



Glasgow's Single Outcome Agreement Annual Progress Report 2011/12

Draft

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Introduction

In 2008, the Scottish Government introduced a requirement for Scottish Councils to produce a Single Outcome Agreement, which was to be developed and agreed in conjunction with Community Planning Partners. The introduction of Single Outcome Agreements was linked to the national Concordat. The Concordat removed much of the 'ring fenced' funding restrictions that were in place, creating greater flexibility in local government spending and a focus on local priorities. Each SOA was required to set out the priority outcomes for the local area and how these contribute to the 15 national outcomes set by the Scottish Government. (More information on the national outcomes can be found on the Scotland Performs website; <http://www.scotland.gov.uk/About/Performance/scotPerforms>).

The Glasgow Community Planning Partnership (CPP) formally consists of Glasgow City Council, NHS Greater Glasgow and Clyde, Strathclyde Police, Strathclyde Fire and Rescue, Glasgow Housing Association and the Glasgow Chamber of Commerce, with a host of other city partners from across the public, private and voluntary sectors actively involved at a local level.

Glasgow's first SOA was formally signed in July 2008 and a second version in 2009. Both documents set out 24 local outcomes, and aligned these to the 15 national outcomes. No revision was required for 2010, but in line with Scottish Government advice, Glasgow's CPP reviewed and revised the set of measures used to monitor SOA progress to strengthen the focus on outcome delivery and align them with the performance management frameworks of the CPP partners. This review reduced the number of indicators significantly from the 219 contained in the first iteration of the SOA, to 74 (plus sub parts). The majority of the indicators are now longer term and outcome focused. Successful long term outcomes are however reliant on interdependencies between strategies and approaches and many indicators can demonstrate progress towards more than one outcome. For the purposes of this report, progress has been reported under the most appropriate indicator. This report is the second to be based on the revised indicator set and details the progress that the Glasgow CPP has made during April 2011 to March 2012.

The overall performance report presents a broadly positive picture of what CPP partners have achieved over the last 12 months, with almost three-quarters (71 or 74%) of the 96 indicators which have been RAG rated (red, amber, green) within the report being on target (green). This is slightly above the proportion for 2010/11 of 69%.

We have seen improvement in a number of areas in comparison with 2010/11, including a welcome rise in employment rates coupled with a slight reduction in the number of benefit claimants. There has also been a continued improvement for almost all measures of educational attainment, from school pupils to adults. A range of health and well-being indicators have improved including the consumption of alcohol amongst the young and the proportion of adults who smoke. Crime and anti-social behaviour trends have also improved, with a reduction in all recorded crimes, youth crime, and violent crime most prominent, and an increase in perceptions of safety in neighbourhoods.

Investment in capital infrastructure, transportation and the physical environment within neighbourhoods has continued during 2011/12. Coupled with this, a range of programmes and initiatives have strengthened community resilience, capacity building and participation.

The report also highlights a number of areas where city partners are lagging behind in meeting outcome targets for the SOA. A number of economic targets have not been met, with the overall number of jobs in the city still below the 2008 high point, and wage levels continuing to lag behind the UK

average. The current economic downturn has had a major impact on public sector spending, unemployment levels, and trade and investment within the private sector. Current forecasts predict that the levels of public sector spending will be restrained for several more years to come, potentially curtailing the level of interventions that public services will be able to plan in order to support the local economy. It is evident that some of the medium to long-term outcome targets for the economy in the current SOA have turned out to be too optimistic given the recession and will have to be reviewed as part of any exercise to set outcome targets for the new SOA for 2013.

A range of environmental and neighbourhood indicators have also displayed less positive trends for 2011/12. Measures for landfill, carbon emissions, and aspects of air quality have not yet met the established targets. In addition, residents have reported a marked decline in satisfaction with a range of local environmental issues such as litter, graffiti and dog fouling.

Report Format

This report provides a more detailed picture of the city's performance set in the context of the national and local outcomes. At the start of the report, tables are provided to show the connections between the original Community Planning themes (working, learning, healthy, safe and vibrant), the 15 national outcomes and the 24 local outcomes. Outcomes are often interdependent and progress in one area is often strongly linked to progress elsewhere. For example, reducing the level of violent crime and incidents linked to alcohol abuse has clear links to health and the economy. Likewise, people's perception of crime plays a key role in the vibrancy of the city.

Under each theme, there is a brief statement on the overall progress that the Community Planning Partnership has made in relation to the national outcomes. This is followed by more detailed information linked to the local outcomes and the individual indicators which are aligned to the national and local outcomes. Each section is completed by the detailed tables showing the most recent performance information that is available for the indicators used to monitor local outcome progress, along with the target, progress status and where appropriate, some contextual information.

Some of the indicators presented are compiled by Government departments or other agencies. Some are subject to a significant level of calculation and refinement, or are based on annual survey work, which requires to be analysed before publication. Because of this, some of the indicator data 'lags' behind the period in which it is being presented. This lag may be between 12 and 24 months, and in a few instances, as much as 36 months between the period in which the data was collected and the period in which it is being reported. Additionally, data may be collected over different time periods, or at a specific point in time. Some data is collected on a financial year cycle (April – March), some on a calendar year (January – December) and some at a specific point in time each year as part of an annual survey process. The headline period shown in the tables represents the financial year (e.g. 20011/12). Where the collection period is different, and/or, the most current data 'lags' behind, we have tried to show the collection cycle and data year in brackets beside the data itself.

The report follows Glasgow City Council policy in relation to performance, with each indicator being RAG rated (red, amber, green). The RAG rating has been applied based on the most recent reported performance compared to the baseline, although the overall trend may also be considered. Some of the indicators have more than one element and where appropriate, this will be rated independently. Where the table indicates that there is not enough data to provide a rating of the trend (i.e. there is only 1-2 years worth of data) a rating will not normally be applied.

Indicators that are above target, on target or within 2.49% of target will be rated green. Indicators where the performance is between 2.5% and 5% below target will be rated amber and indicators more than 5% below target will be rated red. It should be noted that different Community Planning Partners may use a different methodology when reporting performance information locally.

Due to the different collection cycles and time periods over which some of the data is collected, it has not been possible to update all data for 2011/12. In addition, for a small number indicators, the data have been discontinued completely. Consequently, 24 of the 120 indicators included in this report have not been updated for 2011/12. As the Glasgow CPP will introduce a new SOA for 2013, including with a new updated performance framework, any discontinued indicators for 2011/12 will not be replaced with substitutes for this report.

Review and Refresh of Glasgow's SOA

This document represents the last full annual performance report for the existing Single Outcome Agreement for Glasgow. A new SOA for the City is being prepared for 31st March 2013. The new SOA will include an updated set of priorities and outcomes for Glasgow, reflecting the changes in both the policy and delivery landscape across Glasgow and Scotland since 2008 when the previous SOA was developed.

The new SOA will also contain a new performance management framework aligned to the new priorities and outcomes. It is anticipated that a new annual performance report format will be developed for the new SOA, with the first of these to be prepared in autumn 2014, reflecting back on the first year of the new SOA for 2013/14.

SOA Themes aligned with the national and local outcomes

Below is a table mapping the relationship between the 24 Local Outcomes within Glasgow's SOA against the 15 National Outcomes within the National Performance Framework. The table is further arranged around the five original strategic CPP themes for Glasgow. These are similar to the five strategic objectives of the Scottish Government.

Theme	National Outcomes (15)	Glasgow's Local Outcomes (24)
Working	1. We live in a Scotland that is most attractive place for doing business in Europe.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit. 24. Improve Glasgow's physical environment & infrastructure.
	2. We realise our full economic potential with more & better employment opportunities.	7. Increase the number of jobs in Glasgow. 8. Increase the proportion of better paid & more productive jobs. 9. Increase the proportion of Glasgow residents in work. 10. Increase the performance & volume of business carried out in Glasgow.
Learning	3. We are better educated, more skilled & more successful, renowned for our research & innovation.	20. Improve the literacy & numeracy levels of the population. 22. Improve skills for employment.
	4. Our young people are successful learners, confident individuals, effective contributors & responsible citizens.	21. Improve educational attainment & achievement of all children & young people.
	5. Our children have the best start in life & are ready to succeed.	18. Increase the proportion of parents who are capable, responsible & supported. 23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.
Healthy	6. We live longer, healthier lives.	3. Reduce the public acceptance & incidence of over-consumption of alcohol & its subsequent negative impacts. 12. Increase the proportion of the population with a healthy BMI. 13. Increase the proportion of residents involved in physical activity. 16. Reduce the harm caused by drug addiction. 19. Reduce the proportion of residents who smoke.
	7. We have tackled the significant inequalities in Scottish society.	1. Reduce the level of violent crime, including gender-based & domestic violence. 15. Reduce the difference in life expectancy between the most affluent & most disadvantaged residents. 23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.
	8. We have improved the life chances for children, young people & families at risk.	14. Improve children's diets. 17. Reduce the proportion of children in poverty. 18. Increase the proportion of parents who are capable, responsible & supported.
Safe	9. We live our lives safe from crime, disorder & danger.	1. Reduce the level of violent crime, including gender-based & domestic violence. 2. Reduce injuries as a result of road traffic incidents, fires & incidents in the home. 5. Reduce the involvement of young people in crime & as victims of crime & accidents. 6. Reduce the fear of crime.
Vibrant	10. We live in well-designed, sustainable places, where we are able to access the amenities & services we need.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit. 24. Improve Glasgow's physical environment & infrastructure.
	11. We have strong resilient & supportive communities, where people take responsibility for their own actions & how they affect others.	4. Reduce the impact & incidence of anti-social behaviour. 24. Improve Glasgow's physical environment & infrastructure.

Theme	National Outcomes (15)	Glasgow's Local Outcomes (24)
	12. We value & enjoy our built & natural environment & protect it & enhance for future generations.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit. 24. Improve Glasgow's physical environment & infrastructure.
	13. We take pride in a strong, fair & inclusive national identity.	23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.
	14. We reduce the local & global impact of our consumption & production.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit. 24. Improve Glasgow's physical environment & infrastructure.
	15. Our public services are high quality, continually improving, efficient & responsive to local people's needs.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit

Additional National Outcome

In December 2011, an additional 16th National Outcome relating to older people was added to the National Performance Framework - *Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.* As this occurred two-thirds of the way through our reporting year, this report continues with the same structure as previous years whereby the 24 local outcomes are mapped against the 15 existing National Outcomes. The Glasgow CPP partners will consider its contribution to this new National Outcome as part of the new SOA development process, due for completion in 2013.

WORKING

National Outcome 1

We live in a Scotland that is the most attractive place for doing business in Europe

Overall progress in improving the delivery of the national outcome

Despite the continuing effects of the global recession and its impact on the local economy, Glasgow has demonstrated some signs of resilience over the past year. Several of the key indicators linked to the national and local outcomes have improved in comparison with the previous year, when the financial crisis and downturn in public expenditure began to impact upon key economic indicators for the city. Many performance indicators remain on long term target, albeit that several have had to be revised in recent years. The on-going commitment to a series of major public sector investment projects has partially shielded the city from the worst effects of the downturn, whilst continuing to offer opportunities to local businesses, as well as improving the physical infrastructure of Glasgow.

Local Outcomes

Improve the attractiveness of Glasgow as a place to Live, invest, work and visit(LO11)

Improve Glasgow's physical environment and infrastructure (LO24)

Overall progress in improving the delivery of the local outcomes

Population growth is seen as a key barometer of the health of a city, providing an indication of whether the mix of economic and social factors present make the city an attractive place to live, work, visit and also to investment in. The population of the city continues to grow, up by almost 15,000 since 2008 alone, and almost 22,000 since the base year in 2003. The rate of growth in Glasgow has largely mirrored the overall population growth for Scotland, with the city's share of the national population remaining stable during this period at around 11%. The population for the Clyde Valley area has also increased over recent years.

The city economy continues to make a vital contribution to the overall economic output for Scotland. The city's share of GDP increased to almost 17% of Scottish Output in 2009. Glasgow's share of business investment in research and investment – an indicator of confidence within the business community – has increased since the baseline year. The survival rate of new companies in the city has also continued to increase, with the three year survival rate now sitting above 60%.

City partners have been working intensively to ensure that commercial opportunities generated via public sector investment are made available to local as well as national and international companies. The on-line *Glasgow Business Portal* brings together contractors and suppliers and provides businesses of all sizes with the opportunity to compete for contracts.

In November 2011, the existing Commonwealth Games Business Portal was re-launched as the Glasgow Business Portal, reflecting the expansion of the Portal to include not only Games-related projects but wider public and private sector projects such as the New South Glasgow Hospital and Clyde Gateway. Since the original launch in 2009, portal managers have worked with *BusinessClub Scotland* to promote the Portal to an estimated 4,184 attendees at 89 separate business seminars and conferences within the city and across Scotland including Edinburgh, Aberdeen and Dundee, informing them about the registration process and business support services.

Around 19,500 companies have registered on the Portal to June 2012, of these 4,417 (23%) are from Glasgow. 125 of the 418 (30% of all) Commonwealth Games related contracts and sub-contracts awarded through the Portal up to June 2012 have been won by Glasgow-based companies. At the 30th June 2012, £182.5m of the £273.3m (66%) worth of Tier 1 contracts have been awarded to Glasgow-based companies.

Business Club Scotland (BCS) was launched in March 2009 to help businesses win contracts for major events both in Scotland and overseas. Support includes overseas trade visits and knowledge sharing seminars and strengthening links with BusinessClub Australia and India. To date, over 1,450 Glasgow businesses have registered with BusinessClub Scotland and a delegation of senior BusinessClub Australia management undertook visits to key Glasgow 2014 sites and held working session with Chief Executives of Glasgow City Marketing Bureau and Clyde Gateway during September 2011.

Despite the recent economic downturn, tourism expenditure by overseas visitors maintained at a similar level to that seen in 2008 and 2009, partially off-setting the decline noted amongst UK based tourists. This reflects the successes made by Glasgow City Marketing Bureau and others in promoting Glasgow as a top tourist destination on a global setting. For 2011/12, Glasgow had hotel room occupancy rates of 75.4% and for 2010/11 occupancy rates of 74.6%. The most recent PKF report (June 2012) shows that Glasgow's occupancy is ahead of the majority of British cities including Manchester, Birmingham and Edinburgh. The international conference sector is also important to the city economy and in 2011, Glasgow was ranked 58th in the world city ranking for the number of meetings hosted, ahead of Dubai, Chicago and Moscow (source: ICCA).

The city continues to invest in its physical environment and infrastructure, with an aim of strengthening its position as a major European business centre, and also as an attractive place to visit. Over the past 12 months, large infrastructure projects have progressed, including:

- The completion and opening of the M74 in June 2011 (some 8 months ahead of target), which now provides the southeast of the city with access to the motorway system. The new five-mile stretch of road links the M74 motorway from Fullarton Road Junction, near Carmyle, to the M8 motorway west of the Kingston Bridge. By improving a key transport link in the west of Scotland, the motorway will increase access to jobs and opportunities, improve journey times, and reduce traffic congestion in the city, aiding economic growth.
- The East End Regeneration Route is a new road in the East End of Glasgow, which brings development and employment opportunities to this area of the city and is a key piece of infrastructure associated with Clyde Gateway regeneration and the Commonwealth Games. The new

road will provide an urban corridor that provides an alternative route linking the M74 to the M8. The first two phases were completed by April 2012.

- The 2014 Commonwealth Games transport and Games Village improvements have continued, including the Tollcross International Aquatics Centre, Scotstoun Athletics Stadium, the National Indoor Arena and Velodrome, hockey facilities at Glasgow Green and the creation of a mountain bike circuit in Cathkin Braes Country Park.

Inward investment programmes, with the investment values measured by completed construction projects, have exceeded their targets. Over the 2010/11 period the value of completed projects amounted to £335m across the city including £40m in investments at the Clyde Waterfront and almost £148m in investments in the City Centre. Whilst this represents a reduction on the previous year, target levels which take account of the continuing financial downturn were achieved. Importantly, the level of projects in the pipeline remains encouraging with some £3.5bn in investments planned (i.e. projects under construction and consented developments).

Clyde Gateway is an Urban Regeneration Company (URC) involving Glasgow City Council (GCC), South Lanarkshire Council (SLC), Scottish Enterprise and the Scottish Government. Based in the East End of the city, the URC has a 25 year business plan which will see a £200 million public investment programme leverage a further £1 billion of private sector investment. Key achievements of Clyde Gateway during the past year include:








- Commencement of construction of the Olympia Theatre in Bridgeton, with completion due in 2012/13. The project brings back into use a historic, landmark building for part use as HQ for the Commonwealth sports of boxing and wrestling.
- 6,000 square metres of light industrial and office-based business space has been created on the former vacant brown field Clyde Gateway East site, on London Road near to a major junction on the extended M74. 50% of the £35 million business park development has been site sold to private sector developers. The first three units are nearing completion and are being marketed for occupation.
- 25.45 Hectares of derelict/contaminated land have been remediated at Games-related Clyde Gateway projects including Clyde Gateway East Business Park, Eastgate Bridgeton Cross, Jessie St Industrial Sites, Site at French St/East End Regeneration Route and a site at Camlachie.
- Planning for a new 'Smart Bridge' with power and heating link across the Clyde between Dalmarnock and Shawfield is on schedule. Tenders will be sought in 2012/13.
- 6,200 sqm of greenspace has been created via public realm projects in Tullis Street Memorial Gardens, Bridgeton Cross Public Realm and Calton Burial Grounds.




R Indicator 2B – VAT/PAYE de-registrations increased from the baseline figure, reflecting the on-going economic situation, the difficulty businesses face in being able to access affordable finance, and a continuing reduction in customer confidence across many sectors.

R Indicator 5 – A further slide from the target was noted in the 2010/11 figure reflecting the on-going economic situation in both the UK and abroad. Although expenditure by overseas visitors remained steady, a decrease amongst UK based tourists resulted in an overall decline in tourism expenditure. The strategic ambition of Glasgow's Tourism Strategy is for the city to be recognised as a leading global tourism destination with delivery driven through a city-wide partnership of organisations, institutions and businesses committed to this single vision. The nature of international tourism has changed in recent years, with the growth in a more diverse range of travel experiences including the city break and visits to festivals, events and conferences. Glasgow has successfully managed to exploit the opportunities afforded by the changing nature of global tourism, and the current

Tourism Strategy, driven by Glasgow City Marketing Bureau and its partners, has been influential in redressing the impacts of the global economic downturn by adopting a modern, creative, and high profile approach to marketing the city experience and brand to visitors.

We live in a Scotland that is the most attractive place for doing business in Europe (National Outcome 1)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target	
1	Population:						Stabilise the Clyde Valley region population at the 2003 level.		
	A	Clyde Valley	(2003) 1,745,000	(2008) 1,755,200	(2009) 1,760,600	(2010) 1,765,800			(2011) 1,772,800
	B	City	577,100	(2008) 584,200	(2009) 588,500	(2010) 592,800	(2011) 598,800	Increase from 11% to 12% of the total Scottish population by 2016.	
		11.4%	11.3%	11.3%	11.3%	11.4%			
2	Business demography:		(2005)						
	A	Births (VAT/PAYE registrations) per 10,000 adults	37	43	40	43		Increase on the baseline	
	B	Deaths (VAT/PAYE de-registrations) per 10,000 adults	45	36	45	55	Anticipated Nov 2012	Reduce on the baseline	
C	Survival rates (percentage of VAT/PAYE registrations in a given year that have not de-registered within the next three years)	58.9%	(2005-08) 59.4%	(2006-09) 60.3%	(2007-10) 60.4%			Increase on the baseline	
3	Gross Regional Domestic Product (Glasgow)		(2004) £13.4bn	(2008) £16.9bn	(2009) £17.34bn	Anticipated Dec 2012 (2 Year Lag)	Anticipated Dec 2013 (2 Year Lag)	Maintain relative position with Scotland	
	Scotland		£83.8bn	£103.5bn	£102.6bn				
	Relative share %		16.0%	16.3%	16.9%				
4	Business investment in research and development		(2003) £17.2m	£31.4m	£43.9m	£41.8m	Anticipated Dec 2012 (2 Year Lag)	Maintain relative position with Scotland	
	Scotland		£441.3m	£556.9m	£644.3m	£622.3			
	Relative share %		3.9%	5.6%	6.8%	6.7%			

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
5	A Total tourism expenditure	(2005) £708m	(2008) £620m	(2009) £600m	(2010) £595m	N/A	Increase to £1.05b by 2016.	
	B By UK residents only	£512m	£388m	£378m	£365m			
	C By overseas visitors only	£196m	£232m	£222m	£230m			
6	Encourage £400m worth of completed construction projects City Wide per annum	(2004/05) £495.6m	£426.5m	£496.5m	£335.4m	N/A	£200m in 2010/11.	
	Including £50m of waterfront projects		£96m	£176.1m	£40.3m		Revised to £25m annually from 2010/11	
	Including £50m of city centre projects		£59m	£245.8m	£147.7m		Revised to £25m annually from 2010/11	
7	Vacant & Derelict Land - Amount of land developed per annum (the net change in amount of vacant & derelict land in the city)	(2004/05) 1,313.41	1,344.04	1,321.72	1,303.21	N/A	Limit growth to no greater than 1,380ha	

National Outcome 2

We realise our full economic potential with more and better employment opportunities for our people

Overall progress in improving the delivery of the national outcome

Overall progress towards the national outcome has also been limited due to the pressures on the labour market caused by the global recession. The overall number of jobs in the city remains below the levels seen in 2008 prior to the economic downturn, and average wage levels remain persistently lower than the UK average. However, as with the key economic indicators, the latest figures suggest an improvement on the previous year, with measures such as the employment rate rising again for 2011/12. Some of this improvement is in part thanks to the range of employability programmes being delivered by public bodies in the city to increase the employability of those not working, and the efforts to boost demand for jobs in Glasgow.

Local Outcomes

Increase the number of jobs in Glasgow (LO7)

Increase the proportion of Glasgow residents in work (LO9)

Increase the proportion of better paid and more productive jobs (LO8)

Increase the performance and volume of business carried out in Glasgow (LO10)

Overall progress in improving the delivery of the local outcomes

The employment rate in Glasgow for persons of working age increased between 2010/11 and 2011/12 by almost 2%. The rate of 63.8% is now above the refreshed baseline year rate of 62.5% for 2009/10. The differential between Glasgow and Scotland has decreased consistently since the original baseline year of 2002/03. The proportion of working age residents claiming key benefits has also persistently declined in Glasgow over the past few years, with 23.8% of residents claiming benefits. The differential between Glasgow and Scotland has declined to 7%.

During 2011/12, progress was made across a number of publically funded programmes aimed at improving the employability of Glaswegians. Now in its third full year, the Commonwealth Apprenticeship Initiative (CAI) has delivered approximately 2,050 Commonwealth Apprenticeship job placements (by March 2012) for school leavers. Recent improvements in the Initiative have seen the widening of the range of placements on offer to better suit young people's interests and skills, including accountancy and civil engineering.

One of the major employability programmes in the city is the *Glasgow Skills and Employability Pipeline*, which represents a range of projects, delivered by public, voluntary and third sector organisations across Glasgow which engage with those furthest from the labour market and progress them into employment. The programme commits almost £17.3m of funding by a range of CPP partners, with almost £7.6m of this coming from the European Social Fund (ESF).

It comprises 15 projects, including 3 contracted services and will work with over 10,000 clients between July 2011 and June 2013. The overall programme aims to support over 2,000 of these clients into employment. During 2011/12, programme managers worked with almost 4,400 clients and supported 764 into employment. In addition, 454 achieved a recognised qualification and 192 moved onto further education or training.

Glasgow City Council introduced the Commonwealth Jobs Fund in January 2011. The Fund supports small and medium sized enterprises to take on new workers by supporting the salary costs for up to 12 months for Glasgow-based unemployed persons aged 50 years plus and those aged 18-24 years who have been unemployed for 13 weeks. By end March 2012, 135 previously unemployed Glasgow residents had secured jobs through the Commonwealth Jobs Fund.

The £10 million Commonwealth Graduates Fund was launched in January 2012 and provides 50% wage subsidy for every additional job created for unemployed graduates based in the city. By the end of March 2012, 40 graduates had already secured employment through the Fund.

Glasgow City Council has continued its commitment to using the procurement process for a range of major infrastructure projects related to the Commonwealth Games to secure a range of wider benefits for the local workforce. Since 2008, the policy in relation to Community Benefits has sought to encourage contractors to support local labour and businesses. The policy focuses on three main areas:


- Targeted Recruitment and Training (TR&T), specifically for the long term unemployed and those directly leaving education or training – classed as New Entrant Trainees (NETs)
- The advertising of business opportunities; and
- The development of SMEs and Social Enterprises (SEs)

Progress to the end of June 2012 has achieved 289 NETs across the Commonwealth Games infrastructure programme, of which 85 are Apprenticeships, together with 146 Work Experience Placements fulfilled.



R Indicator 9 – Modest increases were seen in 2010/11 with regards to tourism, energy and marine industries. However these were offset by losses across the financial and creative industries sectors. The overall declines seen in priority industries reflect the general decline in the number of jobs in Glasgow since the record high recorded in 2008. Total employment in Glasgow has declined by 36,000 over the past three years, with declines seen in almost all parts of the manufacturing, construction, and the service sectors.

R Indicator 10 – A notable increase in Median earnings for residents living in the Glasgow local authority area resulted in the gap in percentage difference between Glasgow and the UK average being closed by 1.3% in 2010/11. Although a step in the right direction, further movement will be required each year if the target is to be met by 2017. A whole number of factors influence regional earning including the cost of living, house prices and the availability of labour. Glasgow City Council continues to push the Glasgow Living Wage amongst local suppliers, public sector partners, and private sector businesses throughout Glasgow. Although this policy alone has not majorly affected the figures thus far, the more employers who sign up to and implement a Living Wage for staff, the more it is expected that this indicator will steadily improve.

We realise our full economic potential with more and better employment opportunities for our people (National Outcome 2)

Indicator		Baseline	2008	2009	2010	2011	Target	Performance to Target	
8	Employment rate of people of working age (16-64):	(2006)					Secure improvement on 2009 level (62.6%)		
	A	Glasgow	63.0%	65.5%	62.6%	62.1%			63.8%
	B	Scotland	73.6%	73.5%	71.9%	71%			70.7%
	C	Difference	10.6%	8.0%	9.3%	8.9%			6.9%
9	*Employment in priority industries:	(2004)					Anticipated Dec 2012	Increase jobs in all priority sectors by 2016.	
	A	All priority areas	99,249	84,292	77,200	77,200			
	B	Financial	25,223	27,255	22,000	20,800			
	C	Tourism	29,893	29,496	29,000	30,700			
	D	Creative industries	32,395	15,782	14,000	12,700			
	E	Life sciences	563	450	700	400			
	F	Energy	3,346	3,046	2,800	3,800			
	G	Food and drink production	5,167	4,840	5,100	5,100			
	H	Marine	2,662	3,423	3,600	3,700			

* **Note:** The Office of National Statistics (ONS) have replaced the Annual Business Inquiry (ABI) on which this indicator was originally based, with the Business Register and Employment Survey (BRES) data. Changes to the definitions linked to the indicator have significantly affected the number of jobs classified under Creative Industries, with numbers falling by about half. The data is subject to a 12 month 'lag'. ONS have provided revised data for 2008 and 2009, but for continuity, data prior to this will be discarded. The data is measured at a single point in time and represents a calendar year.

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
10	A Median earnings (£) for residents living in the Glasgow local authority area who are employed	(2003/04) -5.3%	(2009) £451.9	(2010) £452.4	(2011) £460.4	Anticipated November 2012	UK average by 2017.	
	B UK	(below UK average)	£489.0	£501.8	£503.1			
	C Percentage difference		-7.6%	-9.8%	-8.5%			
11	A Worklessness: percentage of working age population claiming benefits in Glasgow	(2004/05) 27%	25%	24.9%	24.2%	23.8%	Maintain gap at 8%.	
	B Scotland	17%	17%	17.1%	16.8%	16.8%		
	C Difference (Gap)	10%	8%	7.8%	7.4%	7.0%		

Learning

National Outcome 3

We are better educated, more skilled and more successful, renowned for our research and innovation

Overall progress in improving the delivery of the national outcome

Further progress has been made to enabling people to access education and training opportunities and become more skilled. There has been a significant decrease in the proportion of the working age population no qualifications during 2011/12 – down by over 5 percentage points from 2010/11, to 16.7%. The overall trend has shown a consistent decline since the base year (2003), demonstrating that Glasgow has made significant inroads to improving the education, learning and skills base of residents. The overall target of 17% by 2016 has therefore been achieved earlier than anticipated. Glasgow CPP partners have progressed a series of training, skills and education programmes that have contributed the increase in those with some form of formal qualifications.

Local Outcomes

Improve the literacy and numeracy skills of the population (LO20)

Improve skills for employment (LO22)


Overall progress in improving the delivery of the local outcomes

Two new indicators were introduced in 2010/11, measuring the benefits of adult literacy and numeracy programmes being delivered in the city. Almost 84% of adult learners felt that they had achieved at least one personal outcome as a result of their participation in a programme, while 78% of participants believed that they have improved their literacy and numeracy skills as a result of taking part in a programme. These results established a challenging baseline for future outcome targets. For 2011/12 however, a reduction in funding meant that there were fewer adult learners supported via a range of partner funded literacy & numeracy programmes in the city. The Proportion of adult learners achieving at least one stated personal outcome dropped to 64%.

For 2011/12, the evaluation of adult learners' perceptions of improved literacy and numeracy skills also showed that 73% of learners reported a perceived improvement as a result of participation in programmes – a 5 percentage point decrease from 2010/11.

In recognition of the importance of young people to the future of the Glasgow labour market and wider economy, the Community Planning Partnership has prioritised reducing youth unemployment as a key objective and is providing additional support to those wanting to access learning opportunities and additional skills training. During 2011/12, training opportunities have continued to be provided through the council's *Construction Skills Academy*. The Academy is run by City Building, and during the year the Academy provided 76 pre-apprenticeships for young people and training for 68 adults.

We are better educated, more skilled and more successful, renowned for our research and innovation (National Outcome 3)

Indicator		Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
12	A	(2003) 28.0%	(2008) 20.2%	(2009) 19.7%	(2010) 20.9%	(2011) 16.7%	Reduce the overall Glasgow rate to 17% by 2016	
	B	Scotland	20.2%	13.9%	13.3%	12.3%		
13	A	New indicator. Baseline to be established 2010/11.	N/A	N/A	83.8%	64%	75%	Not enough data to rate.
	B	Proportion reporting a perceived improvement in literacy and/or numeracy skills	N/A	N/A	77.7%	72.8%	75%	Not enough data to rate.

National Outcome 4

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Overall progress in improving the delivery of the national outcome

Educational attainment levels for young people in Glasgow continue to improve. The proportion of S4 pupils attaining 5 or more awards at SCQF level 3 or better (Foundation Standard Grade) reached almost 94% in 2011/12, 3 percentage points higher than the previous year. For older pupils, by S6 more than one-in-four (25%) had attained 3 or more awards at SCQF level 6 or better (Highers). All previous targets for 2010/11 have now been met and exceeded. However, Glasgow's performance does remain below the national average for most levels of attainment.

Partners in Glasgow would like to see an improvement in attainment at S5 Higher as this is a key factor in strengthening the opportunities and options available to for young learners as they leave school and go onto further and higher education, or into the world of work. In order to do this however, we need to support stronger performance amongst pupils at level 5 in S4. Whilst this measure of attainment continues to increase, it is not increasing at the same rate as levels 3 and 4. In order to target improvement at level 5 partners will work with schools to monitor and track pupils' progress more carefully. Head Teachers have been asked to focus the additional resources made available to them on raising attainment and level 5 in particular. In addition, partners will look to provide additional funds for supported study which will be targeted at those pupils who have the potential to achieve Credit awards (level 5) and who would benefit from additional support.

Attainment indicators for younger children have not been updated for 2011/12 due to the introduction of the Curriculum for Excellence, which will have a series of new measures to track primary school attainment and those in S1-S2.

The Curriculum for Excellence is a key part of the work being undertaken to make Scotland's young people more successful learners. Curriculum for Excellence aims to give teachers more freedom and make lessons less prescriptive. The changes, for children between the ages of three and 18 years, aim to focus more on altering teaching methods rather than changing content, and seek to make young people more resourceful and responsible. The system has been introduced in all Primary Schools and was introduced for children in their first year of secondary school in 2010, and will be rolled out year on year until it is implemented in all secondary years.

Local Outcomes

Improve educational attainment & achievement of all children and young people (LO21)

Overall progress in improving the delivery of the local outcomes

The development of young learners does not exclusively focus on educational attainment levels, but it also focuses on nurturing other aspects of our young persons development, including increasing their confidence, aspiration and well-being.







Over the last couple of years the new curriculum for excellence has been implemented into primary and secondary schools across the city. Glasgow aims to ensure that the curriculum for excellence provides the highest quality of learning activities to enable children and young people to become more confident; and to give them the skills and attitudes that will serve them well throughout their lives and increase participation in community life. All Glasgow's teachers are being trained appropriately to work through the new curriculum, and provide these young people with an education that will help to improve their aspirations and confidence to provide the best possible start in life.

Our schools are also providing increasing opportunities for children and young people to achieve in a wider sense. Children and young people are increasingly influencing their own learning and are part of the decision making process in the school. They participate in Pupil Councils, Eco Councils, they become Road Safety Officers, prefects, house captains, sports leaders and so on. For many of these activities, young people are increasing being accredited through a range of other awards, such as Caledonia Awards and Youth Achievement Awards.

However, there remains much to do to continue to improve outcomes for all our young people. Schools remain focused on raising attainment and monitor young people's progress carefully. Increasingly they are using a range of other partner agencies to better meet young people's needs – one example is through the introduction of vocational qualifications conducted in partnership with local Further Education colleges.

Our young people are successful learners, confident individuals and responsible citizens (National Outcome 4)

	Indicator	Baseline	2007/08	2008/09	2009/10	2010/11	Target	Performance to Target
	Proportion of primary school pupils attaining appropriate national levels of attainment:	(2006/07)					This indicator has been discontinued and will be replaced in future reports with new measures designed to track primary level attainment under the Curriculum for Excellence.	
14	A Reading	82%	83.2%	83.6%	83.7%	N/A		
	B Writing	75%	75.9%	77.1%	76.9%	N/A		
	C Mathematics	86%	86.7%	86.9%	86.4%	N/A		
	Proportion of S2 pupils attaining appropriate national levels of attainment:	(2006/07)					This indicator has been discontinued and will be replaced in future reports with new measures designed to track attainment under the Curriculum for Excellence	
15	A Reading	58.0%	62.5%	68.3%	70.2%	N/A		
	B Writing	51.0%	53.8%	57.8%	58.8%	N/A		
	C Mathematics	59.0%	60.3%	63.7%	63.5%	N/A		

Indicator		Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
The proportion of young people achieving the following by the end of S4:		(2001/02)						
16	A English and Maths at SCQF level 3 or better	85.4%	(2009) 87.8%	(2010) 89.0%	(2011) 90.6%	(2012) 93.6%	90% by 2011/12.	
	B 5 or more awards at SCQF level 3 or better	85.7%	86.1%	89.1%	90.8%	93.6%	89.4% by 2011/12.	
	C 5 or more awards at SCQF level 4 or better	67.0%	64.3%	68.1%	71.0%	72.2%	68.3% by 2011/12.	
	D 5 or more awards at SCQF level 5 or better	23.3%	23.4%	23.2%	24.2%	26.5%	24% by 2011/12.	
The proportion of young people (in the S4 cohort) achieving the following by the end of S6:		(2006/07)						
17	A 3 or more awards at SCQF level 6 or better	18.0%	(2009) 21.7%	(2010) 22.1%	(2011) 24.3%	(2012) 25.2%	22.5% by 2011/12.	
	B 5 or more awards at SCQF level 6 or better	12.0%	13.7%	13.9%	16.3%	16.0%	13.8% by 2011/12.	
18	A Proportion of looked after and accommodated young people achieving at least one SCQF Level 3 (any subject)	(2004/05) 57.6%	45.9%	N/A	N/A	N/A	Close the gap between Glasgow and rest of Scotland	Not enough data to rate*
	B Proportion of looked after and accommodated young people achieving SCQF Level 3 in English and Mathematics	35.5%	31.9%	N/A	N/A	N/A		

Note re Indicator 18: Series discontinued. A new national framework for the outcomes of looked-after children has been developed

Overall progress in improving the delivery of the national outcome

It is recognised by partners that a diverse range of support is required for our young people in order that they become successful learners, confident individuals, effective contributors and responsible citizens. Much of this support is required across the important pre-16 and in particular early childhood intervention in the crucial years from 0 to 5, and extends to supporting the families of children and young people. Many of the activities around this outcome are closely linked to the health priority of improving the life chances for children, young people and families at risk and further information is provided within that section of the report.

Poverty and deprivation has a major impact on the life chances of children, young people and their families, and partners in Glasgow recognise that specific measures need to be taken to attempt to tackle some of the deep-rooted causes and consequences of poverty and deprivation in order that children can get the best start in life. Tackling child poverty is not just about addressing a lack of income in the family, but about the wider impact of poverty of a child's life experience, e.g. in relation to their learning, development, safety, etc. Improving attainment and achievement against this background will continue to bring particular challenges which can only be addressed through a whole-city, all agency approach to improving outcomes.

In February 2012, a task group was established by the CPP to develop an integrated strategy for tackling poverty across the city. The group has a remit to develop a shared strategic vision for tackling poverty in Glasgow, and to develop specific and measurable outcomes for CPP partners to pursue through an implementation plan. Part of the implementation work will be delivered through the new SOA for Glasgow, due to be completed in 2013. The group has split its focus across 5 key work streams – attitudinal change, child poverty (of which much work has already been progressed), credit and debt, welfare reform, and work and worth. The task group consists of both public agencies, third sector representatives, and a range of bodies already actively involved in understanding and tackling poverty across local communities. The group is due to provide an interim report the CPP in autumn 2012, setting out a range of key outcomes to be taken forward by agencies in the city to tackle the most destructive aspects of poverty experienced in Glasgow.

The Glasgow parenting framework was established in 2009 as a multi-agency group to improve children's lives by supporting their parents. As part of this, the *Triple P parenting programme* has been established as a 'golden thread' that allows parents to access up to five different levels of interventions within a wide range of universal and more specialist settings. Triple P has been embedded within the core skill set of key child care practitioners across a range of CPP partners, ensuring that parenting becomes a key focus for outcome based care planning. By April 2012, over 1,000 staff from a wide range of agencies have been trained and accredited to deliver triple p interventions to parents in Glasgow.

Triple P is available for up to 10,000 parents in Glasgow, and began by target parents with primary one pupils, and is being extended by introducing sessions for primary two to primary seven parents and for parents of pupils in our secondary school. The programme supports adults to become better parents and support and nurture their children.

One of Glasgow City Council's Education Services key priorities is the Early Childhood and Extended Services (ECES) strategy, a five year plan agreed in September 2008. This strategy is now the main driver towards delivery of the aims of the Early Years National Framework. It sets out the vision and strategy for early education and childcare for children from birth to 14 years and links to the economic and employability strategies for the city. The ECES Strategy is underpinned by a commitment to the provision of affordable, local, extended, high quality early education and childcare services for families with children up to 14 years old. Additionally, new childcare places have been created across a number of establishments in each of the strategic areas and the main model for new provision has been agreed as a 52 week extended service which will support the needs of parents in work, training or education as well as vulnerable families.

Local Outcomes

Increase the proportion of parents who are capable, responsible and supported (LO18)

Improve residents' aspirations, confidence, decision making capacity and involvement in community life (LO23)

Overall progress in improving the delivery of the local outcomes

The Community Planning Partnership set itself a target to increase the proportion of young school leavers entering a positive destination to 87% by 2010/11 – i.e. into further/higher education, work, training or a voluntary position. The latest figure suggests that the city has fallen just short of this target, with 86.4% of young leavers obtaining a positive destination for 2010/11. This represents an increase over the 2007/08 baseline figure of 84%. The differential between Glasgow and the national average has also narrowed since 2007/08, from 3.6 percentage points to 2.5 percentage points.

As part of the city's approach to promoting a healthy diet amongst Glasgow's children and young people, Glasgow City Council continues to provide healthy and nutritionally balanced meals in our schools. Our targets for 2011-12 were to halt the decline in the uptake of school meals in primary schools (from a level of 62% of pupils in 2007/08) and in secondary schools (from a revised level of 41%). The target not to increase school meal charges also continued.

During 2011-2012:

- Cordia (Services) LLP has continued to work in partnership with Education Services and NHS Greater Glasgow and Clyde to develop and promote the school meals lunch service and to increase the uptake of meals.
- In Glasgow primary schools, school meal uptake rose to 65% (up from 63% in 2010-11), which exceeds the original target.
- The uptake level of school meals in secondary schools rose to 46% (up from 44% in 2010-2011), with the original 40% also exceeded.

- Within all 30 secondary schools in Glasgow, new health-focused service brands continue to be developed, including buffet/salad bars, burger bars and pizza/pasta outlets.
- Primary and Secondary School meals charges remained unchanged again during 2010-2011. At £1.15, this charge is the lowest in Scotland.

During the year 2011/12, the largest survey of secondary school pupil health in Glasgow reported, showing significant improvements in many aspects of young peoples well-being. The dramatic reduction in reporting of tobacco and alcohol use amongst under 16's, the improvements in daily tooth brushing and use of leisure and cultural facilities across the city demonstrated a positive level of change in the city.

In 2011, the Community Planning Partnership agreed to develop a One Glasgow Approach; a Total Place approach to budget planning and financial challenges based on pooling resources, focussing on specific shared priorities, eliminating duplication, and creating efficiencies. The core principles for One Glasgow are that partners focus on and accelerate joint working on outcomes through:

- Earlier intervention and a proactive approach to prevention,
- Outcome based targets and commissioning,
- Clearer programmes or work and pathways,
- Better targeting of services based on need,
- Improved working with the third sector, particularly in community based services; and
- Improved case management and practice.

One Glasgow is being implemented by a range of public sector agencies in Glasgow including Glasgow City Council, NHS Greater Glasgow & Clyde, Strathclyde Police, GHA, Strathclyde Fire and Rescue, Jobcentreplus and the Third Sector Forum. In addition a broader range of other national and local partners have been involved in developing implementation plans including Scottish Government.

The benefits of this approach are not just better services and outcomes for residents, but also a better use of financial and other resources. It is recognised, however that not all benefits will be delivered immediately or are 'cashable', for example, some of the interventions with families and children, the impacts may take a generation to track and evidence.

Partners have identified three priority themes or work streams as part of a wave one programme. These themes are the service areas where partner believe there are significant opportunities to improve outcomes, streamline processes and improve ways of joint working. They are:

Children aged 0-8, specifically early intervention approaches for this group and their families

Reducing offending targeted at those aged 12 - 25 involved in anti social behaviour or in the criminal justice system, including prison leavers; and

Vulnerable Older people aged 65+, specifically those in single households to assist them to live in the community and minimise acute interventions and hospital admissions.

These priority areas have been selected as they affect large sections of Glasgow's population, either directly or indirectly, and attract large volumes of Glasgow's total public service expenditure. In addition, they require engagement by a number of diverse organisations with vulnerable individuals or groups of Glaswegians who face challenging personal circumstances. Also, these priorities represent issues where the governance, financial and delivery landscape is complex and where reducing duplication and improving collaboration on the ground is therefore difficult to achieve. The themes selected also linked current or emerging priorities for the Scottish Government.

The themes are in some of the higher public spending categories, and have the potential to impact upon expenditure not just in local agencies in Glasgow but across the public sector. Part of the approach of One Glasgow is to demonstrate what benefits delivered by the city also create efficiencies and benefits for national budgets and agencies. As the approach matures, city partners will want to make the case for how the efficiencies generated nationally could be better redirected or reinvested in the city.






A programme board was established in 2011 to drive this work forward, supported by a programme team to manage the development and implementation of the programme. Each work stream has an identified theme lead to drive forward with the development of a detailed implementation plan. By early 2012, implementation plans were emerging for each of the three priority work streams.

For children 0-8, a target of September 2012 has been agreed for the set up and operation of the Joint Support Team, initially to be based in the North West of the city. The Joint Support team will help to identify children in the "just coping" category, to allow earlier and better planned interventions and so prevent later and more critical problems. The aim is to support more vulnerable families with young children, with more timely and appropriate interventions resulting in children being better prepared for school, with consequent education and offending benefits.

Part of the delivery of the service will be channelled through the network of Family Learning Centres across the city. These centres will develop a holistic way of working with children and families, to be delivered in a range of settings including existing nurseries. Partners have agreed an initial 2 year package of funding for this approach.

R **Indicator 21** – The target of 87% was not met, however 2010/11 saw further improvement for Glasgow's school leavers. In 2010/11, we achieved our highest ever percentage of positive destinations at a figure of 86.4% which closed the gap on the national figure of 88.9%.

Our children have the best start in life and are ready to succeed (National Outcome 5)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
19	Percentage of households where respondent or partner has a bank, building or credit union account	(2003/04) 76.6%	N/A	(2010) 85%	(2011) 83%	N/A	Increase on the baseline	
20	Proportion of households that are coping well or very well financially	(2003/04) 36.2%	(2007-08) 42.8%	N/A	42.0%	N/A	Increase on the baseline	
21	Percentage of school leavers in positive and sustained destinations	(2007/08) 82.8%	83.9%	84.1%	86.4%	Available Dec. 2012	87% by 2010/11.	
	Uptake of school meals:	(2006/07)						
22	A Primary	59%	60%	59%	63%	65%	59%	
	B Secondary	50%	50%	41%	44%	46%	40%	

Healthy

National Outcome 6

We live longer, healthier lives

Overall progress in improving the delivery of the national outcome

Living longer healthier lives is recognised as a consequence of life circumstances as well as discrete health behaviour choices. In this context progress reported under a number of other national outcomes contributes as significantly to this national outcome as those captured here.

Community Planning Partners have made further progress during 2011/12 in addressing some of the key factors that limit long healthy lives for people living within Glasgow. By tackling the key issues such as smoking, obesity and alcohol abuse the Community Planning Partnership aims to improve the overall life expectancy of Glasgow's residents. Glasgow's male life expectancy has increased by over 2 years since 2001 and is now just under 72 years (for those born between 2008-2010), and female life expectancy is 78, having also risen by almost 2 years since the base line year. Both rates continue to lag behind the national average.

Despite a slight improvement in 2011/12, life expectancy (at birth) for Glaswegians living in our most deprived communities lags even further behind the national averages – for men in deprived communities, life expectancy is almost 6 years lower than the Glasgow average, and for women, it is over 3 years. The average age of a person in Glasgow is very dependent on locality and can vary from a low of 54 years for a man born in one of the more deprived areas to over 80 for a man living in one of the city's more affluent areas.

Local Outcomes

Reduce the public acceptance and incidence of over-consumption of alcohol and its subsequent negative impacts (LO3)

Increase the proportion of the population with a health BMI (LO12)

Increase the proportion of residents involved in physical activity ((LO13)

Reduce the harm caused by drug addiction (LO16)

Reduce the proportion of residents who smoke (LO19)

Overall progress in improving the delivery of the local outcomes

Although Glasgow has many well documented health challenges, a range of statistics demonstrate real progress in the city, not all of which are

tracked within the current SOA. Of those that are, adult smoking rates, drug taking amongst young people, and the health related behavioural changes reported amongst school aged pupils, especially alcohol consumption, show signs of improvement. For other key indicators such as drug deaths and breast feeding rates however, rates remain high and struggle to remain on target. For many health related measures, the rate of progress in our most deprived communities areas has been insufficient to reduce the inequality gap between our poorest and richest communities in the city.

Substance abuse, most notably drugs and alcohol, affect the lives of both individuals and communities within the city. Chronic abuse problems can manifest themselves across a range of emotional, health and financial issues for individuals and affect the prosperity, safety and the social and environmental infrastructure of whole communities. Glasgow City has seen another annual increase in drug deaths during 2011/12, although this increase mirrors the rise observed in other parts of Scotland. Across Scotland the use of low purity heroine is recognised as a contributing factor to this increase. The supervised methadone programme delivered through the Alcohol & Drugs Partnership is understood to be mitigating against the level of increases in drug deaths observed elsewhere.

The Community Planning Partnership has made progress to tackle levels of obesity within the city and to increase levels of physical activity amongst residents. The most current data for 2010/11 in relation to childhood obesity shows that the trend over the past ten years of a rise in the number of overweight or obese children both nationally and locally, seems to have levelled off. In an attempt to address this problem at a national and local level, the Scottish Government introduced a HEAT target to deliver a Child Healthy Weight Intervention programme in each Health Board area. Glasgow is progressing the delivery of a Child Healthy Weight Intervention multi-disciplinary programme to complement existing work such as the Active Schools programme. The 12 week programme provides tailored services to support families whose children are struggling with their weight and want to take action to tackle it.

The recommended level of adult physical activity is a minimum of 30 minutes moderate or vigorous physical activity on at least 5 days a week and can be made up of 15 minute bouts of exercise. The findings of the 2010/11 Health and Well Being Survey highlighted that just over half (50.5%) of respondents in Glasgow meet the national physical activity target.

To help improve levels of physical activity within the city's residents, CPP partners have continued to invest in a range of services to encourage Glaswegians to become more active. For example, projects have been introduced to encourage behaviour change and create significant improvements in Glasgow's walking and cycling infrastructure. Key achievements over the past year include:

- 39 Bike Week events took place in Glasgow in 2011/12 involving over 6,000 participants.
- A total of 14,000 Pedal for Scotland participants took part in the 2011 event – up from 9,000 in the 2010 event.
- 7 schools took part in the 2011 School Mountain Bike Challenge; and
- 54 schools delivered cycling proficiency training during 2011/12.

CPP partners promoted a diverse range of projects during 2011/12 that focused on the development and delivery of Glasgow's priority sports and disability sport. Additionally, a range of activities were targeted toward those facing barriers to participation, including Black and Minority Ethnic communities, and also projects targeted at senior citizens. These included:





- The Active Health Programmes targeted at senior adults, including Live Active and Vitality, which continues to grow with an attendance of almost 138,000 in 2011/12 – up from 101,000 in 2009/10
- Over 19,400 physical activity opportunities were provided in Glasgow primary and secondary schools for extra-curricular activity (breakfast, lunch and after school) in terms 1 and 2 of the 2011/12 school year (August to April)
- 912 young people received Sports Leadership Awards – up from 564 in 2010/11. The increase sees Glasgow become the third biggest provider of awards in the UK. Bannerman High School and St Roch's Secondary School have become two of only ten UK schools to become Leadership Academies for Sports Leadership
- Partners funded a diverse mix of 583 diversionary programme sessions in football, badminton and rugby, delivered to almost 11,100 young people (up from 4,350 in 2009/10) in 90 locations across the city, including those experiencing raised levels of anti-social behaviour
- The Great Scottish Run in September 2011 was attended by almost 21,000 adult participants with a further 4,600 young people taking part in junior and schools races.

R Indicator 25A – Despite an on-going campaign of health promotion at both city and national level, the proportion of adults exceeding the recommended weekly recommended amount of alcohol has increased slightly from the base year, up by 0.8%. However, this may not mean that the actual amount of alcoholic drinks being consumed by Glasgow resident is increasing. The slight increase may reflect the increase in volume within popular alcoholic drinks including beer, wine and cider over the past few years. Analysis by Greater Glasgow & Clyde Health Board suggests that the proportion of adults exceeding the recommended weekly amount would only be 10% for 2010/11 if we were to apply the previous average volume of alcohol within drinks.

R Indicator 29A - The proportion of local adult residents who met the recommended national physical activity target of taking 30 minutes moderate physical activity 5 times or more per week was 50.5% in 2010/11. This was 5% lower than the baseline figure for 2002. However it should be noted that with the exception of 2008, the proportion of Glaswegian adults meeting the recommended physical activity target has exceeded the Scottish total each year – in 2010/11, the Scottish average was 39%.

We live longer healthier lives (National Outcome 6)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
23	Estimated percentage of obese children in primary 1	(2003/04) 8.9%	8.0%	8.0%	N/A	N/A	Reduce on the baseline	G
24	A Percentage of pupils in S1 and S4 who took non-prescription drugs in the last year	(2007/08) 18.0%	N/A	N/A	9%	N/A	Reduce on the baseline	G
	B Percentage of pupils in S1 and S4 who drink alcohol	(2007/08) 53.0%	N/A	N/A	39%	N/A	Reduce on the baseline	G
25	A Percentage of Glasgow population whose alcohol consumption in the previous week exceeded the recommended amount per week	(2007/08) 13.0%	N/A	13.8%	Available late 2012	N/A	Reduce on the baseline	R
	B Percentage of Glasgow population who had been binge drinkers during the previous week	22.0%	N/A	13%	Available late 2012	N/A	Reduce on the baseline	G
26	Deaths per 100,000 population from alcohol related diseases	(2007/08) 58.1	55.8	40.3	41.6	N/A	Reduce on the baseline	G
27	Drug-related deaths per 100,000 population	(2002) 19.2	(2008) 20.7	(2009) 22.9	(2010) 15.8	(2011) 19.7	Reduce on the baseline	A

Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
	(2001-2003)	(2005-2007)	(2006-2008)	(2007-2009)	(2008-2010)		
	69.1	70.8	70.7	71.1	71.6		
A Male life expectancy at birth	(Scotland)	(Scotland)	(Scotland)	(Scotland)	(Scotland)		
	73.5	74.9	75	75.4	75.9	Increase to Scottish average 74.6 by 2020.	
B Male life expectancy at birth in the most deprived areas		N/A	65.1	65.3	N/A		
28							
	76.4	77.1	77.2	77.5	78.0		
C Female life expectancy at birth	(Scotland)	(Scotland)	(Scotland)	(Scotland)	(Scotland)		
	78.9	79.8	79.9	80.2	80.4	Increase to Scottish average 79.6 by 2020.	
D Female life expectancy at birth in the most deprived areas	N/A	N/A	73.9	74.2	N/A		
29							
A The proportion of adults meeting recommended physical activity levels	(2002)	(2005)	(2007/08)	(2010/11)	N/A	Increase on the baseline	
	55.8%	55.3%	30.6%	50.5%			
B The proportion of children in S1 and S4 meeting recommended physical activity levels	36.0%	(2007/08)	N/A	36.0%	N/A	Increase to 40% by 2012	
		36.0%					

Note re: Indicator 29A – The Data series has been updated to reflect the national target for physical activity, which now focuses solely on the percentage of adults taking 30 minutes moderate physical activity 5 times or more per week.

National Outcome 7

We have tackled the significant inequalities in Scottish Society

Overall progress in improving the delivery of the national outcome

Evidence suggests that those from more deprived backgrounds are more likely to have poorer levels of health as well as lower incomes. They have a greater exposure to risk factors such as alcohol abuse, obesity and smoking, and are more likely to experience a range of negative socio-economic factors such as, lower educational attainment, higher crime, unemployment, and a poorer physical environment. Reducing the inequality gap for residents in deprived communities and that of Glasgow's residents as a whole will remain a key target for partnership activity. A number of measures suggest that progress has been slow in delivering the national outcome – e.g. Life expectancy for men and women in our most deprived communities remains below the Glasgow average and has shown little sign of catching up in recent years.

The CPP recognises that significant more action is required to reduce the gap within Glasgow itself and between Glasgow and Scotland as a whole. In December 2011, the CPP Strategic Board directed partners to develop a comprehensive anti-poverty strategy that examined a wide range of factors that contributed to deprivation in the city, including child poverty, credit and debt, welfare reform impacts, and low pay. The strategy will introduce an implementation plans to tackle many aspects of inequality and deprivation by delivering a comprehensive approach to addressing all aspects of people's lives, and not just focus on income or health. This work will be progressed further in 2012/13.

Local Outcomes

Reduce the level of violent crime, including gender-based and domestic violence (LO1)

Reduce the difference in life expectancy between the most affluent and most disadvantaged residents (LO15)

Improve residents' aspirations, confidence, decision making capacity and involvement in community life (LO23)

Overall progress in improving the delivery of the local outcomes

The Glasgow *Equally Well* test sites were intended to explore innovative approaches and ways of working to tackle health inequalities. These sites focus upon:

- a city-wide project to integrate health and the spatial planning system
- a neighbourhood management approach to health issues in the Govanhill area of the city

The planning and health test site has improved the built environment and made it easier for people to move and cycle around. It can be seen to have positive effects on local people's mental health and also to combat obesity. It has built on previous community engagement work in the East End of the city, with the intention of disseminating lessons across the whole of Glasgow. The test site has brought together planners, local communities, and other public sector services to look at improving the places in which people live and work.

The Govanhill Hub is an example of an innovative partnership approach to shaping public services to meet the specific, complex needs of a particular community, including health inequalities, environmental conditions, community cohesion, and employability. The Hub represents the focal point for a number of key CPP partners represented in the area including the Council, Police, NHS, Fire & Rescue, and Housing Association. Key actions have involved work with private landlords, environmental improvements, action on young people and addictions, and a range of targeted work with local minority ethnic communities.

The experience of the equally well test sites add evidence in support of public sector organisations becoming more flexible and adaptive, and that the services delivered have impacted on the complex local issues and conditions which are detrimental to health and wellbeing inequalities within disadvantage communities. Although the test site phase of equally well has come to an end, the lessons learned and practices developed around service delivery are particularly relevant in the current economic climate and could be applied elsewhere in the city.

Smoking is the biggest single preventable cause of disease and premature death in Glasgow. It is estimated that more than 2,200 Glaswegians die from smoking related illnesses every year (2007). Although significant progress has been made, smoking levels amongst adults in Glasgow are still significantly higher than the Scottish average. The negative impact of smoking is considerable and particularly felt in areas of social deprivation. The most recent figures (2010/11) show that the smoking rate in Glasgow has dropped from 33.4% (2007/8) to 29% but still 5 percentage points higher than the Scottish average. The smoking rate within deprived areas of the city remains significantly higher at 46%.

Smoking is one of the key factors linked to the prevalence of coronary heart disease; within the city, for every 100,000 people, latest figures show that 95.9 died from coronary heart disease before the age of 75, and in the most deprived areas of the city, the equivalent figure is 98.5 people. However, both indicators do show a trend of continual improvement since 2002.

Within Glasgow City the number of people accessing smoking cessation services is well over target, and performance within the most deprived communities shows a marked uptake of smoking cessation services. Coupled with data illustrating a fall in smoking rates reported by secondary school pupils, this suggest significant movement in progressing Glasgow towards a smoke free city, and further improvements in life expectancy.

In autumn 2011, the largest survey of secondary school pupil health in Glasgow reported, showing significant improvements in many aspects of young people's well-being since being introduced in 2006. The dramatic reduction in reporting of tobacco and alcohol use amongst under 16's, the improvements in daily tooth brushing and use of leisure and cultural facilities across the city demonstrated a level of change in the city not captured in other NHS statistics.

One of the local outcomes identified as making a contribution to tackling the significant inequalities in Scottish Society is to reduce the level of violent crime, including gender-based and domestic violence. In 2011/12, the number of crimes of indecency increased by 18% in comparison to 2010/11

driven by specific increases in crimes of sexual violence and Prostitution offences. In early 2011, a new multi-agency case management approach in relation to Prostitution was introduced by GCSS Routes Out Unit. This involves Strathclyde Police Vice and Trafficking Unit, Glasgow Addiction Services, Prison Service, Social Work Services and GCSS working jointly with clients, focussing on enforcement, support and prevention. This approach has resulted in an increase in the number of women being reported for prostitution offences. Further information on these issues can be found under the Safe theme.

The One Glasgow Initiative will aim to make a significant contribution to this national outcome by delivering against the three work streams of vulnerable children 0-8, reducing offending, and also by targeting Vulnerable Older people aged 65+, specifically those in single households to assist them to live in the community and minimise acute interventions and hospital admissions.

For those vulnerable older people, CPP partners have developed a strategic approach to how we address the needs and challenges presented by the older vulnerable population in Glasgow. Our approach is based on the principle of reducing the vulnerability of older people in the city, in terms of health and care, personal safety and ability to live independently in the community.

The vulnerable older people work stream will make joint working between agencies more consistent and widespread, to ensure earlier, more effective and better monitored interventions. The aim is to increase safety, reduce isolation and improve health for the vulnerable elderly population, by reducing the incidence of crises through use of early intervention.

One of the practical interventions proposed to support vulnerable older people is to introduce a 'hub and cluster' housing model, whereby CPP partners will assess options for concentrating support for elderly people in defined geographic areas, with provision of communal areas for social networking. The potential benefits of adopting this approach will be to improve support for elderly people, leading to an increasing duration of independent living and so reducing need for residential/acute care. This approach will increase efficiency in the use of available resources, and deliver a more effective use of existing housing stock.

The other key element proposed for this work stream is to provide a 'first through the door' principle, currently adopted by police and fire & rescue. This will lead to the provision of training, checklists and contact information, to allow visitors from any agency to spot a range of potential issues; and then provide signposting, advice and, where necessary, onward referral. This approach will be underpinned by a greater coordination of information sharing among partners.

The benefit of this approach will be to assist people to cope better at home, with a focus on those "just coping", relieving pressure on residential/acute care. This model will also maximise use of existing capacity across partners, including third sector representatives. Immediate benefits anticipated include deduced house fires, reduced fuel poverty, reduced admissions through falls, and increased uptake of befriending services.

Implementation of the model will be developed through 2012 with an anticipated roll out from 2013.

R **Indicator 30C** – The overall smoking rate in Glasgow has dropped over the time period recorded, however, among those living in the city's most deprived areas of the city, this figure has moved further away from the target. Work has been done to review activities within Glasgow City CHP to address the variation in performance between geographical areas with regard to reducing the rate of smoking.

We have tackled the significant inequalities in Scottish society (National Outcome 7)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
	A Percentage of pupils in S1 and S4 who smoke	(2007/08) 10.0%	N/A	8.4%	N/A	N/A	Reduce on the baseline	
30	B Percentage of the adult population who smoke (16 years and over)	(2007/08) 33.4%	31.8%	N/A	(2011) 29%	N/A	Reduce to 32% by 2010/11, then to 28% by 2014.	
	C Percentage of the adult population who smoke (16 years and older) among those living in the city's most deprived areas (bottom 15% SIMD)	(2007/08) 42.0%	N/A	N/A	(2011) 46.1%	N/A	Reduce from 47% in 2005 to 34% by 2014.	
	A Deaths per 100,000 population from coronary heart disease (under 75 years)	(2006) 108.4	(2007) 121	(2008) 100.1	(2009) 91.5	(2010) 95.9	Reduce on the baseline	
31	B Deaths per 100,000 population from coronary heart disease among the under 75s in the most deprived areas	(2000-02) 150.3	(2005-07) 115.7	(2006-08) 112.2	(2007-09) 108.6	(2008-10) 98.5	Reduce on the baseline	

National Outcome 8

We have improved the life chances for children, young people and families at risk

Overall progress in improving the delivery of the national outcome

Being born into poverty severely limits the life chances of Scotland's children. A new comprehensive measure was released in 2011 by the UK Government which attempts to baseline levels of child poverty at Local Authority level. The indicator measures the proportion of children living in families in receipt of Child Tax Credits whose reported income is less than 60 per cent of the median income or in receipt of Income Support or Income-Based Job Seekers Allowance. The baseline figure for Glasgow was recorded as 34.3% for 2009, the highest local authority figure in Scotland. This compared with a rate of 19% overall for Scotland and 21.2% for the UK. This figure will act as a key reference measure for CPP partners moving forward as they tackle the worst effects of the economic downturn on residents, and longer term the impacts of welfare reform on families.

Community Planning Partners have made some progress providing opportunities and support to improve the life chances of children, young people and families, including those who are most at risk. The latest indicator for dental decay for Primary 1 children has now exceeded the original target, and MMR immunisation levels for children either being on target or already having exceeded targets. Teenage pregnancy rates for Glasgow have also reduced from the base year, with latest figures also showing that the city has met its targets. However, for other key measures such as rates of breastfeeding in the city, the level dropped in 2011/12 in comparison with previous years.

Local Outcomes

Improve children's diets (LO14)

Reduce the proportion of children in poverty (LO17)

Increase the proportion of parents who are capable, responsible and supported (LO18)

Overall progress in improving the delivery of the local outcomes




The latest update for Indicator 35 - the balance of children's care, records the ratio of children looked after at home/away from home. The 'target' should be that no less than 60% of children are looked after at home, and no more than 40% of children are looked after away from home. The ratio for year end 2011/12 was 60:40, demonstrating the continued support given by Glasgow City Council that Social Work Services in continuing to meet the targets for the balance of care for those looked after at home, and those looked after and accommodated away from home.



Over three-fifths of Glasgow children in Primary 1 (62.6%) now display no dental decay, exceeding the national target of 60%. This continues a long term trend of improvement in dental health amongst children in the city, reflecting the positive health promotional work carried out each year to ensure early dental registration and checks for children, nursery education and tooth brushing initiatives in nurseries and primary schools. From a low base rate, the proportion of P7 children with no obvious decay experience is 62.6% (2011), now also above the national target of 60%.

Good nutrition from birth may reduce the chances of obesity later in life. The proportion of newborns being exclusively breastfed at 6-8 weeks was 23.5% for 2011/12, a slight decline from 2010/11 and dropping below the target rate. Statistics show that the uptake of school lunches by primary children in Glasgow is one of the highest in Scotland at 65%, against a national average of 53%. For secondary schools, school lunch uptake in Glasgow increased to 46% in 2011/12 compared to the Scottish average of 42%, coinciding with the introduction of buffet style salad, pizza and pasta bars in all 30 secondary schools in the city. Street Traders of any food or soft drink are no longer allowed to have a license within 300 metres of a secondary school.



The Healthier, Wealthier Children (HWC) project was set up to create referral pathways across NHS Greater Glasgow between Early Years health professionals and money advice services to support pregnant women and families at risk of child poverty. The 15 month project was launched in October 2010 and funded by the Scottish Government. A positive evaluation was completed by the Glasgow Centre for Population Health (GCPH), noting that over 2,500 referrals were made to the money advice services, with 54% of clients taking up assistance. Most referrals to advice services were made by health visitors (51%) and midwives (29%). The project had an impact on supporting a systematic move across NHS Greater Glasgow and Clyde towards capturing and reporting this child poverty activity. The average annual client gain for those using the service was recorded at £3,404.

We have improved the life chances for children, young people and families at risk (National Outcome 8)

Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
32 Percentage of children in Glasgow living in poverty** (revised indicator)	(2009) 34.3%	N/A	N/A	N/A	N/A	Reduce on the baseline	Not Enough Data to Rate
33 Number of school vocational training places provided for young people who are school age and looked after by the authority	(2009/10) 126	N/A	N/A	(2010/11) 158	N/A	Increase to 150 by 2012/13	Not Enough Data to Rate
34 Number of school vocational training places provided for pupils from ASL schools	(2009/10) 275	N/A	N/A	(2010/11) 379	N/A	Increase to 300 by 2012/13	Not Enough Data to Rate
Balance of children's care:							
35 A Proportion of looked after children at home with parents/relatives	(2009/10) 59%	N/A	N/A	63%	60%	No less than 60%.	
B Proportion of looked after children in community/residential placements	42%	N/A	N/A	37%	40%	No more than 40%.	
36 Pregnancies among under 16 year olds (3-year average per 1,000 women aged 13 to 15 years)	(1994-96) 11.4	(2006-08) 10.4	(2007-09) 9.5	(2008-10) 8.8	N/A	National target to reduce by 20% from 8.5 in 1995 to 6.8 by 2010. equivalent to a target rate of 9.2 for Glasgow	

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
A	The percentage of children receiving MMR immunisation at 24 months	(2007) 90.9%	92.7%	N/A	92%	93.8%	95%	
37	The percentage of children receiving MMR booster immunisation at 5 years	93.7%	96.1%	N/A	96%	96.2%	95%	

**Defined As the number of children living in families in receipt of CTC whose reported income is less than 60 per cent of the median income or in receipt of IS or (Income-Based) JSA, divided by the total number of children in the area (determined by Child Benefit data)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
38	Proportion of newborns exclusively breastfed at 6-8 weeks	(2003) 24.6%	24.3%	24.7%	25.4%	23.5%	25.5% by March 2010/11 (national target of 33.3% by 2010/11).	
39	Percentage of children with no obvious dental decay in P1	(2006/07) 47.6%	54.8%	47.0%	58.2%	62.6%	National target of 60%.	

SAFE

National Outcome 9

We live our lives safe from crime, disorder and danger

Overall progress in improving the delivery of the national outcome

Glasgow Community Planning Partners have prioritised the importance of living safe from crime, disorder and danger. In 2011/12, the Glasgow Community Safety Partnership's Strategic Assessment identified alcohol and drugs, antisocial behaviour and violence as priority issues for the city. A key vehicle for delivering the outcomes under the theme is Glasgow Community Safety Services (GCSS), which brings together staff from Glasgow City Council, Strathclyde Police, Strathclyde Fire and Rescue and Glasgow's Community Safety Partnership in order to prevent crime, tackle antisocial behaviour and promote community safety in the city.

Performance during 2011/12 continued the positive trend of the last few years in terms of reductions in violence, antisocial behaviour, vandalism, domestic fires and road casualties.

During 2011/12 the Community Planning Partnership continued to fund an additional 100 Community Police Officer posts in the City. In addition, Strathclyde Police has enhanced Community Policing through the introduction of Community Investigation Teams. These teams comprise of existing Community Police Officers with the addition of CID Officers who are focused on dealing with the volume crimes which most affect communities. The focus of these new teams (and existing Community Officers) is driven by community policing plans which are organised through annual surveying of local communities and regular feedback from Police and Community Meetings, and all of which are underpinned by the priorities identified in both Strathclyde Police's Strategic Assessment and Local Outcome Agreements. Recent evidence now shows a clear reduction in violence and antisocial behaviour in Glasgow, which provides reassurance to the public that crime is down and that the concerns of communities are being addressed.

Violent crime has steadily decreased since 2005/06, with a 20% decrease in comparison to 2010/11 alone. The Gangs Task Force enforcement visits, policing of curfew/bail conditions and the engagement of young people in diversionary activities and programmes have all played a significant role in reducing violence in Glasgow. The effective and proactive use of CCTV also plays a significant role in the reduction of the violent crime with the daily sharing of information between GCSS and Strathclyde Police leading to the successful detection of violent perpetrators within Glasgow's communities.

The Community Safety Partnership also recognise that the misuse of alcohol and drugs has a major influence on a number of community safety issues and that tackling underlying causes through partnership working is critical to having a long term sustainable impact. In 2011/12, the City Council, Strathclyde Police, GCSS and the GHA developed a Joint Alcohol Strategy which identified a number of ways in which to tackle alcohol related harm across the city. Priorities, from the outset, were clear: an enforcement approach was adopted to tackle the negative effect of alcohol on communities and individuals and on the city's night time economy. The approach agreed a zero tolerance to the effects of over consumption of alcohol that leads to unacceptable behaviour across communities citywide. A number of responses were delivered across all 21 multi-member wards

including community off-sales campaigns; warning letters issued for alcohol related anti social behaviour, joint deployment to noisy parties and identification and clean ups of indoor and outdoor drinking dens.

Initial analytical evaluation of the strategy demonstrated:

- A minimum 10% reduction in public reported antisocial behaviour in campaign areas in comparison with the same period in 2010/11.
- 13% reduction in public reported street drinking in campaign areas.
- 55% reduction in public reported street drinking city wide.
- 64% drop in Castlemilk and 56% in Govanhill in youth related drinking in public places and this is reflective of the refusal records we have; 493 Govanhill and 99 Castlemilk.

During 2011/12, the One Glasgow initiative was developed by a range of CPP partners. One of the main aims of the initiative will be to make a significant contribution to the above national outcome by delivering against the key work stream of reducing offending, particularly amongst those aged 12-25. The approach will focus on early intervention, proactive prevention and diversion and be based on a 'whole systems' approach to criminal justice in the city.

Investment and improvement will build on proven evidenced based approaches – that is programmes with a recognised research base that demonstrates what works. The work stream will establish a pre release service for short term prisoners at Barlinnie which follows prisoners back to the community to access services which are proven to reduce the likelihood of them re-offending, including access to homelessness services and housing and to address worklessness and employment.

The work stream will also develop a smarter way of working with the third sector in the provision of pre release and other support for offenders, particularly during the transition period from prison back into the community. To do this, partners will identify those third sector partners which have the capacity and experience to deliver evidenced based approaches with us and they should be commissioned to deliver measureable outcomes. This will provide best value from current funding of the third sector.

Lastly, the work stream leads will look to improve the case management approach to work with offenders for those who meet specific criteria such as repeat offenders, where we will target them for sustained action.

A Co-ordination Hub will be established by autumn 2012 to manage the approaches to working with the 12-25 target group of offenders. As part of the hub activity, a Client Intelligence Unit will help to identify problematic/prolific offenders alongside low level offenders, and categorise them in terms of their effects on communities. It is intended that improved access to relevant information will identify offenders who are not engaged with current programmes, leading to more effective alternative interventions.

A further element of the approach will be to establish alternatives to and diversion from prosecution as part of the approach. Referrals will be co-ordinated through the Hub, simplifying the current process while allowing more joined up planning of diversionary activities. It is anticipated that this approach will increase the number of referrals, and lead to more effective diversions through better engagement.

The Hub will be facilitated through the establishment of a physical office with appropriate staffing from multiple agencies. This will be supported by the relevant IT infrastructure and information sharing protocols being put in place to enable greater data gathering and intelligence sharing.

Local Outcomes

Reduce the level of violent crime, including gender based and domestic violence (LO1)	Reduce the involvement of young people in crime and as victims of crime and accidents (LO5)
Reduce injuries as a result of road traffic accidents, fires and accidents in the home (LO2)	Reduce the fear of crime (LO6)

Overall progress in improving the delivery of the local outcomes

All crime and offences committed by 8-17 year olds decreased by 7% in 2011/12 in comparison to the previous year. In 2011/12, the Early and Effective Intervention process was introduced, the aim being to provide a targeted partnership response in order to prevent less persistent young offenders from re-offending. The EEI framework subscribes to the ethos that any intervention should support the young person to engage with services, including universal services such as education, youth work and health care, to address identified needs. In this context, EEI responses:

- Relate directly to the needs and behaviour of the child or young person;
- Take account of the impact on others, and make reparation and restoration where appropriate;
- Support parental and child responsibility; and
- Be appropriate, proportionate, timely and fair.

The results of the Initiative have been impressive, with the process providing a range of alternative interventions to over 1,250 young people since its inception. This process may be contributing to the decrease in 8-17 year old offending.

Domestic Abuse incidents have continued to increase across Glasgow up 9% in comparison to the 2010/11. A strong multi agency response including proactive targeting of perpetrators by Strathclyde Police and continued victim advocacy and support from ASSIST are factors that increase the confidence of victims and others to report incidents. The success of this strong partnership between ASSIST and Strathclyde Police has been recognised and ASSIST is now being rolled out to the whole of the Strathclyde Police force area.







Levels of reported antisocial behaviour and youth disorder continue to decline in 2011/12 with 4% and 13% reductions respectively. Youth crime is at its lowest level for 5 years with a 50% reduction in comparison to 2006/07.








This continued success reflects a joined-up approach from the Youth Justice Strategy Group, a strategic group led by Social Work but crucially involving a wide range of key partners. Across the city, 2011/2012 has also seen significant developments in the proposal for an innovative centre for vulnerable young women, a positive evaluation of the Alternative to Remand service and continued investment in services that effectively address the needs that underlie young people's offending.

R Indicator 40C – In 2011/12, the number of crimes of indecency increased by 18% in comparison to 2010/11 driven by specific increases in crimes of sexual violence and Prostitution offences. In early 2011, a new multi-agency case management approach in relation to Prostitution was introduced by GCSS Routes Out Unit. This involves Strathclyde Police Vice and Trafficking Unit, Glasgow Addiction Services, Prison Service, Social Work Services and GCSS working jointly with clients, focussing on enforcement, support and prevention. This approach has resulted in an increase in the number of women being reported for prostitution offences.

R Indicator 44B – The fear of crime indicator has decreased by 1.4% between 2010/11 and 2011/12, but remains well below the target of 35%; this may be as a consequence of external factors such as the media impacting on perception.

We live our lives safe from crime, disorder and danger (National Outcome 9)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
	Rate of recorded crimes and offences per 10,000 population:	(2006/07)						
40	A All crimes and offences committed by 8-17 year olds	19,911	14,273	13,562	10,759	10,011	Reduce by 2% by 2011/12.	
	B Number of all group 1 crimes (crimes of violence)	4,064	3,537	3,024	2,905	2,322	Reduce by 2% by 2011/12.	
	C Number of all group 2 crimes (crimes of indecency)	1,159	1,091	1,099	1,169	1,378	Reduce by 2% by 2011/12.	
	D Number of all group 4 crimes (vandalism, fire-raising and malicious conduct, including vandalism, malicious mischief, and reckless conduct)	18,883	15,675	13,692	11,757	11,604	Reduce by 2% by 2011/12.	
41	Percentage of those given a non-custodial sentence or discharged from custody in a given year who are reconvicted of at least one other offence within two years	(2003/04) 47%	N/A	N/A	N/A	N/A	Reduce to 45% within 2 years by 2012/13.	Not Enough Data to Rate
42	Number of domestic violence incidents	(2006/07) 9,078	10,009	8,895	10,186	11,190	Increase by 2% by 2012/13.	
43	A Total number of people reported as victims of crime	(2006/07) 52,758	43,639	41,853	40,996	41,471	Reduce by 2% by 2011/12.	
	B Proportion of crime victims who are aged 0 to 15 years	5%	4%	4%	4%	4%		

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
	A Percentage of residents reporting their quality of life has been affected by anti-social behaviour in last 12 months	(2006/07) 42.0%	46.2%	41.2%	43.1%	41.3%	Reduce by 2 percentage points by 2011/12.	
44	B Public perception of the general crime rate in local area (fear of crime) generally and by reference to the confidence of minority communities	(2006/07) 37.0%	44.2%	42.7%	45.1%	43.7%	2 p.p. reduction by 2011/12.	
	C Percentage of adults stating they feel very/fairly safe when home alone at night AND when walking alone in neighbourhood after dark	(2003/04) 62.9%	(2007/08) 49.6%	(2010) 70%	(2011) 71%	N/A	2p.p. increase by 2011/12.	
45	Strathclyde Fire and Rescue recorded incidences of fire setting and fire related crime and anti-social behaviour	(2006/07) 9,736	5,407	3,465	5,909	4,504	10% reduction by 2011/12.	
	A Incidence of fires in domestic dwellings	(2006/07) 1,334	1,309	1,262	1,178	1,213	10% reduction by 2011/12.	
46	B Incidence of domestic fires resulting in casualties	234	188	110	164	174	10% reduction by 2011/12.	
47	Number of children and adults killed or seriously injured in road accidents	(2007/08) 260	327	237	205	197	2% reduction by 2011/12.	

VIBRANT

National Outcome 10

We live in well-designed, sustainable places, where we, are able to access the amenities and services we need

Overall progress in improving the delivery of the national outcome

Over the past 12 months, progress has been made in a number of key projects that contribute to Glasgow being a well-designed and sustainable city for the 21st century. The Riverside Museum welcomed almost 1.3 million visitors from its opening on 21st June 2011 to March 31st 2012. A number of 2014 Commonwealth Games infrastructure projects have also accelerated including the completion of Scotstoun Stadium, refurbished at a cost of £18m, and which has been operating since January 2010. In addition, the mountain bike circuit at Cathkin Braes, the Sir Chris Hoy Velodrome and National Indoor Sports Arena, the squash centre at Scotstoun, lawn bowls at Kelvingrove, swimming at Tollcross, and the hockey centre at Glasgow Green are all on target to be ready in time for 2014, and which will provide a lasting legacy for the citizens of Glasgow. The main contract works are progressing well for the Scottish Hydro Arena (Gymnastics & Netball Venue) and are on schedule to be completed in summer 2013.

A capital investment of £18m was allocated by the Council for improvements to the roads infrastructure in 2011/12. The investment was to ensure that potholes are permanently repaired and improve the overall condition of the network. The investment supports the East End Regeneration Route and M74 Completion projects by targeting the approaches to these additions to the network. The investment also targeted arterial routes, Commonwealth Games routes, the city centre and bus routes. In addition, the investment funded a programme of early intervention treatments to residential roads and a drainage repair contract.

Local Outcomes

Improve the attractiveness of Glasgow as a place to live, invest, work and visit (LO11)

Improve Glasgow's physical environment and infrastructure (LO24)

Overall progress in improving the delivery of the local outcomes

The M74 Completion project completes a vital part of the West of Scotland's motorway network, adding a new stretch from Fullarton Road Junction, near Carmyle, to the M8 motorway west of the Kingston Bridge. As well as improving connectivity, the project will also facilitate the economic regeneration of the M74 corridor including Clyde Gateway. The new road opened in June 2011, significantly ahead of schedule and under budget. The first monitoring reports show the road is being used by approximately 70,000 cars per day and that a typical journey time between Glasgow Airport and Hamilton has been reduced by 16 minutes. The road is also improving journey times on the M8, with approximately 19,000 – 26,000 fewer cars using the Kingston Bridge each day. An evaluation framework and outline programme has been agreed with project partners. Data gathering and analysis started for the traffic flow, air quality and noise aspects of the project evaluation.

The Clyde Gateway East End Regeneration Route is a new 3.8km long 4 lane carriageway road which passes through an extensive area of former industrial land, connecting the M74 at Polmadie to the M8 at Provan Road. As well as being a key transport route, the road will assist with the development of business sites and housing within the East End and plans are well advanced for new housing areas in Oatlands, Dalmarnock and other adjacent neighbourhoods. Phase 1 (at Oatlands) was opened to traffic in April 2010. Phase 2 (Rutherglen Bridge to Biggar Street) construction was opened on 26th April 2012 – on time and on budget. A contract 5 year maintenance period from April 2012 to April 2017 is now running.

Partners are working to enhance and develop the city's sustainable travel network, including walking and cycling routes. The new and enhanced routes will be in place before the 2014 Games, providing the opportunity for residents to adopt a more active approach to travel in the run up to and long after the Games have concluded. The Glasgow Green to Parkhead Forge cycle route was officially opened in September 2011. The routes from Glasgow Green to the Velodrome and from the Saltmarket to Glasgow Green are also completed. These routes tie in with the routes provided as part of the Clyde Gateway East End Regeneration Route, resulting in an extensive network of largely segregated routes through the East End of the city.

The Connect2 project will create a dedicated cycle route from the SECC and Kelvingrove to the city centre. The section from Kelvingrove Park to 'M8 Bridge to nowhere' has been completed, with construction work now started on the bridge. Site works have started on the first phase of the cycle route from Cathkin to city centre.

To encourage walking and cycling around the city, it is essential that public realm on routes is in good condition. Particularly with the 2014 Games in mind, audits have been carried out to identify areas requiring improvement. Key areas identified so far are the river walkways: Anderston Quay; Lancefield Quay; Custom House Quay; and Eldon Street. Funding has been secured for a £600,000 improvement to public realm at Custom House Quay and £1.4 million improvement to Lancefield Quay. Public consultation has been held on proposals for Lancefield Quay, Custom House Quay and Eldon Street underpass. The proposals accommodate Fastlink plans which pass adjacent to Anderston and Lancefield Quays. Designs and procurement for both Custom House and Lancefield Quays are finalised. Construction is due to be complete by December 2012.

Partners have introduced a number of initiatives to improve public transport across the city in order to ensure a high quality service for residents and visitors. A Statutory Quality Partnership (SQP) for buses in Glasgow was introduced in on 1st April 2012. The SQP, which was developed in partnership with Strathclyde Partnership for Transport, will drive up the standard of vehicles, reduce pollution and improve accessibility. During 2011/12, £40m funding for the Fastlink was confirmed by Scottish Government, securing the core route between the SECC and New South Glasgow Hospital.

Work continued in 2011/12 on the £9 million upgrade of Dalmarnock Rail Station including improved access and lighting. The station, which will serve the local community and the new neighbourhood which will be established on the site of the Athletes' Village, will also form the rail 'gateway' to the Commonwealth Arena and the Sir Chris Hoy Velodrome, the Athletes' Village and Celtic Park (the venue for the Opening Ceremony) at Games time. Advanced contract works have been completed. Main contract commenced on 19th February with completion due late summer 2013.

Community regeneration investment in Glasgow is being used to help strengthen the sporting infrastructure within areas of deprivation across the city, through club, coach and volunteer development, by helping organisations to develop and grow, so they can attract more resources and deliver better sporting and personal development opportunities to their members and communities. 74 clubs have now achieved an accreditation (up from 34 in 2009/10) through accreditation schemes including Glasgow Clubmark, GymMark, SwimMark and QualityMark. 780 school-to-club links have been created in 2011/12, helping to create more voluntary clubs and increase membership. The number of junior sections and junior clubs has increased from 327 in 2009/10 to 441 in 2011/12, resulting in a corresponding increase in junior members from 4,485 in 2009/10 to 12,010 in March 2012 and an increase in volunteers actively working in junior clubs from 2,139 in 2009/10 to 3,382 in March 2012.

Glasgow Sport recorded exceptional progress in delivering the broad range of activities and programmes to support the city's health improvement agenda during 2011/12. Attendances soared to almost 6 million at indoor and outdoor sport and leisure facilities across the city which is an 8.4% increase on the number of attendances recorded the previous year. At the same time, the number of recorded attendances at sport development programmes in the city reached 750,000 exceeding the annual target by 15%.

Glasgow Life remains committed to providing free swims for juveniles and senior citizens. Demand for this service has increased year on year, and, despite the closure of Tollcross Park Leisure Centre and North Woodside Leisure Centre during 2011/12, the number of free swims increased for the fifth successive year to 270,000 which is a 6% increase compared to 2010/11.

Glasgow Museums (including part-funded museums) celebrated a record year of visitors to the city's collections with more than 3.7 million recorded attendances during 2011/12. This considerable increase in visitor numbers can largely be attributed to the opening of the Riverside Museum and the huge surge of visitors coming to see this outstanding new attraction on the waterfront. Glasgow Museums have increased attendances at museums and galleries from 3,329,531 in 2008/09 to 3,727,770 in 2011/12, an overall increase of 12%. Kelvingrove Art Gallery and Museum reported an excellent year end with 1 million attendances recorded during 2011/12 and retained its 5 Star Visitor Attraction Award.






In 2010/11, the latest date for which comparable figures are available, Glasgow had more than double (122.8%) the number of visits/usage of its museums and galleries than the second ranked local authority, the City of Edinburgh. It is worth noting that this was prior to the re-opening of the Museum of Transport (Riverside Museum). The population difference between the two cities, as at 2010/11, was 23.2% in favour of Glasgow.

Glasgow Libraries is the largest public network of library and information services in Scotland. It comprises a network of 32 community based libraries and the Mitchell in the city centre. The service, while at the heart of the community, works with people and organisations throughout the community, city, Scotland and beyond, supporting health, employability, education and vibrancy and has developed key programmes to deliver these objectives. There were more than 5 million recorded visits to Glasgow Libraries during 2011/12, with that total boosted by almost 600,000 thanks to the introduction of new software to allow customers to carry out a range of library transactions in the comfort of their own homes. The number of visits increased by 10% over the past year, more than off-setting the declines recorded between 2009 and 2011.

R Indicator 51B – Attendances by adults increased to over 4.4 million at indoor and outdoor sport and leisure facilities across the city in 2011/12 which is a 7% increase on the number of attendances recorded the previous year. Glasgow Life, in conjunction with many Community Planning Partners, operate a number of programmes and activities designed to engage with adults across the city which has contributed to an overall increase

in adults attending sport and leisure facilities. Although the increase for 2011/12 was significant the gains made were not enough to make up for the previous year decline, and the overall target has not quite been met for 2011/12. However with the increase in facilities and promotion of sport heading towards the 2014 Games, there is every confidence that this figure will increase significantly in the coming two years.

We live in well-designed, sustainable places, where we are able to access the amenities and services we need (National Outcome 10)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target	
48	The percentage of homeless households assessed as priority homeless	(2004/05) 86.0%	89.5%	90.2%	91.8%	96.3%	96.4% assessed as priority by 2011/12 and abolition of priority need in the assessment of re-housing requirement for homeless applicants by 2012.		
49	Proportion of housing stock in social rented sector passing the Scottish Housing Quality Standard	(2004-07) 25.0%	56.3%	68.1%	83.9%	N/A	National target of 100% by 2015.		
50	Percentage of the road network that should be considered for maintenance treatment	(2006/07) 24.9%	25.5%	29.7%	33.9%	(provisional) 30.9%	To be within the top quartile of Scottish authorities in 2010/11.		
	Scotland	N/A	34.2%	36.0%	37.9%	N/A			
51	Attendances recorded at indoor and outdoor sport and leisure facilities (including pools) per 1,000 population:	(2007/08)							
	A	Juveniles (0 – 18 years)	8,521	9,477	11,503	11,531	12,517	9,896 by 2011/12.	
	B	Adults (19+ years)	6,629	7,187	8,660	8,597	9,193	9,402 by 2011/12.	

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
52	A Number of visits to/usages of council funded museums per 1,000 population	(2007/08) 7,898	5,854	5,590	4,189	6,409	5,545 by 2011/12	G
	B The number of these visits that were in person per 1,000 population	7,806	5,721	5,456	4,098	6,224	5,307 by 2011/12	G
53	Number of visits to Glasgow's libraries per 1,000 population	(2007/08) 7,242	7,763	7,629	7,600	8,375	7,674 by 2011/12	G
54	Modal share of adults undertaking active (walking, cycling, public transport) travel to work or education	(2006) 45.5%	(2008) 57%	N/A	N/A	N/A	Increase on the baseline	Not Enough Data to Rate
55	Learning Centre and access point users as a percentage of the city's population	(2006/07) 12.2%	12.9%	12.9%	12.6%	12.4%	Increase on the baseline	G

Overall progress in improving the delivery of the national outcome

Glasgow supports a significant number of strong, supportive and resilient communities, and has a history of residents taking a lead role in developing their communities. However, some communities continue to be hindered by a lack of cohesion, capacity and focus, often exacerbated by the poorer economic, social and physical conditions inherent in such neighbourhoods. This lack of civic cohesion can sometimes amplify a range of negative behaviours amongst some residents such as crime and anti-social behaviour, which can ultimately affect the confidence and image projected within certain neighbourhoods.

Community Planning Partners have continued to invest in the physical fabric of communities over the past year transforming neighbourhoods across Glasgow. The £1.2 billion Investment Programme by Glasgow Housing Association – the largest of its kind in Europe – has now modernised 70,000 homes across Glasgow. Over the next two years, the programme to make all GHA homes ‘warmer, drier, safer and energy-efficient’ will be completed. The investment is also part of the GHA commitment to improve the city’s housing stock and reach Scottish Housing Quality Standards by 2014. This investment has also had a significant impact upon several of the other outcomes being delivered across the Community Planning Partnership, by creating more than 4,100 jobs and generating £923 million of wider economic benefit to the Glasgow and wider Scottish economy.

The GHA have committed to play an even bigger and more active part, with partners such as the City Council, police and health service, in improving the lives, neighbourhoods and the local environments of their customers.

The GHA continued its demolition programme continued in 2011/12, with high-rise blocks in Germiston, Ibrox, Gorbals and Yoker demolished as part of plans to regenerate communities across the city. In addition to this, a triple-block of GHA ‘Red Road’ flats was demolished in 2012 as part of a regeneration strategy planned by GHA and partners, to transform several named communities across the city.

The Transformational Regeneration Programme represents one of the most ambitious programmes of urban renewal in the UK. There are eight Transformational Regeneration Areas across Glasgow which were agreed at stock transfer stage by Glasgow City Council, the Scottish Government and Glasgow Housing Association as priority areas for regeneration. The eight areas are Maryhill Locks, Laurieston, Gallowgate, Sighthill, North Torglen, Shawbridge, Red Road, East Govan/Ibrox. Three pilot TRAs (Gallowgate, Maryhill and Laurieston) have been ‘activated and have been the initial focus for development. Over the past 18 months, early progress has been made in all three areas, including:

- In Maryhill, a second phase of 125 new rented homes is on site, which will soon be followed by a first phase of housing for sale in partnership with ISIS, the Private Sector Development Partner for Maryhill TRA
- In Laurieston, the City Council (on behalf of the TRA Partners) has appointed a Private Sector Development Partner to develop a high quality urban mixed tenure/mixed use development. Over 200 new homes for rent will be built over the next two years with a further 100 homes for sale being built in the second phase shortly thereafter. Further phases of private housing and commercial facilities will also be built out as part of the development agreement; and

- In Gallowgate, GHA (on behalf of the TRA partners) have recently appointed a contractor to build a first phase of 62 rented homes, which will commence later in 2012.

Tenants are given a real influence over their houses and their communities – including having a say on the future ownership of their homes. The Second Stage Transfer (SST) programme, which began in March 2009, is now complete and has resulted in 18,950 GHA homes being transferred to 24 community-based housing associations. All the SSTs have taken place after tenants voted in favour of transfer in local ballots.

Performance information for 2011/12 demonstrates that further progress has been made in tackling the anti-social behaviour that blights many communities in Glasgow. There is evidence of positive improvement with the reported incidences of anti-social behaviour reducing, and incidences of youth-related anti-social behaviour also falling. Attacks on Fire & Rescue Service staff have reduced to the lowest rate recorded.

Local Outcomes

Reduce the impact and incidence of anti-social behaviour (LO4)

Improve Glasgow’s physical environment and infrastructure (LO24)

Overall progress in improving the delivery of the local outcomes

Levels of reported antisocial behaviour and youth disorder continue to decline in 2011/12 with 4% and 13% reductions respectively. Indeed, reported youth disorder is at its lowest level since the base year of 2006/07 with a 73% reduction recorded, far in excess of the original target of 2%.

Attacks on the city’s emergency workers are unacceptable and the Emergency Workers (Scotland) Act 2005 gives vital additional legal protection to personnel who often have to work in difficult or dangerous situations. The figures for attacks on Strathclyde Fire and Rescue staff fell for the fifth year in a row, down from 60 in 2007/2008 to 15, a reduction of 75%. This in part is due to a collaborative response and firm partnership approach by Strathclyde Fire and Rescue and Strathclyde Police, Glasgow Community and Safety Services, and Crime Stoppers. E.g. using targeted engagement interventions like providing education through schools talks and by the increase of CCTV mobile and static units in known hotspots throughout Glasgow.

Another aspect of supporting strong resilient communities is to ensure that as many of our residents are able to be cared for at home rather than in hospitals or other settings. Figures for 2011/12 show that the proportion of people aged 65 or over with intensive care needs cared for at home indicator shows that we had 2,572 over 65s receiving 10 hrs or more at the end of 2011/12, out of 6,161 over 65s receiving home care (all hours). This calculates as 42% ensuring another year-on-year increase.

The 2014 Commonwealth Games in Glasgow represents a major opportunity for partners in Glasgow to engage with communities across the city and encourage them to be actively involved in contributing toward a whole range of legacy objectives for the city, including to provide a more healthy, inclusive and sustainable legacy. In doing so, this programme of activity will build the confidence, capacity and capability of residents and communities throughout the city.










The Glasgow 2014 Organising Committee will require around 15,000 volunteers for a variety of roles at Games time. The council and its partners already undertake a huge amount of outreach work to recruit and train volunteers to help deliver a range of services across the city including youth work, adult learning, play, arts development, community action, home library service and sports development. Key achievements include:


- Glasgow Life recruited over 170 Glasgow Ambassadors to support the London 2012 Olympic Games at Hampden Park and the Olympic Torch Relay, providing a learning opportunity from their involvement in a world class event.
- "Volunteering Opportunities in Glasgow" leaflet now printed and distributed to Council and Glasgow Life offices as well as libraries, sports venues, community facilities and halls. The "Find out more" section features links to Glasgow Life and Volunteer Centre Glasgow opportunities.
- 199 organisations/groups and clubs placed 437 adverts at volunteerglasgow.org seeking 3,683 volunteers in 2011/12. 39,825 unique visitors accessed the website during 2011/12.
- 45 young people completed the Young Leaders in Sport programme during 2011/12. The project seeks to increase the number of young people progressing onto coaching qualifications and training in officiating/administration/event organisation. The project was the first in Scotland to achieve the London 2012 Inspire Mark, which recognises outstanding projects and events inspired by London 2012.
- During 2011/12, a refreshed Community Engagement Implementation Group for the Games was established, to help direct and monitor the quality and standard of engagement with local areas and hard to reach groups. The group helps to monitor the outputs of recent Games consultations, including the Health Impact Assessment, Equalities Commission, and Strategic Environmental Assessment, and oversees the implementation of any recommendations. Glasgow's Legacy Framework has been structured around the outputs from a range of on-going consultation activity over period 2008 to 2009. As part of the process of continuous engagement, partners reviewed and refreshed the Community Engagement Strategy for both the infrastructure programme and legacy framework to reflect the joint approach developed with Glasgow 2014 Ltd, to local engagement activity. Over 100 presentations have been made to date, to a diverse range of groups across the city, and a process of on-going engagement on plans will continue. This engagement will ensure that Community Planning Partners and other Games Partners continue to work together to ensure that engagement activity is co-ordinated where possible.

Community Planning Partners have introduced a range of different engagement methods over the past five years since the baseline was established. These range from straight forward consultation exercises (such as the Glasgow Household Surveys) to active participation and involvement by Community members in the decision making process (such as GHA's Tenant Area Committees).

The CPP partners in Glasgow manage a wide range of public consultation and engagement routes are available in the city, and are currently endeavouring to make these as co-ordinated or integrated as possible. A new Community Engagement Framework endorsed by all CPP partners is being drafted to improve the interface between public bodies and also between service providers and users/residents. This framework will establish a new set of operating principles for Community Planning Partners, and will also take cognisance of the impact of the forthcoming Community Empowerment and Renewal Bill and how it will influence the design and delivery of public services in the city.

We have strong, resilient and supportive communities, where people take responsibility for their own actions and how they affect others (National Outcome 11)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
56	Proportion of people aged 65 or over with intensive care needs cared for at home (10 hours a week or more)	(2003/04) 37.6%	38.6%	39.3%	40.0%	42.0%	Increase proportion receiving intensive home care to 41% by 2010/11.	
57	The proportion of mental health patients being readmitted for a length of stay of seven or more days	(2007/08) 1,104	N/A	908	797	N/A	Reduce by 10% (to 993) by December 2010.	
58	Suicide rate per 100,000 population	(2002) 21.1	(2008) 22.6	(2009) 19.7	(2010) 16.3	(2011) 16.9	Reduce by 20% between 2002 and 2013	
59	A Reported incidences of anti-social behaviour and disorder (including vandalism and malicious mischief)	(2006/07) 112,805	96,830	89,254	81,508	78,576	Reduce by 2% by 2011/12.	
	B Number of youth related antisocial behaviour incidents	50,089 (44.4%)	25,920 (26.7%)	19,617 (21.9%)	15,677 (19.2%)	13,719 (17.5%)	Reduce by 2% by 2011/12.	
Attacks on emergency service workers:		(2006/07)						
60	A Strathclyde Fire and Rescue	71	47	33	19	15	Reduce by 10% by 2011/12.	
	B Strathclyde Police	1,810	1,904	1,701	1,611	1,747	Reduce by 2% by 2011/12.	
61	A Percentage of Glasgow residents involved in any voluntary activity in the past 12 months	(2005/06) 24%	(2007/08) 26%	23%	(2011) 26%	N/A	To increase to alignment with national average (Scotland in 2006 = 30%).	
	B Scotland	30%	(2007/08) 31%	28%	31%	30%		
62	Proportion of residents who believe they can influence decisions that affect their local neighbourhood	(2005/06) 24%	(2008) 24%	(2010) 22%	(2011) 26%	N/A	Increase on the baseline	

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
63	Percentage of adults who rate their neighbourhood as a very good/fairly good place to live	(2007) 85%	(2008) 85%	(2010) 88%	(2011) 89%	N/A	Increase by 5% by 2011/12.	
Note:	Re indicator 56 – This target excludes people in NHS Continuing Care							

National Outcome 12

We value and enjoy our built and natural environment and protect it and enhance it for future generations

Overall progress in improving the delivery of the national outcome

During 2011/12, Community Planning partners delivered upon a series of projects and programmes designed to improve and enhance the natural environment in the city. For example, the annual parks development programme delivered detailed improvements in 14 city parks, 22 play areas and multi-use games areas and 12 open spaces. The programme of improvements was enhanced by securing external funding from a range of agencies.

Three parks (Bellahouston Park, Glasgow Green and the Botanic Gardens) were awarded the prestigious Green Flag park award and applications were submitted for a further four (Queens Park, Kelvingrove Park, Victoria Park and Hogganfield Loch). In addition, seven Park Management Plans were published online and a further four were drafted.

CPP partners continue to support the work of the Glasgow Building Preservation Trust Doors Open Days, the annual civic festival which celebrates Glasgow's buildings, streets, parks, architecture, history and its people. A massive programme of events held each September in the city includes walks, tours, talks, seminars and exhibitions, in addition to access to visitors to more than 100 famous buildings. During 2011, 66,000 separate visits were recorded to those buildings as part of the programme, many of which are not normally open to the public at any other time of the year.

Glasgow's Street Cleanliness Index, a national assessment system used by all local authorities and overseen by Keep Scotland Beautiful increased again this year, following the trend over the monitored period. The Clean Glasgow partnership has operated a particular initiative dealing with dog fouling, and it has also developed two strategies on mitigation and reduction to address the ongoing problem of litter crime, contributing significantly to improving the Cleanliness Index.

Local Outcomes

Improve the attractiveness of Glasgow as a place to live, invest, work and visit (LO11)

Improve Glasgow's physical environment and infrastructure (LO24)

Overall progress in improving the delivery of the local outcomes

The street cleanliness index for Glasgow continues to improve, increasing from 68 in 2008/09 to 72 in 2011/12, the highest ever rating for the city. Glasgow is now on a par with many Scottish cities, and just below the Scottish average. The annual score is based on the results of 7 separate surveys carried out during the year and ratified by Keep Scotland Beautiful. A number of initiatives continued in 2011/12 that helped contribute to the improvement in the environment in Glasgow, including:

- Glasgow City Council street cleansing service is now carried out as part of a 7-day working week with extended hours in the city centre.
- Glasgow City Council local operational managers have a direct responsibility for service delivery in their areas and are developing closer links with local communities. This includes taking a lead role in local operational working groups which help deliver local improvements in services such as street cleansing.
- Shops, offices and other commercial premises have been advised regarding their responsibilities under duty of care legislation and the need to avoid waste being left on streets.
- Community Action Teams have been involved in local clean ups, environmental awareness and valuable citizenship campaigns with local schools and communities.
- A “see it - report it” pilot project has been launched in Glasgow City Council Land & Environmental Services, encouraging staff to report faults and problems to a dedicated phone line.



As part of the Allotment Strategy for Glasgow, allotment projects were developed at Croftfoot, Penilee and Dawsholm during 2011/12. In the previous year, the dedicated officer for allotments has enabled Glasgow City Council to strengthen working relationships with the key stakeholders in allotments, including the independent sites. As well as the allotments forum, allotment associations and plot holders, the Council now work with a variety of voluntary and public sector services, whose clients are enjoying the many benefit allotments have to offer, often for the first time.

Within the Council, several services now have a responsibility and input to green space development, including having input into establishing how allotments and community gardens can be promoted within new developments through the planning process. The Council continue to build relationships with the NHS, Community Planning Partnerships, charities and other community networks to bring additional value to existing and proposed allotments.

CPP partners have an on-going strategy to maximise the public space available within the network of city parks for the good of residents. Part of this strategy is to open up park spaces to a wide series of community events. In 2011/12, there were 877 events held in the city’s parks. This was a reduction from the previous year but still in excess of the target of 800 events.

The current area of designated Local Nature Reserves (LNR) remained unchanged for 2011/12 at 0.43 hectares per 1,000 population. However, major progress was made towards achieving LNR declarations for Linn Park and Cathkin Braes and Darnley Mill Country Park, which will make a significant contribution toward achieving the 2012/13 target for Glasgow of 0.75 hectares per 1,000 population.

We value and enjoy our built and natural environment and protect and enhance it for future generations (National Outcome 12)

	Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
64	Biodiversity: land area of designated Local Nature Reserves in the city	(2006/07) 0.36ha	0.36	0.43	0.43	0.43	0.75 hectares per 1,000 population by 2012/13.	
65	Cleanliness index	(2004/05) 62	68	69	70	72	Improve to 70 by 2011/12.	

National Outcome 13

We take pride in a strong, fair and inclusive national identity

Overall progress in improving the delivery of the national outcome

The vision of the Glasgow CPP's states 'we will ensure an inclusive Glasgow where all citizens and visitors have the opportunity to participate fully in life of the city'. This vision underpins a range of strategies pursued by Community Planning Partners to help ensure that relevant programmes are available to all citizens; that citizens feel they are treated fairly and inclusively and; have the opportunity to participate in all that Glasgow has to offer. During 2011/12, a number of programmes were pursued to help the city meet its commitments toward this outcome.

The key measure monitored by the CPP in relation to the national outcome is the number of recorded hate crimes incidents per 10,000 population. In 2011/12, the level increased by 16% to 1,807. The overall increase in reporting is viewed as a positive as it is indicative of better community confidence in the third party reporting process and understanding of hate crime. A number of significant developments have contributed to this increase in reporting such as a new hate crime training pack, the review of the third party reporting brand and the introduction of multi-agency Hate Crime Action Groups in each of the three Glasgow Police Divisions.

Strathclyde Police also launched a new campaign in 2012 to tackle hate crime. The 'Don't hate me' campaign is being rolled out across the area to raise awareness that hate crime is wrong and against the law. The campaign has been displayed using the public transport network, in bars and clubs, and is being distributed via Strathclyde Police partner agencies. The long term ambition for this campaign is that the number of hate crimes will decrease and Glasgow will achieve a better, fairer and more inclusive society.

Local Outcomes

Improve residents' aspirations, confidence, decision making capacity and involvement in community life (LO23)

Overall progress in improving the delivery of the local outcomes

A series of commitments have been made for 2012 onwards to enhance the involvement and empowerment of communities in helping to enhance services and amenities in local areas. Glasgow City Council and its CPP partners will develop a series of policies to strengthen this process. These will include the introduction of community budgeting, giving local people the power and resources to shape services in their area. Partners will also support proposals for residents who want to establish and to manage their local community facilities. CPP partners have pledged to continue to consult with residents, listening to their priorities for their neighbourhoods, and responding by re-designing a range of relevant public services in local communities – this *neighbourhood management* approach will build upon research carried out in 2011 to identify key priorities for residents across Glasgow. The Glasgow CPP will work to implement the neighbourhood management approach during 2012/13.


During 2011/12, a £500,000 Community, Sports and Cultural Facilities Social Enterprise Fund was established, with support from the Council's Integrated Grants Fund, to providing funds over the financial years 2011/12 and 2012/13 to support local communities to make better use of existing community infrastructure. In addition to this, there was £2.13million Capital Investment Fund created to improve the physical condition of identified Community facilities.

Within Glasgow City, Council Land and Environmental Services have further developed a policy to encourage and support active local community involvement through its 'friends of' groups. To date, there are now 30 established Friends of Groups, many of which link local communities to the network of parks in Glasgow. During 2011/12, a further 2 groups were in the process of forming, and six others have expressed an interest in forming a Friends of Group.

The Gaelic Language Plan 2009 to 2012 has enhanced the status of Gaelic; promoted the acquisition and learning of Gaelic; and has encouraged the use of Gaelic. Now coming to the end of the current plan, the promotion of Gaelic language has demonstrated a positive impact through the increased use of Gaelic. Glasgow City Council hopes that Gaelic will continue to be encouraged in the future years. The Council wish to safeguard the future of the language which is an integral part of Scotland's heritage and national identity. Over the past few years the demand for children to attend Sgoil Ghàidhlig Ghlaschu (Glasgow Gaelic School) has grown hugely. At the start of 2012 funding (from the Scottish Government) was provided to restore disused classrooms to fulfil this growing demand.

The run up to the Queen's jubilee and the 2012 Olympic Games has provided Glasgow residents with an increased involvement in community life, and has helped foster a spirit of strong national identity. In particular children across Glasgow have been at the forefront of activity in the city. Local school children were invited to take part in numerous events across the city, to celebrate and welcome the Jubilee and the Olympics: not only has this provided them with greater involvement in community life but has also helped to improve their confidence and aspirations.

We take pride in a strong, fair and inclusive national identity (National Outcome 13)

Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
66 Number of recorded hate crimes incidents per 10,000 population	(2006/07) 1,314	1,404	1,492	1,552	1,807	Increase reporting by 5% by 2011/12.	

National Outcome 14

We reduce the local and global impact of our consumption and production

Overall progress in improving the delivery of the national outcome

For 2011/12, there was further progress towards meeting several of the outcomes to reduce the local and global impact of consumption and production. Increased recycling rates and lower volumes of municipal waste collected result in an overall reduction in biodegradable municipal waste being sent to landfill. There has also been a reduction in the amount of CO2 being emitted by Glasgow City Council, coinciding with a marked improvement in the air quality of the city. The partnership continues to develop and implement a range of strategies aimed at improving further the impact of consumption and production within the city.

Glasgow City Council continued to improve the levels of recycling and waste diversion in the city. In 2011/12 Glasgow achieved a (provisional) recycling rate of 27%, although this still lagged behind the recycling rates in other Scottish cities.

Local Outcomes

Improve the attractiveness of Glasgow as a place to live, invest, work and visit (LO11)

Improve Glasgow's physical environment and infrastructure (LO24)

Overall progress in improving the delivery of the local outcomes

The 2014 Commonwealth Games represent both a significant challenge and opportunity for city partners to meet its environmental and sustainability targets. Set out here are a range of initiatives under way around 2014 activity which will help the city meet such responsibilities.

The Athletes' Village, being built for Glasgow's Commonwealth Games 2014, will provide accommodation and facilities for 6,500 competitors and officials during Games time. Following the Games, the accommodation will be converted into a new urban neighbourhood on the former 38.5 hectare brown field site. A new 120 bed care home for the elderly will also be built on site. Solar roof panels on all homes will help to reduce electricity bills for future residents and deliver a 60% reduction in carbon emissions. The first central heating and power district distribution network powered by low carbon fuels will service the site, helping to reduce carbon levels by more than 95%. All house builders are established on site and construction of houses has commenced. Care home designs are complete and construction is underway. The landscaping strategy is seeking to ensure the delivery of increased biodiversity within the site. The CHP energy centre construction is advancing on schedule with operation expected August 2012. The strategic urban drainage system is under construction. The potential of constructing a new pedestrian bridge is being investigated by the Forestry Commission, Clyde Gateway, City Legacy and Glasgow City Council.

One of the sustainability targets for Games-time is to divert 80% of all Games-related waste from landfill. To achieve this, all of the Games venues and the Athletes' Village will be required to meet the waste diversion target. The successful diversion of 80% of waste from landfill at Games-time would provide a model for successful implementation at other venues, facilities and events across the city long after 2014. We are using London 2012 Olympic football at Hampden as a pilot as to what can be achieved in terms of waste management at the venue scale. Lessons from that event will be used to inform the 2014 waste strategy. Planning officers have met those responsible for the management of new and upgraded venues to ensure required source segregation and recycling facilities are built into planning applications. Guidance is currently being prepared for recycling at events and venues reflecting new Zero Waste Regulations detailing requirements for segregation, storage and collection of waste streams.

The ISO 20121 is the new British Standard which sets out the requirements for planning and managing a sustainable event. The introduction of ISO 20121 management systems for major events in Glasgow, including the Commonwealth Games, will reduce the environmental impact of major events, especially in terms of greenhouse gas emissions, by addressing a range of key environmental issues including transport, waste arisings and recycling infrastructure. A series of meetings has taken place with events organisers in Land and Environmental Services and Glasgow Life to audit the baseline for current events held by the council and Glasgow Life with regards to sustainability. An action plan is being prepared for role out throughout 2012/13. Support in implementing the standard, has also been offered from WRAP, who have worked with the standard at London 2012.

Glasgow City Council is committed to the creation of Low Emission Zones (LEZs) surrounding all Glasgow 2014 venues to reduce levels of air pollution. Vehicles failing prescribed emissions standards can either be banned from entering the LEZ or can be required to pay a charge. Parking and access controls will be strictly enforced in the streets surrounding venues with park and ride hubs and city centre shuttles being used to transport spectators to venues. Land and Environmental Services staff are progressing plans for the LEZs at the venues including size of LEZ and what vehicles can enter the zone e.g. Euro category V. NO₂ diffusion tubes have been placed at all Games venues to establish baseline. The council is working with Siemens to assess LEZ technology. This trial started in March 2012 and runs for 18 months.

Air pollution levels continue to be monitored and the recorded instances of nitrogen dioxide pollution are below the set targets for the 12 month period. Two further actions from the Air Quality Action Plan were progressed during the year. The Council Workplace Travel Plan was completed and published while the action on Cleaner Taxis has also been progressed. Glasgow is putting itself forward to become the first city in the UK to be awarded the title of European Green Capital (EGC). The city is bidding to win the title for 2015 which is awarded annually by the European Commission. Applicant cities are put through a robust competitive process against twelve environment and sustainability themes, one of which is 'quality of local ambient air'.

The Council continues to encourage recycling by promoting participation in the reduce-reuse-recycle concept, using promotional campaigns (for example, vehicle livery, community websites, radio and newspaper articles), targeting lower participation areas with door-to-door exercises and education, developing recycling points and increasing advertising about these sites, and targeting schools with education and facilities to recycle. Over recent years the general trend has been a decline in the total amount of municipal waste collected. For 2011/12, 508 kilos per head of municipal waste were collected, an 11% reduction from the previous year.

For 2011/12, Audit Scotland introduced a new indicator for local authorities in relation to recycling targets, switching from the proportion of municipal waste recycled to the proportion of household waste recycled. In 2011/12, Glasgow recycled 26.5% of household waste, against a target of 27%.

In August 2011, the council introduced Managed Weekly Collections for the 110,000 properties in the city which receive kerbside refuse and recycling collections. This will increase the range and frequency of recyclable materials uplifted and as a consequence, should also reduce the amount of household waste sent to landfill. Glasgow City Council are also progressing a residual waste treatment strategy which will deliver a new facility that will help to further reduce the amount of waste sent to landfill. Land & Environmental Services has drawn up a policy which seeks primarily to encourage residents to maximise the use of the bins provided and reduce the risks to the environment from litter by discouraging excess waste. This policy highlights the Council's commitment to achieving the targets for the level of waste that is recycled.










R Indicator 67 A-E – The Autumn 2011 Household Survey showed an increase in the levels of concern about litter and other related environmental issues across the city. This increase was particularly notable as there had been a significant decrease in the levels of concern the year before. The Council subsequently commissioned MORI to undertake some further qualitative research to identify why people were so concerned about these issues. The findings showed that:

- Most of the problems were viewed as long-running, ongoing issues, and, as such, were the source of considerable frustration for respondents.
- Several of the problems, especially graffiti, vandalism and fly-posting, were seen to have improved, or begun improving, over the recent past.
- When respondents labelled these problems as 'significant' or 'moderate' in the survey, they were as much providing a retrospective assessment as commenting on how things are now.
- personal responsibility was a dominant theme across the interviews. It was repeatedly suggested that the problems are a consequence of individuals not taking responsibility for their actions and/or lacking any sense of pride in, or obligation towards, their communities. Related to this, there was very little spontaneous suggestion that the Council or other public bodies are to blame for the problems perpetuating.
- There was support for tighter enforcement of measures aimed at tackling the problems.
- Several 'new' measures were suggested. However, most of these measures are already in place, reinforcing the finding from the survey that there is work to be done in raising awareness of the '*Clean Glasgow*' campaign and related initiatives






There are ongoing initiatives and measures being taken to address many of these issues. Under the umbrella of the Clean Glasgow campaign, a new initiative in relation to dealing with dog fouling was launched in 2011/12, and it has developed two strategies on Mitigation and Reduction to address the ongoing problem of dog fouling and litter crime.

R Indicator 73 – Progress has been made toward achieving the target reduction of reducing the Council's CO2 emissions by 20% over five years. However the reduction of 12% falls short of the original 20% targeted. The reduction recorded was in part due to the progress made with implementing the Tomorrow's Office programme, which has rationalised the building occupancy level of the Council. This programme of work will continue during 2012/13 and will make significant contributions to carbon savings, as will a Street Lighting Pilot investigating the carbon savings associated with LED technology and dimmer controls.

We reduce the local and global impact of our consumption and production (National Outcome 14)

Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
	The proportion of residents who cite that each of the following is a problem (2007/08)						
A	Litter in the city centre	54%	-	54%	34%	68%	
	Litter in their local area	66%	61%	66%	51%	72%	
B	Graffiti in the city centre	45%	-	45%	25%	55%	
	Graffiti in their local area	50%	50%	50%	39%	50%	
C	Fly posting in the city centre	38%	-	38%	20%	60%	
	Fly posting in their local area	29%	26%	29%	28%	29%	
67							
D	Chewing gum in the city centre	45%	-	45%	26%	65%	Decrease on the baseline 
	Chewing gum in their local area	43%	39%	43%	32%	51%	
E	Fly tipping in the city centre	28%	-	28%	17%	34%	
	Fly tipping in their local area	35%	30%	35%	31%	45%	
F	Dog fouling in the city centre	39%	-	39%	19%	32%	
	Dog fouling in their local area	65%	61%	65%	48%	80%	
68	The kilograms of municipal waste collected per capita (2004/05) 613	594	556	574	508	Reduce on the baseline	
69	Proportion of municipal waste* recycled (2004/05) 9.4%	19.9%	21.9%	24%	N/A	This measure has been discontinued	N/A

*This is no longer a statutory indicator. In 2011, Audit Scotland changed the recycling measure to “proportion of household waste”. For 2011/12, the proportion of household waste recycled in Glasgow recycled was 26.5%, against a target of 27%.

Indicator	Baseline	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target		
70	Biodegradable municipal waste landfilled (tonnes)	(2006/07) 187,288	166,359	154,680	149,733	138,919	In 2010/11, with residual waste treatment GCC seeks to reduce BMW to landfill to 144,662 tonnes.		
71	A	Air Quality - Times per year when air pollution is above 200µg/m ³ for Nitrogen Dioxide (NO ₂) (1 hour mean)	(2006/07) 3 times	13	52	96	15	Not to exceed 18 times a year or 40 µg m ⁻³ as an annual mean by 2010/11.	
	B	Air Quality - Times per year when air pollution is above 50µg/m ³ for particulate matter (PM10) (24 hour mean)	55 times	41	26	5	5	Not to exceed 7 times a year or 18 µg m ⁻³ as an annual mean by 2010/11.	
72	Energy consumption for Council operations and activities (millions):		(2006/07)					Reduce energy consumption by 10% in 2011/12.	
	A	Gas (M KWHrs)	202.2	170	193	202	168		
	B	Electricity (M KWHrs)	99.5	87	85	82	79		
		Total	301.7	257	278	284	247		
	C	Net annual change	N/A	-2.3%	8.2%	2.2%	-13%		
73	Glasgow City Council's CO ₂ emissions (tonnes per annum)	(2006/07) 194,169	183,022	186,508	189,439	171,448	20% reduction over 5 years		

Note re indicator 72: The methodology used to calculate the councils energy consumption is being reviewed as part of a new Carbon Management Plan for the organisation. Future targets will be revised in line with the outcome of the review.

Overall progress in improving the delivery of the national outcome

As reflected elsewhere in this report, the challenging economic climate has led to a significant squeeze on public sector budgets and has challenged public bodies to reform services in a way that maintains or improves service delivery whilst delivering financial savings.

In September 2011, the Christie Commission delivered its findings on the future for public service reform in Scotland, and in particular its emphasis on integrating services and preventative spend. Christie made it clear that the impact of this approach to date had to be built upon to meet the significant cost and demand pressures upon public services. The Government's response has recognised the need to build on and strengthen the Community Planning process in order to empower public agencies to work together to focus on prevention, early intervention and 'place'.

In Glasgow, the CPP has already endorsed many aspects of this approach and has pursued a range of reform programmes across the public sector in order to develop more effective, integrated services for residents. Early and effective intervention is one of the underlying strategic objectives of the CPP and has been influencing the development of a range of initiatives for a number of years, some of which have been referenced elsewhere in this report.

During 2011/12, the CPP developed further the integrated approach to public service delivery through the One Glasgow agenda, also covered in detail earlier in this report. This approach will be built upon through the development of the new Single Outcome Agreement for Glasgow for 2013, which will focus on a set of key shared priorities where an integrated partnership approach to service delivery will add value to delivering outcomes, and which will set out clear roles, responsibilities and accountabilities for each partner involved.

Local Outcomes

Improve the attractiveness of Glasgow as a place to live, invest, work and visit (LO11)

Overall progress in improving the delivery of the local outcomes

The Community Planning Partners continue to invest across a wide range of public services to deliver against both the national and local outcome. This is increasingly influenced by a need to develop more innovative, efficient and integrated programmes of investment to improve the quality of services for residents, and the physical infrastructure in Glasgow. Over the past year, examples of this include:

- Strathclyde Partnership for Transport is improving public transport in the city. The £288m subway modernisation programme has commenced, with the aim to create a modern, efficient transport network to service Glasgow for the 21st Century. Initial developments include the redevelopment of Hillhead station, with planned upgrades at Kelvinhall, Ibrox and Partick to be completed by 2014. Major infrastructure improvements in and around Dalrnarnock train station continued in 2011/12 in preparation for the 2014 Commonwealth Games, when the station will provide a major transport hub for the Games. Despite the refurbishments, careful planning by SPT has kept the level of disruption to passengers to a minimal.
- Glasgow City Council Land and Environmental Services have made significant changes to refuse and cleansing services. New arrangements regarding uplift of bulk refuse from flats over the past year has helped to ensure the streets of Glasgow are cleaner. Bulk refuse is no longer left on the pavements, and collections take place on demand so that refuse can be left in the back courtyard by the bin store, preventing blocked pavements and a decrease in attractiveness of the area.
- Glasgow City Community Health Partnership (GCCHP) provides a network of community health activities to support Glasgow's most excluded residents to take action on health. In 2011/12, the GCCHP make significant progress in redesigning services to help reduce delayed discharges; improve the continence services, nursing homes medical practice; and have set up primary care locality groups to improve how staff work with GPs.
- Work was completed during 2011/12 on a state of the art facility for Glasgow Community and Safety Services (GCSS), the joint venture between the city council and Strathclyde Police set up to tackle anti-social behaviour, disorder and crime across Glasgow. Around 500 staff have moved into the Eastgate HQ in the East End of the city, which is also part of the Clyde Gateway regeneration project, investing millions of pounds into improving the East End. Eastgate brings together 22 specialist teams which will tackle a wide range of services including hot spot intervention, community payback orders, graffiti removal and CCTV services. The HQ will allow GCSS to enhance a range of prevention services as a means to diverting those at risk of becoming involved in crime and anti-social behaviour. The new facility will also facilitate better partnership working between services, avoid duplication, and also make GCSS more visible in the communities it serves.
- Strathclyde Police, Strathclyde Fire & Rescue and Glasgow Housing Association created an innovative joint venture by setting up a Community Improvement Partnership (CIP) in 2011/12. Following an earlier pilot phase, the citywide roll-out of the CIP will see housing, police and Fire & Rescue officers share intelligence across the city, identify trouble spots and take appropriate action to deal with issues causing the biggest problems for GHA tenants. The partnership improves services by sharing the skills and knowledge of multi-agency staff, enabling them to respond more effectively to the issues which tenants see as being most important such as anti-social behaviour, noisy parties, disorder and drug dealing. By seconding staff to GHA, Strathclyde Fire and Rescue are helping tenants cut the risk of fire in their home and also work with housing staff to identify and help vulnerable tenants who are at risk of fire.

Our public services are high quality, continually improving, efficient and responsive to local people's needs (National Outcome 15)

Indicator	Baseline (2007/08)	2008/09	2009/10	2010/11	2011/12	Target	Performance to Target
A Percentage of adults satisfied with local health services	85%	N/A	90%	N/A	N/A		
B Percentage of adults satisfied with police services	66%	N/A	74%	N/A	N/A		
C Percentage of adults satisfied with fire services	81%	N/A	57%	N/A	N/A		
74 D Percentage of adults satisfied with refuse collection	78%	N/A	93%	N/A	N/A	Increase on the baseline	Not Enough Data to Rate
E Percentage of adults satisfied with local schools	77%	N/A	43%	N/A	N/A		
F Percentage of adults satisfied with social work services	50%	N/A	27%	N/A	N/A		
H Percentage of adults satisfied with public transport	76%	N/A	83%	N/A	N/A		
I Percentage of adults satisfied with street cleaning	66%	N/A	89%	N/A	N/A		

Indicator reference table

	National Outcomes (1 to 15)	Glasgow's Local Outcomes (24)	SOA Indicators 2010/11	
Working	1. We live in a Scotland that is most attractive place for doing business in Europe.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit.	1, 2, 3, 4, 5, 6, 7	
		24. Improve Glasgow's physical environment & infrastructure.		
	2. We realise our full economic potential with more & better employment opportunities for our people.	7. Increase the number of jobs in Glasgow.		8, 9, 10, 11
		8. Increase the proportion of better paid & more productive jobs.		
	9. Increase the proportion of Glasgow residents in work.			
	10. Increase the performance & volume of business carried out in Glasgow.			
Learning	3. We are better educated, more skilled & more successful, renowned for our research & innovation.	20. Improve the literacy & numeracy levels of the population.	12, 13	
		22. Improve skills for employment.		
	4. Our young people are successful learners, confident individuals, effective contributors & responsible citizens.	21. Improve educational attainment & achievement of all children & young people.	14, 15, 16, 17, 18	
5. Our children have the best start in life & are ready to succeed.	18. Increase the proportion of parents who are capable, responsible & supported.	19, 20, 21, 22		
	23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.			
Healthy	6. We live longer, healthier lives.	3. Reduce the public acceptance & incidence of over-consumption of alcohol & its subsequent negative impacts.	23, 24, 25, 26, 27, 28, 29	
		12. Increase the proportion of the population with a healthy BMI.		
		13. Increase the proportion of residents involved in physical activity.		
		16. Reduce the harm caused by drug addiction.		
		19. Reduce the proportion of residents who smoke.		
	7. We have tackled the significant inequalities in Scottish society.	15. Reduce the difference in life expectancy between the most affluent & most disadvantaged residents.		30, 31
		23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.		
	8. We have improved the life chances for children, young people & families at risk.	14. Improve children's diets.		32, 33, 34, 35, 36, 37, 38, 39
17. Reduce the proportion of children in poverty.				
	18. Increase the proportion of parents who are capable, responsible & supported.			

National Outcomes (1 to 15)		Glasgow's Local Outcomes (24)	SOA Indicators 2010/11
Safe	9. We live our lives safe from crime, disorder & danger.	1. Reduce the level of violent crime, including gender-based & domestic violence.	40, 41, 42, 43, 44, 45, 46, 47
		2. Reduce injuries as a result of road traffic incidents, fires & incidents in the home.	
		5. Reduce the involvement of young people in crime & as victims of crime & accidents.	
		6. Reduce the fear of crime.	
Vibrant	10. We live in well-designed, sustainable places, where we are able to access the amenities & services we need.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit.	48, 49, 50, 51, 52, 53, 55
		24. Improve Glasgow's physical environment & infrastructure.	
	11. We have strong resilient & supportive communities, where people take responsibility for their own actions & how they affect others.	4. Reduce the impact & incidence of anti-social behaviour.	56, 57, 58, 59, 60, 61, 62, 63
		24. Improve Glasgow's physical environment & infrastructure.	
	12. We value & enjoy our built & natural environment & protect it & enhance for future generations.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit.	64, 65
		24. Improve Glasgow's physical environment & infrastructure.	
	13. We take pride in a strong, fair & inclusive national identity	23. Improve residents' aspirations, confidence, decision making capacity & involvement in community life.	66
	14. We reduce the local & global impact of our consumption & production.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit.	67, 68, 69, 70, 71, 72, 73
		24. Improve Glasgow's physical environment & infrastructure.	
	15. Our public services are high quality, continually improving, efficient & responsive to local people's needs.	11. Improve the attractiveness of Glasgow as a place to live, invest, work & visit.	74