

DEVELOPMENT AND REGENERATION SERVICES

SERVICE PLAN

(Annual Service Plan and Improvement Report)

2018

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1. RESOURCES AND ORGANISATION

SERVICE STRUCTURE AND RESOURCES

Our Vision:

Development and Regeneration Services will drive, direct and deliver economic growth, closing the inequality gap and tackling poverty.

Our Outcomes

Our outcomes are those contained in the [City Development Plan](#) which reflects the spatial interpretation of the Council's [Strategic Plan](#) and [Glasgow Community Plan](#).

We wish to achieve **a high quality and healthy sustainable place** by delivering:

- **A vibrant place with a growing economy** – by providing the right environment for businesses to develop;
- **A thriving and sustainable place to live and work** – by providing opportunities to build new housing, and creating vibrant places and town centres to provide a good quality of life in the long term for the city's growing population;
- **A connected place to move around and do business** – by improving accessibility for all citizens to employment, shopping and leisure destinations, and providing more sustainable travel options; and
- **A green place** – by helping to care for Glasgow's historic and green environments, increasing the city's resilience to climate change, and reducing energy use.

Our responsibilities

We provide the **economic development** role for the council in discharging responsibilities to the Scottish Government that are contained within the [National Performance Framework](#). DRS has a statutory duty for the following elements in the service and these responsibilities shape the way in which DRS priorities are carried out.

- We are the **statutory planning authority**. [The Planning etc \(Scotland\) Act 2006](#) passed by the Scottish Parliament sets out the legislative framework for a modernised planning system. Planning authorities have other statutory powers and responsibilities such as Tree Preservation Orders and designation of Conservation Areas.
- We are the **strategic housing authority** in Glasgow. Housing Strategy and related activity is statutory under the [Housing \(Scotland\) Act 2001](#). Various other Acts (particularly since the inception of the Scottish Parliament) have invested various duties and powers on local authorities with respect to housing.
- We were appointed to the [Verifier role for Building Standards](#) on 1 May 2011 for a 6 year period and were reappointed on 1st May 2017.
- We are the lead local authority for the **Clyde and Loch Lomond Local Plan District** and discharge this role under the [Flood Risk Management \(Scotland\) Act 2009](#).
- We discharge the council's responsibilities in terms of the [Environmental Protection Act 1990 \(Part IIA\)](#) relating to the inspection and remediation of **Contaminated Land**.
- We discharge the council's responsibilities in terms of the [Civic Government \(Scotland\) Act 1982](#) relating to the inspection and enforcement of **stair lighting**.
- As the roads authority under [Roads \(Scotland\) Act 1984](#) we carry out functions relating to the transport assessment of planning applications and the issuing of **Roads Construction Consents**.
- We deliver duties under the [Land Reform \(Scotland\) Act 2003](#) and [Countryside \(Scotland\) Act 1967](#), to **uphold access rights**; to draw up and review a **core paths plan**; to establish a **local access forum**; and to publicise the **Scottish Outdoor Access Code**.
- Other legislation governs the way in which the services in the council carry out their work e.g. [Local Government \(Scotland\) Act](#), [Equalities Act 2010](#), [Construction and \(Design and Management\) Regulations 2015](#) and [Communities Empowerment \(Scotland\) Act](#).

Service Structure and Areas of Activity

DRS has seven core areas of activity which reflect the structure of the Service. These are Economic Development, Housing and Regeneration, Planning and Building Control, Project Management and Design, Service Development, City Deal and Property and Land Services.

ECONOMIC DEVELOPMENT

- * [Invest Glasgow](#)
- * [Youth Employment](#)
- * [Glasgow Film Office](#)
- * Economic and Social Initiatives
- * Adult Employment
- * [Digital Glasgow](#)
- * Funding and Monitoring
- * [Business Support](#) and [Business Gateway](#)
- * [The Lighthouse](#)
- * [Tontine](#)

STAFF: 76.19 FTE @ 31/3/18

HOUSING AND REGENERATION

- * [Housing Strategy](#)
- * [City Centre Strategy](#)
- * [Regeneration](#)
- * [Private Sector](#)
- * [Investment](#)
- * [Ownership Information](#)
- * Intervention – [Private Landlords](#) and [Houses in Multiple Occupation](#)

STAFF: 66.70 FTE @ 31/3/18

PLANNING AND BUILDING STANDARDS

- * [Development Plans](#)
- * [Planning Neighbourhoods and City Design](#)
- * [Building Standards](#)
- * Development Management
- * [Licensing](#)
- * [Enforcement](#)

STAFF: 130.19 FTE @ 31/3/18

DRS

EXECUTIVE DIRECTOR

ASSISTANT DIRECTOR X 2

STAFF: 3 FTE @ 31/3/18

PROJECT MANAGEMENT AND DESIGN

- * Architecture and Urban Design
- * Education, Leisure and Care Facilities
- * Surveying and Project Management Group
- * Engineering Group

STAFF: 48.30 FTE @ 31/3/18

CITY DEAL

- * [Glasgow City Region](#)
- * [Infrastructure Investment](#)
- * [Labour Market](#)
- * [Innovation](#)
- * Glasgow Programme Co-ordination

STAFF: 3.5 FTE @ 31/3/18

PROPERTY AND LAND SERVICES

- * Management of property and land assets and facilities management services for the Council family

STAFF: 120.63 FTE @ 31/3/18

SERVICE DEVELOPMENT

- * General support and advice across DRS and corporate initiatives
- * Staff Development, Engagement and Communications
- * Service Development
- * Data analytics and visualisation (design with data)

STAFF: 18.70 FTE @ 31/3/18

OUR CONTRIBUTION TO GLASGOW'S STRATEGIC PLAN

Strategic Plan Commitments

The Council's [Strategic Plan 2017 to 2022](#) was approved on 2nd November 2017. It sets out the Council's priority themes and commitments that will be delivered over the next 5 years by the Council Family. The vision of the Council is to have –

'A world class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's success'

The Strategic Plan will be delivered on a thematic basis across seven cross cutting themes. These are:

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

DRS is the theme lead for ***A Thriving Economy*** which focuses on inclusive growth. The outcomes for A Thriving Economy are:

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

A number of priorities have been identified to progress A Thriving Economy. These include the delivery of the Glasgow Economic Strategy, Regional Economic Strategy and City Deal, support to small businesses, use of community benefit clauses to secure jobs, promotion of the Glasgow Living Wage, appointment of a Digital Champion and participation in the Scottish Government's national plan for broadband roll out.

DRS also makes a significant contribution to the delivery of ***Resilient and Empowered Neighbourhoods***. The outcomes for Resilient and Empowered Neighbourhoods are:

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

These outcomes are progressed by implementing the City Development Plan, delivery of the Glasgow Housing Strategy, support for social landlords and the private sector to provide 15,000 new homes and promotion of trusts and social and community enterprises to support community ownership.

Other priorities are also supported by DRS. For example within the **Vibrant City** priority, DRS is responsible for the continued transformation of the River Clyde and Waterfront. We also contribute to **A Sustainable and Low Carbon City** through implementation of the affordable warmth scheme and flood management activities.

Partners

The place based approach adopted by DRS to drive, direct and deliver the Strategic Plan's priorities requires Divisions to work together to ensure a joined up approach is adopted and best value is achieved. Many areas of work are also cross service and require our staff to work in partnership across the service and with external partners and stakeholders. We actively participate in a range of partnerships including statutory, policy / strategy based, physical development and service delivery partnerships. Some examples include:

- [Glasgow City Region City Deal](#)
- [Metropolitan Glasgow Strategic Drainage Partnership](#)
- [Glasgow Economic Leadership](#)
- [Transforming Communities Glasgow](#)
- [Clydeplan](#)
- [Core Cities](#)
- [Glasgow Canal Regeneration Partnership](#)
- [Clyde Gateway](#)
- [Glasgow and Clyde Valley Green Network Partnership](#)
- [West of Scotland Archaeology Service](#)
- [City Centre Strategy Board](#)
- [Scottish Cities Alliance](#)
- [West of Scotland European Forum](#)
- [Glasgow Building Preservation Trust](#)
- [Glasgow City Heritage Trust](#)
- [Glasgow Canal Partnership](#)
- [Scottish Local Authorities Economic Development Group](#)
- Glasgow Partnership for Economic Growth

Staffing levels by Gender, Disability and Ethnic Group

As of 31/3/18, DRS had 467.2 Full Time Equivalent (FTE) staff. This is an increase of 118.5 FTE from 348.7 FTE on 31/3/17.

The transfer of 120.63 FTE staff from across the Council Family into Property and Land Services has significantly increased the number of staff located within DRS. This is part of the Council Family Review which identified scope for a more joined up and collaborative operating model. A range of staff including estate management, asset management, attendants, caretakers and support staff have transferred from Access and Education Services to DRS.

Further staff transfer to DRS as a result of the Council Family Review are planned for 18/19. This includes facilities management services (including catering) from Cordia.

The number and percentage of staff, as of 31/3/2018, that are:

Grade (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	61.03	20.14%	20.01	12.19%	57.03	14.27%	1.51	13.38%	0.50	3.29%	81.04	17.35%
5 to 7	170.50	56.27%	111.81	68.11%	251.83	63.00%	9.80	86.62%	13.70	90.13%	282.31	60.43%
8	47.00	15.51%	24.54	14.95%	65.54	16.40%	0.00	0.00%	1.00	6.58%	71.54	15.31%
9 to 14	20.50	6.77%	7.80	4.75%	24.30	6.08%	0.00	0.00%	0.00	0.00%	28.30	6.06%
Other	4.00	1.32%	0.00	0.00%	1.00	0.25%	0.00	0.00%	0.00	0.00%	4.00	0.86%
Totals	303.03	100.00%	164.17	100.00%	399.70	100.00%	11.31	100.00%	15.20	100.00%	467.20	100.00%
Ethnicity Not declared				12.03%								
Disability Not declared				68.25%								

FINANCIAL RESOURCES: REVENUE BUDGET

EXPENDITURE BY SERVICE AREA 2017/18 and 2018/19

Objective Analysis

2017/18 Budget (£)	Expenditure	2018/19 Budget (£)
22,619,600	Economic Development	21,789,500
91,364,100	Housing Investment	106,838,900
5,396,900	Planning Services	5,679,000
1,493,900	Building Standards	1,739,900
7,033,500	Project Management - Design	6,826,000
3,957,300	Service Development	4,176,200
	Land and Property	132,388,500
131,865,300	Direct Departmental Expenditure	279,438,000
39,694,700	Central Charges	19,682,000
171,560,000	Total Expenditure	299,120,000
	Income	
6,750,800	Economic Development	5,066,200
91,536,900	Housing Investment	107,013,200
1,890,600	Planning Services	1,980,600
3,180,100	Building Standards	3,355,100
5,503,100	Project Management - Design	5,839,100
381,400	Service Development	574,400
	Land and Property	120,687,500
109,242,900	Direct Departmental Income	244,516,100
62,317,100	Net expenditure	54,603,900

Subjective Analysis

2017/18 Budget (£)	Expenditure	2018/19 Budget (£)
18,186,700	Employee Costs	27,000,300
6,622,300	Premises Costs	78,993,000
149,600	Transport and plant	134,000
8,907,000	Supplies and services	65,026,100
8,092,700	Third party payments	4,650,100
95,364,000	Transfer payments	111,501,100
-5,457,000	Transfer to capital	-7,866,600
131,865,300	Direct Departmental Expenditure	279,438,000
39,694,700	Central Charges	19,682,000
171,560,000	Total Expenditure	299,120,000

2017/18 Final Outturn	£'m
Net Expenditure	20
Estimate	20
Variance	0

2. STRATEGIC PLAN COMMITMENTS

STRATEGIC PLAN

The table below outlines how we plan to progress the Strategic Plan priorities during 2018/19.

A THRIVING ECONOMY	
PRIORITY	TARGET 2018/19
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	<ul style="list-style-type: none"> • Refine the model and membership of Glasgow Partnership for Economic Growth and the strategic and operational link with Glasgow Economic Leadership. • Develop the hub approach focusing on Skills and Employment, Inward Investment and Business Growth • Undertake an annual review of progressing early actions identified in the Glasgow Economic Strategy
2. Deliver the Glasgow City Region City Deal, supported by the Glasgow City Regional Economic Strategy 2017- 2035 and its Action Plan .	<ul style="list-style-type: none"> • Support delivery of Glasgow City Region City Deal Annual Implementation Plan 2018 to 2019. • Continue to implement the Regional Economic Strategy. • Develop key milestones as part of the emerging Glasgow City Region Economic Strategy Performance Framework.
3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.	<ul style="list-style-type: none"> • Develop a performance framework for Glasgow Economic Strategy incorporating inclusive growth. • Establish an Employment and Skills Partnership Board to guide and inform the direction of employability services. • Continue to provide business support through Business Gateway and work with partners to consider the development of the City Region wide business support offer. • Continue to work in partnership with neighbouring local authorities to develop future proposals which will regenerate the city region. • Deliver the Glasgow City Deal by regenerating key areas of the city and reviewing other areas for possible development and carrying out initiatives to improve local connectivity. • Consider changes to rents guidance to support business growth in priority SIMD areas via Community and Business Boost fund.
4. Maximise what the Council can do through its community benefits clauses to secure jobs and training opportunities for Glaswegians and small businesses and look at ways that these clauses can be strengthened.	<ul style="list-style-type: none"> • Consider the outcome of the second consultation on the draft Corporate Procurement Strategy 2018 – 2022 which concluded in April 2018. • Finalise the Corporate Procurement Strategy

	2018 -2022 and adopt by May 2018.
5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the Council does across Glasgow.	<ul style="list-style-type: none"> • Continue to promote the Glasgow Living Wage and work towards a target of 1000 employers signed up by 2023. • Continue to deliver the Glasgow Guarantee and the annual target of supporting 1000 people to achieve a positive destination. • Ongoing development of Fairer Glasgow Employer award.
6. Support small businesses and encourage business diversity in local high streets across the City, and continue to support Business Improvement Districts (BID).	<ul style="list-style-type: none"> • Continue to support planned and existing BID's through the BID Steering Group. • Regular BID meetings will be held to review proposals against set criteria ensuring a co-ordinated approach across the Council. • Develop a Retail Strategy and present to committee during 2018.
7. Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.	<ul style="list-style-type: none"> • If the business case to secure Scottish Government funding to support research, modelling and public consultation is approved the steering group will meet to agree and finalise the tasks and processes for taking the feasibility study forward. This will include contacting interested parties to assist in the study, setting timescales for tasks and agreeing responsibilities. • An update report will be provided to the Council's (CBIM) Elected Member Group.
8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan .	<ul style="list-style-type: none"> • Work with Business Engagement and the Get Ready Glasgow Programme to ensure businesses are aware of the potential opportunities arising from the European Championships 2018. • Support Glasgow Life in the development of a new Events Strategy for Glasgow. • Deliver a promotional event on the food and drink sector offer within the city.
9. Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.	<ul style="list-style-type: none"> • Development of a refreshed Digital Glasgow Strategy via the Digital Glasgow Board in collaboration with key partners. • Hold the first meeting of the Digital Glasgow Board and identify priority work packages and lead partners. • Develop proposals for a Glasgow Infrastructure Fund to support capital investment in the city. • Pilot a programme of digital skills development that will complement activity already undertaken in partnership with the Scottish Government's Codeclan project. • Continue to deliver the Digital Boost programme.
10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish	<ul style="list-style-type: none"> • Continue to work with Scottish Government on the next round of superfast broadband roll

Government's national plan for broadband roll out.	<p>out which aims for 100% coverage by 2021. Digital Scotland procurement process will continue throughout 2018.</p> <ul style="list-style-type: none"> Engage with stakeholders to investigate the opportunities arising from City Deal to install digital infrastructure.
11. Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world class heritage and events globally and learn from other international cities.	<ul style="list-style-type: none"> Develop an Exporting Strategy to support increasing numbers of Glasgow companies exporting. Refresh the Inward Investment Strategy. Continue to work with Local Authorities across the Clyde Valley to further develop a regional inward investment offer.
12. Promote Glasgow as a centre of excellence for broadcast and media and make the case for new services to be based here, including a film studio for Scotland.	<ul style="list-style-type: none"> Glasgow Film Office will continue to attract income to the city as a result of filming, we have a target to attract £10m for 2018/19. The Creative Sector has been identified as a 'key sector' in Glasgow Economic Strategy and a 'Creative Strategy' will be developed over the life of the Strategic Plan. Develop a competent bid to host the new Channel 4 headquarters in Glasgow.

VIBRANT CITY	
PRIORITY	TARGET 2018/19
19. Develop a Historic Glasgow Strategy and work with city region partners and others on continued transformation of the River Clyde and waterfront.	<ul style="list-style-type: none"> Continue to progress City Deal Waterfront and West End Innovation Quarter as per Business Case. Stakeholders will be identified and discussions held to establish an approach to the development of a Historic Glasgow Strategy. Continue to progress work associated with the High Street Action Plan.
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.	<ul style="list-style-type: none"> Implement actions as detailed in the Canal Action Plan and monitored by Glasgow Canal Partnership.

A SUSTAINABLE AND LOW CARBON CITY	
PRIORITY	TARGET 2018/19
60. Work with Scotrail and Network Rail to ensure stations deliver economic benefit, and that assets, such as arches, can be brought back to productive use.	<ul style="list-style-type: none"> Hold discussions with stakeholders and interested parties to develop an approach to progress the productive and economic use of rail stations and assets.
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	<ul style="list-style-type: none"> Complete affordable warmth projects (Home based Energy Efficiency Programme) and draw down funding by June 2018. Prepare tender documentation for 2018/19 Scottish Energy Efficiency Programme. Procure an energy advice service for residents participating in HEEPS projects.
70. Review the River Clyde Flood Management	<ul style="list-style-type: none"> Deliver Clyde and Loch Lomond Local Flood

Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.	Risk management Plan.
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RESILIENT AND EMPOWERED NEIGHBOURHOODS	
PRIORITY	TARGET 2018/19
74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.	<ul style="list-style-type: none"> Progress on this priority will be integrated into priority 76.
76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.	<ul style="list-style-type: none"> Introduce cross functional training in use of Place Standard; Attend Place Standard Alliance meetings and develop cross functional working with Communities (targeting Thriving Places)
77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action is taken where conservation rules are not followed.	<ul style="list-style-type: none"> Annual performance report prepared through the Enforcement Charter. Continue to progress the Conservation Area appraisals.
78. Deliver a programme of investment in new or refurbished community facilities.	<ul style="list-style-type: none"> Develop a Community Asset Strategy and present to committee during 2018/19.
79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.	<ul style="list-style-type: none"> Implementation of the Social Enterprise Strategy. Continue to support the co-operative sector in the city through the Co-operative Development Unit. Continue to provide financial support through the implementation of Glasgow Co-operative and Enterprise Fund.
80. Deliver the Glasgow Housing Strategy , including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.	<ul style="list-style-type: none"> Prepare a committee report on the results of the Glasgow Housing Strategy monitoring review. Chairs of the Housing Market Partnership meeting will set up sub group meetings to identify work programmes for Housing Needs and Demand Assessment 3 ahead of the next Housing Market Partnership meeting and progress work. An options appraisal is being drawn up to respond to issues that have been raised for all housing tenures in response to local housing markets and specific conditions. The Common Housing Register has been launched: presently there is an interim evaluation exercise underway with partners. Implement Glasgow's Housing Strategy 2017 – 2022 and report outcomes in an annual monitoring report. Provide an annual monitoring report on Glasgow's Strategic Housing Investment Plan 18/19 to 22/23.

	<ul style="list-style-type: none"> • Progress Transforming Communities Glasgow projects in line with project plans and timescales.
81. Supporting registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the Council wants to encourage.	<ul style="list-style-type: none"> • Deliver the Affordable Housing Supply Programme 18/19 (£85.73m) and prepare an annual review outlining performance of the programme. • Deliver Regeneration Capital Grant Fund projects. • Annually bid for and deliver any allocation from the Housing Infrastructure Fund. • Deliver annual Vacant and Derelict Land budget. • Develop an Empty Homes strategy during 2018. • Continue to pilot 6 self-build plots in Maryhill including the development of a design code and plot passport to facilitate self / custom build. • Consider market research commissioned from consultants on city centre living with a view to informing a City Centre Residential Strategy. • Gather evidence in relation to the provision of student accommodation and its potential over-concentration in certain locations and the effect it has upon sustainable communities which can then be used to inform whether and how new guidance on student accommodation can be produced. • Preparation of a committee report to follow up on Student Accommodation report presented to committee. The follow up report will focus on the issue of over concentration, locational criteria and supplementary guidance. • Consider ways in which Affordable Housing delivery can be best maximised.
82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning and licensing decisions at a local level.	<ul style="list-style-type: none"> • Annual report prepared through the Planning Performance Framework.
83. Ensure that Glasgow's developments both residential and public realm, are of a high international standard and deliver clean, sociable, accessible and safe neighbourhoods and public spaces. We will work with partners to develop proposals for the appointment of a City Architect.	<ul style="list-style-type: none"> • DRS staff will attend a workshop planned and organised by Architect and Design Scotland in June 2018 which aims to progress proposals for the appointment of a City Architect.
84. Extend our approach to Enhanced Enforcement Areas to tackle problems in the private rented sector, and take action against	<ul style="list-style-type: none"> • Work with the Scottish Government to develop and strengthen Local Authority enforcement powers. Proposals are currently

<p>rogue landlord.</p>	<p>out for consultation.</p> <ul style="list-style-type: none"> • Continue to progress and promote Private Landlord registration and take action where required. • Work will continue through strategic partnership arrangements with Registered Social Landlords to deliver area based property condition strategies in a number of areas across the city.
<p>85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.</p>	<ul style="list-style-type: none"> • Consider feedback and carry out an assessment of a pilot property condition survey of 50 tenement properties. • Develop a full survey of a further 450 tenements in the city. • Work will also continue with Registered Social Landlords to deliver repair strategies in areas where partnership arrangements are in place.
<p>90. Consider the potential options coming from the on-going study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.</p>	<ul style="list-style-type: none"> • Prepare an options paper to inform committee on Rent Pressure Zones. • Present report to committee and action recommendations.

COMMUNITY PLAN

The [Glasgow Community Plan](#) has identified three focus areas – Economic Growth, Resilient Communities, and A Fairer More Equal Glasgow and also two priority areas of Childcare and Transport. Glasgow Community Planning Partnership supports Glasgow’s Economic Strategy and the City Region Economic strategy as the means for delivering economic growth for Glasgow. DRS is closely aligned to Economic Growth within the Community Plan and plays a role along with stakeholders in delivering both the Glasgow Economic Strategy and City Region Economic Strategy.

DRS, along with partners and stakeholders, is involved in actions within the Glasgow Community Plan which progress economic growth, this is detailed in the [Community Action Plan 2018 - 2020](#), as follows:

- Provide entry level staff with accredited, transferable qualifications, that can support staff in securing career employment
- Provide people who are being supported through employability Programmes with accredited, transferable qualifications that will support them to secure career employment
- Identify both the level and proximity of risk to unemployment across existing employees. This information will influence the development and targeting of employability interventions
- Ensure all policies, decisions and developments actively promote inclusive growth
- Engage with Scotland's Social Security Agency / Department for Work & Pensions in relation to new jobs created in the City to support Scotland's new Social Security Agency.

This is with a view to ensuring the opportunities offered by these jobs are available for Glaswegians furthest removed from the job market. Relevant Employability programmes should be considered to support this.

In the coming year, DRS will work with partners and stakeholders to progress the Community Action Plan and actions outlined above.

REVENUE AND CAPITAL BUDGET CHANGE

Revenue Budget Change Summary				
Ref	Title of Service Change	Reason for Change	Council Strategic Plan Priority	Financial Impact (£000)
				2018/19
18DR02	Stairlighting Services - Efficiencies	Service Review		-200
18DR03	Flood Management	Service Review		-100
18DR06	Laser Scanner – Income Generation	Income Maximisation		-200
18DR19	Stairlighting Service – Income Generation	Income Maximisation		-336
18CE06	Land and Property City Centre Review	Service Review		-446
18ED17	Energy Consumption	Service Review		-400
18DR05GP	Planning/Housing Enforcement	Investment	Resilient and Empowered Neighbourhoods	+130
18DR06GP	Increase to Co-operative grants	Investment	Resilient and Empowered Neighbourhoods	+125
18DR25	Community Business Boost	Investment	A Thriving Economy	+375
18DR26	Marketing Partnership	Investment	A Thriving Economy	+250
Total				-802
NET BUDGET CHANGE (£000)				-802
NET BUDGET CHANGE (%)				-1.3

CAPITAL INVESTMENT

Program Position		Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0115	Govan Town Centre	4,470,307	1,578,150	2,892,157	3,527,086	943,221	A thriving economy
C/DR/0140	Possil Town Centre	505,000	0	505,000	502,754	2,246	A thriving economy
C/DR/0175	Parkhead Townscape Heritage Phase 2 (Second Investment Programme)	3,707,849	2,307,849	1,400,000	3,438,741	269,108	A thriving economy
C/DR/0187	Shawlands Town Centre Action Plan	3,300,850	850	3,300,000	2,575,363	725,487	A thriving economy
C/DR/0188	Calton/Barras Action Plan	5,326,443	1,605,116	3,721,327	4,121,811	1,204,631	A thriving economy
C/DR/0210	Govan THI Phase 2 Development Stage	97,000	50,000	47,000	70,363	26,637	A thriving economy
C/DR/0217	Govan THI/CARS Phase 2	4,118,600	2,788,600	1,330,000	143,905	3,974,695	A thriving economy
C/DR/0301	City Deal - Collegelands, Calton / Barras	4,150,000	3,326,451	823,549	1,646,468	2,503,532	A thriving economy
C/DR/0304	City Deal - North Canal	7,828,000	6,749,993	1,078,007	1,225,376	6,602,624	A thriving economy
	Town Centre Regeneration	33,504,049	18,407,009	15,097,040	17,251,867	16,252,182	
C/DR/0205	Cleddens Burn - New Culvert	903,655	0	903,655	954,060	-50,405	A Sustainable and low carbon City
C/DR/0206	Croftpark Avenue Flooding	400,000	0	400,000	187,224	212,776	A Sustainable and low carbon City
C/DR/0221	White Cart Flood Prevention (Ph3) Exp	6,761,600	0	6,761,600	1,071,608	5,689,992	A Sustainable and low carbon City
C/DR/0225	Clay Pits - NGIWMS	816,978	816,978	0	0	816,978	A thriving economy
C/DR/0300	City Deal - MGSDP	10,617,386	7,499,966	3,117,420	3,615,366	7,002,020	A thriving economy
C/DR/0222	Blairtummock - (SWMP)	1,518,501	918,501	600,000	80,919	1,437,582	A Sustainable and low carbon City
C/DR/0142	Dalmarnock Integrated Drainage Model	482,819	107,319	375,500	333,248	149,571	A thriving economy
C/DR/0029	Sewerage Infrastructure	4,480,119	1,836,667	2,643,453	4,373,768	106,352	A Sustainable and low carbon City
C/DR/0046	Toryglen Attenuation	3,154,000	114,000	3,040,000	3,090,041	63,959	A thriving economy
	Flood Prevention and Drainage	29,135,058	11,293,431	17,841,627	13,706,233	15,428,825	

Program Position		Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
C/DR/0136	Clyde Waterfront Programme	7,274,917	3,600,000	3,674,917	6,640,431	634,486	A thriving economy
C/DR/0302	City Deal - Clyde Waterfront & West End	7,394,000	6,199,344	1,194,656	2,057,517	5,336,483	A thriving economy
C/DR/0094	Broomielaw Pavilion	1,100,000	0	1,100,000	463,539	636,461	A thriving economy
C/DR/0129	Paddy's Market	200,000	0	200,000	86,396	113,604	A thriving economy
C/DR/0213	Briggait Creation Centre - GCC Contribution	1,662,926	662,926	1,000,000	120,000	1,542,926	A thriving economy
	Regeneration of the Waterfront	17,631,843	10,462,270	7,169,573	9,367,883	8,263,960	
C/DR/0192	Strategic Public Realm	2,088,689	181,648	1,907,041	1,616,853	471,836	A thriving economy
C/DR/0199	City Centre Regeneration	6,811,187	35,000	6,776,187	1,614,712	5,196,475	A thriving economy
C/DR/0303	City Deal - City Centre	22,509,000	18,825,465	3,683,535	3,448,782	19,060,218	A thriving economy
C/DR/0189	George Square Redevelopment - Phase 1	15,005,000	5,000	15,000,000	752,413	14,252,587	A thriving economy
C/DR/0191	GRCH Expansion & Refurbishment	17,658,000	10,934,000	6,724,000	25,580,774	-7,922,774	A thriving economy
C/DR/0209	Other Buchanan Quarter Projects	3,740,000	0	3,740,000	767,963	2,972,037	A thriving economy
C/DR/0190	Cathedral Street Bridge	1,730,000	0	1,730,000	1,573,548	156,452	A thriving economy
C/DR/0042	Merchant City Arts Property Strategy-North & South Blocks	10,320,254	2,780,523	7,539,731	10,166,559	153,695	A thriving economy
	Regenerating the City Centre	79,862,130	32,761,636	47,100,494	45,521,604	34,340,526	
C/DR/0219	Robroyston Station	10,000,000	10,000,000	0	311,138	9,688,863	A thriving economy
C/DR/0163	Design Work for Sport & Recreation Provision (CGA Development)	180,000	0	180,000	0	180,000	A thriving economy
	Supporting Community Growth Areas	10,180,000	10,000,000	180,000	311,138	9,868,863	

Program Position		Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
C/DR/0211	Vacant & Derelict Land 2015/16	3,447,230	3,947,230	-500,000	2,789,384	657,846	A thriving economy
C/DR/0216	Vacant & Derelict Land 2016/17	1,374,815	2,574,815	-1,200,000	1,086,627	288,188	A thriving economy
C/DR/0223	Maryhill Self Build Infrastructure	47,000	47,000	0	2,436	44,564	A thriving economy
C/DR/0068	Clyde Gateway - Enabling Works	19,400,000	0	19,400,000	18,555,577	844,423	A thriving economy
C/DR/0116	BGF 2009/11 East End Land Initiatives	28,811,222	3,068,329	25,742,894	26,886,751	1,924,472	A thriving economy
C/DR/0224	Vacant & Derelict Land 2017/18	3,114,403	3,114,403	0	23,500	3,090,903	A thriving economy
C/DR/0172	Vacant & Derelict Land 2011	2,134,800	2,134,800	0	2,132,328	2,472	A thriving economy
C/DR/0200	Vacant & Derelict Land 2014-2015	3,713,324	4,053,481	-340,157	3,719,266	-5,942	A thriving economy
C/DR/0220	Maryhill Site Investigation	620,000	620,000	0	648,253	-28,253	A thriving economy
	Unlocking Vacant sites for development	62,662,794	19,560,057	43,102,737	55,844,121	6,818,673	
C/CE/0010	Property Refurbishment incl City Chambers West	2,100,000	0	2,100,000	2,069,601	30,399	A well governed city that listens and responds
C/CE/0013	Demolition of NY Bevan House 1 & 2	902,000	0	902,000	871,322	30,678	A well governed city that listens and responds
C/CE/0014	Demolition/Surplus Asset Fund - City Property 2014/15	1,540,793	0	1,540,793	1,297,840	242,953	A well governed city that listens and responds
C/CE/0015	Governance Recharge to Capital	1,050,000	0	1,050,000	1,400,000	-350,000	A well governed city that listens and responds
C/CE/0016	Stanburn Road Site Investigations	80,000	0	80,000	81,894	-1,894	A well governed city that listens and responds
C/CE/0017	Windmillcroft Quay Wall - GCC Contribution	16,700	0	16,700	0	16,700	A well governed city that listens and responds
C/CE/0018	Dawsholm Waste transfer station demolition	0	0	0	0	0	A well governed city that listens and responds

Program Position		Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
	Management of Council Property	5,689,493	0	5,689,493	5,720,657	-31,164	
C/DR/0305	City Deal - Sighthill	88,880,610	53,150,172	35,730,438	49,045,450	39,835,160	A thriving economy
	Sighthill Transformational Regeneration Area	88,880,610	53,150,172	35,730,438	49,045,450	39,835,160	
C/DR/0193	Contribution to Innovation Centre	1,500,000	0	1,500,000	1,315,482	184,518	A thriving economy
C/DR/0203	Cathkin Braes Mountain Bike Centre	2,025,000	1,000,000	1,025,000	1,185,018	839,982	A thriving economy
C/DR/0071	Planning Studies	383,141	0	383,141	317,722	65,419	A thriving economy
C/DR/0125	BGF 2009/11 Business Growth Fund	3,465,239	3,125	3,462,114	2,855,008	610,231	A thriving economy
	Supporting Economic Growth	7,373,380	1,003,125	6,370,255	5,673,231	1,700,149	
C/DR/0117	BGF 2009/11 St Margaret's Church (Oatlands)	182,000	0	182,000	174,717	7,283	A thriving economy
C/DR/0127	BGF 2009/11 Lighting Strategy	752,536	27,200	725,336	665,582	86,954	A thriving economy
C/DR/0110	Urban Model Development	17,032	15,032	2,000	14,276	2,756	A thriving economy
C/DR/0183	Contaminated Land 2012/13	251,174	0	251,174	167,321	83,852	A thriving economy
C/DR/0218	Regeneration Capital Grant Fund 2016/17	1,905,000	1,905,000	0	337,089	1,567,911	A thriving economy
C/DR/0226	Regeneration Capital Grant Fund 2017/18	950,000	950,000	0	0	950,000	A thriving economy
	Other Projects	£4,057,742	£2,897,232	£1,160,510	£1,358,985	£2,698,757	
	GRAND TOTAL	£338,977,099	£159,534,932	£179,442,168	£203,801,168	£135,175,932	

3. SERVICE PRIORITIES

Development and Regeneration Services vision is to '**Drive, direct and deliver economic growth, closing the inequalities gap and tackling poverty**'. The vision is central in all of DRS's service priorities which are closely aligned to the Council's Strategic Plan and contribute to the desired outcomes. The actions below have been identified as Service Priorities for 2018/19 and have been aligned to the priorities and outcomes of the Strategic Plan.

Service activity, Project or Programme	Actions for 18/19	Target 2018/19
A Thriving Economy		
Innovation Districts	Set up two Innovation Districts in the city.	MoU's in place and strategies agreed. Set-up governing (multi-stakeholder) Boards and sub-groups for each district. Set-up GIS mapping for both sites.
The Lighthouse	Review of The Lighthouse to be carried out to establish strategic fit within GCC.	Background research carried out, report provided to Committee and options presented.
Tontine	Refreshed Business Plan now the building is in full operation.	Business plan written, with options on use beyond the agreed City Deal funding period.
ERDF Phase 2	Development of new 4-year ERDF Business Support programme.	Agreement by Scottish Government by Q3 and new procurement framework in place by Feb 2019.
ESF Employability Phase 2	Development of the ESF Employability Pipeline Phase 2, including an extension to Phase 1.	Agreement with the Scottish Government by Q3 18/19.
Glasgow Guarantee Evaluation	Undertake a review and evaluation of the GG programme.	Develop a revised Glasgow Guarantee offer.
City Deal Working Matters and In-Work Progression pilots	Complete delivery of the WM and IWP City Deal pilot programmes and finalise the evaluation process.	Programme completion.
Regional Employability Offer	Work with colleagues across the Glasgow City Region to develop a regional employability offer.	Development of model and outline delivery plan.
Resilient and Empowered Neighbourhoods		
City Development Plan	Monitoring Statement, Key early engagement. Start Production of Main Issues Report.	Conclude by end of 2018. Beyond March 2019.
Open Space Strategy	Public Consultation Present to Committee for adoption.	Summer 2018. Early 2019.

Economic Areas Review	Review status and function of EDA's to inform emerging CDP2, aligned to overall spatial strategy.	Draft outcomes to inform Main Issues Report by Late 2018.
City Development Plan: Action Programme	Promote status as Corporate Delivery Tool.	Progress discussions with PALS and increase corporate awareness.
	Annual updating	Ongoing
Spatial Priorities: SDF	River	Completion of draft for public consultation
Implementation of CDP Action Programme – PBS responsibilities	City Centre	Completion of draft for public consultation by Quarter 4 2018/19.
	Partick and Govan	Completion of draft for public consultation by Quarter 3 2018/19.
	Central Govan Action Plan THI	3 building projects on site and public realm completed. Completion of Water Row Masterplan.
	Canal Regeneration Partnership	Dundashill site remediation and public realm to North Canalbank St on site. Dobbies Masterplan initiated. Maryhill Ph2 on site.
	Town Centre Action Plans; Shawlands/ Calton Barras/ Parkhead THI/ Easterhouse	Complete the programme including 3 buildings restored at Parkhead Cross. Public realm completed at Barras and Shawlands. Proposed Action Plan reported to Committee for Easterhouse Town Centre.
Resourcing for regeneration delivery	Implement priority Staffing Appointments	Allocation of staffing as per City Development Plan business priorities.
Contributing to shaping of next National Planning Framework	Submission of evidence to support relevant designation in Glasgow.	Input to Scottish Government around City spatial and regeneration priorities.
Public Realm programme	Commence public engagement regarding pilot project at Finnieston.	Public engagement undertaken for pilot project at Finnieston
City Deal: Waterfront and West End Innovation Quarter	Govan Public Realm works undertaken.	Works completed.
	Active Travel North-improved cycle infrastructure between University Campus and River.	Work started on site.
City Deal: Collegelands Calton Barras	Phase 1 public realm works to Barras market undertaken.	Completion of Phase 1.
	Meat Market Masterplan.	PPP approval and tendering.

	High Street Station.	Design development and continued stakeholder engagement undertaken.
City Deal: Canal and North Gateway	Remediation works to Dundashill. Works to North Canalbank St and Landscape Link.	Work on site at Dundashill. Contractor appointed.
Stalled Spaces Programme	Continuation of programme to bring stalled sites or underutilised open space back in to community use.	Funding of approximately £60,000 awarded to community led groups.
Performance Frameworks (Planning)	Continuous improvement to meet with the requirements of the PPF. Annual update to committee following feedback report from the Scottish Government.	Continuous improvement with Annual update. Stakeholder Engagement Events.
Costing the Planning Service	Participate in the pilot refresh April- June 2018.	Provide the requested information to fulfil GCC role in the exercise.
Enforcement Charter	Service Standards of the Enforcement Charter, including production of Planning Impact Reports.	Quarterly Reporting.
Building Standards Verifier Status	Satisfying the criteria within Performance and Operating Frameworks that are part of the Verifier's terms of appointment. For 2018, this will include the specific Recommended Actions contained within the Report on Audit of the operation of Verification Services, incorporated into the performance frameworks Continuous Improvement Plan (CIP).	Report progress to Scottish Government quarterly.
Strategic Development Plan	Development Plan Scheme	Ongoing liaison with Clydeplan during transition to Glasgow City regional partnership.
Co-operative	Ongoing development	Develop a functioning co-op in each of the

Childcare Pilots	of 3 Co-op Childcare pilots.	three pilot areas.
A Sustainable and Low Carbon City		
Transport	Support the Planning process and Housing & Regeneration Strategy. Input and influencing strategic partners and partnerships including SCOTS, SUDSWG, SUDSWP and lead on Section 7 (shared surface water system). Delivering of Robroyston Rail Station. Liaise with Transport Scotland and SPT on wider Transport issues.	Allocate staff to support DRS priorities. Input to SCOTS Roads and Transportation Groups. Conclude a Section 7 agreement for GCC with SW. Input to Robroyston Station Delivery Group. Input to Strathclyde Passenger Transport Liaison Group.
H2020 Connecting Nature	Deliver Work Packages as set out in Project agreement.	Report progress to Planning and Building Services / Senior Management Team quarterly.
A Vibrant City		
Heritage Best Value Review	Review GCC support for existing heritage organisations in regeneration of the city's built heritage and in support of GCC's management of listed buildings.	Report to Committee on strategy going forward.
Pollok Country Park – transformation project initiated by Corporate Management Team	Participate in cross council and family initiative to develop the proposals for Pollok County Park as a 'destination'.	Report to Corporate Management Team by October 2018.
Antonine Wall World Heritage Site	Deliver Management plan as it relates to Glasgow.	Report progress to Planning and Building Services / Senior Management Team quarterly.
A Well Governed City that Listens and Responds		
<p>Develop Target Operating Model for data and analysis</p> <p>We will work with the new Corporate Strategic Innovation Technology (SIT) team to develop and implement the appropriate Target Operating Model (TOM) across the Council family and City partners to introduce the "Design with Data" brand for re-designing services using data. This will be a key component towards embedding a data driven decision making culture within the organisation and beyond resulting in effective rebalancing of resources and a focus on value-added outcomes. This will include continuation of the delivery of the European funded data analytic projects in collaboration with other Scottish Cities and partner cities across North West Europe with a focus on Open data for a smarter City as a key element of the digital strategy.</p>		

STAFF DEVELOPMENT AND ENGAGEMENT

The Organisational Development Board meets regularly and has responsibility for taking forward both departmental priorities and Corporate initiatives in relation to staff development and engagement (Engage for Success initiatives).

The key themes of focus for 2018 for Engage for Success are:-

- Skills development opportunities to support key departmental priorities/succession planning
- Health & Wellbeing
- Communication

A number of initiatives are being rolled out across the department in support of these key themes as follows:-

Staff survey – specific service responses

A staff survey action plan was developed to progress issues identified from the 2015 Staff Survey. A range of issues have been addressed and reported to DRS Senior Management Team. Actions continue to be progressed across the three priorities. A new staff survey will be carried out this year and we will be encouraging staff to participate in this.

Training and development

Promotion of a mentally healthy workplace has been continuing. After training 44 Managers last year in mental health awareness the programme has been rolled out. Four staff have achieved accredited trainers status and can deliver training to staff. A Spotlight On seminar on mental health awareness was held which provided staff with valuable information and allowed discussion and sharing of experience.

Attendance management

The 2017/18 target for attendance management is 4.4 lost days per employee per annum. During 2017/18 5.5 days were lost per employee. Although the target was not met, this is an improvement on 2016/17 when 6 days were lost per employee and 2015/16 when 6.8 days were lost per employee. Spikes in long term absences have led to a number of healthy working initiatives being piloted.

Staff health initiatives

DRS has continued with its proactive approach to staff health with a number of staff health initiatives held this year. Eleven teams of 55 staff took part in this year's Walking Challenge. This initiative challenges staff to compete a minimum of 10,000 steps per day to complete a 'virtual' walking tour.

A new group has been established to tackle sedentary lifestyles and '*get DRS walking.*' A number of actions have already come from the group, from staff requests and in response to attendance management. These include the idea of establishing a health and well-being area in the office which could include a stretching area, mindfulness area and a permanent table tennis area. The Sedentary Life Working Group is also working on producing an action plan.

Lunchtime Events

The yoga sessions have been continuing and a waiting list is in operation due to the popularity of these lunchtime sessions. 2 sessions are held each week for beginners and advanced level and 12 attend each session. Costs are paid by class attendees. Positive feedback has been received from staff attending, including improved general health, reduced stress levels and improved posture. The sessions have also had the added benefit of enabling new relationships to form across the Service leading to increased awareness and knowledge of the full scope of DRS activities amongst staff.

Drop In lunchtime table tennis sessions have recently started up again and proving to be highly popular. Holistic therapies and massage are also continuing twice per month which allow staff to use their own time and finance to attend workplace sessions.

DRS Reading Club was established this year and is well attended. A 'Book of the month' is chosen for members to read and regular discussion groups are held to deliberate the book.

Spotlight On Sessions are held which focus on activities which DRS are involved in or aligned to, have a health focus or are a key service priority. A number of sessions have been arranged for 2018 including Autism Awareness (developed as part of the City Centre Strategy), Working collaboratively, Property and Land Service (which has recently transferred into DRS) and Mental Health and Laughter. The format of the session is a presentation followed by questions / answers, sharing of experience and debate.

An innovative approach to communications is being piloted with the introduction of a quarterly engagement calendar. This promotes health and wellbeing activities within the service, staff development opportunities and fundraising pursuits. A quarterly fundraising event has also been introduced. The first was held in February 2018 which encouraged staff to donate to food banks, collection spaces were provided in kitchen areas throughout the Service where staff could donate items of food, toiletries etc. A fundraising Fast Day is scheduled for during Ramadan, this has been held in previous years and raised money for Children in Need. It also raises awareness and understanding of religious practices and shows support for colleagues who are participating in Ramadan. A fundraising event has also been arranged for mental health entitled 'Curry and Chaat' to encourage people to come along for something to eat and share their experiences of mental health.

Work / life balance provision

DRS support a range of flexible work options within the exigencies of the service. This assists staff to improve their work life balance, carry out caring duties and improve health and well-being. Options available include compressed hours, part time working, home working, reduced hours and part retirement.

4. BENCHMARKING, INSPECTION AND EQUALITIES

Local Government Benchmarking Framework

[Local Government Benchmarking Framework](#) indicators for 2016/17 include the following Economic, Planning and Corporate service indicators which DRS report on:

- % of unemployed people accessing jobs via Council funded / operated employability programmes (source : SLAED indicator)
- Cost per planning application (source : Scottish Government, Planning Performance Framework)
- Average time taken to deliver a commercial Planning application decision (source : Scottish Government, Planning Performance Framework)
- Number of Business Gateway start up per 10,000 population (source : Business Gateway)
- Proportion of internal floor area of operational buildings in satisfactory condition (source: Council supplied data)

The [National Benchmarking Overview Report 2016/17](#) report indicates that Glasgow is similar to the Scotland average for number of unemployed people supported, average time per business and industry planning application and the proportion of satisfactory internal floor area of operational buildings.

There has been a slight increase in the number of Business Gateway start-ups from 6.2% in 2015/16 to 6.6%, compared to a Scottish average of 16.6%. Glasgow has taken a strategic decision to align its Business Support offer with the ambitions laid out in the Economic Strategy 2016-2023, focusing on growth as opposed to start-up. This ensures a more targeted support service to SMEs and entrepreneurs who have the potential to grow. There is also a wide range of business start-up services in Glasgow such as university incubators, Princes Trust, the banking sector and the growth of online tools.

In 2015/16 68.9% of Glasgow's operational buildings were in a satisfactory condition compared to 81.5% in Scotland. In 2017 the council established a Corporate Landlord function to deliver a sustained joined up approach to property asset management and utilisation. Our in-house improvement plans have identified a range of opportunities to reduce our overall operational footprint and, as a result, enable greater investment in the remaining estate to improve its quality. This has resulted in the percentage of operational buildings in a satisfactory condition increasing to 84% in 2016/17.

Benchmarking - Other

The [Planning Performance Framework 17 - 18](#) provides a balanced measurement of the overall performance and quality of the Planning Service. All Planning Authorities are required to prepare an annual report which details qualitative and quantitative measures. Performance for 2017/18 demonstrates continuing improvement.

The PPF for 2016 – 17 was assessed, using RAG rating, by the Scottish Government and a performance markers report was prepared. Feedback was received which also indicated improvement on the previous year. The Planning Performance Framework for 2017 – 18 was submitted to the Scottish Government on 31st July 2018.

[Scottish Local Authorities Economic Development Group](#) is a network of Economic Development teams from all 32 local authorities. An annual report is published which sets out a range of data and information which assists authorities to identify potential areas for improvement. [Scottish Local Authorities Economic Development Indicators Framework 2016 - 2017](#) was published in November 2017. The report highlights that Glasgow:

- Accounted for almost 20% of the companies registered with the Supplier Development Programme
- Supported the highest number of businesses with 2,586 (17.6%)
- Had the highest number of employability participants with 11,290 (22%)
- 22.5% of companies attending Supplier Development Programme training events were from Glasgow
- Accounted for the majority of new jobs at 1,877, followed by Edinburgh with 505 planned new jobs

EFQM

DRS is the nominated lead for progressing activities for improvement which focus on data and information, specifically data and data sharing with partners and using data and information. DRS staff have successfully undertaken EFQM Assessor training and will be actively involved in the corporate approach which is currently under development.

Equalities

Staff have continued to attend the corporate Equality Working Group to ensure that DRS is consistent with and contributing to the corporate equality agenda. Staff awareness raising on equality issues has been carried out. Sessions have been held for staff on a mentally healthy workplace and Spotlight On sessions are planned on Autism awareness. DRS also promote any corporate equality related activities throughout the service.

DRS makes a major contribution to the corporate equality aim of '*Improve the economic outcomes for people with protected characteristics*'. During 2017/18, 176 young people with a disability were registered with Glasgow Guarantee and 57 achieved a positive outcome and 10 young people were registered with the Additional Supported Learning Programme and 5 achieved a positive outcome. 39 Black and Minority Ethnic young people also achieved a positive outcome as a result of engagement with the Glasgow Guarantee.

Business Gateway provided a range of support and targeted business events for women and the Black and Minority Ethnic community. During 2017/18, 7 *Women into Business* events were held which were attended by 207 women. 60 *Ethnic Entrepreneurs* community based events were held and 436 one to one ethnic support sessions undertaken.

Funding from the Affordable Housing Supply Programme plays a crucial part in enabling people with a disability to remain within their own home. During 2017/18, £2.768m was awarded for adaptations to homes including walk in wet rooms, handrails and ramps. This funding enabled 1025 families with a disabled members to remain in their own home. 42 wheelchair accessible units were also completed during 2017/18.

The Affordable Warmth Programme targets specific households, specifically areas in Council Tax Band A – C, areas with the lowest Scottish Index of Multiple Deprivation and non-traditional or hard to heat house types. During 2017/18, £4.382m Home Energy Efficiency Programme funding and £593,664 Scotland Energy Efficiency Programme was awarded to 11 project areas across the city, including Yoker, London Road, Cadder, Lethamhill and Barmulloch.

Equality Impact Assessment

Almost 50 staff from across the service have attended Equality Impact Assessment training. This will ensure that staff are aware of our responsibility to carry out [Equality Impact Assessments](#) and to be able to identify where there is need. In the last year, we have completed equality impact assessments on:

[City Centre Commercial Waste Pilot Project](#)

[Glasgow City Development Plan](#)

[Glasgow Housing Strategy](#)

[City Centre Enabling Infrastructure – Sauchiehall Street Avenue](#)

[Planning Enforcement Charter](#)

5. PAST PERFORMANCE

The table below outlines performance achieved on a progressing Strategic Plan priorities and also service performance indicators. Further information on these is available in Appendix 1.

2017/18	Strategic Plan Priorities		Performance Indicators	
	Number	Percentage (%)	Number	Percentage (%)
Green	29	100%	6	67%
Amber	0	0%	0	0%
Red	0	0%	3	33%
Completed	0	0%	0	0%
Total	29	100%	9	100%

APPENDIX 1: PAST PERFORMANCE 2017/18

STRATEGIC PLAN PRIORITIES

A THRIVING ECONOMY		RAG
PRIORITY	2017/18 UPDATE	
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	<p>An introductory meeting with key partners was held to discuss the Glasgow Partnership for Economic Growth and its potential remit. It is envisaged that the Partnership will be fully established by Summer 2018 and a first meeting will be held where representatives will be identified for the 3 hubs of Skills and Employment, Inward Investment and Business Growth.</p> <p>An annual review of the progress achieved in implementing early actions identified in Glasgow's Economic Strategy is underway.</p>	GREEN
2. Deliver the Glasgow City Region City Deal, supported by the Glasgow City Regional Economic Strategy 2017- 2035 and its Action Plan .	<p>City Deal Annual Implementation plan 2018 /19 was presented to City Deal Cabinet in April 2018.</p> <p>City Deal Annual Performance Report 2016/17 was presented to the City Deal Cabinet in April 2018.</p>	GREEN
3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.	<p>City Deal Progress Report was presented to committee in November 2017.</p>	GREEN
4. Maximise what the Council can do through its community benefits clauses to secure jobs and training opportunities for Glaswegians and small businesses and look at ways that these clauses can be strengthened.	<p>All tender and quotation exercises contain a fair work practices question which is scored. This will continue as a business as usual activity.</p>	GREEN
5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the Council does across Glasgow.	<p>The Glasgow Living Wage is continuing to be promoted to employers in Glasgow. As of 31/3/18, 431 employers had signed up to paying employees the Glasgow Living Wage. This had an impact on 95,129 employees across the city. The Glasgow Living Wage has increased to £8.75 per hour and employers have been informed of this and asked to sign up to the new rate. Reminders will be issued to encourage signing up.</p>	GREEN
6. Support small businesses and encourage business diversity in local high streets across the City, and continue to support Business	<p>Support has been given to the new Shawlands BID in its first year of operation. Work has also continued on a collaborative waste initiative working with Zero Waste Scotland and Ricardo energy to tackle the issues with commercial waste. An updated website was created and a campaign to promote the area was carried out.</p>	GREEN

Improvement Districts.	Support has also been given to Great Western Road BID where pre ballot activities are underway. The Love Kelvinbridge business plan is being prepared and a tentative ballot date of November 2018 is currently being worked to.	
7. Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.	A business case was developed by 4 local authorities and NHS Scotland, which make up the Citizens Basic Income Model (CBIM) Steering Group (Glasgow, Edinburgh, Fife and North Ayrshire) to obtain the £250k funding offered by the Scottish Government to support research, modelling and public consultation. This has been submitted to the Scottish Government and approval is awaited.	GREEN
8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.	Support has continued to the Glasgow Event Working Group including development of a Glasgow Event Strategy which links to the wider Glasgow Economic Strategy.	GREEN
9. Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.	A Digital Champion has been appointed to take forward the digital agenda within the city. The first meeting of the Digital Glasgow Board has been held and 2 working groups have been agreed. These are Digital Public Services and the Digital Economy.	GREEN
10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.	A procurement process is underway throughout 2018 to deliver broadband in areas where it is currently unavailable. This is part of the Scottish Government's ' <i>Digital Scotland's Reaching 100% Programme</i> ' which aims to extend coverage of Next Generation Access broadband as far as possible and deliver superfast broadband access to 100% of premises in Scotland by 2021.	GREEN
11. Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world class heritage and events globally and learn from other international cities.	An Inward Investment Strategy has been drafted and will be presented to committee by summer 2018. Work has also been carried out to promote the city on an international platform. Extensive planning and management was undertaken for Glasgow and its partners to attend the Ignition Festival in August 2017 and the Expo Real event in October 2017 in Munich. Glasgow was also represented at MIPIM where 2 key events were staged to launch the Glasgow Investment Guide 2018 and to introduce Glasgow's 3 innovation districts.	GREEN
12. Promote Glasgow as a centre of excellence for broadcast and	Final tabulation of regional spend as a result of filming for 2017 was completed in mid-January and reached £15,129,550. Work continued with the Glasgow Short Film Festival 2018 with	GREEN

media and make the case for new services to be based here, including a film studio for Scotland.	<p>sponsorship of its programme and with the Glasgow Film Festival 2018 on industry events.</p> <p>Discussions have been held with industry representatives to discuss the strategy around a bid to host the new Channel 4 regional HQ. A competent bid to host the new Channel 4 headquarters will be developed and details will be published by mid-April.</p>	
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VIBRANT CITY		
PRIORITY	2017/18 UPDATE	RAG
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and waterfront.	Work continued on the Waterfront and West end Innovation Quarter as detailed in the Business case. The Executive committee approved a Quay Walls Strategy in August 2017 and appointment of external consultants to progress feasibility studies and design development for investment in Council owned quay walls at Lancefield Quay and the Briggait.	GREEN
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.	Work has continued with the Glasgow Canal Partnership to regenerate the canal area including the 'Growing Spaces and Places' project which is funding the design and fit out of Civic House and design works at Old Basin House. Vacant and derelict land fund works was ongoing at Firhill and Applecross Basin. An application has also been submitted to Regeneration Capital Grant Fund in August 2017 for 'Sighthill Enterprise Wharf'.	GREEN

A SUSTAINABLE AND LOW CARBON CITY		
PRIORITY	2017/18 UPDATE	RAG
60. Work with Scotrail and Network Rail to ensure stations deliver economic benefit, and that assets, such as arches, can be brought back to productive use.	This is a new activity which was not scheduled to progress within the first year of the Strategic Plan. Action is scheduled for 2018/19.	GREEN
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	<p>A report was presented to committee on the proposed Affordable Warmth Programme for 2017/18. An award of £4,382,969 was made from the Scottish Government's Home Energy Efficiency Programme – Area Based Scheme (HEEPS – ABS) and £593,664 from Scotland's Energy Efficiency Programme (SEEP). It is estimated that other funding such as owners / social landlord contributions and ECO funding will increase HEEPS – ABS to £6.010m for 2017/18.</p> <p>Projects were identified in line with Scottish Government guidance and ECO funding criteria such as delivering in areas of non-traditional / hard to heat house types, areas not included in GHA's investment programme, areas in lowest Scottish Index of Multiple Deprivation zones or in Council Tax Band A – C.</p>	GREEN

	11 project areas were delivered across the city including homes in Haghill, Cadder, Lethamhill Road, Craigton, London Road and Yoker which benefitted for external and internal insulation.	
70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.	The White Cart Water Phase 3 and Camlachie Burn Projects are progressing on site. Cardowan Surface Water Management Plan (SWMP) construction contract has been issued for tender. The Feasibility stage has been completed for Hillington/Cardonald, Eastern Springburn, High Knightswood and Fullerton Avenue SWMPs. A Consultant has been appointed to develop the Drumchapel SWMP detailed design.	GREEN

RESILIENT AND EMPOWERED NEIGHBOURHOODS		
PRIORITY	2017/18 UPDATE	RAG
74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.	A range of community engagement tools are being explored, including Place Standards, to support the preparation of spatial guidance in our key regeneration priorities throughout the city. The City Development Plan promotes an expectation that developers exceed statutory obligations in engagement. The Placemaking Guidance promotes phases of engagement as developments are prepared and supports recognition where it can be demonstrated that there has been responsive engagement with stakeholders.	GREEN
76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.	Cross function and department discussions have been held to set out to the National Place Standard Team the best approach for training events in Glasgow. Place Standard Alliance is taking place on 7th June 2018 and the National Place Standard Team will initiate training programmes.	GREEN
77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action.	Park Draft Consultation Area Appraisal was completed and is out for consultation until May 2018. St Vincent Crescent Conservation and Newlands conservation appraisal are almost complete. The Service aims to achieve the Standards set by the currently agreed Planning Enforcement Charter.	GREEN
78. Deliver a programme of investment in new or refurbished community facilities.	A report proposing the development of a Community Asset Strategy for 2018 – 2022 was presented to committee in November 2018. Development of the strategy was approved and it has been noted that a draft Community Asset Strategy will be presented to committee at the end 2018 / early 2019.	GREEN
79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.	Support has continued to be given to new and established community enterprises to develop. Financial support has been delivered through the Glasgow co-operative and social enterprise fund which is targeted at growing social enterprises and co-operative start-ups. Co-operative Glasgow collected a good practice award at the Urbact City festival in Tallinn, Estonia and participated in 3 days of workshops, networking and a Q&A	GREEN

	<p>Panel. Co-operative Glasgow was a very popular topic at the event, allowing the city to be promoted in a positive light.</p> <p>A Social Enterprise Strategy for Glasgow is currently under development and will be ready early in 2018.</p>	
<p>80. Deliver the Glasgow Housing Strategy, including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.</p>	<p>Glasgow's Housing Strategy 2017 to 2022 was approved by committee in January 2017. The first annual progress report is currently being prepared and will be presented to committee in June 2018.</p> <p>Glasgow's Strategic Housing Investment Plan 18/19 to 22/23 was presented to committee in November 2017. This forms part of the Scottish Government's framework for the allocation of development funding to local authorities and requires to be submitted annually to the Scottish Government. It outlines the delivery plan for the Glasgow Affordable Housing Supply Programme.</p>	<p>GREEN</p>
<p>81. Supporting registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the Council wants to encourage.</p>	<p>The Affordable Housing Supply Programme out turned the following for 2017 /18 – 1125 Approvals, 1542 site starts and 1376 homes were completed. The budget for 2018/19 is £85.731m and the programme is currently being finalised.</p> <p>Glasgow's Affordable Housing Supply Programme 2016/17 was presented to committee in October 2017. A performance review report for 2017/18 is currently being prepared.</p> <p>Glasgow's Regeneration capital grant fund awards were presented to committee in November 2017 and accepted.</p> <p>A report was presented to committee on vacant and derelict land issues affecting Glasgow in September 2017. A Delivery Plan for 17/18 outlined proposed site locations, work to be undertaken and expenditure. The budget for 2017/18 was £3,114,403. The level of vacant and derelict land has fallen from 1,110ha in 2016 to 1,069 in 2017, a reduction of 3.8%.</p> <p>Planning permission for the first phase of 6 self-build plots in Maryhill was submitted using a plot passport and design code approach. Remediation of a second self-build plot for 17 homes has been completed.</p> <p>Research was commissioned on the student accommodation market in Glasgow and issues influencing the growth in purpose built student accommodation. A</p>	<p>GREEN</p>

	<p>report was presented to committee in March 2018 and a further committee report has been instructed focusing on the development of policies on issues such as over concentration, location and the option of introducing new supplementary guidance.</p>	
<p>82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning and licensing decisions at a local level</p>	<p>Planning Performance Framework 16 - 17 was presented to committee in January 2018 and Planning Performance Framework 17 - 18 was submitted to the Scottish Government by 31st July 2018. Glasgow Development Plan Scheme 2018 - 2019 which outlines the key stages in the City Development Plan process, was issued.</p> <p>The Planning Enforcement Charter was reviewed within statutory timescales and presented to committee in March 2018.</p>	GREEN
<p>83. Ensure that Glasgow's developments both residential and public realm, are of a high international standard and deliver clean, sociable, accessible and safe neighbourhoods and public spaces. We will work with partners to develop proposals for the appointment of a City Architect.</p>	<p>Fact finding has been undertaken and background information and research carried out to inform elected members on this action.</p> <p>A workshop has been arranged between elected members, officers and key partners to develop the full scope of the City Architect role and remit with the intention of having an appointment made before the end of 2018.</p>	GREEN
<p>84. Extend our approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector, and take action against rogue landlord.</p>	<p>Property inspections are currently underway in the 2nd designated EEA in Govanhill.</p> <p>An Acquisition Strategy has been agreed for 2018/19 and beyond. Strategic partnership arrangements are in place with a number of Registered Social Landlords to deliver area based property condition strategies in areas such as London Rd (Thenuue Housing Association), Priesthill (Rosehill Housing Association) and Haghill (Milnbank Housing Association).</p> <p>We have also been working with the Scottish Government to introduce secondary legislation which will give local authorities powers to request documentation / certification from landlords at the point of registration which is currently only available under EEA.</p>	GREEN
<p>85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.</p>	<p>A pilot property condition survey has been instructed for Ibrox / Cessnock tenement properties. Following feedback an assessment will be carried out of the pilot survey with a view to procuring a full survey of a further 450 tenements.</p> <p>Work has also been continuing with Registered Social Landlords on the delivery of repair strategies in areas where partnership arrangements are in place.</p>	GREEN

<p>90. Consider the potential options coming from the on-going study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.</p>	<p>Potential options relating to the Scottish Government's Rent Pressure Zones have been scoped and formulated. A committee paper outlining options has been prepared and will be presented to committee in Spring / summer 2018.</p>	<p>GREEN</p>
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PERFORMANCE INDICATORS

Indicator	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RA G
Housing Development – Number of Affordable Housing Supply Programme units completed	1284	940	1376	This is a corporate scorecard indicator.	GREEN
Number of employers signed up to Glasgow Living Wage	See performance note	498	431	This is a corporate scorecard indicator. No annual target has been set but Glasgow Economic strategy contains the ambition to have <i>1000 Glasgow Living Wage employers by 2023.</i>	GREEN
Average weeks to decision – a) Major developments b) Local developments (non Householder) c) Householder	Continuous improvements as per Planning Performance Framework	a) 35.7 weeks b) 11.7 weeks c) 7.4 weeks	a) 22.7 weeks b) 11.8 weeks c) 7.6 weeks	This is a corporate scorecard indicator.	GREEN
Business survival rate in VAT and PAYE registered businesses (surviving 3 years or more)	See performance note	54.3% (2012-15) Contextual Births 3,185 Deaths 2,740 Active in Year 20,235 [2015]	56.9% (2013 -16) Contextual Births 3,290 Deaths 3,230 Active in Year 21,365 [2016]	This is a corporate scorecard indicator. No annual target has been set but Glasgow Economic strategy contains the ambition of Glasgow having <i>the highest 5 year business survival rate in the UK by 2023</i> 2017 rate will be available Winter 2018.	GREEN

Indicator	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RA G
Glasgow Guarantee	1000	943	787	This is a corporate scorecard indicator. Strategic Plan priority 5. A review and evaluation of the GG programme is a service priority for 18/19.	RED
Income attracted to the city as a result of filming activity	£10,000,000	£16,351,757 [2016]	£15,129,550 [2017]	Strategic Plan priority 12.	GREEN
Level of vacant and derelict land in the city	Reduce the level of vacant and derelict land form the previous year's level	1,110 Hectares	1,069ha NOTE: Scottish Government approval is pending.	Strategic Plan priority 81 This is a reduction of 3.8% from the previous year. The number of sites have reduced from 783 in 2016 to 761 in 2017.	GREEN
Lost days per employee per annum	4.4 days	6.8 days	6.0 days	Although the target has not been met, an improvement has been made on the previous year. Staff health initiatives have been introduced (see page 25)	RED
Freedom of Information – % closed in SLA	95%	75%	70%	Issues considered include establishing if assistance can be provided to professional staff in completing requests and the impact of additional escalation reminders.	RED

Note : The number of Businesses supported is a new Corporate Scorecard measure and will be reported during 2018/19.