and their families.</b>		
3.	Provide training to all staff on nurturing approaches in nurseries.	✓
4.	Provide 15 hours of free childcare for Glasgow children at the start of the term when they are aged three.	✓
5.	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.	✓ March 2016
6.	Continue to provide breakfast clubs for all primary children and work with partners to improve after-school provision.	✓
7.	Work with UNICEF to designate Glasgow as a child-friendly city.	✓
8.	Make sure parents of young families are able to consider all the opportunities that may be available to them, including training and employment.	✓ March 2016
<b>Improved attainment levels at primary and secondary schools, closing the gap between Glasgow and national results.</b>		
9.	Improve the quality of teaching, learning and the delivery of Curriculum for Excellence.	✓
10.	Ensure a pupil to teacher ratio that delivers the best education for children in Glasgow.	✓
11.	Encourage children to study science at standard and higher grade.	✓
12.	Introduce scholarships for pupils with partnership businesses.	✓
13.	Expand opportunities to take part in the Duke of Edinburgh award schemes and similar programmes. Link this to the Curriculum for Excellence.	✓
14.	Work with Glasgow college principals to attract more funding to the city.	✓

# 8 MAKING THE BEST USE OF OUR RESOURCES

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## FINANCE

We continue to face significant financial pressures, mainly as a result of the general economic climate and budget pressures within Social Work and Education Services. More specifically, these are the result of the delay in implementing the personalisation programme for adults, costs associated with provision of homelessness services, and increased teacher costs because of higher than anticipated school rolls. The pressures on each service's budget are closely monitored so that corrective action may be identified to contain net expenditure within approved budgets, as far as possible. We were able to manage these pressures within our overall resources and increase our uncommitted reserves by £1.2 million, in line with our policy to restore uncommitted reserve balances. Our investment programme allowed us to progress key projects related to schools, residential and day care services, Future Cities Glasgow programme and roads infrastructure.

## SERVICE REFORM

We are continuing to achieve savings targets while sustaining front line services, the service reform programme delivered savings of £18 million in 2014/15. This was achieved delivering a range of projects such as Education Facilities Management, Social Work Services and Cordia's reablement initiative, and Tomorrow's Support Services (our programme to reduce and balance clerical and administrative activities across the Council). Our refreshed Council Strategic Plan 2015 to 2017 contains details of our new Transformation Strategy and Programme that will accelerate the pace and scale of reform to our services, resulting in cost savings while focusing on outcomes for individuals, families and businesses.

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 HR 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 with those in previous years. Women occupy 59% of the highest paid 5% of earners in our workforce, an increase from 2013/14 when the figure was 57%. People from black or minority ethnic communities make up 2.0% of our workforce, which is a slight increase from 2013/14. People with a disability make up 2.2% of the workforce, which is the same as in 2013/14. We are committed to equality and report our progress towards mainstreaming equality into service provision and delivering our Equality Outcomes every two years, most recently in April 2015. This report is accessible on our website.

Our performance in 2014/15 of 8.3 days absence for every employee represents a rise on our previous year's figure of 8.0 days, and remains higher than our target of 6.4 days. Despite failing to meet target, the level of sickness absence equates to an attendance rate of 96%, which is one of the highest levels of employee attendance among Scottish local authorities.

## WORKFORCE

### GENDER SPLIT



### HIGHEST PAID 5% OF EARNERS



### BLACK OR ETHNIC MINORITY: 1.9%

### PEOPLE WITH A DISABILITY: 2%

### PEOPLE WITH A

### 96% EMPLOYEE ATTENDANCE RATE



## ASSETS

The Council's assets include buildings, roads infrastructure and open spaces; all of which support a wide range of services across the city. Making better use of these resources remains a priority for 2015 to 2017. We agreed an updated Corporate Asset Management Plan for 2014 to 2017 that links our strategic priorities with the effective management of our assets. This will enable us to focus on making better use of our resources with particular regard to property, information technology, information management, and information assurance. Our next areas of focus will be fleet, open spaces, infrastructure and civic collections.

## PROCESSES

Tomorrow's Support Services is our programme to reduce and balance clerical and administrative activities across the Council. This year we moved into the second phase: making changes to how we are internally organised, to make it easier to plan and implement changes, reduce duplication of effort, and make sure there is greater consistency when we respond to customer requests. We achieved this by bringing together similar work and teams together and setting up our first area-based central team based in the North West of the city. Other improvements made this year include:

A new centralised pupil absence reporting telephone service has been introduced allowing parent/carers more accessible services to report attendance from 8 o'clock in the morning.

Our upgraded smart phone app provides individual feedback on reported cleansing and road issues.

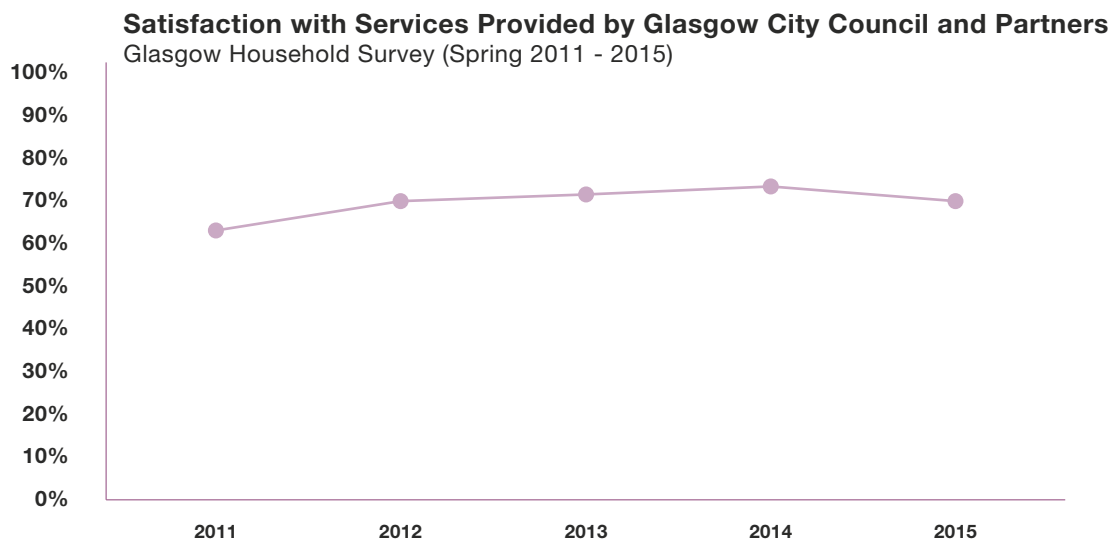
Customers receiving payments administered by the Council such as the Scottish Welfare Fund and Radio Clyde's Christmas Cash for Kids are now able to receive payment more quickly and conveniently through hundreds of shops across the city displaying the "Paypoint" logo.

# SATISFACTION WITH OUR SERVICES

We launched a new family information service website ([www.gfis.org.uk](http://www.gfis.org.uk)) that provides a comprehensive range of information on issues of interest to families, including how to access help with paying for childcare, how to choose the best service for their childcare needs, and how to access other supports and related services.

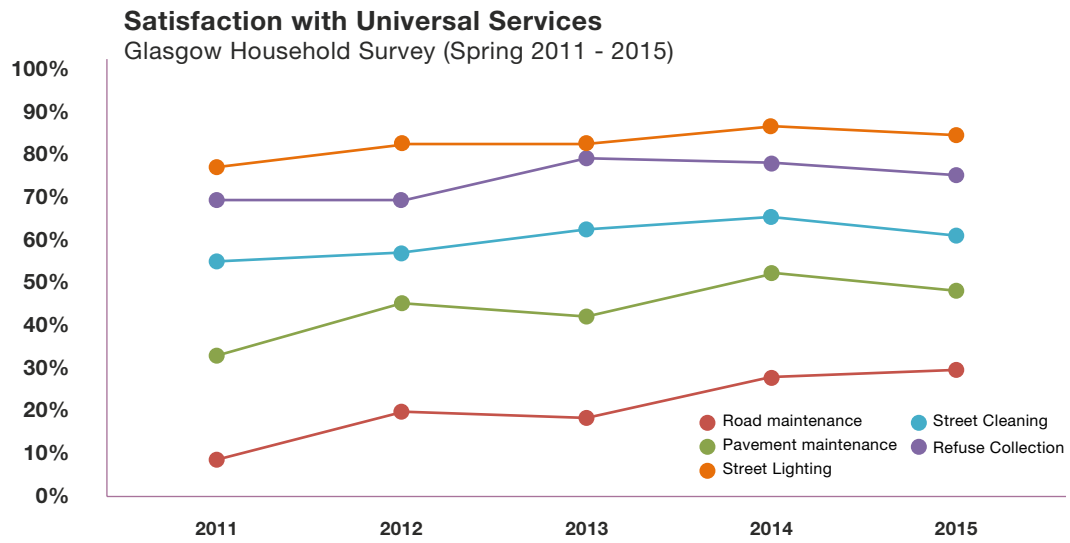
## OVERALL SATISFACTION

The Glasgow Household Survey is carried out annually in the spring. We use an independent research agency (IPSOS-MORI) to interview around 1,000 residents in the city to determine usage and satisfaction with our services. Almost three quarters of residents, 70%, were satisfied overall with the services provided by the Council Family Group in 2015. This is a slight decrease on last year's figure of 73%.

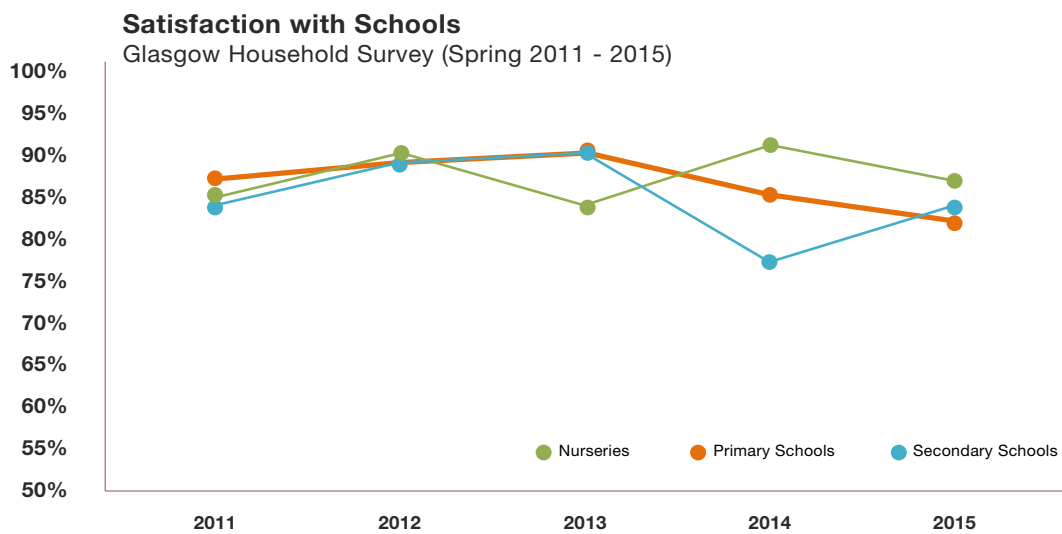


# UNIVERSAL SERVICES

Universal services are those that all households use at some time.

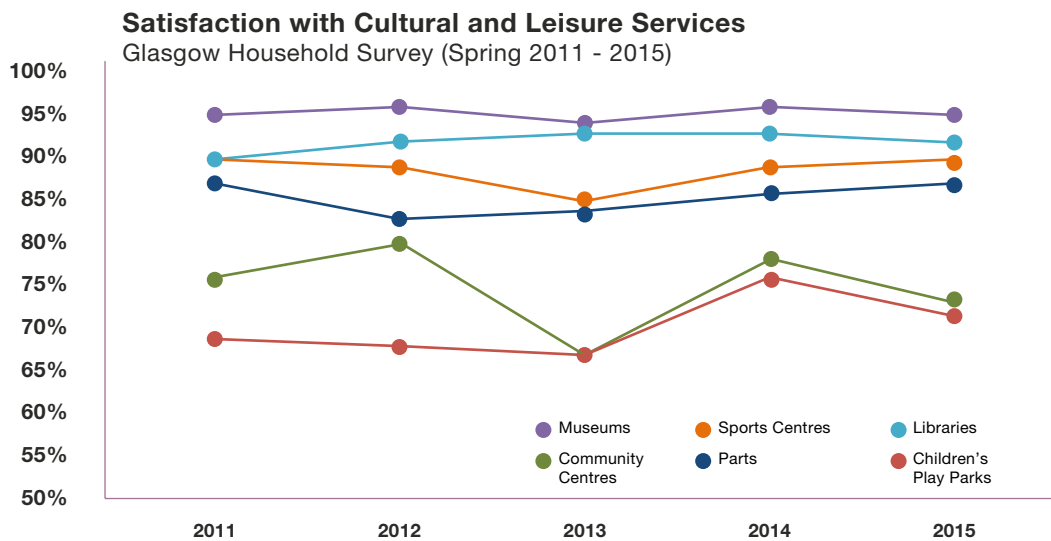


# SCHOOLS



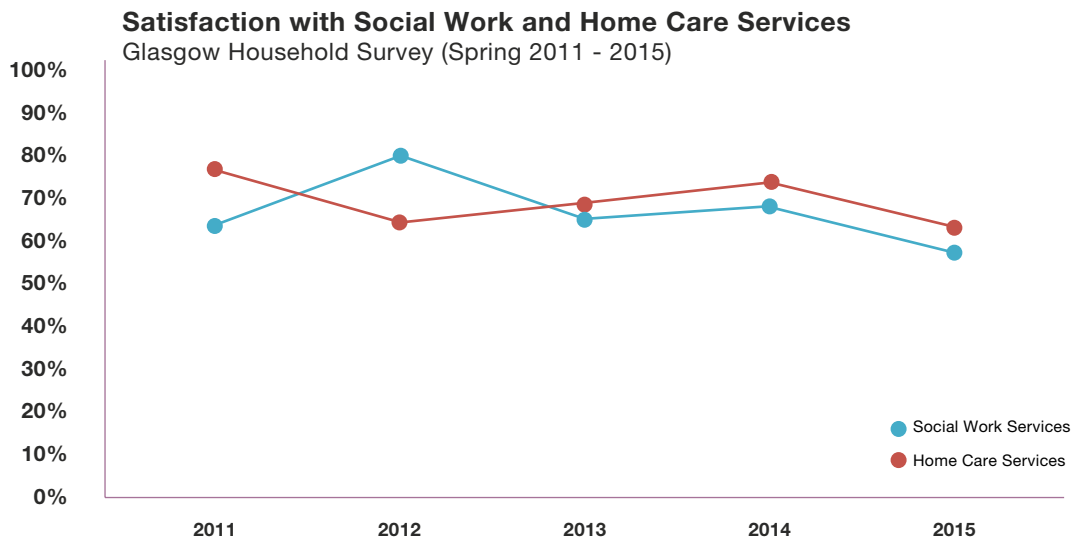


## CULTURE AND LEISURE SERVICES



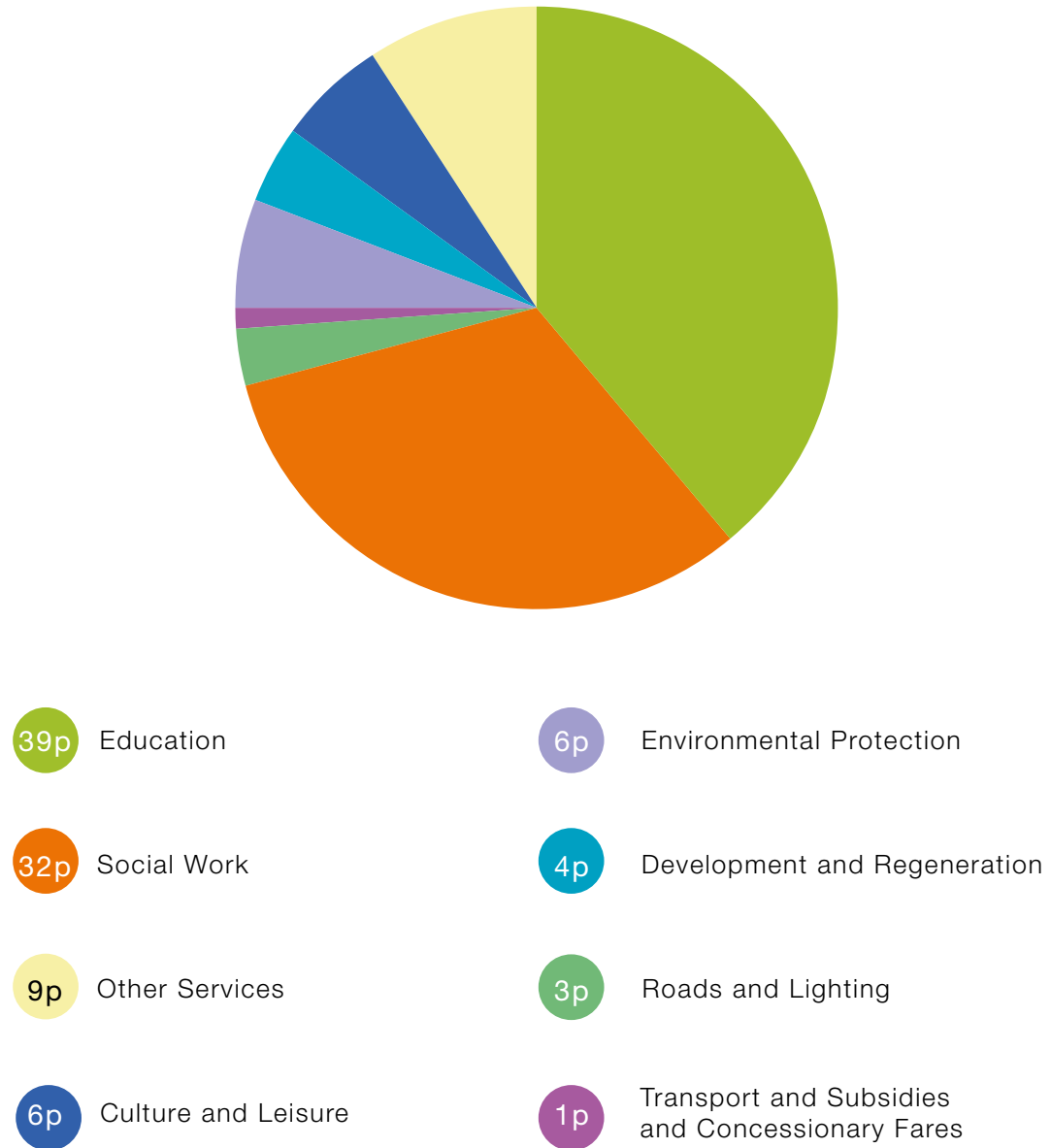
## SOCIAL WORK AND HOME CARE SERVICES

The results for social work and home care services should be treated as indicative, rather than representative, as the base size is very small.



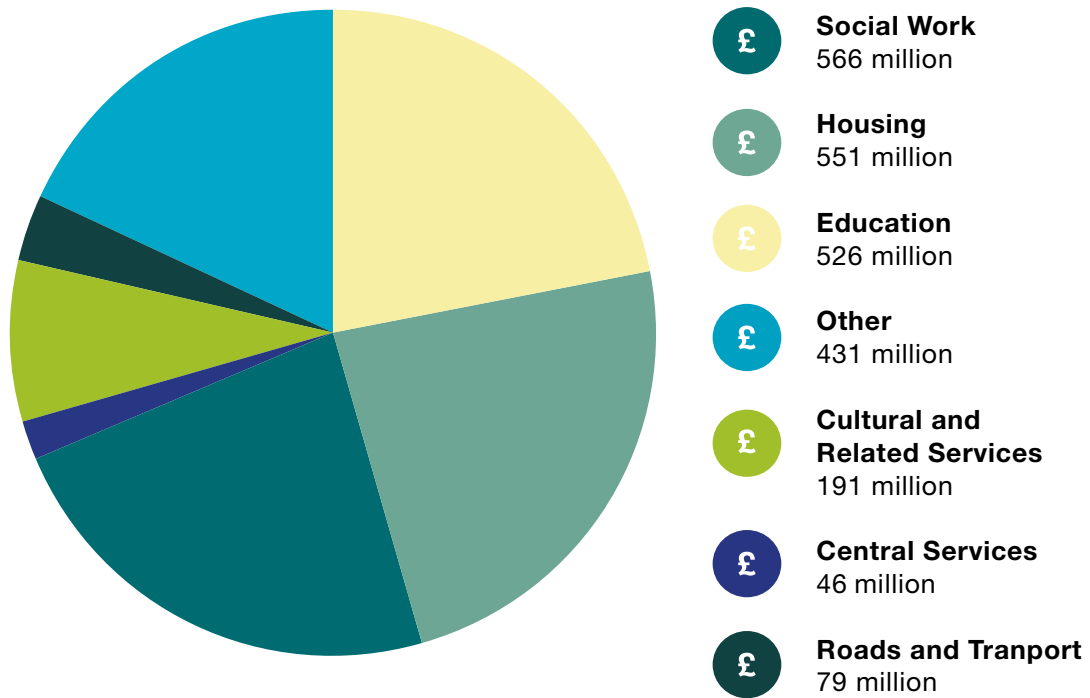
This diagram shows how we spent the money we collected from Council Tax in 2014/15.

### WE SPEND EACH £1 OF COUNCIL TAX ON...



In 2014/15, we spent a total of £2,390 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	£662 million
Financing Costs	£100 million
Third-party payments	£659 million
Transfer payments	£517 million
Premises	£88 million
Supplies	£218 million
Transport	£66 million
Other	£80 million

# 10 CLOSING STATEMENT



Since the Council Strategic Plan for 2012 to 2017 was published we have been focussed on investing in jobs, education and roads; on looking after vulnerable people; and on making Glasgow a greener and more sustainable city. This progress report makes it clear that we are delivering on those priorities in what remain very difficult times.

Through our Household Survey, we know that people remain highly satisfied with many of our services. In March this year we were awarded the prestigious Council of the Year award for the UK by the Local Government Chronicle, in recognition of our ability to maintain and improve services during the downturn and our ability to form partnerships which benefit the city.

This year we refreshed the Council Strategic Plan to ensure it stays relevant between now and the council elections in 2017. The refreshed plan sets out our commitment to continue to be a world class city, focused on economic growth, closing the inequality gap and tackling poverty.

Key to the delivery of this will be the implementation of the Glasgow and the Clyde Valley City Deal. Signed in August 2014, the City Deal is an agreement between the 8 Clyde Valley local authorities, the Scottish Government and the UK Government. The City Deal will invest £1.13 billion in the local economy and create thousands of new jobs.

We will also improve the quality and consistency of health and care services for adults and children through joint working with the NHS, as we implement the new Health and Social Care Partnership.

Over the medium term, we expect the Council's funding and resources to continue to reduce, with 2016 to 2018 anticipated to be one of the most challenging financial periods faced by local government. I am confident, though that we can continue to meet these challenges and deliver the vital services on which people in the city rely.



**Annemarie O'Donnell**

Chief Executive of Glasgow City Council

# 11 FURTHER INFORMATION

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For further information on Glasgow City Council's 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

[Council Strategic Plan](#)

[Annual Service Plans and Improvement Reports](#)

[Equality Outcomes and Mainstreaming Report](#)

[Annual Accounts](#)

[Minutes and Agendas of the 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](#)

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