

PERFORMANCE REPORT 2019





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LEADER'S INTRODUCTION



Councillor Susan Aitken
Leader of Glasgow City Council

The 2019 Performance Report marks a further milestone for a city in transition, as the Glasgow City Government continues to deliver the change and vision we were elected upon.

In the past 12 months, our reputation as a bold, pioneering, inclusive and sustainable city responding to long-ingrained inequalities and injustices has grown.

But profound changes not of our making weigh heavily. Whatever challenges the UK's planned exit from the European Union presents, we must continue to deliver for our citizens and communities.

Settling Glasgow's Equal Pay dispute and delivering pay justice for our women

workers was a highlight of 2019, a hugely significant step for the council and city as a whole.

Not only have we been able to put right a historic wrong, but we did so while safeguarding the future of public assets.

The settlement has improved the lives of ordinary, working-class Glaswegian families, whilst creating an economic impact quite unlike any the city has experienced in recent years.

Our first City Innovation District was launched in February. A £100m investment bringing together 18 major research centres and organisations and over 30 companies, it is a real statement about our city economy and our future.

Set within the city centre, the Innovation District will also be home to Channel 4. With one of the broadcaster's two Creative Hubs locating in Glasgow, this is a huge boost for our screen sector.

From August, Glasgow families with an income of £45,000 or less have been able to access 900 hours in our nurseries and partner providers, providing our children with an ideal start to life and families and carers with the flexibility they need.

The introduction of Scotland's first Low Emission Zone coincides with the progress of the Avenues Project, the biggest active travel scheme in the UK and one which will significantly enhance the attractiveness of our city centre. The completion of the Sauchiehall Avenue provides the foundations for the street to re-establish itself as a national destination.

In addition, the Scottish Government will explore with us the potential for a Glasgow Metro, we have appointed a City Urbanist to oversee Glasgow's remarkable physical transformation and have given more communities a say in the financial decisions affecting them.

Our strategic plan continues to improve the life chances of our citizens, ensuring that all our communities are empowered to come with us as we forge ahead.





Welcome to the 2018/19 Performance Report summary which lists some of the key highlights and achievements we have made in delivering the [Council Strategic Plan](#) for 2017 to 2022.

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

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

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

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

This is our second [performance report](#) on the Council Strategic Plan. Information on the progress we have made to achieve all the key priorities is detailed in the full [Council Strategic Plan Progress Report](#).

A THRIVING ECONOMY

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

By the end of this plan we want to see:

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

Some recent key achievements include:

Glasgow is Scotland's largest economy and continue to **benefit from factors** such as **excellent universities and colleges**, a **growing jobs base** and being recognised globally as a **destination for events and retail**.



We established the **Glasgow Partnership for Economic Growth** with city partners to lead and direct economic development in Glasgow.



The City Deal continues to drive regeneration across the city with the Sauchiehall Street Avenues project nearing completion.



Since **2009** over **8,000 Glaswegians** have benefited from the Glasgow Guarantee which provides **support for training, work, modern apprenticeships and job opportunities**.

77,000 employees have benefitted from the Glasgow Living Wage across around **390 employers**.

We launched our Digital Glasgow Strategy which sets out how we develop Glasgow's digital economy and transform our use of digital technology.



Filming in Glasgow contributed **£19.1 million** to the city.



Channel 4 will establish a regional hub in Glasgow which is expected to create around **50 jobs**.

Our first city Innovation District was launched in February. This **£100 million** investment brings together **18 major research centres and organisations** in addition to over **30 companies** of all sizes, including the **UK's only Fraunhofer site**.

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

A VIBRANT CITY

Our priority is to ensure our own citizens can benefit from the sporting heritage and cultural life in the city. This includes preserving our unique identity and our history while recognising and supporting the strength of our people.

By the end of this plan we want to see:

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

Some recent key achievements include:



565,000 attended the ticketed sporting events, free sport, live sites and main Festival 2018 venues connected to **Glasgow 2018 European Championships**. We also **hosted 3,103 athletes** from **279 teams** representing **48 countries**.

640,000 visits to see Dippy on Tour at **Kelvingrove Art Gallery and Museum**



Macmillan and Glasgow Libraries support and information service is available in **33 libraries** through the city and has had **16,000 attendances** since 2012.

23 artists and arts organisations began **work in communities** across Glasgow as part of the **Creative Communities: Artist in Residence programme**.

71,800 people participated in the innovative Good Move programmes, designed to **increase activity levels**.



There were **6.9 million** usages at **Glasgow Sport facilities**. This includes **145,000 attendances** at **free sport** provision, including targeted swimming sessions.

In 2018/19 **Glasgow Convention Bureau** and its partners won **583 new conferences** through to 2024 worth **£134 million** resulting in Glasgow being awarded UK's Best Convention Bureau for the 13th consecutive year.

Work continues on delivery of the **£66 million Burrell Renaissance Project** and international tour.

Glasgow continues as a world class destination for events and festivals; highlights include Celtic Connections, the European Indoor Athletics Championships, Glasgow International, the Great Scottish Run, Glasgow Mela and the World Pipe Band Championships.

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

EXCELLENT AND INCLUSIVE EDUCATION



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

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

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

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

Some recent key achievements include:

[Education Scotland](#) noted **exceptional progress** made by Glasgow in **reducing** the impact of poverty on the accomplishment and achievement of young people in their **Attainment Challenge Inspection Report**.

Glasgow's Attainment levels continue to [improve](#).

The **number of young people** entering Higher Education in 2017/18 **increased to 39%**. Almost **45%** of this number came from our most deprived communities.

A total of **325 students** signed up for [Foundation Apprenticeships](#) in the **Glasgow Consortium in 2018**.

[Free school meals](#) were **extended to Primary 4 children** from **August 2018**.

The [Children's Holiday Food Programme](#) ran activities during summer, October and February holidays. **Over 20,000 young people** took part and **169,500 meals/snacks were provided**.

There is a national commitment to **provide 1,140 hours of free childcare annually by 2020**. We have developed plans to improve and expand our [early year's facilities](#) and, from **August 2019**, **have rolled out 900 free hours**.

Demand for [Gaelic](#) Medium Education (GME) **continues to grow** with a **third primary now located in Govan**. The number of young people in GME has **increased from 451 in 2009 to 1,042 in 2018/19**.

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



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

[Glasgow has a Health and Social Care Partnership \(HSCP\)](#) which brings health and social work staff together to improve health and social care in the city. We will work with the HSCP to deliver on our priorities:

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

Some recent key achievements include:

During **2018/19** we adopted and invested **£1,989,826** in a “[Housing First](#)” approach to **tackling homelessness**. This **reduces** the time people spend in **temporary accommodation** while ensuring they have the support needed to sustain their tenancy.

To support citizens with the rollout of **Universal Credit (UC)** we have: **supported 3,500 citizens** from **19 UC Hubs** set up across the city; received almost **1,000 calls** to the UC telephone helpline; and attracted over **9,000 new visitors** to the GAIN (UC) [website](#).

3,208 adult service users received [personalised social care services](#), an **increase of 7%** since March 2018. Personalised services for children with disabilities **rose by 45%** over the same period (to 246 young people).

28 organisations were funded in 2018/19 from the [Glasgow Well-being for Longer Fund](#) which focuses on activities to tackle isolation, resulting in **3,400 beneficiaries**.

All Secondary schools in Glasgow now offer [free sanitary products](#) after city wide efforts to address the issue of period poverty.

[Carers Services](#) completed **2,054 Adult Carer Support Plans/Young Carer Statements**, distributed over **1,300 carer booklets** and delivered over **250 young carer awareness raising sessions** to approximately **13,000 young people**.

The [Family Group Decision Making](#) model, rolled out across the city, involves wider families in developing plans to **meet children's needs and keep them safe**. Aiming to reduce long term statutory social work intervention, in the last 12 months, Family Group Decision Making **received 831 referrals**, leading to **163 family meetings**.

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

SUSTAINABLE AND LOW CARBON



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

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

Some recent key achievements include:

We are working to make **Glasgow carbon neutral before** our commitment date of **2037**. A [Climate Emergency Working Group](#) has met and developed [recommendations](#).

The **first Low Emission Zone** in Scotland was introduced in **Glasgow City Centre** during **December 2018**.

We will **double the number of electric vehicle chargers in the city** with the Council fleet being replaced by electric vehicles. This work underlines our [Race to Zero](#) partnership with Scottish Power.

Over £8 million was spent on energy efficiency [improvements](#) to homes across the city.

[Larger capacity bins](#), which use smart bin sensors, are now in place in the City Centre, Dennistoun, Drumchapel, Gorbals, Priesthill/Househillwood. The roll out of this programme across the city will be completed by the end of 2019.

[Glasgow Recycling Renewable Energy Centre](#) is a state of the art facility which will divert **200,000+ tonnes** of waste from landfill each year while generating enough **electricity to power 26,496 homes**.

The **Connectivity Commission**, an independent body appointed by Glasgow City Council, made [recommendations to improve transport links](#) in the city centre and wider Glasgow City Region.

Upgrades have been made to **20 school playgrounds** and **local play areas**.

An [Active Travel Forum](#) has been established to make it easier for everyone to make **active travel choices** as part of their daily routines.

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



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

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

We want to make sure:

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

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

Some recent key achievements include:

We are **encouraging local decision making** and involvement through our [Participatory Budgets](#). There are **pilots in four wards**, Canal, Calton, Pollok and Pollokshields and **two communities** of interest pilots **involving disabled people and young people**.

Our [Social Enterprise Strategy](#), which aims to support our social enterprise sector while developing stronger organisations, launched at the **Social Enterprise World Forum in September 2018**.

882 affordable homes have been built as part of our [Affordable Housing Supply Programme](#).

Based on our annual [Glasgow Household Survey](#), **67%** of our residents were **satisfied** overall with services provided by the Council Family **compared to 65% in 2018**.

Use of [enhanced enforcement powers](#) in Govanhill has led to **improved standards in private sector rented housing** and a **reduction in anti-social behaviour complaints**.

We continued to **work with communities** to **reduce the total level of vacant and derelict land** in the city **from 1,069 hectares in 2017 to 1,005 in 2018, a reduction of 6%**.

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



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

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

Under this theme we want to make sure that:

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

Some recent key achievements include:

We reached an agreement on payments to resolve historical claims for **unequal pay**.

In **May 2018**, we produced our **first City Charter**. An informal agreement between the Council and citizens, it lists our shared **commitments, aims and standards**.

A **Third Sector Concordat** has been agreed to **improve our partnership** with third sector providers of goods and services.

Around **1,700 people** in Glasgow use **British Sign Language (BSL)**. A **BSL Action Plan** was published to support and encourage users to fully participate in all aspects of daily and public life.

We support staff through work such as the Lean In Group, Healthy Working Lives, Prism Network and Peer Support Networks.

Glasgow City Chambers hosted a **Brexit Summit** to consider the impact that **leaving the European Union** would have on the city.

We are **increasing transparency** by making committee meetings **available** to watch on our **public website**.

Responses to Freedom of Information requests have significantly **improved** with almost **96%** of requests responded to **within 20 days**. The **Scottish Information Commissioner** class this performance level as **Excellent**.

Our **Best Value Assurance Report** found we have made many changes in the last ten years to help **improve services for local people** while **improving performance** in a number of areas to made steady progress.

We continue to deliver a wide range of activities which support **equalities work in the city**.

Full detail of progress against each priority within the Well Governed City That Listens and Responds Theme is provided **here**.



Glasgow City Council – Who we are

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

Information about careers with the Council is available [here](#).

Employee diversity information is available [here](#).

How we pay for services

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

How we compare with other Councils

Councils across Scotland have agreed a set of indicators to help compare their costs and how well they deliver services. Comparative data is available [here](#).

What our Citizens think

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

Copies of the full Glasgow Household Survey reports are available [here](#).