



ANNUAL PERFORMANCE REPORT 2015-2016



CONTENTS

Foreword

- 1 Introduction
- 2 Economic Growth
- 3 A Vibrant City
- 4 A Sustainable City
- 5 A City that Looks after its Vulnerable People
- 6 A Learning City
- 7 Making the Best Use of Our Resources
- 8 Satisfaction with Our Services
- 9 Further Information
- 10 Closing Statement



FOREWORD



2015/16 has been yet another successful year for Glasgow, where we continue to aim higher and achieve more than ever before.

We have all worked tirelessly to pursue the city's priorities and to create one of the most competitive and innovative cities in the world, with social justice and fairness at its heart. We are by no means at the end of this journey but as our performance in the last year demonstrates, we are closer than ever before to achieving it.

Glasgow continues to compete on the world stage, hosting the World Gymnastics Championships, the IPC Swimming World Championships and the Davis Cup in the last year, as well as welcoming over 500 conferences and 2 million visitors.

Our overriding motivation is to deliver world class public services and the people of Glasgow's priorities. The current administration was elected on a set of clear manifesto commitments, which are the backbone of the Council Strategic Plan. I am delighted that as we near the end of the current five-year term, we have delivered many of our promises and will continue to make notable progress on the rest.

The Glasgow Guarantee has helped 4,500 people secure sustainable employment or an apprenticeship. We set a target to build 3,500 affordable homes by 2017, which we are on course to surpass. We are also committed to building a further 25,000 new homes by 2025.

Our £250 million 4Rs programme to refurbish or rebuild every single primary and additional support for learning school in the city now gives every school child the opportunity to learn in a building that matches their ambition.

Our Stalled Spaces programme is breathing new life into forgotten parts of our City and our economy is now the fastest growing economy outside of London.

We have helped nurture a local economy of over 50,000 companies which are worth over £18 billion to the wider Scottish and UK economy. We continue to lead the way in promoting fair pay, raising the Glasgow Living Wage for all employees both inside the Council and at over 430 external organisations.

As spades prepare to go into the ground, the Glasgow City Region City Deal will bring over £1.1 billion in infrastructure investment across the Clyde Valley, create 28,000 full-time jobs, 15,000 construction jobs, and encourage a further £3.3 billion of private sector investment.

The City Deal remains a game changer for our city and a statement of our ambition for Glasgow.

Finally, I would like to thank all of our staff. All of our achievements are underpinned by their hard work and dedication to the city. I look forward to continuing to work with them to deliver a safer, fairer and more prosperous Glasgow.

A handwritten signature in black ink that reads "Frank McAveety". The signature is stylized and cursive.

Councillor Frank McAveety
Leader of the Council

1

INTRODUCTION

The Annual Performance Report (APR) 2015/16 presents our current progress against the priorities outlined in the Council Strategic Plan 2012 to 2017. We have aligned progress against five themes, each of which has a number of commitments. We also report on how we are making the best use of our resources to deliver our priorities. The five themes are:

Economic growth

A vibrant city

A sustainable city


A city that looks after its vulnerable people

A learning city

We have structured this report around the five themes. For each theme, there is a short introduction and a summary table of all the commitments under that theme. We then include a narrative section on highlights of actions taken during 2015/16. We aim to present a balanced picture of our performance and identify where our performance needs to improve. At the end of the report, we explain how we are making the best use of our resources and include some of the feedback from our annual Glasgow Household Survey, which asks residents what they think about our services.



Following the Council Strategic Plan refresh in 2015, there are now 127 commitments under the five themes. We have made an assessment of the evidence for each commitment to determine a red, amber or green rating. The majority (97%) of commitments are green, as they have been met or are progressing as planned. There is one amber commitments. We have reclassified three amber commitments in last year's report where we have made progress but would require more powers to go further (see 1.6).

	 Commitment met. Action is complete or is delivering on target	 Commitment is in progress, but progress is not as expected.	 Commitment has not been met.
Economic Growth	24 (100%)	0	0
World Class City	17 (100%)	0	0
Sustainable City	25 (100%)	0	0
Vulnerable People	40 (91%)	1	0
Learning City	17 (100%)	0	0
TOTAL	123 (97%)	1	0

Out of the 106 original commitments we made in the 2012 Council Strategic Plan, we have met 96% (102 commitments). One commitment is amber and three require further powers as outlined below. Six commitments are scheduled for completion between 2017 and 2024 and all of these are green and progressing as planned.

We have assessed one commitment under Vulnerable People as amber. Although we have made progress, we have not yet met our target:

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 2015/16, 67% of care leavers went into positive destinations compared to 51% when we launched the Council Strategic Plan in 2012. Despite this improved performance, we have not yet met our target of 75%.



We set three commitments in our original Council Strategic Plan for which, although we have taken action within the scope of our remit, we would require additional powers to go further. These are:

Community payback orders: monitor those who have alcohol-related offences.

Alcohol related is not one of the categories against which an offence is recorded by the criminal justice system (offences themselves are categorised and recorded rather than the reasons or underlying factors, that is, domestic abuse or sexual offence rather than alcohol related). As a result, it is not possible to deliver this commitment. We deliver a programme for ex-offenders called Re-create, which provides opportunities for participants to gain new skills and experiences through a six-month volunteer placement following the disposal of their Community Payback Order. During 2015/16, there were 58 volunteers in the scheme (up from 34 in 2013/14). Out of these participants, 57% went into employment, 96% did not re-offend, and of those who did, the frequency and severity of the offending reduced.

Make sure that our citizens have a good choice of services from shops and premises within our local communities.

A. Appropriate mix of food outlets, with as many as possible supporting healthy eating –

The Licensing and Regulatory Committee Board only licenses premises that serve food between the hours of 11pm and 5am. The Committee is not permitted to take into consideration the type of food on offer when determining late-hour catering licenses. We are working to improve local food provision. Glasgow has become only the second Scottish member of the UK Sustainable Food Cities initiative. We have established a Glasgow Food Policy Partnership that brings together public, private and academic to progress a set of food-related ambitions: to reduce food waste; tackle food poverty; and grow the local food economy. This last aim intends to address the mix of local food outlets and choice within communities, and encourage healthy and locally sourced food.

B. No overprovision of betting shops –

The Gambling Act 2005 specifically excludes the ability of licensing boards to take into account the number and demand for gambling premises; therefore, controlling overprovision is not an issue that a board may consider. Following consultation, the Scottish Government decided not to proceed with a proposed amendment to planning legislation that would potentially have allowed issues affecting the amenity of the area and the use of premises as betting offices considered as part of the planning process. The Scotland Act 2016 has provided the Scottish Parliament with some limited powers to regulate gaming machines (including fixed odds betting terminals) in betting shops. These new powers will allow the Scottish Government to restrict the number of such machines below the current maximum of four per premises, but will only apply to licences granted after the restriction comes into effect.

The APR presents highlights of progress made during the past year. Previous APRs are accessible on our website and provide more detail on commitments met in previous years. 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. In addition, all council services produce an Annual Service Plan and Improvement Report (ASPIR), which sets out plans for the coming year and previous performance. We also report on how we are meeting our equality commitments and targets. Further information and links are provided at the end of this report and on our website.



2 ECONOMIC GROWTH



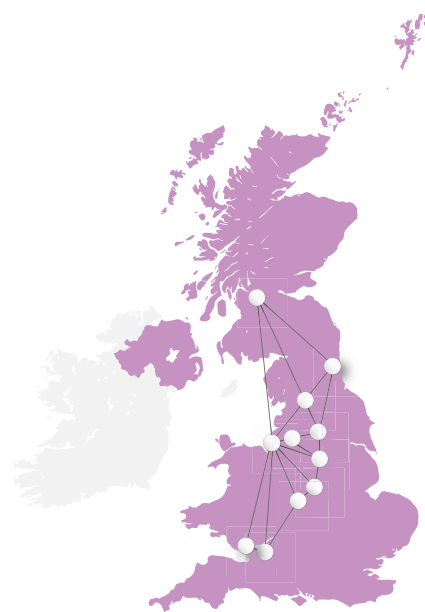
Our first priority is to ensure that Glasgow continues to drive economic growth even during times of financial uncertainty – that we have a resilient city economy and there is economic growth for Glasgow, its businesses and residents. We are committed to delivering the following outcomes:

- 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.

We have met all of our commitments under Economic Growth. All commitments are either part of ongoing regular services or delivered as planned, and five new commitments we set in 2015 are on target for delivery 2017 to 2020. The refreshed Council Strategic Plan focuses on long-term investment into the city to drive economic growth. In 2015/16, we began to invest the Glasgow City Region City Deal that we secured with our neighbouring partner authorities in 2014. The initial phase of this £1.13 billion investment will deliver projects such as infrastructure works in Sighthill and the city centre, launch an Innovation Fund to support business growth, and support more people into sustained employment.

CORE CITIES

Birmingham
Bristol
Cardiff
Glasgow
Leeds
Liverpool
Manchester
Newcastle
Nottingham
Sheffield



As part of this long-term focus on Economic Growth, in our refreshed Council Strategic Plan we committed to improving our connections with other cities. Increasing the productivity of the nation's cities will drive the economic growth of the whole country. Core Cities is a partnership of the ten largest economic areas in England, Scotland and Wales: Birmingham, Bristol, Cardiff, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. In the next few years, this Core Cities network will focus on achieving the following to drive economic growth:

- A place-based approach to financial settlements
- Greater fiscal autonomy for cities
- An inclusive approach that focuses on sharing prosperity rather than simply decreasing taxes
- A greater voice for cities on matters such as infrastructure funding and delivery.

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

Commitment		Completion	Current Status
A resilient and growing city economy			
1	Refurbish and improve George Square.	Commitment met 2013	✓
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.	Commitment met: ongoing	✓
3	Clean up derelict land and turn it into green space or other use, through the stalled spaces initiative.	Commitment met: ongoing	✓
4 New	Ensure that Glasgow can secure the same, if not a better, deal in terms of the devolution of powers and resources to the city to ensure it may compete internationally as a world-class economy. Work with the UK Core Cities network to develop and lobby for these powers.	Planned for 2017	✓
A broad-based and more integrated economy with diverse business opportunities, including social enterprises			
5	Promote co-operatives and other social enterprise models in the city. Set targets for the city in this area.	Commitment met: ongoing	✓
6	Continue to market Glasgow as a premier location for film and TV production.	Commitment met: ongoing	✓
7	Host a Science Expo on Glasgow Green in 2015 to commemorate Glasgow's contribution to science, engineering and innovation.	Commitment met 2015	✓
Better skills for Glaswegians to create a more confident and competitive workforce in the city			
8	Secure steady improvement in delivering positive destinations for all school leavers.	Commitment met: ongoing	✓
9	Continue to support and promote the Glasgow Living Wage.	Commitment met: ongoing	✓
10	Continue to develop the community benefits approach in procurement and take steps to promote Article 19 of the European Public Sector Procurement Directive.	Commitment met: ongoing	✓

Commitment		Completion	Current Status
An improved supply of good quality and sustainable housing			
11	Continue to make the case for essential funding for Glasgow and investment in the city's housing sector.	Commitment met: ongoing	✓
12	Provide leadership and facilitate the building of 3,500 new homes.	Planned for 2017	✓
13	Help first-time buyers purchase a home.	Commitment met 2015	✓
14	Develop an innovative self-build project by 2014.	Commitment met 2016	✓
15	Establish a Factoring Commission that will report in the summer of 2013.	Commitment met 2014	✓
16	Increased powers to deal with rogue private landlords.	Commitment met 2015	✓
17	Provide a centre for green building skills.	Commitment met 2016	✓
18	Make the case for Glasgow to receive key funds to support our pivotal role in economic recovery, in particular to support housing and infrastructure.	Commitment met 2015	✓



Commitment	Completion	Current Status
A connected city infrastructure, including better transport and roads, and better access to the internet and information technology and the internet for businesses and residents		
19	Provide a free Wi-Fi network across the city and increase broadband uptake for social tenants.	Commitment met 2014
20	Continue to campaign for a new surface transport link to improve connections between Glasgow Airport and the city.	Commitment met 2014
21-23 New	<p>Deliver the initial phase of the £1.13 billion City Deal for Glasgow, including the Infrastructure, Innovation and Labour Market projects in line with the agreed business cases and the procurement strategy:</p> <ul style="list-style-type: none"> ■ Infrastructure works in Sighthill, City Centre, North Glasgow, College Lands, Calton, the Barras, the West End and Waterfront ■ Refurbishment of Tontine House and initiation of the Innovation Fund: Business Growth Support Programme ■ Provide support to Employment Support Alliance claimants and move people into sustained work through our employment related progression pilot. 	<p>Planned for 2017</p> <p>Planned for 2017</p> <p>Planned for 2017</p>
24 New	Develop the Sighthill Transformational Regeneration Area, ensuring the development of this new neighbourhood is the testing ground for how the city can build a world-class local neighbourhood. A key element will be tracking the impact of design and involvement of local residents on the long-term success of the area and the health and wellbeing of those who live and work there.	Planned for 2020



A Resilient and Growing City Economy

The Commonwealth Games had a lasting impact on the economy of the city. Commonwealth initiatives continue to provide employment, training and apprenticeships to young people, those over 50, graduates and those leaving school. In 2015, we refreshed the Glasgow Guarantee so that it provides a simplified and more comprehensive package of support to a broader group of people. This includes those under 20 years old who receive opportunities for employment and related training, such as modern apprenticeships, and those over 20 (including graduates, those over 50, and veterans) who are eligible to receive employment opportunities paying the Glasgow Living wage.

During 2015/16, we created 1,095 positive outcomes through the Commonwealth Apprenticeship Initiative. Glasgow's Youth Employability Partnership hosted the annual Secure Your Future event in August 2015, which attracted 42 employer exhibitors and 600 young people. Aiming to match young people with training and employment opportunities, we advertise the event through social media, radio, Skills Development Scotland, Scottish Qualifications Authority, and by text to parents of all senior phase pupils on the school roll.

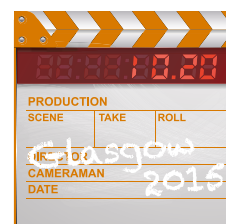


Our Stalled Spaces initiative has funded 129 projects since 2011, bringing 24 hectares of land into community use. This year, four hectares of land were brought into community use for projects such as temporary art projects, performance spaces, community gardens and growing spaces. The Laurieston Open Spaces, comprising of temporary community art projects throughout the area, was awarded a prestigious award by the Scottish Urban Regeneration Forum (SURF) in December 2015 for creative regeneration.

A Broad-Based and Better Integrated Economy with Diverse Business Opportunities, Including Social Enterprises

We continue to support the development of new and existing cooperative businesses and this year, the Co-operative Business Development Fund awarded a further £179,383 to ten such businesses to help with service provision, capability, financial sustainability and building organisational capacity.

In 2015/16, we attracted £10.2 million to the city as a result of film, TV, and commercial filming. Examples this year include Eve, Shetland, Outlander, Burnistoun, and the feature film, Florence. We met our target of £10 million but the total figure is less than in previous years; we attracted £14.2 million in 2014/15. We continue to market Glasgow as a premier location for films and TV production. Based on the enquiries we have received and the bookings made to date, we expect an increase in 2016.



In December 2015, we hosted Venturefest at the Lighthouse. Venturefest is a national initiative to connect small and medium enterprises with innovators, entrepreneurs, investors and academics. This event was the first of its kind in Scotland and attracted 600 participants. There was a focus on green-themed industry that aimed to strengthen the links between innovation and investment in the city.

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 2015, 90.3% of young people leaving school went directly into employment, education or training, compared to 89.7% last year.

	2012	2013	2014	2015
Glasgow	87.6%	89.2%	89.7%	90.3%
Scotland	90.1%	91.0%	92.3%	93.0%

We increased the Glasgow Living Wage from £7.65 to £7.85 per hour in April 2015. At that time there were 170 employers participating. As of March 2016, the number of participating employers in the city had more than doubled to 435.

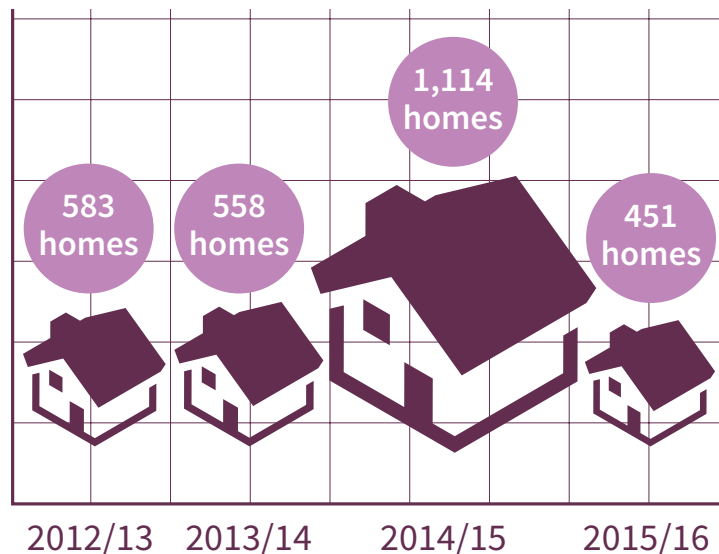
Our Procurement Strategy highlights the importance of having a well-managed and properly remunerated workforce and we consider whether companies pay the Glasgow Living Wage when awarding contracts as part of procurement.

An Improved Supply of Good Quality and Sustainable Housing

We set a target with the Scottish Government to build 3,500 affordable homes between 2012 and 2017. So far, we have delivered 2,706 homes.

We were slightly under target this year, completing 451 instead of 532 houses.

We are confident, however, that the remaining 794 homes will be complete in 2016/17.



In 2015, we agreed a further target of building 25,000 new homes by 2025. The Transformational Regeneration Areas (TRA) programme will help deliver this pledge. In these various locations across the city, we will focus on building affordable houses, creating neighbourhoods that are vibrant and popular, and creating job and training opportunities.

We have now established a two-year pilot mortgage guarantee scheme through the Glasgow Credit Union, with £4 million funding over the two-year period. Previously owned houses in the lowest 15% SIMD areas of Glasgow will be eligible for the scheme and will qualify for a 100% mortgage. The scheme will bring more empty homes back into use, lessening the impact of empty properties on areas.

We aimed to develop an innovative self-build project by 2014. Although there were delays to the work, we have now identified a suitable site in Maryhill close to the Forth and Clyde Canal that will accommodate six plots. Fifty people have registered their interest in this self-build scheme.

Improved City Infrastructure, Including Transport, Access to IT and the Internet for Businesses and Local People

We secured the Glasgow City Region City Deal in August 2014. The partnership of eight surrounding local authorities will benefit from a funding package of £1.13 billion. Since then, we established a Glasgow City Region Cabinet to oversee the strategic and business cases for Glasgow, including the following projects that will take shape over the next 20 years:

- City Centre Enabling Infrastructure Public Realm
- Canal and North Gateway
- Sighthill Transformational Regeneration Area
- Collegelands/Calton/Barras
- Clyde Waterfront and West End Innovation Quarter
- Airport access project (in partnership with Renfrewshire Council).



The Sighthill Transformational Regeneration Area will provide a new local neighbourhood in the north of city by 2020. So far, 141 Glasgow Housing Association homes are complete and occupied. Consultation with local residents will be incorporated into all elements of the design process for the regeneration work.

3 A VIBRANT CITY



Scotland's largest city, Glasgow, is culturally vibrant and offers a wealth of experiences for visitors and residents to explore. 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.

We have met all of the original commitments to make Glasgow a more Vibrant City and all of the new commitments in the refreshed Council Strategic Plan are on progress for delivery as planned between 2017 and 2020. One of the key original commitments, to deliver the Glasgow 2014 Commonwealth Games, exceeded expectations. We are building on that record to attract other events to the city, as well as cementing our reputation as a top tourist destination for visitors by providing world-class culture and sporting venues. Glasgow is a UNESCO city of music and in November 2015, the new auditorium at the Glasgow Royal Concert Hall was officially opened. The Royal Scottish National Orchestra is now resident in the building. This year also saw the start of the refurbishment of the Burrell Collection and the completion of a redesigned Kelvin Hall.

The table on the next page sets out all of the Vibrant City commitments.

VIBRANT CITY		Completion	Current Status
Compete internationally with the best cities for world-class sporting, cultural, and creative events and conventions.			
1	Deliver a world-class Commonwealth Games 2014.	Commitment met 2014	✓
2	Hold a year-long celebration of Glasgow's culture in 2013.	Commitment met 2013	✓
3-5	Capitalise on the city's existing venues and new world-class BMX cycling venue by: <ul style="list-style-type: none"> ■ Staging the 2015 World Gymnastics Championships. ■ Staging Badminton 2017. ■ Planning for the first European Sports Championships in 2018. 	Commitment met 2015 Planned: 2017 Planned: 2018	✓ ✓ ✓
Make effective use of our cultural assets and heritage.			✓
6	Continue to make sure there are no entry charges for the main collections of Glasgow Museums.	Commitment met: ongoing	✓
7	Expand online coverage of Glasgow Museums' collection by 2014, and include information and material from our libraries.	Commitment met: ongoing	✓
8	Extend the schools' outreach programme to include a training programme for Education staff.	Commitment met: ongoing	✓
9-11	Free access to sports and activity for younger and older Glasgow residents: <ul style="list-style-type: none"> ■ Provide free swimming, bowling, and tennis to those who are under 18 years and over 60 years. ■ Provide free golf on council courses for those who are under 18 years and over 60 years. ■ 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. 	Commitment met: ongoing Commitment met: ongoing Commitment met: ongoing	✓ ✓ ✓
12	Take action with the Scottish Football Association and other partners to support the development of football in the city.	Commitment met: ongoing	✓
13 New	Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, reopening the Burrell Museum in early 2020 and plan for the international tour of the Burrell Collection in 2016.	Planned: 2017	✓
14 New	Refurbish the Kelvin Hall, delivering a combined museum facility with the University of Glasgow and a new Glasgow Club sports facility by early 2017.	Planned: 2017	✓

VIBRANT CITY		Completion	Current Status
Ensure the people of Glasgow benefit from access to sport, culture and lifelong learning opportunities.			
15	Support local groups to become social enterprises and deliver local services in our community facilities.	Commitment met: ongoing	
16 New	Build a volunteering legacy from the Commonwealth Games with a strategy to encourage volunteers to support city events and day to day community activities.	Commitment met: ongoing	
17	Set a vision for the future of Glasgow's libraries to deliver a service that meets the learning, digital and community needs of citizens, families and businesses.	Planned: 2017	

The following sections present areas where there has been significant progress during 2015/16 towards our planned outcomes under Vibrant City.

Compete Internationally with the Best Cities for World-Class Sporting, Cultural, and Creative Events and Conventions



Glasgow's international sporting reputation has never been higher, as we continue to build on the success of the Commonwealth Games in 2014. In 2015, we hosted the World Gymnastics Championships, which attracted 80,000 attendances and gymnasts from 87 countries.

In March 2016, Glasgow was ranked fifth in a list of the world's top sports cities, finishing ahead of Los Angeles, Tokyo, Sydney and Paris. The International Paralympic Committee Swimming World Championships held at Tollcross International Swimming Centre were attended by almost 4,000 spectators. Both Davis Cup ties saw almost 50,000 spectators at the Emirates Arena to watch Great Britain on their way to win the Davis Cup. Other events held this year were:

- European Judo Open
- Scottish Open Badminton Grand Prix
- Gymnastics World Cup
- Glasgow Indoor Grand Prix Athletics
- The Morrison's Great Women's 10K
- The Emirates Airline Rugby 7s
- The Bank of Scotland Great Scottish Run

Next year, the city will host the 2017 Individual Badminton World Championships at the Emirates Arena. In addition, we will co-host the inaugural European Championships in partnership with Berlin in August 2018.

Make Effective Use of our Cultural Assets and Heritage

Glasgow's museum collection includes over 1.2 million objects and is the largest museum service in the UK outside London. We have maintained free entry to our main museum collections. In 2015/16, there were approximately 3.9 million attendances to Glasgow's museums, an 8% increase from 3.6 million in the previous year. The temporary exhibition programme at Kelvingrove attracted the most audiences, including *Hatching the Past: Dinosaur Eggs and Babies* and *A Century of Style: Costume and Colour 1800–1899*.



In November 2015, Tramway hosted the Turner Prize, in partnership with Tate, Creative Scotland, Event Scotland and Glasgow City Marketing Bureau. The exhibition brought record audiences to Tramway. The Turner Prize built on Glasgow's international reputation as a home of contemporary art. Since 1996, six artists associated with Glasgow have won the award, and another nine nominated. Turner at Tramway also marked the first time the award ceremony has taken place in Scotland.

Our annual survey of Glasgow residents shows a slight increase on what was already a very high satisfaction level (95% to 96%). We know that pensioners and families on low incomes are less likely to visit museums and we will take steps to make sure that all citizens are accessing the city's museums. Around 30% of our museum visitors are from outside Scotland, so we will also continue to focus on attracting those visitors to our city.

The Kelvin Hall is being refurbished to provide a combined museum and sports facility. The work is a partnership between the council, Glasgow Life, the University of Glasgow, and the National Library of Scotland. Opening later in 2016, the refurbishment will provide storage for the Hunterian and Glasgow Museums collection, National Library of Scotland's Moving Image Archive, teaching labs, seminar rooms, study and conference centre space for the University of Glasgow, and a Glasgow Club sports facility with an eight-court multi-purpose sports hall.

We have ambitious plans for the redisplay and refurbishment of the Burrell Collection. Sir William Burrell gifted his lifetime collection of 9,000 works of art and objects to the city and our plans will ensure that more than 90% of the collection is on display to the public when the work is complete. The work will cost approximately £66 million, with money pledged by the Council, Heritage Lottery Fund, and the UK Government. When the building closes in October 2016, works of art from the collection will tour North America, Europe and the Far East – further boosting the city's credentials as a world leader in art and culture in time for reopening in 2020.

Ensure the People of Glasgow Benefit from Access to Sport, Culture and Lifelong Learning Opportunities

The Strategic Volunteering Framework was established by Glasgow Life and Volunteer Glasgow to formalise the partnership approach to recruiting and supporting volunteers. During 2015/16 there were 1,600 new volunteers recruited. These volunteers provided almost 94,000 hours to support events.

There were approximately 6.2 million attendances recorded at the city's sports and physical activity venues in 2015/16. We continue to deliver a programme of free access to sports and activity specifically for younger and older Glasgow residents. The number of people using our free tennis facilities has more than doubled, thanks to continued investment in new and improved courts in the city's parks. There has also been an increase in the number of people enjoying free bowls and five-a-side football.

One of our areas of focus is to encourage inactive people to be more active. The Good Move programme works with people who are at risk of poor health associated with inactivity, to support and motivate them to live more actively. During 2015/16, there were almost 140,000 attendances in the programme. The programme includes classes to build confidence in physical ability, activities for people living with and after cancer, classes for young women aged 12 to 18 and activities for families with children.

Glasgow is home to Scotland's largest public network of library and information services, which includes 32 community libraries, 29 school libraries, and the Mitchell Library. Glasgow's libraries had 5.2 million visits in 2015/16, with 90% of users reporting satisfaction:

- 2.2 million issued books
- 75% (2,800) of new born babies in the city issued with new cards (part of the Every Child a Member pilot scheme)
- Over 2,260 people affected by cancer were provided with support and information through a partnership with MacMillan Cancer.

One-third of households in Glasgow are still without fixed broadband internet. One of the first recommendations of the Vision for Glasgow Libraries agreed in November 2015 was to ensure that free Wi-Fi provision in the libraries is expanded to all 33 libraries. This is now in place and in 2015/16, people made use of one million computer and Wi-Fi sessions.



4 A SUSTAINABLE CITY

We aim to make Glasgow sustainable by reducing carbon emissions and recycling waste. We also closely link our vision for a sustainable city to our aims for economic growth: securing jobs and investment through a focus on green energy and sustainable development, and ensuring there is connected, accessible and affordable transport across the city. We will make Glasgow a Sustainable City by delivering the following outcomes:

- A reduced carbon footprint
- A connected transport infrastructure for business and the community
- Increased use of public and green transport
- Accessible and affordable transport.



All our commitments under Sustainable City have been met or are delivering as planned. Building on Glasgow's heritage as the "Dear Green Place", the United Nations recognised 2015 as Glasgow's first ever Green Year in support of our work to transform our industrial past to a sustainable city of the future. Thousands of people attended the 160 events held as part of the twelve-month programme of events that focused on climate change, science and innovation and celebrating our national assets. Part of the Green Year, the Land Art Generator Project aimed to design and construct public art installations that are also capable of generating large-scale green energy. All the designs were displayed at The Lighthouse through the end of July 2016. We hope to build the winning design, the Wind Forest, featuring 100 bladeless wind turbines, on the top of Dundas Hill once the technology develops.

To ensure the wellbeing and sustainability of the city and its residents, as a council we aim to make the city adaptable and responsive to change. During the year we consulted with more than 3,500 residents to develop the Resilient Glasgow Strategy. This strategy establishes a two-year timeline for actions to address longer-term resilience challenges such as addressing the local impact of climate change, such as flooding, improving transport infrastructure between the northeast and the rest of the city, and supporting business growth to mitigate the impact of poverty.

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

COMMITMENT		Completion	Current Status
A reduced carbon footprint.			
1	Set up an Energy Trust by 2014.	Commitment met 2015	✓
2	Provide new and sustainable District Heating systems.	Commitment met 2014	✓
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.	Commitment met: ongoing	✓
4	Work with city partners to lead the implementation of the nationally funded Green Deal.	Commitment met: ongoing	✓
5	Meet and exceed our carbon reduction targets by 2020.	Planned: 2020	✓
6	Bid for the Green Capital of Europe Award 2015.	Commitment met: ongoing	✓
7-9	Continue to tackle littering, fly posting and dog fouling:		
	■ Introduce [litter] enforcement officers in every ward	Commitment met: ongoing	✓
	■ Provide extra clean ups	Commitment met: ongoing	✓
	■ Work with housing associations and residents to tackle dog fouling.	Commitment met: ongoing	✓
10 New	Deliver a food waste recycling scheme beginning in January 2016, covering all households by March 2017	Planned 2017	✓
11 New	Ensure the smooth launch and operation of the Glasgow Recycling and Renewable Energy Centre (GRREC) at Polmadie in June 2016. This will divert 90% of green bin residual waste away from landfill, boost the delivery of our carbon reduction targets and create jobs and apprenticeships.	Commitment met 2016	✓

COMMITMENT		Completion	Current Status
A connected transport infrastructure for business and the community.			
12	Develop and agree an improved approach to investment and spending on roads maintenance and repair.	Commitment met: ongoing	✓
13	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.	Commitment met 2015	✓
14	Work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services.	Commitment met: ongoing	✓
15 New	Deliver a city resilience framework that sets out how Glasgow will plan and respond to events and stresses in the city, with a supporting action plan to strengthen the city's resilience by the end of 2015. This forms part of our commitment as a Rockefeller Resilient City.	Commitment met 2016	✓
Increased use of green and public transport.			
16- 19	Transform the city into an active living network:		
	■ Encourage walking	Commitment met: ongoing	✓
	■ Develop a network of cycling hubs	Commitment met: ongoing	✓
	■ Implement the strategic plan for cycling	Commitment met: ongoing	✓
	■ Prepare a proposal for a citywide cycle hire scheme.	Commitment met: ongoing	✓
20	Establish a network of 20 mapped and marked running trails in city parks.	Planned 2018	✓
21	Increase the number of charging points for electric cars and buses to 50 by April 2013. Original commitment complete, revised target set in 2015 to increase by 5% year on year.	Commitment met: ongoing	✓
22	Add a further 14 areas to the 20 mile-an-hour zones by March 2013. Original commitment complete, revised target set in 2015 to work towards making all suitable residential roads mandatory 20miles-per-hour zones.	Commitment met: ongoing	✓

COMMITMENT		Completion	Current Status
Accessible and affordable transport.			
23	Continue to review any emerging plans and make the case, where needed, that all of Glasgow's rail stations remain viable and open.	Commitment met 2012	✓
24	Support SPT to introduce a smart card for public transport.	Commitment met 2014	✓
25	Work with Scottish Ministers to provide a new rail terminal in the city that we can use to improve services.	Commitment met: ongoing	✓

The following sections present areas where there has been significant progress during 2015/16 towards our planned outcomes under Sustainable City.



A Reduced Carbon Footprint




We aim to make a 30% reduction in the city's carbon dioxide (CO₂) emissions by 2020, compared to the amount produced in 2005/06. The most recent figures from the Department for Business, Energy and Industrial Strategy show that the city made a 27% reduction as of 2014 (subject to verification). This is a significant improvement on the reduction of 15% achieved by 2013 and demonstrates that we are well within sight of achieving our target. We are confident that the progress towards the city's overall target will be achieved by 2020. Our 2015 [Glasgow Energy and Carbon Master Plan](#) sets out how we will achieve further reduction:



- Supporting further development of district heating schemes
- Phasing out coal, oil and older inefficient electric heating in council buildings and housing
- Improving energy efficiency and energy management systems, particularly in older residential housing
- Enhancing the benefits from waste to energy schemes, for example the Glasgow Recycling and Renewable Energy Centre at Polmadie
- Rolling out more efficient LED street lighting
- Promoting the use of electric vehicles and cycling, replacing the use of petrol and diesel vehicles
- Expanding low and zero carbon energy generation through large and small-scale community schemes.

The city needs to reduce its dependency on carbon intensive electricity for home heating. We are supporting the development of combined heating and power plants and district heating schemes that provide secure supplies of affordable low-carbon heating, specifically a network from the new Glasgow Recycling and Renewable Energy Plant in the south of the city. There are already district heating schemes in operation at The Village in Dalmarnock, at the Wyndford Estate in Maryhill, and most recently at Glasgow University.

Cathkin
Braes
wind
turbine
generated
£182,805

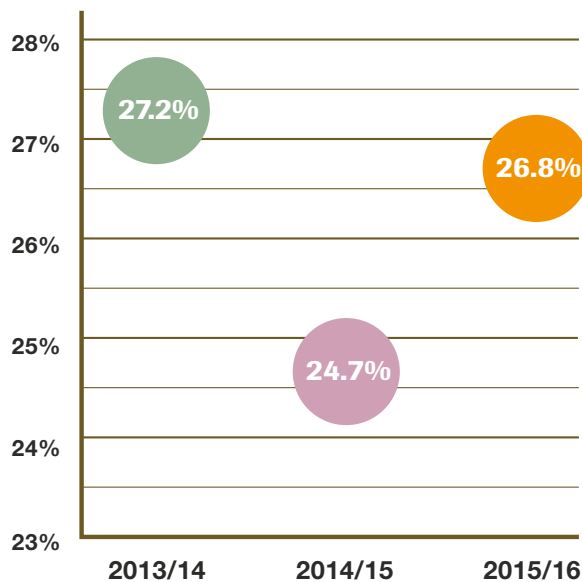


The wind turbine at Cathkin Braes generated £182,805 income. There have been national changes to the charges on this type of income that resulted in this year's income being less than the £267,240 generated last year. Part of the income, £50,000, is paid annually to the Castlemilk and Carmunnock Community Windpark Trust, which manages the fund for local communities. 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. In 2015/16, 13,759 residents benefitted.

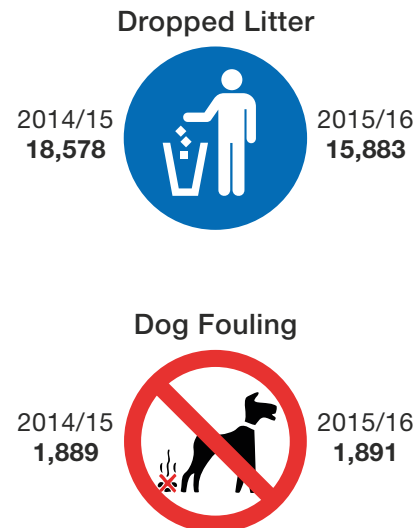
We added a food waste recycling scheme to the other recycling services we provide and should cover the city by March 2017. The new Glasgow Recycling and Renewable Energy Centre at Polmadie started receiving waste in July 2016. The opening of this centre should significantly increase our recycling rates.

Our work to improve the environment also includes the work we do to keep the city clean. Litter and chewing gum are the biggest environmental issues in the city centre according to our survey of residents. Keep Scotland Beautiful gave the city a cleanliness index of 78 this year, compared to an 81 last year. Residents have identified dog fouling as a significant concern. In April 2016, the fixed penalty notice for dog fouling doubled to £80 from £40 to encourage owners to act responsibly.

Percentage of household waste recycled



Fixed penalty notices



Improved Transport Infrastructure

We continue to invest in the city's strategic road network. Between 2014/15 and 2015/16, the number of potholes reported by the general public has been reduced by 40% and public liability claims by 25%. There has been an improvement in the road condition; the percentage of roads that should be considered for maintenance treatment has reduced from 32.7% to 32.1%.

This improvement was achieved through targeted investment of £61 million over the past five years, an increased emphasis on permanent rather than temporary repairs, and programmes of more cost-effective earlier intervention treatments for residential streets. Despite these efforts, our Household Survey shows that residents' satisfaction with our roads maintenance decreased from 30% last year to 23% in 2015/16. The 2016/17 road investment strategy aims to improve customer satisfaction by continuing the road condition improvements made so far – reducing the number of reported potholes and investing resources into permanent repairs. The annual investment of £16 million will be used to permanently repair over 20,000 potholes, resurface more than 200 residential streets and improve the city's extensive network of footways.

	2013/14	2014/15	2015/16
Number of potholes reported by the general public	8,996	5,564	3,316
Percentage of road network requiring maintenance	33.1%	32.7%	32.1%
Residents' satisfaction with road maintenance	28%	30%	23%

In our Council Strategic Plan, we committed to working with UK and Scottish Government ministers to improve cross-border rail services and services to Edinburgh. Ministers have committed to putting together the case to secure a three-hour journey time between Glasgow/Edinburgh and London. This work will either follow the west coast or east coast main lines and consist of a mix of new sections of track to minimise congestion where necessary and upgraded existing sections. We will continue to press for its delivery as part of our sustainable and economic aims for the city.

Improved Use of Green and Public Transport

Over the last few years, we have made a number of improvements to make the city more attractive to cyclists and walkers. This year we upgraded the path from Finnieston Bridge to Stobcross Footbridge and made surface improvements in Calton Place. We are finalising a design for Sauchiehall Street that will result in a more pedestrian friendly environment. To improve pedestrian safety, particularly of children, we are working towards making all suitable residential roads mandatory 20 miles-per-hour zones, and so far we have introduced these zones in 12% (162.9 kilometres) of the planned areas. We select locations based on accident history.

There has been a 200% increase in city centre cycling rates since 2007. We have increased the length of the Glasgow cycle network from 250 kilometres in 2012 to 310 kilometres in 2015. Our aim is to increase that to 400 kilometres by 2025. The Mass Automated Cycle Hire now offers 440 bikes at 43 cycle stations, including two new stations at the Queen Elizabeth University and Gartnavel Hospitals. Since the scheme's launch in 2014, there have been 200,000 rentals and 14,000 people registered.



Accessible and Affordable Transport

We have commissioned Network Rail to prepare a preliminary design for a new railway station at Robroyston. Network Rail has started the redevelopment of Queen Street Station and issued a document for consultation, Scotland's Route Study. This document includes proposals to complete the electrification of the Greater Glasgow suburban rail network and key inter-city rail lines over the next 20 years.

5 A CITY THAT LOOKS AFTER ITS VULNERABLE PEOPLE












We remain focused on tackling the impacts of deprivation, poor health and inequality at a time when there is increasing demand on our services and pressures on resources. We are committed to delivering the following:

- 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
- 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 that are informed by our residents' views.





We have made good progress towards meeting all of our commitments to be a City that Looks after its Vulnerable People. We have improved prospects for looked after and accommodated children and young people. We need to continue to reduce the disadvantage faced by those leaving care and build on the improvements that we have made to ensure these young people go into employment, training and further education. The new Health and Social Care Partnership between the Council and the NHS will provide better, more effective and joined up services for adults and children in Glasgow. We have also provided people with more choice in their care, enabling them to live independently for longer with technology such as telecare assistance in their own homes.

In addition to this progress, the Poverty Leadership Panel is leading the city's approach to tackling poverty. A citywide partnership involving people with direct experience of poverty, this year the Panel worked to develop a strategy to tackle poverty at all ages, People Make Glasgow Fairer. This strategy will ensure a collaborative approach is used to make the most difference to the city's most vulnerable citizens; it will be presented to the Council in the autumn.

The table on the next page sets out all of the Looking after Vulnerable People commitments.

COMMITMENT		Completion	Current Status
Improve outcomes and prospects for our looked-after and accommodated children and young people			
1	Increase payments to kinship carers by a further 5% by 2015/16.	Commitment met: ongoing	
2	Continue to intervene early and robustly to protect children.	Commitment met: ongoing	
3	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	Progress not as expected	
Reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland.			
4-5 New	Develop and improve the quality and consistency of the health and social care services provided to adults and children by integrating the council's and those of NHS Greater Glasgow and Clyde:	Commitment met 2015	
	<ul style="list-style-type: none"> ■ Successfully launch our integrated approach to health and social care services with NHS Greater Glasgow and Clyde in 2015. ■ Set out the joint service priorities and areas for improvement in the strategic plan by January 2016. 	Commitment met 2016	
6	Work in partnership with the Health Board to tackle health inequalities.	Commitment met: ongoing	
7-8	Continue to work with referred young people with alcohol problems:	Commitment met: ongoing	
	<ul style="list-style-type: none"> ■ Work with social landlords to reduce anti-social behaviour and where necessary take action against underage drinkers and their families. ■ Continue to deliver established initiatives in schools to work with young people early on alcohol issues 	Commitment met: ongoing	
9-10	Continue to tackle the health problems related to over-consumption and provision of alcohol:	Planned 2024	
	<ul style="list-style-type: none"> ■ By working with community planning partners to change the culture in Glasgow around alcohol and excessive drinking. ■ Reduce the availability and consumption of alcohol and drugs. 	Planned 2024	
11	Continue to work with schools to reduce smoking amongst young people.	Commitment met: ongoing	

COMMITMENT		Completion	Current Status
Reduce health inequalities both between neighbourhoods and between Glasgow and the rest of Scotland.			
12-14	<p>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:</p> <ul style="list-style-type: none"> ■ Establish joint commissioning of services with NHSGGC. ■ Ensure rehabilitation and care and that there are employment opportunities. ■ Mental health is considered in local housing policies. 	<p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p>	<p>✓</p> <p>✓</p> <p>✓</p>
Support more people to live independently at home, where they choose to do so.			
15	Develop an Independent Living Strategy with the Glasgow Disability Alliance.	Commitment met 2015	✓
16-18	<p>Make sure more people are able to live at home or in the community independently, when it is safe for them to do so:</p> <ul style="list-style-type: none"> ■ Reablement. ■ Personalisation of social care. ■ 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. 	<p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p> <p>Commitment met: ongoing</p>	<p>✓</p> <p>✓</p> <p>✓</p>
19	Fuel Poverty: develop an Affordable Warmth Strategy and continue to provide an affordable warmth dividend of £100 to those aged 80 years.	Commitment met: ongoing	✓
20	Appoint a carers board.	Commitment met: ongoing	✓
21	Introduce a Carers' Card with discounts and entitlements to services.	Commitment met: ongoing	✓
Build strong and resilient neighbourhoods and communities.			
22	Continue to target gang violence and alcohol-fuelled anti-social behaviour.	Commitment met: ongoing	✓
23	Fund an additional 100 police officers to work in local neighbourhoods..	Commitment met: ongoing	✓
24	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.	Commitment met: ongoing	✓

COMMITMENT	Completion	Current Status	
Build strong and resilient neighbourhoods and communities.			
25-26	<p>Community payback orders:</p> <ul style="list-style-type: none"> ■ Monitor those who have alcohol-related offences. ■ Introduce a programme to clean and maintain residential back lanes. 	<p>We have taken action within the scope of our remit but would require additional influence to fully deliver this commitment. See section 1.6.</p> <p>Commitment met: ongoing.</p>	
27	Work with Police Scotland to improve and increase the use of test purchasing.	Commitment met: ongoing	
28	<p>Continue to improve how people can report hate crime.</p> <p>Work with the police and other partners to make sure we have effective responses to domestic abuse.</p>	Commitment met: ongoing	
29	Work with the police and other partners to make sure we have effective responses to domestic abuse.	Commitment met: ongoing	
30-32	<p>Make sure that within our local communities, our citizens have a good choice of services from shops and premises:</p> <ul style="list-style-type: none"> ■ Appropriate mix of food outlets, with as many as possible supporting our approach to healthy eating. ■ No overprovision of betting shops. ■ Restricted off-sales and early opening of licensed premises. 	<p>We have taken action within the scope of our remit but would require additional influence to fully deliver this commitment. See section 1.6.</p> <p>Commitment met: ongoing</p>	

COMMITMENT		Completion	Current Status
Tackle poverty and deprivation, and provide relevant and affordable services for our citizens.			
33	Further develop credit unions in Glasgow..	Commitment met: ongoing	✓
34	Provide information on how residents may access and use low-cost ethical lenders such as credit unions.	Commitment met: ongoing	✓
35 New	Accelerate how we tackle poverty and deprivation, focusing on action to support lone parents, child poverty, in-work poverty and food insecurity. Detailed plans will be brought forward by the Poverty Leadership Panel by the end of 2015	Commitment met: ongoing	✓
36	Develop a planned response with partners to the national welfare reforms.	Commitment met: ongoing	✓
37-39	Make sure our most vulnerable citizens can access advice and information to prevent them being financially excluded, including specifically:		
	■ Helping Heroes Campaign and Armed Forces Covenant.	Commitment met: ongoing	✓
	■ MacMillan and Long-Term Conditions project.	Commitment met: ongoing	✓
	■ Improving the Cancer Journey.	Commitment met: ongoing	✓
Deliver local services and neighbourhoods informed by our residents' views.			
40	Introduce two-year funding to make sure third sector organisations can better plan their services.	Commitment met 2013	✓
41	Review how we consult residents.	Planned 2016	✓
42	Roll out community budgeting.	Commitment met: 2016	✓
43	Encourage greater participation in council meetings and decision making..	Commitment met: ongoing	✓
44	Continue to work with and develop our relationships with faith groups	Commitment met: ongoing	✓

The following sections present areas where there has been significant progress during 2015/16 towards our planned outcomes under Looking after Vulnerable People.

Improve Outcomes and Prospects for our Looked After and Accommodated Children and Young People

Our Council Strategic Plan set out our ambition to improve the financial circumstances of kinship carers (relatives or close family friends who care for children). Back in 2013/14, we increased payments by 7% instead of the 5% we originally planned. Since then, there has been national work to agree arrangements ensuring equal payments with the allowances paid to foster carers. There are approximately 1,300 children in formal kinship care in the city, and roughly, 1,000 are now in receipt of the new allowance and the remainder are in progress. We are backdating all new payments to 1 October 2015.

We provided child protection services for 1,159 children during 2015/16, slightly fewer than in the previous year. Children from the most deprived areas of the city make up the large proportion of this number. All children receiving a child protection service are allocated a social worker and an outcome-focused Child Protection Plan. The number of children on the Child Protection Register in Glasgow was 501 (March 2016). This is 18% of the 2,751 children on the Register in Scotland (Scottish Government, July 2015).

	2013/14	2014/15	2015/16
Number of children receiving child protection services	1,089	1,203	1,159
Number of children on the Child Protection Register as of 31 March	500	483	501

We have fallen short of meeting our challenging target of 75% of young people leaving care being able to access a job, training or a college place. The percentage of care leavers moving into these positive destinations has been improving each year, but we are still to meet our target of 75%. This year's figure of 67% compares to 90% of all school leavers, demonstrating the disadvantage faced by those leaving care. Of those entering a positive destination: 34% went into further or higher education, 20% are employed, and 13% went into training.

	2013/14	2014/15	2015/16
Percentage of children leaving care in positive destinations	51%	66%	67%
Percentage of all school leavers in positive destinations	89%	90%	90%

We have developed a range of employability services tailored specifically for this group, and supported 188 young people leaving care during 2015/16:

- The Core Skills Programme is delivered in partnership with Kelvin College. The flexible 50-week skills development programme provides a positive learning experience to counter any previous negative learning experiences.
- Launchpad Training is a targeted 26-week programme to support care leavers doing a modern apprenticeship or entering employment. Trainees receive a weekly training allowance and incentive payments based on attendance and performance.
- Housing and Employment Service provides in work support to care leavers and employers to enable sustainable employment.

Reduce Health Inequalities both between Neighbourhoods and between Glasgow and the Rest of Scotland

In April 2015, the way health and social care services are planned and delivered across Scotland changed. Glasgow City Council and NHS Greater Glasgow and Clyde (NHSGGC) now deliver these services as the Glasgow City Health and Social Care Partnership, under direction from the Glasgow City Integration Joint Board. This joined up approach will result in improved outcomes for those people receiving our services. Further information on the partnership, including its strategic plan and performance are available on the website.

We provide a range of rehabilitation and care services to approximately 1,500 mental health service users. Through a number of providers, we deliver a weekly average of 4,953 hours of support to approximately 450 individuals who live in their own homes. We also support 160 service users in mental health care homes across the city. We also provide rehabilitation and care to approximately 900 service users in preventative services that operate within GP surgeries and Community Mental Health Teams. The purpose of all of these services is to maximise the recovery and independence of all the individuals who use these services.

Part of our commitment to improving the outcomes for mental health service users is to ensure there are employment opportunities. As a first step, we aim to record the employment status of mental health service users. Current figures suggest that 62% of clients have their employment status recorded, which is an increase on the 50% recorded last year. Of those who have their status recorded, 17% are in employment, education or in training or voluntary work (down from 19% last year). We also now have a list of providers who are able to assist mental health service users back into employment. Service users (aged 16 to 65) are referred to the Jobs and Business Glasgow Bridging Service. This service provides holistic advice and support to individuals referred by health and social work services. They provide tailored support to individuals to move into employment, education, training or voluntary work. Social Work Services made 149 referrals in respect of mental health service users to the Bridging Service during 2015/16.

Support more people to live independently at home, where they choose to do so



The Reablement Homecare service is one of the strategies we use to ensure that more older people are able to live more independently in their own homes. This service provides tailored support to people at home for around six weeks and assists by building confidence and helping regain the skills they may have been lost, for example, during a hospital stay. In 2014/15, there were 3,644 referrals to the Reablement service. We enable more people (40%) with high support needs to remain in their own homes, living independently and safely, than the national average (35%).

Following the receipt of a reablement service, clients may require a reduced level of homecare services, or may require none at all. During 2015/16, 40% of those who completed a service required no further homecare service, while 60% were mainly on reduced homecare packages. 89% of those questioned reported that they were either “satisfied” or “very satisfied” with the service received.

Personalisation of social care services enables 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. As of March 2016, 2,853 service users had individual budgets (compared to 2,460 in 2014/15); 86% of these were managed through individual service funds and 14% had direct payments (15% in 2014/15). Glasgow now supports a third (33%) of those receiving social care to direct and manage their own care compared to an average of 7% across Scotland.

More people are using telecare equipment to allow them to remain for longer in their own homes, as the technology available develops to offer increased localised support. We now have two localised telecare responder services based in the north and south of the city. We secured funding from the Scottish Government to continue expanding telecare provision over the next two years. This year, there were an additional 1,127 referrals for telecare services, compared to the 1,443 telecare systems installed by the Cordia service in 2014/15.

Build Strong and Resilient Neighbourhoods and Communities

Community Safety Glasgow works closely with Police Scotland and other partners to tackle violent crime and antisocial behaviour, agreeing joint action plans that focus resources to address local incidents. These resources include community enforcement officers, public space CCTV, youth diversionary activities, and extra police patrols. We deploy these resources continually until there is a decrease in antisocial behaviour and an increase in public confidence:

- Community Enforcement Officers patrolled for 84,032 hours in all 21 wards
- 16,686 CCTV incidents were logged and Police Scotland supported in 146 direct surveillance operations.
- 3,819 young people were engaged with, and 70 were supported through the Choiceworks programme, 37 of whom went on to training, education or employment and 19 received recognised qualifications.

We continue to raise awareness among those who are most vulnerable to hate crime and make it easier for victims to report any incident. We have made it easier to report hate crime by increasing the number of locations where incidents of hate crime may be reported (third-party reporting centres). We have increased the number of third-party reporting centres from 48 in 2012/13 to 67 in 2015/16. Community Safety Glasgow (CSG) coordinated the Hate Crime Awareness Week in October 2015, centred in Central Station to coincide with the station becoming a third-party reporting centre.

Tackle Poverty and Deprivation and Provide Relevant and Affordable Services for our Citizens

We support the growth of credit unions as a long-term approach to ensuring that people are able to access affordable financial services. 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 27% of the population and collective assets of £242 million. The Future Savers project is a partnership between 14 credit unions and 42 secondary schools. To encourage saving and raise financial awareness, we provide £10 to each student who signs up to an account and so far, 3,395 pupils have enrolled. This innovative project has been widely replicated across the UK.



We are committed to accelerating how we tackle poverty and deprivation, focusing on action to support lone parents, child poverty, in-work poverty, and insecurity about being able to get enough food. The Poverty Leadership Panel (PLP) leads this work on behalf of the city:

- Delivering training to offset the stigma attached to poverty
- A participatory research project, Beyond4Walls, worked with young people to determine the specific issues they have with housing and how to address these. This work won the 2016 UK Housing Excellence Award for youth engagement.
- Demonstrating that small actions can result in improvements for specific people, the Lone Parents programme moved the start of the application date for free school clothing grants forward to allow earlier payment. These payments may also now be sent to credit unions.
- Four posts have been recruited from among the modern apprentices to work with the Greater Easterhouse Money Advice Project to mentor other young people in financial capability, advice and support.

We work with other agencies to share information and mitigate, where possible, the impact of national welfare reform changes. The Financial Inclusion Partnership (the Council, the NHS Greater Glasgow and Clyde, the Wheatley Housing Group, and financial advice providers) supports 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. For example, the Glasgow Advice and Information Network (GAIN) offers advice and support regarding benefit entitlement and debt matters and this year the network:

- Supported 28,210 people and prevented 1,820 clients from becoming homeless
- Managed £27.8 million worth of debt and made £53.9 million in financial gains for clients

The UK Government introduced the Universal Credit single monthly sum to replace the previous system of more frequently paid benefits. The Department of Work and Pensions (DWP) introduced the Universal Credit for single job seekers and those without housing costs in June 2015. We have extended our support to customers claiming the new Universal Credit by offering the following:

- Glasgow Life has created three digital hubs at Shettleston, Anniesland and Gorbals libraries, where customers are able to receive one-to-one support to complete the new forms.
- Greater Easterhouse Money Advice Project and Money Matters support claimants with complex needs, such as those who receive personal budgeting.

We have allocated £23.1 million in crisis grants and community care grants through the Scottish Welfare Fund since 2013. Since its removal in 2013, 12,570 Housing Benefit claims have been affected by the removal of the Spare Room Subsidy (“the Bedroom Tax”). Discretionary Housing Payments provide short-term assistance to Housing Benefit claimants who have a shortfall between their benefit and rental. A total of £8.6 million was allocated to people in 2015/16. The Scottish Government has assured that funding will be available to applicants affected by the Bedroom Tax through 2016/17.

We will endeavour to support those affected this year by the expected reduction in the threshold of the benefit cap to £20,000 for couples and lone parents and £13,400 for single people. The Department of Work and Pensions has indicated that this benefit cap will affect 1,118 people in total. We are currently working to analyse the impact and design appropriate support.

The MacMillan and Long-term Conditions Project provides support and assistance to those affected by long-term illness. It has provided over £47.4 million in financial assistance to 19,049 people since it was launched in 2009. 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 and avoid financial hardship.

Since its launch, the Improving the Cancer Journey initiative has contacted more than 3,900 people diagnosed with cancer, to provide them with advice and support. In September 2015, a dedicated housing support professional was seconded from the Wheatley Group to assist people specifically with housing concerns. Since then, 77 referrals have been made, 36 people required housing due to their condition, and five people were helped with their homelessness. The Municipal Journal recognised this vital support and awarded the Improving the Cancer Journey a Local Government Achievement Award in 2016 for delivering better outcomes.



Other financial inclusion initiatives include Glasgow's Helping Heroes (GHH), which brings together the advice and housing sectors to assist veterans. Since its launch in 2010, GHH has:

- Supported 1,630 veterans, providing financial gains of over £1.6 million for veterans and their families
- Supported 710 veterans to get housing, 973 into employment or training, and 370 to get access to health and addiction services.

Deliver Local Services and Neighbourhoods 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 68% of our residents are satisfied with the services we provide, up from 63% in 2011 but down slightly on last year's figure of 70% (see section 8 for more information).

We made some improvements during the past year to enable more effective consultation with stakeholders and the public. The Consultation Hub on our website contains all surveys carried out by all of our services and we are working to increase the use of the Hub by our arm's length organisations. We also use an online discussion tool called Dialogue, which allows participants to engage and discuss topics with each other and the council. The online discussion about the Council's budget attracted 228 submissions and generated 102 ideas and suggestions.



6 A LEARNING CITY



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.

All of our original commitments under Learning City have been met, are being delivered as planned, or have been incorporated into regular service delivery. We place a high priority on raising attainment and achievement for all children and young people. Our figures show that attainment is at an all-time high in the city, attendance is up, and exclusions are down. There remains a link between deprivation and attainment. At year S5, Glasgow performs better than the national average for the 30% most deprived postcodes and the 10% least deprived postcodes. Given that around two-thirds of our pupils live in the 30% most deprived postcodes this is a notable achievement. Our [Standards and Quality Report](#) includes information about attendance, exclusions, school leaver destinations, and exam performance.



Our aim to make Glasgow a Learning City does not just focus on children and young people, we want people of all ages to be able to access learning opportunities and continue to grow. This year we launched a new community learning plan, that will ensure we provide learning opportunities for everyone within the city through 2018. The plan sets out specifics such as digital and online support for speakers of other languages and community access to adult learning opportunities.

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

COMMITMENT	Completion	Current Status	
A high-quality learning infrastructure.			
1	Continue to improve all pre-12 establishments by rebuilding or refurbishing them..	Planned 2017	
2	Open a minimum of 10 new Family Learning Centres..	Commitment met 2016	
A nurturing city, with early intervention, prevention and early years approaches for our children and their families.			
3	Provide training to all staff on nurturing approaches in nurseries..	Commitment met: ongoing	
4	Provide 15 hours of free childcare for Glasgow children at the start of the term when they are aged three..	Commitment met 2015	
5-6 New	Provide a new offer and approach to childcare in the city, to meet the increasing demand for suitable childcare from parents and carers: <ul style="list-style-type: none"> ■ Support a range of options to meet different needs, including proposals on the provision of after-school care. ■ Delivered through a three-year transformation programme of our early years service. 	Commitment met: ongoing Planned 2020	 
7	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.	Commitment met: ongoing	
8	Continue to provide breakfast clubs for all primary children and work with partners to improve after-school provision.	Commitment met: ongoing	
9	Work with UNICEF to designate Glasgow as a child-friendly city	Commitment met: ongoing	
10	Make sure parents of young families are able to consider all the opportunities that may be available to them, including training and employment.	Commitment met: ongoing	

COMMITMENT		Completion	Current Status
Improved attainment levels at primary and secondary schools and close the gap between Glasgow and national results.			
11	Improve the quality of teaching, learning and the delivery of Curriculum for Excellence.	Commitment met: ongoing	✓
12	Ensure a pupil to teacher ratio that delivers the best education for children in Glasgow..	Commitment met: ongoing	✓
13	Encourage children to study science at standard and higher grade.	Commitment met: ongoing	✓
14	Introduce scholarships for pupils with partnership businesses.	Commitment met: ongoing	✓
15	Expand opportunities to take part in the Duke of Edinburgh award schemes and similar programmes. Link this to the Curriculum for Excellence.	Commitment met: ongoing	✓
16	Work with Glasgow college principals to attract more funding to the city	Commitment met: ongoing	✓
17 New	Develop and launch Glasgow's community learning plan by September 2015, in line with national requirements and involving local people in the design, content and implementation of the plan.	Commitment met 2015	✓

The following sections present areas where there has been significant progress during 2015/16 towards our planned outcomes under Learning City.

A High-Quality Learning Infrastructure

We deliver education in more than 300 schools across the city, providing education to approximately 75,000 children and young people. We are rebuilding or refurbishing a total of 117 schools between 2013 and 2017. We agreed a total investment programme of £250 million to make these improvements and at half way through year four, we have spent £193.6 million of this budget. At the start of the programme, 100 schools were categorised as condition C or D. As of May 2016, there are 23 schools in this category. The current council administration has committed to continuing investing £10 million per year from 2017 to 2022 once this programme has completed.

In addition to providing high-quality schools, we believe a family learning model helps 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 began introducing this approach by opening 11 new nurseries as Family Learning Centres and the success led to rolling out the approach and philosophy to all 112 nurseries in the city. We design all new nurseries to support working through this model, for example by providing space for parent activities. New nurseries recently provided include ones in Crookston, Knightswood, London Road, Garrowhill and there are ones being built or in the planning stage at Dalmarnock, Yorker, Garthamlock, and Sighthill. In total, there are 15 building and refurbishment works planned or in progress to create additional places.

A Nurturing City, with Early Intervention, Prevention and Early Years Approaches for Our Children and Their Families

We provide 16 hours of free childcare for all children at the start of term when they are three years old. The Scottish Government announced plans to extend nursery entitlement to all children aged three and four years old and to children aged two, who meet certain criteria. This entitlement will increase provision from 600 hours per year (16 hours per week during the school term times) to 1,140 hours (30 hours per week during the school term times).

We are developing flexible nursery provision that allows parents to access this entitlement when they require it, not just during the school term. This will be in place by 2020/21. In order to ensure that parents' views and requirements are incorporated into nursery provision, we will be carrying out a range of consultation events. The first of these will be in August 2016.

We introduced breakfast clubs in all primary schools a number of years ago. The objective was to provide children with the best possible start to the day. Children can come into the school from 8.00 am and have a breakfast of fruit, toast or cereal and a drink. We reviewed the service in 2015 to ensure it targets resources to those most in need. The charge is now £2.00 for those families who are not eligible for free school meals. We have introduced a discount scheme for families with two or more children attending breakfast club (a charge of £1 will apply for second and subsequent children).

We support Healthier, Wealthier Children, a new approach led by the NHS Greater Glasgow and Clyde and Health Scotland that aims to contribute to reducing child poverty by helping families with money worries. How this approach will be delivered through our nurseries is being developed.

Improved Attainment Levels at Primary and Secondary Schools

We aim to reduce the gap between Glasgow's attainment figures and national results. Attainment continues to increase and is at an all-time high. More young people than ever before are gaining Highers. In the last ten years, we have more than doubled the percentage of young people achieving three or more and five or more Highers by the end of S5. Overall, Glasgow performed better than its virtual comparator for all attainment measures.

More young people than ever are staying on at school beyond S4. In the last ten years, this has increased from 76% to 90%. In 2014/15 (our most recent figures), we had 1,603 young people who gained a Leadership qualification/award, which is more than a 30% increase on 2013/14. However, there continues to be a gap between Glasgow and national results. Further information on attainment and education performance is available in the annual Standards and Quality Report on our website.

Attainment in literacy and numeracy (school leavers):	2014	2015	Target 2015	Scotland 2015
Percentage achieving level 4	75%	81%	78%	86%
Percentage achieving level 5	50%	51%	51%	59%
Breadth and depth: the percentage of leavers with five or more awards at level 3	93%	91%	95%	92%

We remain committed to maintaining teacher numbers and the ratio of pupils to teachers that enables delivery of the best education. The ratio this year was 13.8:1.

Skills Development Scotland and three city colleges (Glasgow Clyde, City of Glasgow and Kelvin) deliver new collaborative Foundation Apprenticeships that include scholarships with local businesses. The programme incorporates elements of the previous scholarship programme such as the ability to combine school, college and work-based learning.



In 2015, the Learning Partnership, led by Glasgow Life, approved a new Community Learning Plan for the city that sets out how community learning and development will be delivered until 2018. The plan has six themes:

- Community-based adult learning
- Learning for vulnerable and disadvantaged individuals and groups
- Volunteer development
- Early intervention with children, young people and families
- Learning support and guidance in the community
- Building the capacity of communities to meet their own needs, engaging with and influencing decision-making.

Glasgow English for Speakers of Other Languages (ESOL) Access Project provides a new way for learners to register at a central point, allowing providers to share information and coordinate services. This will streamline the information on ESOL demand and mean that learners can access services more quickly and improve progression routes.

Glasgow's Learning Helpline provides free literacy and numeracy support in five languages to people wanting to learn how go online in our libraries. We helped more than 320 people to access learning provision through contact with the helpline in 2015/16.

We established a College and Lifelong Learning Commission to look at learning opportunities for school leavers, people in work, and the city in general. The Commission includes cross-party councillor representation, as well as members from local colleges and business, and student representatives. It will examine current funding levels, college entry levels and barriers in Glasgow, and identify possible solutions. The Commission will publish a report by February 2017.

7

MAKING THE BEST USE OF OUR RESOURCES

Finance

The Council Family Group continues to face significant financial pressures. The Council agreed a budget in March 2016 that allowed us to meet our savings target of £83 million for 2016/17. We committed to revising our financial strategy and budget process to plan for a significant reduction in resources across all of our services and ALEOs. The Scottish Government's settlement for local government in 2016/17 included a cash reduction of £50 million. Coupled with budget pressures of £33 million, this resulted in a budget shortfall of £83 million in 2016/17 and an estimated savings target for two years (2016 to 2018) of £130 million.

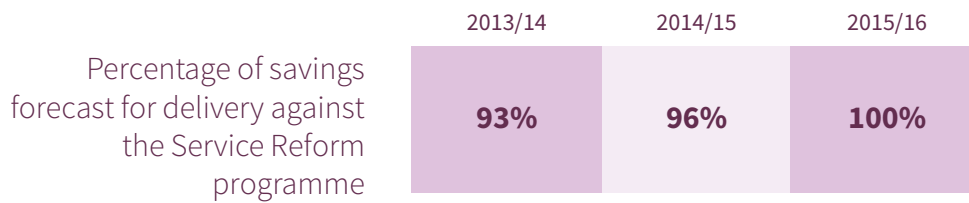


During the year, overspends were reported within Social Work Services (maintaining minimum staffing levels and increased costs for looked after children) and within Education Services (property costs). In addition, all services had to contain the impact of the actual pay award being 0.5% higher than the budgeted pay award. Corrective action was taken by Executive Directors to contain net expenditure within approved budgets as much as possible, and as a result the draft final accounts are reporting a £2 million underspend against service budgets. When taken together with the remainder of the budget, mainly financing costs, the Council achieved a contribution to unearmarked reserves of £11.6 million, which is £8.6 million more than we budgeted.

	2013/14	2014/15	2015/16
Percentage of income due from council tax for the year that was received	94.7%	94.6%	94.7%
Revenue Budget Monitoring: percentage actual expenditure against budget	101.2%	100.3%	99.8%

Transforming Glasgow

We are continuing to achieve savings targets while focusing on improving outcomes for service users, and the service reform programme delivered savings of £27.8 million in 2015/16. This was achieved delivering a range of projects such as Shifting the Balance of Care for Older People, Reform of Early Years Provision, and Tomorrow's Support Services, our programme to reduce and balance clerical and administrative activities across the Council. In 2016, the Municipal Journal awarded part of this service reform programme, Tomorrow's Support Services, the award for Workforce Transformation, in recognition of the programme making best use of our resources, people and technology to deliver more efficient support services.



The refresh of the Council Strategic Plan in 2015 identified the need to accelerate the pace and scale of reform to our services. Total savings of £77 million across the Council Family Group for 2016 to 2018 are required from the new Transforming Glasgow programme:

- Transforming how the Council Family Group will deliver operational, workforce and process improvements. We have set financial targets for areas within this programme, for example reviewing management structures, staff terms and conditions, reviewing how and where we deliver services and maximising income.
- The Council Family Review will look at our business operating model and structure to respond to current challenges and priorities; and
- Transforming the City, which will entail working with our partners, such as health, police, and third sector organisations, to better join up service delivery and use our resources more effectively. Areas identified include Homelessness, Employability, and Health and Social Care Integration.

People

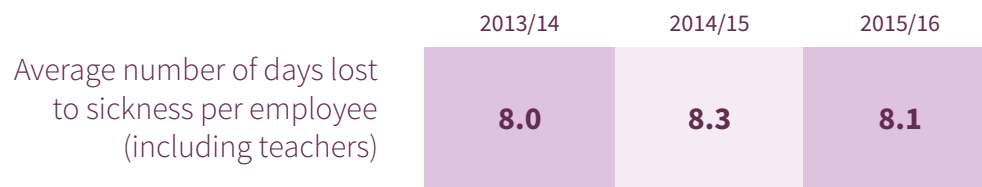
The Council employs 18,625 people across a wide range of services and our arm's length organisations employ a further 13,560 people. The Council's workforce consists of:

- 70% women and 30% men (consistent with the breakdown in previous years)
- Women occupy 60% of the highest paid 5% of earners in our workforce (excluding teachers)
- People from black or minority ethnic communities make up 2.1% of our workforce (2.0% last year)
- People with a disability make up 2.4% of the workforce (2.2% last year)

Our ability to recruit new employees is currently limited. We are working with council services and our arm's length organisations to look at ways of improving the equality profile of our workforce.

We are committed to a workforce that is the right number of people who are flexible, trained, and equipped to do their jobs. The council's Workforce Scrutiny Board and the supporting Workforce Planning and Resourcing Unit supports the council family to ensure that we have a workforce that is the right number of employees with the right skills at the right place at the right time.

Our performance in 2015/16 of 8.1 days absence for every employee represents an improvement on our previous year's figure of 8.3 days. Despite the average days lost remaining higher than our target of 7.4 days, the level of sickness absence equates to an attendance rate of 96%.



In 2015, we carried out a survey of all our employees. This was the fourth Staff Survey we have conducted in order to engage with our staff and monitor their experiences and perceptions of the council as an employer. Despite a backdrop of change and challenging financial context, the proportion of staff who agree that they are proud to work for the organisation has remained steady at 42% and 74% remain committed to working for the council. The majority of employees (55%) remain satisfied with their present job, with a large proportion citing that they feel they are accomplishing something worthwhile. The findings from this survey have been incorporated into an action plan that will address key issues such as morale, violence at work, and bullying and harassment.

We have a statutory duty to reduce the inequality that some communities in our society experience. We also promote equality and diversity within our workforce. Our Equality Outcomes set out our priorities for our equality work and we report on our progress every two years, most recently in April 2015. We are currently in the process of reviewing our Equality Outcomes, in order to ensure they remain relevant and deliver change for people. This process will involve extensive consultation with the public, elected members and employees over the next six months.



Assets

The Council's assets include buildings, roads infrastructure, and open spaces – all of which support a wide range of services across the city. In 2014, we agreed an updated Corporate Asset Management Plan that links our strategic priorities with the effective management of these assets and enables us to focus on making better use of our resources, including, where necessary, disposing of our surplus buildings and assets.

During 2015/16, our arm's length property management company, City Property LLP, secured capital receipts of £11.4 million against a target of £10 million, which contributed to our overall plans for economic growth and regeneration. As part of the wider Transforming Glasgow programme, we have reviewed existing leased properties. This review has resulted in a saving of over £1.1 million so far. We are also carrying out a planned investment programme to upgrade our ICT systems. Through this investment in technology, we have introduced home and mobile working for key groups of staff to improve efficiency, reduce travel time, and ensure staff can access data at the most appropriate location and time.

Through our Future City Demonstrator project, we have developed digital and data expertise, information assets, and a Glasgow Operations Centre. We are exploring a number of opportunities to expand the use of the Glasgow Operations Centre and our Alarm Receiving Centre, such as marketing services to other local authorities and other public sector organisations.



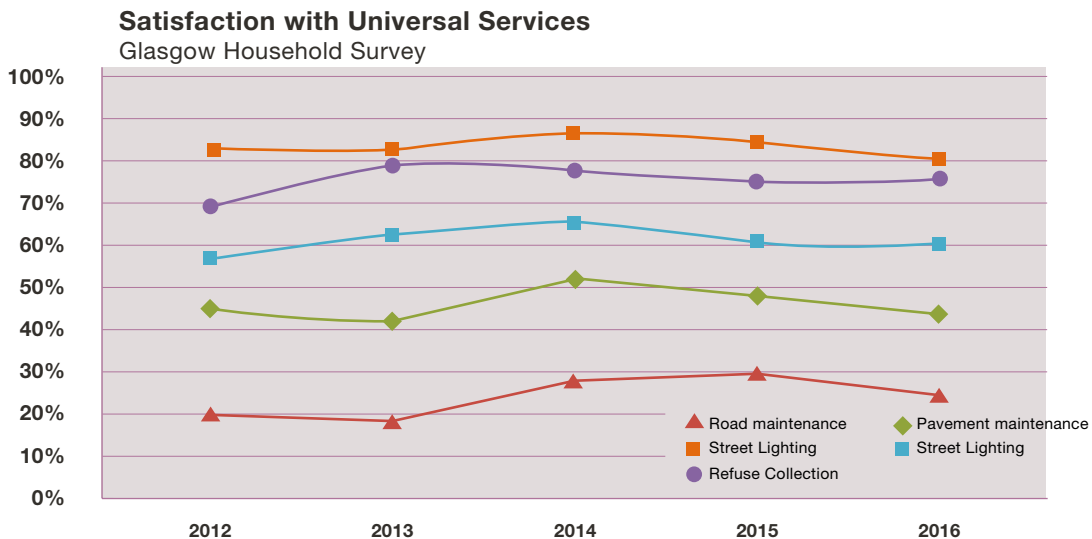
SATISFACTION WITH OUR SERVICES

Overall Satisfaction

We conduct a survey of Glasgow residents every spring to gauge satisfaction with our services. An independent research agency (IPSOS-MORI) interviews around 1,000 people about their usage and experience. This year, the majority (68%) of residents remain satisfied overall with the services provided by the Council Family Group. This is a slight decrease on last year's figure of 70%. This year, the survey also included questions about local pride in the city: 94% of residents are satisfied with Glasgow as a place to live and 73% are proud of their local neighbourhood, with nine out of ten people also saying they have strong social connections in this neighbourhood (Glasgow Household Survey 2016).

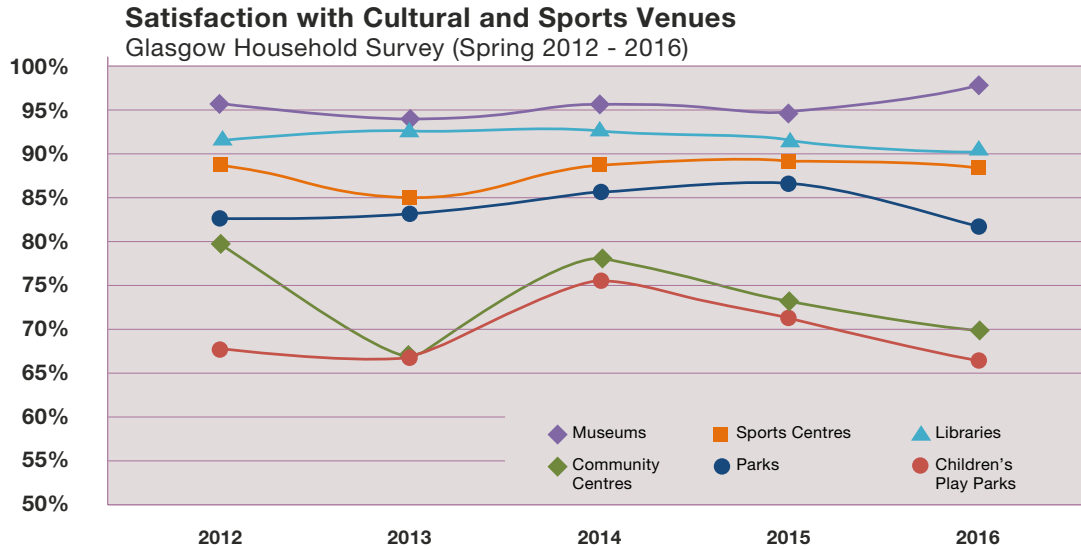
Roads, Street Lighting and Refuse Collection

Universal services are those that all households in the city use such as roads and refuse collection. Satisfaction with this type of service since 2012, when we launched our Council Strategic Plan, has increased for road maintenance, street cleaning and refuse collection. However, there have been fluctuations over the years, as satisfaction with roads maintenance increased to 30% last year, before decreasing again to 23% this year.



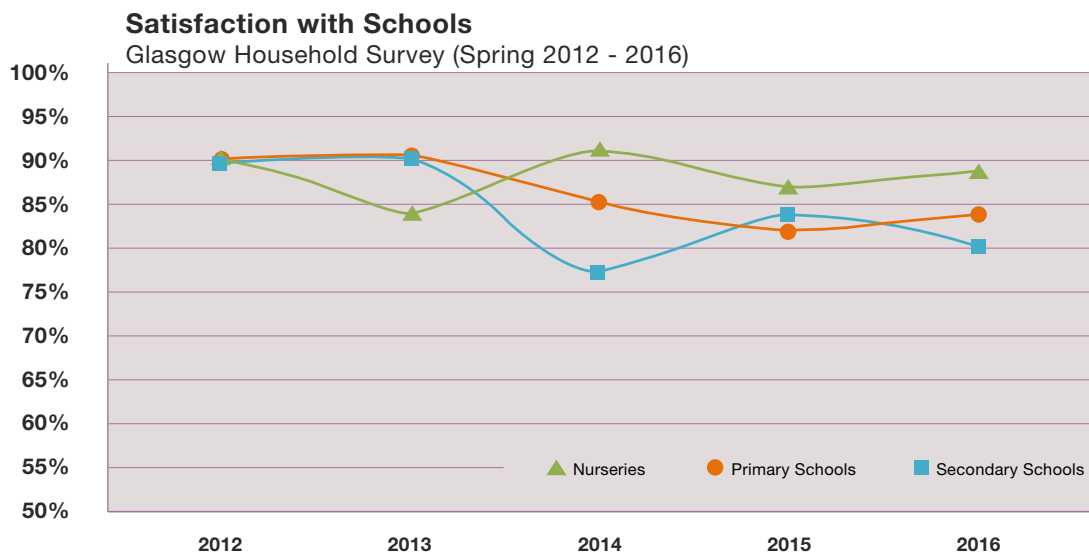
Cultural and Sports Venues

Satisfaction with the city's wealth of cultural and sports venues remains for the most part exceptionally high, for example 96% of visitors to our world-class museums are satisfied. Likewise, users of libraries, sports centres and parks also cite high levels of satisfaction (90%, 87% and 85% respectively). While the majority of users of community centres and children's play parks are satisfied with these services, there has been a decline since 2014.



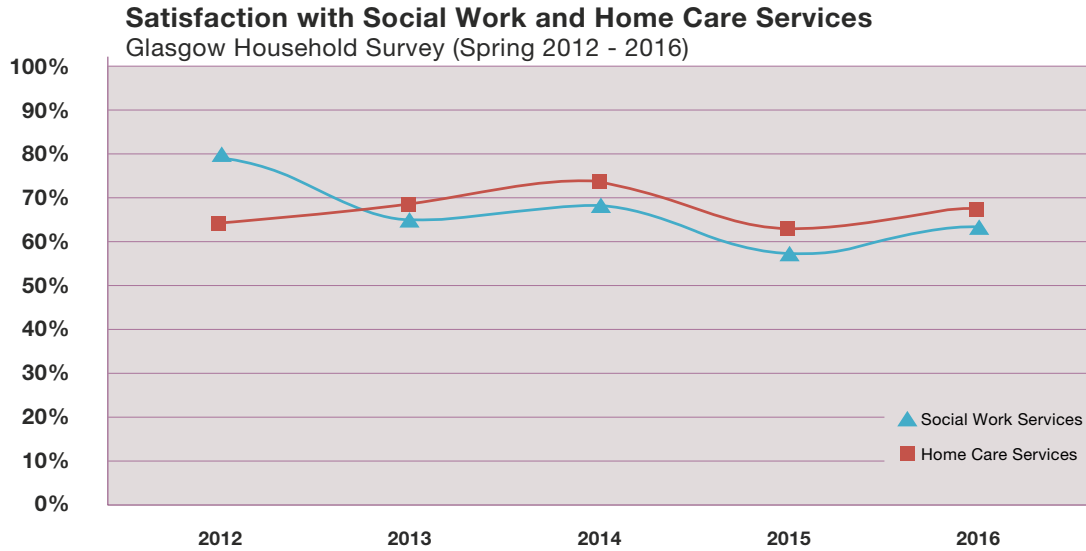
Schools

Overall satisfaction with the city's schools remains generally high, although there has been a slight decline since 2012. A high majority of users are satisfied with nursery schools; satisfaction remains approximately similar to that in 2012, at 89% compared to 90%. Satisfaction with the city's primary schools has decreased from 89% to 84%. Satisfaction with secondary schools has also declined from 89% to 81%.



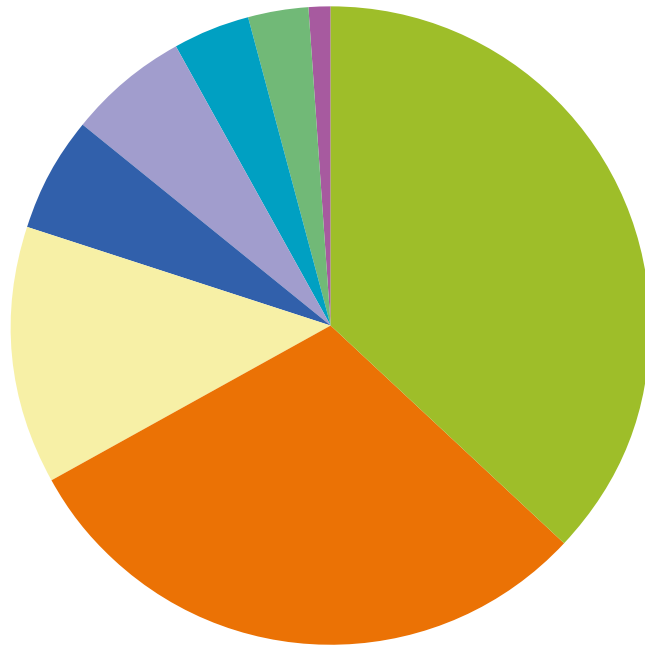
Social Work and Home Care Services

Only a small number of people who respond to our survey use social work or home care services. For this reason, these results are not as reliable as the survey results for other services. Satisfaction with home care services has increased from 65% to 67% since 2012. Satisfaction with social work services has decreased from 81% to 65%.



This diagram shows how we spent the money we collected from Council Tax in 2015/16.

We spend each £1 of council tax on...



37p Education

30p Social Work

13p Other Services

6p Culture and Leisure

6p Environmental Protection

4p Development and Regeneration

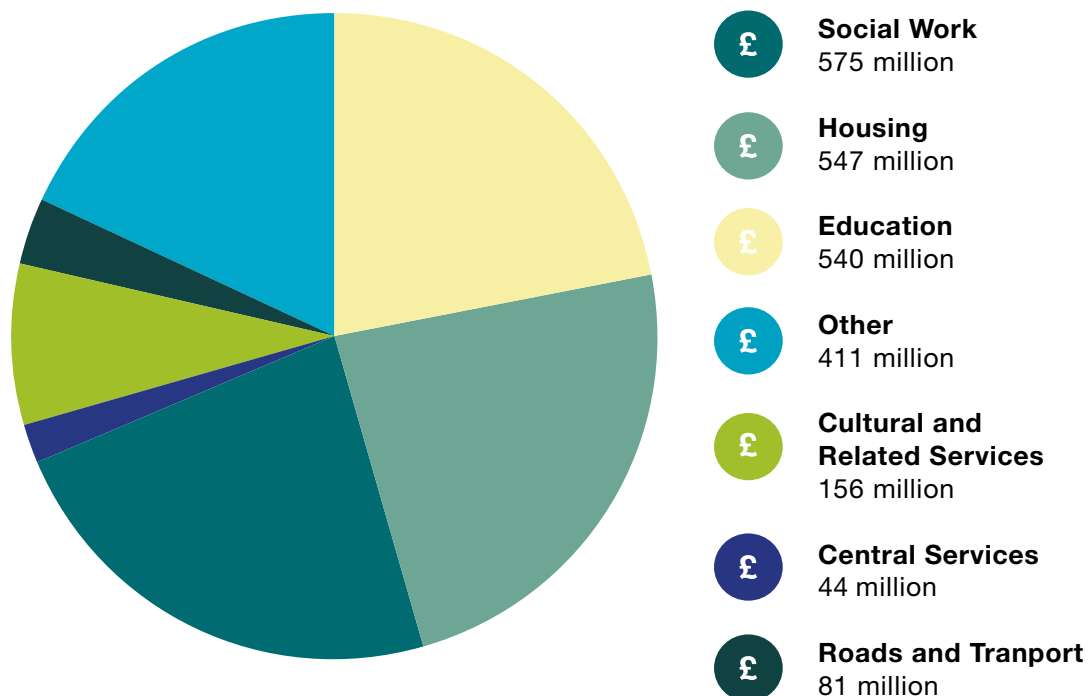
3p Roads and Lighting

1p Transport and Subsidies and Concessionary Fares

In 2015/16, we spent a total of £2,354 million delivering services.

TOTAL SPEND BY SERVICE

£ millions



To deliver these services, we spent the following:

Employee costs	£667 million
Financing Costs	£97 million
Third-party payments	£608 million
Transfer payments	£507 million
Premises	£91 million
Supplies	£224 million
Transport	£63 million
Other	£97 million
TOTAL	£2,354 million



FURTHER INFORMATION

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

[Education Services' Standards and Qualities Report](#)

[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](#)

10

CLOSING STATEMENT



Once again I am pleased to report significant progress in achieving the priorities set out in our Council Strategic Plan 2012 to 2017. Glasgow aims to be a world-class city that is focussed on economic growth, tackling poverty and inequality. We demonstrate this daily across the city in a range of ways: from the creation of new communities in Sighthill; our continued commitment to the Glasgow Guarantee that supports young people and those over 50 into jobs and training; and the delivery of early years, primary and secondary education in new and improved buildings in all our communities.

We have continued this year to capitalise and maximise our global reputation, and events continue to be a crucial part of our economy and focus to promote the city. In particular, I was delighted by the success of the Homelessness World Cup hosted by Glasgow in July – 62 teams from 52 countries took part in this inspirational event, designed to help homeless people change their own lives through football.

All of this is only possible through the hard work and dedication of our staff across the Council Family. On a daily basis, I meet council staff who innovate and go the extra mile to deliver much needed services to citizens, customers and visitors to the city. I know from the continued high satisfaction ratings that we receive from our residents' survey that these efforts are appreciated.

I am clear that in the medium term, the financial climate for the Council will continue to be difficult and the shape of public services will need to change as a result. There is also considerable uncertainty over the implications of the decision to leave the European Union. The Council considered some of the potential impacts in May, prior to the vote. I am confident that given our track record of delivery, our partnerships, and our city's collective resources – in particular its people – that we can meet these challenges and continue to provide high-quality services for Glaswegians.

A handwritten signature in black ink, appearing to read 'Annemarie O'Donnell', with a horizontal line underneath.

Annemarie O'Donnell
Chief Executive of Glasgow City Council

Glasgow City Council

City Chambers

George Street

Glasgow G2 1DU

0141 287 2000

www.glasgow.gov.uk

Find us on  www.facebook.com/GlasgowCC

 [@glasgowcc](https://twitter.com/glasgowcc)

