

DEVELOPMENT AND REGENERATION SERVICES

SERVICE PLAN

(Annual Service Plan and Improvement Report)

2017

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RESOURCES AND ORGANISATION

1.1 VISION, OUTCOMES, RESPONSIBILITIES AND SERVICE STRUCTURE

Introduction

This is Development and Regeneration Services (DRS) Annual Service Plan and Improvement Report (ASPIR). It outlines the vision and priorities of the Service and is both a forward planning document and part of the Council's Public Performance Reporting Framework. ASPIR outlines how DRS will deliver the Council's strategic and service priorities for 2017/18, how best value and value for money is provided through the use of benchmarking and how priorities identified through self-assessment, audit and inspections have progressed.

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 [Strategic Plan \(and Refresh\)](#) and the [Single Outcome Agreement](#) .

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](#) .
- New responsibilities are also emerging as a result of recent legislation e.g. [Communities Empowerment \(Scotland\) Act](#) etc

Service Structure and Areas of Activity

DRS has six 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 and City Deal. The place based approach adopted by DRS to drive, direct and deliver economic growth requires Divisions to work together to ensure best value is provided. Many areas of work are cross service and require our staff to work in partnership across the service and with external partners and stakeholders. A brief description of the main activities of each area is outlined below:

HEAD OF ECONOMIC DEVELOPMENT

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

STAFF: 78.1 FTE @ 31/3/17

HEAD OF HOUSING AND REGENERATION

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

STAFF: 67.6 FTE @ 31/3/17

HEAD OF PLANNING AND BUILDING STANDARDS

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

STAFF: 128.2 FTE @ 31/3/17

DRS

DIRECTOR ASSISTANT DIRECTOR

STAFF: 2 FTE

HEAD OF PROJECT MANAGEMENT AND DESIGN

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

STAFF: 49.5 FTE @ 31/3/17

HEAD OF CITY DEAL

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

STAFF: 4 FTE @ 31/3/17

HEAD OF SERVICE DEVELOPMENT

- * General support and advice across DRS
- * Staff Development, Engagement and Communications
- * Service Development
- * Information Data Research

STAFF: 18.3 FTE @ 31/3/17

1.2 OUR CONTRIBUTION TO GLASGOW'S STRATEGIC PLAN

DRS is the lead service for progressing and reporting on the Economic Growth theme within Glasgow's [Strategic Plan and Refresh](#) 2015-17.

The aims of the Economic Growth priority are:

- A resilient and growing world class economy;
- A broad based and more integrated economy with diverse business opportunities, including social enterprises;
- Better skills for Glaswegians to create a more confident and competitive workforce in the city;
- An improved supply of good quality and sustainable housing for the city;
- A connected city infrastructure, including better transport and roads, and better access to the internet and information technology for business and residents.

Whilst the main theme responsibility is for Economic Growth, the manner in which DRS conducts its business means that other key messages in the Strategic Plan refresh are delivered, namely:

- A city that delivers in partnership and is focused on place based solutions;
- A city that delivers outcomes for citizens, families and business and designs its services around them;
- A city where people and communities are more resilient, they have choice and can live independently.

DRS work with other services and Arm's Length External Organisations within the council family to progress priorities and activities which contribute to economic growth. Other services include [Clyde Gateway](#) , [Jobs and Business Glasgow](#), [Glasgow City Marketing Bureau](#), [City Building](#) and [City Property](#), as well as wider external city partners.

1.3 STAFFING LEVELS BY GENDER, DISABILITY AND ETHNIC GROUP

As of 31/3/17, DRS had 348.7 Full Time Equivalent staff. This is a decrease of 3.8 FTE from 352.5 FTE on 31/3/16.

The number and percentage of staff, as of 31/3/2017, that are:

Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	7	3.3%	9.1	6.5%	5.6	1.8%	1.5	12.4%	0	0%	16.1	4.6%
5 to 7	147.6	70.5%	102.2	73.4%	226.7	73.8%	10.7	87.6%	12.6	100%	249.8	71.6%
8	36.8	17.6%	20.1	14.5%	52.9	17.2%	0	0%	0	0%	56.9	16.3%
9 to 14	18	8.6%	7.8	5.6%	21.8	7.1%	0	0%	0	0%	25.8	7.4%
Totals	209.4	100.0%	139.3	100.0%	307.0	100%	12.2	100%	12.6	100%	348.7	100%
Ethnicity Not Declared											29.5	8.5%
Disability Not Declared											226.7	65.0%

1.4 FINANCIAL RESOURCES: REVENUE BUDGET

DRS's revenue budget for 2016 / 2017 and 2017 / 2018 is detailed below; the tables provide an objective analysis of the Service's Divisions and also a subjective analysis of the revenue budget.

EXPENDITURE BY SERVICE AREA 2016/17 and 2017/18

Objective Analysis

2016/17 Budget (£)	Expenditure	2017/18 Budget (£)
17,708,700	Economic Development	22,619,600
84,255,700	Housing Investment	91,364,100
5,823,600	Planning Services	5,396,900
1,346,900	Building Control	1,493,900
6,570,200	Project Management - Design	7,033,500
3,989,700	Service Development	3,957,300
119,694,800	Direct Departmental Expenditure	131,865,300
38,001,300	Central Charges	39,694,700
157,696,100	Total Expenditure	171,560,000
	Income	
1,684,600	Economic Development	6,750,800
84,514,200	Housing Investment	91,536,900
1,890,600	Planning Services	1,890,600
3,180,100	Building Control	3,180,100
4,746,100	Project Management - Design	5,503,100
149,400	Service Development	381,400
96,165,000	Direct Departmental Income	109,242,900
61,531,100	Net expenditure	62,317,100

Subjective Analysis

2016/17 Budget (£)	Expenditure	2017/18 Budget (£)
19,120,000	Employee Costs	18,186,700
6,054,000	Premises Costs	6,622,300
149,600	Transport and plant	149,600
14,134,300	Supplies and services	8,907,000
2,790,800	Third party payments	8,092,700
82,963,000	Transfer payments	95,364,000
-5,517,000	Transfer to capital	-5,457,000
119,694,800	Direct Departmental Expenditure	131,865,300
38,001,300	Central Charges	39,694,700
157,696,100	Total Expenditure	171,560,000

2016/17 Final Outturn	£'m
Net Expenditure	
Estimate	
Variance	

1.5 TRANSFORMATION SAVINGS 2016/17

The table below details the revenue savings target set for the Service during 2016/17 as set out in the Transformation Programme. **All savings were achieved during 2016/17.**

Ref	Title of Proposed Service Change	Reason for Change	Financial Impact (£000)	Comment
16DR11	LEAN	Transformation	348	Saving achieved.
16DR12	Procurement	Transformation	349	Saving achieved.
16DR13	FLO	Transformation	373	Saving achieved.
16DR16	Working Terms	Transformation	46	Saving achieved.
16DR18	Expansion of Operations Centre	Transformation	24	Saving achieved.
16DR19	Support for SECC	Transformation	500	Saving achieved.
16DR20	City Building Apprenticeships Scheme	Transformation	900	Saving achieved.
16DR21	Glasgow Guarantee	Transformation	2,000	Saving achieved.
NET BUDGET CHANGE (£000)			4,540	
NET BUDGET CHANGE (%)			7%	

2: WHAT WE AIM TO DELIVER

2.1 STRATEGIC PLAN COMMITMENTS

DRS is the theme lead for the Economic Growth priority in the council's Strategic Plan and Refresh 2015-17. The table below outlines the established Economic Growth priorities that will be progressed throughout the coming year. It also highlights which activities will impact on the council's equality outcomes.

Strategic Council Plan Commitments		
Commitment	Actions	Target 2017/18
Theme 1 : Economic Growth		
A resilient and growing world class economy		
<u>Glasgow Guarantee</u>	<p>We will continue to deliver the refreshed Glasgow Guarantee and assist people into employment, training and apprenticeships.</p> <p>We will also implement a specific service for young people with additional support learning needs.</p> <p>In addition, young people furthest from the labour market who face specific barriers will be supported through Glasgow Youth Gateway which is the EU funded component of Glasgow Guarantee.</p> <p><i>Corporate equality outcome 1 commitment</i></p> <ul style="list-style-type: none"> <i>We will continue to provide a programme for young people with ASL needs through the Glasgow Guarantee</i> <i>The Youth Gateway Service will provide support to young people who have not been successful in securing employment or apprenticeships through the Glasgow Guarantee</i> <i>We will continue to assist people into employment including an increased number of black and minority ethnic people</i> 	<p>1,000 positive outcomes for Glasgow Guarantee service users.</p> <p>Targets as outlined in the corporate equality outcomes.</p>
<u>Stalled Spaces</u>	<p>We will continue to support community based organisations to bring vacant and derelict land, stalled sites and underutilised open space back into community use. We will do this by providing funding for initiatives and support to community groups to develop and realise their ideas.</p> <p>We will also consider ways of developing this initiative to provide a more strategic approach to addressing stalled and underused spaces across the city.</p>	<p>Support temporary and innovative uses for vacant land and underutilised open space.</p>
A broad based and more integrated economy with diverse business opportunities, including social enterprise		
<u>Co-operative Council</u>	<p>We will continue to support individuals, business and social enterprise to develop co-operative business models. This will include funding through the Co-</p>	<p>Implement actions in agreed action plan.</p>

	<p>operative Business Development Fund, promotion of the Co-operative Champions and sharing of best practice.</p> <p>We will evaluate the Business Development Fund which will contribute to the development of an updated action plan for 2017 onwards.</p>	
<u>Glasgow Film Office</u>	We will continue to promote the city as a filming destination for film, TV, commercials and music videos including support on filming locations, crew services and logistics and funding.	Attract £10m additional income to the city as a result of filming.
Better skills for Glaswegians to create a more confident and competitive workforce in the city		
<u>Glasgow Living Wage</u>	We will continue to promote the Glasgow Living Wage and urge employers within the city to become or continue to be a Glasgow Living Wage employer.	1000 GLW employers by 2023 as detailed in Glasgow's Economic Strategy.
<u>Community benefits</u> approach in procurement	<p>We will continue to work with colleagues to further develop the community benefits approach in procurement including development of a Fairer Glasgow Employer Award as detailed in Glasgow's Economic Strategy.</p> <p>We will also continue to use community benefit clauses in contracts to provide results in terms of new entrant trainees, apprenticeships and SME / SE support including City Deal contracts.</p>	Establishment of Fairer Glasgow Employer award as detailed in Glasgow's Economic Strategy.
An improved supply of good quality and sustainable housing		
Make the case for essential funding for Glasgow in the city's housing sector	We will continue to lobby the Scottish Government for funding to provide affordable housing in Glasgow in line with our <u>Strategic Housing Investment Plan 2015 - 20</u> .	Continue to make the case for essential funding for Glasgow.
Develop an innovative self-build project	<p>We will continue to promote self-build initiatives including researching the market and providing information to potential self-builders.</p> <p>We will progress the first phase of 6 self-build plots in Maryhill TRA and take forward the remediation of land in the Maryhill area for a further 17 self-build plots.</p>	Project operational in 2017.
A connected city infrastructure, including better transport, roads and better access to the internet and information technology for business and residents		
Deliver the initial phase of £1.1bn <u>City Deal</u> for Glasgow including Infrastructure, Innovation and Labour Market projects	<p>We will continue to progress City Deal infrastructure works in Canal and North (including Sighthill), City Centre, Collegelands, Clyde Waterfront and West End Innovation Quarter and also Metropolitan Glasgow Strategic Drainage Plan.</p> <p>We will also contribute to region wide infrastructure such as Metropolitan Strategic Drainage Partnership and the airport access project which will provide a direct link</p>	Various timescales and completion dates as outlined in Business cases.

	<p>between Glasgow city centre and the airport.</p> <p>We will promote the <u>Tontine Building</u> as an innovation hub for small businesses and provide business support as required to SME's using the facilities.</p> <p>We will continue to provide support to Employment Support Allowance claimants through <u>Working Matters</u>, a region wide project, which aims to move people into sustained work.</p> <p>We will continue to support the <u>In Work Progression Pilot Project</u> which aims to support Care Sector businesses to become more resilient and develop the sector into a viable and progressive career option.</p>	
<u>Core Cities Network</u>	We will continue to participate in the work of the UK Core Cities Network. This includes promoting Glasgow as a driving force for economic growth within the city region and ensuring a similar or better deal in terms of devolution of power and resources. We will also lead on specific workstreams as appropriate.	Continue to participate in and contribute to the work of the Core Cities Network.
<u>Sighthill Transformational Regeneration Area</u>	We will continue to develop the new Sighthill TRA neighbourhood in line with project plans. This will include land remediation, site wide infrastructure, construction of new road bridges and a pedestrian bridge over the M8. The development will also include residential housing, a new community campus, roads construction and landscaping.	Planned for 2020 completion.
Making best use of resources		
Financial Planning	We will continue to exercise strong financial management to ensure that the Service contributes to the significant financial challenges faced by the Council.	Reporting progress through corporate financial management and budgeting systems.
Transforming Glasgow Strategy and Programme	We will continue to implement council wide and service specific projects which will transform the way we work, deliver services in new more efficient ways and deliver a business operating model which is fit for purpose.	Reporting progress through the Transforming Glasgow Strategy governance structures.
Delivering in Partnership	We will continue to develop and deliver our services in partnership. These partnerships include international, national, metropolitan area, city area and local based structures. They also range from partnerships set up as part of our statutory function to informal local area based structures.	Demonstrate effective partnership arrangements across service delivery.

2.2 COMMUNITY PLANNING AND EMPOWERMENT

Local Development Improvement Plans

All Community Planning Partnerships are required to produce and publish a Local Outcome Improvement Plan, this should be agreed and in place by October 2017. The Plan is the shared vision of all Community Planning partners of the priorities which will improve outcomes and tackle inequality within the area.

The Local Outcome Improvement Plan is complimented by locality planning and the development of Locality Plans. The purpose of these is to provide a targeted approach for specific disadvantaged communities and to enable community based organisations to participate more effectively at a neighbourhood level.

DRS will contribute to and support the development of Local Development Improvement Plans and will be actively engaged in their implementation as appropriate.

2.3 TRANSFORMATION PROGRAMME AND FINANCIAL CHALLENGES FOR 2017/18

DRS will continue to play an active role in identifying and implementing more effective, efficient and cost effective ways of working to reflect the Services commitment to the Council's Transformation agenda.

We have identified the projects outlined below to deliver savings during 2017/18. We will continue to explore innovative techniques and ideas to facilitate improved service delivery and best value. Progress will be reported through the Services financial monitoring processes and via the Transformation reporting procedures.

Budget Change Summary: Transformation				
Ref	Title of Service Change	Reason for Change (e.g. Savings Proposal/Transformation/ Income Generation etc)	Council Strategic Plan Priority/ SOA Theme Link	Financial Impact (£000)
				2017/18
16DR11	LEAN	Transformation	Best use of resources	744
16DR12	Procurement	Transformation	Best use of resources	175
16DR13	FLO	Transformation	Best use of resources	150
16DR15	Mobile Working	Transformation	Best use of resources	50
16DR16	Working Terms	Transformation	Best use of resources	50
16DR17	Funding	Transformation	Best use of resources	21
17DR10	Planning Grants	Savings Proposal	Best use of resources	80
Total				1,270
NET BUDGET CHANGE (£000)				1,270
NET BUDGET CHANGE (%)				5.1%

3: SERVICE PRIORITIES

3.1 WHAT WE WILL DELIVER IN THE COMING YEAR

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. For this reason, we have reported on the progress of service priorities within the wider context of the council's Strategic Plan. These are outlined below:

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2017/18
1.0 a A resilient and growing world class economy		
Economic Strategy 2016 - 2023	<u>Glasgow's Economic Strategy</u> identifies 10 specific areas including skills for all, innovation / high value employment, smart infrastructure investment, supporting enterprise, housing mix, raising health and increasing our population. These themes are supported by 50 early actions which will be progressed over the life of the strategy to support delivery of the priorities.	As outlined in Economic Strategy.
<u>Inward Investment</u>	We will promote the city as an inward investment destination including progressing direct enquiries, attending strategic international and UK events such as MIPIM and Expo Real, marketing and communication and trend analysis and research.	Promote the city as a business friendly destination.
Planning : Development Planning	We will continue to discharge our statutory responsibility to manage development in Glasgow by: <ul style="list-style-type: none"> • Participating in the <u>City Region Strategic Development Plan</u>. • Adopting the <u>City Development Plan</u> • Implementing the City Development Plan <u>Action Plan</u> • Undertaking <u>Conservation Area Appraisals</u> . • Developing specialist areas of work around the city's <u>historic environment</u> . • Developing the <u>Open Space Strategy</u> and associated tools to assess the quantity, quality and accessibility of open spaces across the city. 	Reporting as detailed in the <u>Planning Performance Framework</u> .
Planning : Development Management	We will continue to discharge our statutory responsibility to manage development in Glasgow by: <ul style="list-style-type: none"> • Implementing the <u>City Development Plan</u> and <u>supplementary guidance</u> to provide confidence for development. • Providing <u>planning and guidance</u> in the planning application process. • Providing transport and public access input to the development management process, this will include Roads Construction Consents etc. 	Reporting as detailed in the <u>Planning Performance Framework</u> .

	<ul style="list-style-type: none"> Providing design and heritage advice. 	
Planning : Enforcement	<p>We will continue to discharge our statutory responsibility to manage development in Glasgow through <u>enforcement</u> by:</p> <ul style="list-style-type: none"> Implementing the enforcement charter. 	<u>Enforcement Charter</u> implemented.
Building Standards	<p>We will continue to discharge our statutory duty in the Building (Scotland) Act 2003 to ensure Building Regulations are met. This includes assessing <u>building warrant</u> applications and enforcement requirements of the Act relating to dangerous buildings.</p>	Outcomes and quarterly returns submitted to Scottish Government
1.0 b A resilient and growing world class economy : Place based priorities		
City Centre	<p>We will support the City Deal public realm investment programme as detailed in the agreed business case.</p> <p>We will also advance a Strategic Development Framework as outlined in the City Development Plan.</p> <p>We will continue to progress the <u>City Centre Strategy</u> including the development of a further 4 Regeneration Frameworks for St Enoch's, Broomielaw, Blythswood and Central.</p>	As outlined in the City Deal business case, Regeneration Framework and City Centre Action Plan.
River Corridor including Clyde Gateway, Clyde Waterfront, West End Innovation Quarter and Govan / Partick	<p>We will deliver the City Deal investment programme for Clyde Waterfront and West End Innovation Quarter as detailed in the agreed business case.</p> <p>We will progress a Strategic Development Framework for the River Corridor and Govan / Partick as detailed in the City Development Plan.</p> <p>We will continue to support the work of <u>Clyde Gateway</u> through attendance at Board meetings and the provision of advice and support as required.</p>	As outlined in the City Deal business case, Regeneration Framework and Clyde Gateway governance.
East including Inner East and Collegelands / Barras	<p>We will deliver the City Deal investment programme for Collegelands, Calton and Barras as detailed in the agreed business case.</p> <p>We will progress a Strategic Development Framework for the Inner East as detailed in the City Development Plan.</p> <p>We will continue to implement the <u>Calton Barras Action Plan</u>.</p>	As outlined in the City Deal business case, Regeneration Framework and Town Centre Action Plans.
North and the Canal	<p>We will deliver the City Deal investment programme for the Canal area as detailed in the agreed business case.</p> <p>We will progress a Strategic Development Framework for the North as detailed in the City Development Plan.</p> <p>We will continue to support the work of the <u>Canal Partnership</u> through attendance at partnership meetings and provision of advice and support as required.</p>	As outlined in the City Deal business case, Regeneration Framework and Canal Partnership governance.
Greater Easterhouse	<p>We will progress a Strategic Development Framework for Greater Easterhouse as detailed in the City Development</p>	As outlined in the

	<p>Plan.</p> <p>We will progress development which contributes to the Residential Development Report.</p> <p>We will continue to support the development of the <u>7 Lochs Wetland Park</u> in partnership with Glasgow Clyde Valley Green Network, North Lanarkshire Council, Forestry Commission, Scottish Natural Heritage and The Conservation Volunteers.</p>	<p>Regeneration Framework, Residential Development Report and 7 Lochs Wetland Park governance.</p>
Town Centre Action Plans	We will continue to progress town centre action plans for key areas including <u>Govan</u> , <u>Parkhead</u> and <u>Shawlands</u> .	As outlined in town centre action plans.
Innovation	We will take forward our economic development efforts to support innovation within the city as outlined in Glasgow's Economic Strategy. This will include creating conditions for enhanced public sector innovation, supporting the creation of innovation districts and working in partnership to launch a new foreign direct investment strategy.	Targets as agreed through Glasgow's Economic Strategy.
1.0 c A resilient and growing world class economy : Place based solutions		
Closing the inequality gap and tackling poverty	We will continue to work in partnership with other agencies and support the implementation of the National Place Standards Tool including embedding learning from Equally Well.	Participation in working groups / Boards.
2.0 A broad based and more integrated economy with diverse business opportunities, including social enterprise		
Business Support including Business Gateway	<p>We will continue to deliver a range of <u>business support</u> including <u>Business Gateway</u> services to Glasgow companies. This includes advice and support to people who want to start a business in Glasgow and supporting existing businesses to grow.</p> <p><i>Corporate equality outcome 1 commitment</i></p> <ul style="list-style-type: none"> • <i>Business Gateway will continue to support 'Women into Business' events which are held on a regular basis to showcase new women led businesses in the city</i> • <i>Ethnic Entrepreneurs is an advisory service provided by Business Gateway for Glaswegians from a black or minority ethnic background. We will continue to provide tailored support, advice and awareness raising events in the community.</i> • <i>We will continue to support the Value the Difference project which aims to tackle unconscious bias in the workplace against women, black and minority ethnic people and people with a disability through a combination of research, training, awareness raising and coaching.</i> 	<p>A range of support is available to Glasgow Businesses.</p> <p>Targets as outlined in the corporate equality outcomes.</p>
<u>The Lighthouse</u>	We will continue to promote design and architecture at a city, national and international level through a programme of events and exhibitions at The Lighthouse.	Programme implemented.

3.0 Better skills for Glaswegians to create a more confident and competitive workforce in the city		
Adult Employment	<p>We will deliver the European Social Fund Glasgow Employability Pipeline. We will monitor performance targets and oversee day to day operational performance and project delivery of contract suppliers.</p> <p><i>Corporate equality outcome 1 commitment</i></p> <ul style="list-style-type: none"> • <i>The ESF Employability Pipeline will provide funding to the Learning Disability Supported Employment Service delivered by Social Work Services</i> 	Performance targets as outlined in the contract framework.
4.0 An improved supply of good quality and sustainable housing for the city		
Housing Strategy	<p>We will implement the recently adopted Glasgow Housing Strategy 2017 – 2022 to ensure the promotion of an effective supply, choice and quality of homes for the city.</p> <p><i>Service equality outcome commitment</i></p> <p><i>Equality has been identified as an overarching principle in Glasgow's Housing Strategy. Progress is reported through a range of performance documents which support the strategy such as Affordable Housing Supply Programme out turn report. In addition, the strategy includes actions which have a direct impact on the equality agenda including the affordable warmth dividend, housing advice to young people, housing needs of travelling show people, barrier free housing and establishment of a refugee housing group.</i></p>	Targets as detailed in the Glasgow Housing Strategy.
Strategic Housing Investment Plan	<p>We will progress delivery of the Strategic Housing Investment Plan for the city. The plan is the affordable housing delivery plan for Glasgow's Strategic Housing Strategy and is linked to the Housing Strategy action above.</p> <p><i>Service equality outcome commitment</i></p> <p><i>The Strategic Housing Investment Plan sets out the priorities for investment in housing and progress is reported through a range of performance documents. Equality is mainstreamed throughout the document. Specialist housing provision has been identified which will have an impact on the equality agenda such as social care housing, housing for older people, the provision of wheelchair housing and adaptations.</i></p>	Targets as detailed in the Strategic Housing Investment Plan.
Affordable Housing Supply Programme	<p>We will continue to support the delivery of the city's Affordable Housing Supply Programme .</p> <p><i>Service equality outcome commitment</i></p> <ul style="list-style-type: none"> • <i>We will continue to support the delivery of affordable homes across the city, improving access to affordable homes for Glasgow's people.</i> 	Targets as outlined in the AHSP.
Affordable Warmth Programme	<p>We will continue to deliver the Affordable Warmth Programme including the delivery of £4.3m funding during 2017/18.</p> <p><i>Service equality outcome commitment</i></p>	Full programme budget spend.

	<ul style="list-style-type: none"> We will continue to increase the energy efficiency of the city's housing through a range of actions to mitigate against the impact of increasing fuel costs on households. 	
Private Sector Housing Grant	We will continue to deliver the Private Sector Grant Scheme during 2017/18.	Full programme budget spend.
Transforming Communities Glasgow	We will continue to deliver the <u>Transforming Communities Glasgow</u> (TCG) programme in priority areas across the city including Sighthill, Gallowgate, Laurieston, Maryhill, North Torglen and Pollokshaws.	Targets as set by TCG Board and governance arrangement.
Strategic Housing Authority Delivery	We will continue to work with <u>Housing Associations</u> across the city to ensure the efficient delivery of affordable housing in line with our Affordable Housing Supply Programme.	Targets as outlined in AHSP.
Stair Lighting	We will implement our statutory duty for <u>stair lighting</u> .	Statutory duty implemented.
5.0 A connected infrastructure, including better transport, roads, and better access to the internet and information technology for business and residents		
Digital Glasgow	We will focus our efforts on the key sector of Digital Technology and develop an action plan to expand our position as the number one digital city in Scotland.	Targets as agreed through Glasgow's Economic Strategy.
Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan	<p>We will continue to discharge our statutory duties relating to the Flood Risk Management (Scotland) Act 2009.</p> <p>We will continue to act as lead local authority for the <u>Clyde and Loch Lomond Local Plan District</u> (CLLP) and implement our <u>local flood risk management plan</u>. This supplements the Flood Risk Management Strategy for the area and sets out actions to tackle flooding from rivers, sea and surface water.</p>	Targets as agreed with the CLLLP joint committee.
Metropolitan Glasgow Strategic Drainage Partnership	<p>We will deliver the City Deal investment programme for Metropolitan Glasgow Strategic Drainage Partnership as detailed in the agreed business case.</p> <p>We will continue to develop the <u>Metropolitan Glasgow Strategic Drainage Partnership</u> including hosting the Project Management Office on behalf of the partnership.</p>	Targets as agreed with MGSDP governance.
Contaminated Land	We will continue to maintain records and information on contaminated land in the city.	Current records maintained.
6.0 Making best use of our resources		
Staff Development	<p>We will continue to implement an 'Engage for Success' programme of staff engagement which focuses on training, development opportunities and health and well-being.</p> <p><i>Service equality outcome commitment</i></p> <ul style="list-style-type: none"> We will improve the communication skills and confidence of staff who have contact with customers and staff who are deaf or hard of hearing. We will do 	As agreed by the Organisational Development Board.

	<p><i>this by providing staff with the opportunity to attend Deaf Awareness training.</i></p> <ul style="list-style-type: none"> • <i>We aim to tackle unconscious bias in the workplace by providing 'Value the Difference' workshops for Managers.</i> 	
Data analytics	We will continue to develop and implement a data analytic approach to enable evidence based decision making across the Council family. This will focus on a more proactive approach, reduce duplication and deliver efficiencies and best practice.	Creation of a data analytic centre of excellence.
Funding Unit	<p>We will continue to develop funding approaches across the council. This will include identification of the most viable funding opportunities which support service delivery and the transformation agenda.</p> <p><i>Corporate equality outcome 11 commitment</i></p> <ul style="list-style-type: none"> • <i>We will develop proposals for an URBACT inclusion project which will focus on deprivation at a neighbourhood level. This will include the identification of innovative ways of resourcing service and securing community involvement.</i> 	Funding applications submitted which support an innovative approach.
Develop project management approaches to create efficiencies	We will continue to identify and develop efficient and effective approaches to project management and design including working in partnership to identify best practice and cost efficiencies.	Improvement in programme and cost efficiencies.

3.2 STAFF DEVELOPMENT

3.2.1 Staff survey – specific service responses

A staff survey action plan has been developed which addresses issues highlighted in the staff survey. The action plan incorporates a number of the activities outlined below and is incorporated into the 'Engage for Success' monthly reporting to DRS Senior Management Team.

3.2.2 Training and Development

Mentally Healthy Workplaces

Mentally Healthy Workplaces training was rolled out to 50 Managers this year. This was a one day workshop which highlighted how to identify stress triggers at an early stage. It aims to reduce absence and improve productivity within the Service. The course was delivered by 5 DRS staff who have undertaken Training for Trainers. A 2 hour awareness session will be developed which will be a condensed version of the full day training and this will be available to all staff in the coming year.

To compliment this activity we have also made available a suite of NHS self-help books in the building at kitchen areas, meeting areas etc. These focus on issues such as low mood, stress, anxiety, panic attacks, self-esteem issues and trouble sleeping. This provides staff with a discrete source of support and has been highly successful with over 240 books taken by staff.

Report Writing Course

A report writing course was developed during the previous year. The course focused on committee functions and structure, the need for good committee reports, report layout and structure and the use of plain English. It provided a mix of group based activities and was based on peer led learning. The course was delivered by DRS staff to 12 staff from across the service. The course received positive feedback from participants who particularly liked the informal, peer led approach.

Spotlight on Sessions

Spotlight on sessions are a 1 hour presentation and discussion workshop which focuses on a topic relevant to DRS activity and provide opportunities for personal development. Sessions were held on:

- Delivering Housing in Glasgow - The session explained the role of the Development Team in housing delivery, guidance from Scottish Government and the implications of this for Glasgow.
- Changing population statistics – The session focused on projected population changes to 2039 and the impact that this will have on Council service such as Social Work, Education and Regeneration.
- Building resilience – The session looked at ways of building personal resilience in times of change.
- Photography – The session was given by a member of DRS staff who recently became the UK winner of the EISA Maestro Awards in 2016.

3.2.3 Attendance management

The 2016/17 target for attendance management is 4.4 lost days per employee per annum. During 2016/17 6.0 days were lost per employee, this represents an improvement from last years rate of 6.8 days lost per employee.

3.2.4 Staff health initiatives

Engage for Success is our staff initiative which aims to promote staff wellbeing, engage with staff on issues that matter to them and provide opportunities for personal development. We have provided a range of activities including:

➤ **Yoga sessions**

Lunchtime yoga sessions have been held throughout the year and continue to be very popular with all classes fully booked, a waiting list is in operation. There have been 3 blocks of classes held over 8 weeks with each block running 2 sessions and each session taking 11 participants. An external instructor provides the classes which are funded by participants. Staff attending have reported reduced levels of stress and improved focus and concentration.

➤ **Volunteering Projects**

Another volunteering opportunity was available to staff in March 2017 to develop a community garden at a community centre in Govan. The initiative was developed in partnership with a local community based organisation, City Building and Recreate, a community payback scheme. 18 staff volunteered over 2 days to carry out planting and landscaping.

➤ **Massage**

Massage and aromatherapy continue to be organised for staff and are held on site for easy access. Staff fund this activity themselves and use their own time to attend.

➤ **Long term pain in the workplace**

Caledonian University have completed their survey into long term pain in the workplace. Approximately 2,500 staff responded from across the Council family. Responses are being considered with a view to future research and planned interventions.

➤ **Stress Survey**

170 staff from DRS completed the staff stress survey. Feedback is being analysed and an action plan will be developed to address issues highlighted.

➤ **Walking Challenge**

5 walking teams from DRS entered North East 500, a corporate walking challenge in partnership with NHS. This challenges team members to complete a minimum of 10,000 steps per day to have a virtual 'walk' 500 miles round the north east of Scotland. Almost 500 walking teams entered the challenge and DRS had 4 teams in the top 100.

3.2.5 Work / life balance provision

DRS continue to support a range of flexible work options within the exigencies of the service which enhance the work life balance of staff. This includes reduced hours, compressed hours, part time working, home working and part retirement.

4: BENCHMARKING, INSPECTION AND EQUALITIES

DRS is involved in a number of benchmarking groups which allow us to evaluate our performance and identify areas for improvement. It is important that the Service continues to seek ways to advance and develop. An effective method for doing this is to set measurable standards, identify best practice amongst similar organisations and learn from this. This approach is central to service delivery and is undertaken at a formal and informal level. The groups and frameworks outlined below are some of the benchmarking activities which the Service is involved in:

4.1 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK

The Local Government Benchmarking Framework (LGBF) compiles a broad range of data on the performance of Scotland's 32 local authorities including service delivery, costs and customer satisfaction. It allows Councils to understand how they perform compared to other local authorities.

DRS contribute to the following Economic and Planning service area indicators:

- % of unemployed people accessing jobs via Council funded / operated employability programmes (source : SLADE 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)

The National Benchmarking Overview Report 15/16 was published in February 2017. The report highlights that we have are above average on the number of unemployed people assisted into work from Council operated / funded employability programmes. The Planning Performance Framework detailed below provides a comprehensive context to planning performance and should be considered in conjunction with the Local Government Benchmarking Framework.

4.2 OTHER BENCHMARKING

Planning Performance Framework

The Planning Performance Framework (PPF) was introduced in 2012 and provides a balanced measurement of the overall quality of the Planning Service. It is used as a means of driving continuous improvement. All Planning authorities prepare an annual report which includes qualitative and quantitative performance measures and comment and proposals for service improvement and development.

Our Planning Performance Framework 2016 - 17 was submitted to the Scottish Government in and feedback was received.

Local Authority Building Standards Scotland (LABSS)

The [Local Authority Building Standards Scotland](#) (LABSS) represents all local authority building verifiers in Scotland. Staff from DRS continue to be actively involved in the group. A performance framework for building standards is in operation and all 32 local authorities report through this. The framework consists of 9 key performance outcomes covering professional expertise and technical processes, quality customer experience and operational / financial efficiency. Local Authority statistical building standards returns are analysed and published by the Scottish Government in a Local Authority Building Standards Annual Return.

We have been working on a number of service improvements throughout the year; these are outlined in Appendix 1 Past Performance: Building Standards.

Scottish Local Authorities Economic Development Group

Staff participate in the [Scottish Local Authorities Economic Development Group](#) (SLAED) which is a network of Economic Development Officers from 32 Local Authorities in Scotland. The [SLAED Local Authorities Economic Development Indicators Framework 2015/16](#) was published in December 2016 and contains 4 categories of indicators relating to input, activity, output and outcome, there are 25 indicators in total.

The measures can be used to assess the overall delivery of council economic development activity, the comparative performance of different areas and assist in identification of areas for improvement.

4.3 EFQM

DRS was the nominated lead for the Partnerships and Other Resources theme and conducted an evidence gathering exercise on the rationale for partnership working, how partnerships are implemented and structured, how effectiveness is measured and key strengths of partnership working. Following discussion at the Extended Council Management Team, an improvement Plan was developed. DRS, as theme lead is responsible for taking forward areas for improvement with a focus on:

- data and information
 - data and data sharing with partners
 - using data and information

4.4 EQUALITIES

Our approach

DRS developed an Equality Action Plan 2013 - 2017 which identified a number of activities which contribute to the corporate equality outcomes 2013 – 2017. Service specific equality outcomes were also identified which impact on the wider outcomes of the equality agenda. Performance reporting on the action plan was incorporated into regular ASPIR reporting for the Senior Management Team.

Since the development of the Equality Action Plan in 2013, the service has moved to a mainstreaming approach to equality and diversity. This has been accompanied by an increasing awareness amongst staff of the need to integrate equality and diversity considerations into all our strategies, plans and service provision. This has been in part a result of over 40 staff undertaking

equality impact assessment training over the last year. The training has been highly beneficial as it has improved policy/ strategy development and the services delivered and ensured compliance with our statutory duty. It has also had a subsequent impact on staff in terms of raising awareness of equality issues, promoting confidence in dealing with equality related activities, improving skills including the ability to identify when an equality impact assessment is required and in imbedding equality considerations within their work.

As a result of this shift to a more integrated and mainstream approach, DRS will not produce a distinct equality action plan for the coming years. Instead equality activity will be integrated within our strategies, policies and action plans and subsequent performance reporting procedures. This approach is more aligned to the corporate Equality Progress Report 2017 which provides information on the Council Family's progress towards mainstreaming equality in service delivery. Equality and diversity related activity for the coming year has been highlighted in Section 2 of this document.

Corporate equality outcomes

DRS is lead organisation for progressing a number of corporate equality outcomes, specifically related to '*an increased proportion of people with protected characteristics are supported to enter employment or training*'. This includes:

- Providing a programme for young people with ASL needs through the Glasgow Guarantee
- Increasing the number of black or minority ethnic people assisted into employment from the Glasgow Guarantee
- Supporting the Value the Difference project which aims to tackle unconscious bias in the workplace against women, black and minority ethnic people and people with a disability
- Business Gateway's support for Women into Business events
- Business Gateway's Ethnic Entrepreneurs advisory service.

Service equality activity

Staff continue to attend the Council's Corporate Strategic Equality Group and the Corporate Equality Working Group and play an active role in ensuring the Council's equality agenda is communicated and progressed within the Service.

The DRS Staff Newsletter is used to promote and highlight equality activities to staff including promoting the updated Equality and Diversity Awareness GOLD course and highlighting equality related events such as Hate Crime awareness week.

DRS staff, along with staff from other Services participated in PATH (Scotland) Management and Leadership course which aims to address the imbalance in the number of people from BME communities at leadership and management levels. This contributes towards the Council's pledge to tackle inequality and improve diversity in the workforce particularly in relation to management and leadership.

We are currently organising Deaf Awareness training which aims to enable staff to identify where people who are deaf and hard of hearing may face communication barriers, identify solutions to

improve access and understand how to engage and communicate with people who are deaf and hard of hearing.

We are also organising a 'Value the Difference' workshop for Managers. The workshop aims to tackle unconscious bias in the workplace and focuses on the practical impact of equality and diversity legislation, participation in organisational interventions and the opportunity to network with other organisations.

4.5 EQUALITY IMPACT ASSESSMENT

Over 40 staff from across the service attended [Equality Impact Assessment](#) training last year. This has enabled a number of EqIA's to be carried out including:

- ESF Employability Pipeline
- City Deal Enabling Infrastructure Integrated Public Realm (EIIPR)
- Greater Easterhouse Integrated Green Infrastructure Phase 1
- Glasgow Housing Strategy 2017 – 2022

5: PAST PERFORMANCE

Strategic Plan

The table below outlines our performance in progressing and completing Economic Growth priorities in the Strategic Plan, full details are provided in Appendix 1.

Strategic Plan Priorities : Economic Growth	2016/17	
	Number	Percentage (%)
Green	14	56%
Amber	1	4%
Red	0	0%
Completed	10	40%
Total	25	100%

During 2016/17, we achieved:

943 positive outcomes achieved by the Glasgow Guarantee

£16.4m attracted to Glasgow as a result of filming in the city during 2016

713 affordable homes completed across the city and £67.281m awarded from the Affordable Housing Supply Programme

City Deal projects started in:

- City Centre
- West End Innovation Quarter and Govan / Partick
- Collegelands / Calton / Barras
- North and Canal
- Metropolitan Glasgow Strategic Drainage Project

498 employers signed up to pay the Glasgow Living Wage of £8.25 in 2016/17

6 self-build plots launched for homes in Maryhill and 17 scheduled for release in 2017

The Tontine Building, a centre for innovation for SME's, was launched

Service Priorities

The table below outlines our performance in progressing our service priorities, full details are provided in Appendix 1.

Service Priorities	2016/17	
	Number	Percentage (%)
Green	31	94%
Amber	2	6%
Red	0	0%
Total	33	100%

£7.982m
Private Sector
Housing Grant
awarded

3% reduction
in the level of
vacant and
derelict land

Delivery of the
£3.8m
Affordable
Warmth
Programme

European
Social Fund
secured for the
new Glasgow
Employability
Pipeline

Glasgow Housing
Strategy 2017 –
2022 launched

City
Development
Plan adopted

Glasgow's
Economic
Strategy 2016
– 2023
launched

Strategic Housing
Investment Plan
2017/ 2018 –
2021/2022 launched

AWARDS

We have continued to win awards for the work we have done. This includes:

- Planning and Building Control assisted with the planning process which informed the completed design of the following award winners:
 - * RTPI Awards for Planning Excellence 2016 (Excellence in planning to deliver housing) : Shortlisted – Laurieston TRA
 - * RICS Awards, Scotland 2016 (Residential) – Shortlisted - Laurieston TRA
 - * RICS Awards, Scotland 2016 (Regeneration) – Shortlisted - Laurieston TRA
 - * RICS Awards Scotland 2016 (Design Through Innovation) : Winner - City of Glasgow Riverside Campus
 - * RICS Awards Scotland 2016 (Regeneration) : Highly Commended - The Panmure Street Housing Development
 - * RICS Awards Scotland 2016 (Residential) : Highly Commended - Scottish Veterans Residencies Bellrock Close
 - * RIAS Awards 2016 : Winner - Glasgow Women’s Library
 - * RIBA Awards for Scotland 2016 : Winner - City of Glasgow College Riverside Campus
 - * RIBA Awards for Scotland 2016 : Winner - Saunders Building, The Glasgow Academy
 - * RIAS Andrew Doolan Best Building In Scotland Award : Shortlisted - West Regent Street and City of Glasgow College Riverside Campus
 - * The Scottish Awards for Quality In Planning 2016 (Place category) : Winner - Bain Square Public Realm
 - * The Scottish Awards for Quality In Planning 2016 (Place category) : Winner - St Vincent Plaza
- Housing Excellence awards 2016 (Supported / Sheltered Housing Scheme) : Winner – Scottish Veterans Residencies Bellrock Close
- Housing Excellence Awards 2016 (Best Affordable Housing Scheme – Large) : Shortlisted - Sighthill TRA
- Housing Excellence Awards 2016 (Best Affordable Housing Scheme – Large) : Shortlisted – Toryglen TRA
- European Commission’s European Capital of Innovation Award 2016 : Shortlisted
- Landscape Institute Awards 2016 : Winner - Woodside, Firhill & Hamiltonhill Development Framework

APPENDIX 1
PAST PERFORMANCE
2016 / 2017

APPENDIX 1: PAST PERFORMANCE 2016 / 2017

The table below outlines progress made over the previous year on Strategic Plan priorities.

Strategic Priorities : Economic Growth		
Indicator/ Outcome/ Strategy	Performance Note	R A G
A resilient and growing economy		
Glasgow Guarantee	<p>The <u>Glasgow Guarantee</u> achieved 943 positive outcomes during 2016/17. This included 462 under 20 years of age modern apprentices, 95 under 20 years of age jobs with training, 204 over 20 years of age living wage and 182 over 20 years of age graduates.</p> <p>Procurement for the European Social Fund Glasgow Youth Gateway was completed. The contract for service provision started in Autumn 2016 and will run until September 2018. The Glasgow Guarantee is providing match funding for this initiative which will target and support young people who have not been successful in securing employment or a modern apprenticeship through the Glasgow Guarantee.</p> <p>Links were also made with colleges to target young people leaving further education after one year as data has shown that this group are at a higher risk of unemployment.</p>	GREEN
Stalled Spaces	<p>Applications for Stalled Spaces funding were received from community based organisations to bring small vacant sites back into community use. Funding requests came in for a diverse group of projects ranging from innovative arts and building projects to play spaces, community gardens, growing spaces and youth projects. An area-specific Stalled Spaces scheme for the Barras market was launched in March 2017 with the first application deadline in May 2017.</p> <p>An internal workshop, attended by approximately 25 staff from across the council, was held in December 2016. The purpose of the workshop was to identify linkages and build partnerships with the aim of developing a more strategic approach to addressing stalled or underused vacant land in the city.</p>	GREEN
Core Cities	<p>All <u>Core Cities</u> policy hubs, Cabinet and Chief Executives' groups have met and the specific asks of Government have been articulated and submitted.</p> <p>Comment and responses have been made on a range of government responsibilities including transport, climate change, social care and the impact of the UK vote to leave the EU. Glasgow will participate in the new Brexit workstream and has also been leading on work to identify reasons for business failure in cities.</p>	GREEN

A broad based and more integrated economy with diverse business opportunities, including social enterprise		
Co-operative Council	<p>The <u>Co-operative Glasgow</u> unit continued to implement the individual actions contained in the Action Plan. There has also been ongoing promotion of the <u>Glasgow Business Development Fund</u> which supports activities that build organisational capacity. Applications have been received and screened and there has been ongoing monitoring of projects in receipt of funding.</p> <p>A contract has been awarded to carry out an evaluation of the Co-operative Glasgow Business Development Fund and the impact of the unit. An initial meeting took place in December 2016 and a final report is scheduled for April 2017. The development of a marketing strategy is underway for the launch of the next round of funding and a marketing action plan will link to the recommendations of the report.</p> <p>A 5 day sprint for Co-operative Childcare was held and resulted in the development of a Co-operative Childcare Model which was presented to the Tackling Austerity Group. This was well received and further development is underway.</p>	GREEN
Glasgow Film Office	<p>Production activity was buoyant during 2016 and the <u>Glasgow Film Office</u> attracted £16.4m to the city in 2016 as a result of filming. Large scale productions included Churchill and The Wife (feature films), Loch Ness and The Replacement (prime time TV dramas). Over the year, the GFO received 292 enquiries which resulted in 164 productions filming in the city last year.</p> <p>The Film Office has also supported and assisted with 'Hit the Ground Running', an entry level training course for production crew which took place in early 2017.</p>	GREEN
Better skills for Glaswegians to create a more confident and competitive workforce in the city		
Glasgow Living Wage	<p>The <u>Glasgow Living Wage</u> was £8.25 per hour during 2016/17. This increased to £8.45 per hour for 2017/18. At the end of March 2017, 498 employers in the city signed up as Living Wage employers.</p> <p>Employers were advised in December 2016 of the increase for the following year and were requested to re-sign up to the Living Wage pledge. The number of employers who have signed up is continuing to increase over the years.</p>	GREEN

<p><u>Community Benefits</u> approach in procurement</p>	<p>The Corporate Procurement Unit (CPU) are working to develop evaluation and reporting methodologies to support the implementation of the revised <u>Community Benefits Policy</u> . This involves on-going work with the Poverty Leadership Panel and community engagement to identify and share information around need which will deliver greater benefits for the community. Processes have also been reviewed including expanding guidance and reviewing supporting documentation and templates. This will ensure that procurement activities capture targeted recruitment, training opportunities and wider outcomes such as Community Engagement.</p> <p>A Community Benefits Steering Group has been established with support from key stakeholders. The group will further develop the council's approach to Community Benefits.</p> <p>To date, Community Benefits have been included in 54 contracts and 31 contracts worth in excess of £78m have been awarded. Suppliers have outcomes in Targeted Recruitment and Training, Educational Support, Vocational Training, Business Support and Community Engagement.</p> <p>A further 23 contracts worth approximately £107m (values are subject to change pending final award) are still in the procurement process.</p>	GREEN
An improved supply of good quality and sustainable housing		
<p>Make the case for essential funding for Glasgow in the city's housing sector</p>	<p>Glasgow City Council was awarded £67.28m from the Scottish Government for the Affordable Housing Supply Programme in 2016/17.</p> <p>A new <u>Strategic Housing Investment Programme (SHIP)</u> was developed, approved by the Executive Committee in January 2017 and submitted to the Scottish Government. The SHIP is the delivery plan for Glasgow's Affordable Housing Supply Programme. It outlines housing investment priorities in line with Glasgow's Housing Strategy including detailed information on the resources available to deliver the plan. The SHIP is instrumental in making the case for essential funding for housing in Glasgow.</p>	GREEN
<p>Affordable Housing</p>	<p>The <u>Affordable Housing Supply Programme</u> awarded £67.28m to Housing Associations in 2016/17. Glasgow's Affordable Housing Supply Programme Performance Review 2017/17 was presented to the Neighbourhoods, Housing and Public Realm Committee in October 2017.</p> <p>A target to build 3,500 homes from 2012 to 2017 was agreed with the Scottish Government. This target was met, as of 31/3/17, 3511 homes had been delivered.</p> <p>£2.669m of adaptations to Housing Association homes was funded in the last year. This has allowed 1090 households that have a family member with a disability or mobility issue to remain in their existing homes.</p> <p>The first annual update of the <u>Residential Development Report</u> was issued during the year. This provided an update on progress on a range of housing initiatives including acceleration of Transformational Regeneration Areas, increasing regeneration activity around the Canal corridor, bringing empty homes into effective residential use, increasing the range of housing options and publishing a statement on student accommodation.</p>	GREEN

<p>Develop an innovative self-build project</p>	<p>A self-build project was developed to promote alternative, affordable housing in the city. A site on Bantaskin Street within Maryhill Transformational Regeneration area was identified for the first phase of 6 plots. These were released in summer 2016. A design workshop was held in August 2016 where self-builders had access to sustainable architects to support them in formulating their design ideas. The first phase started on site in March 2017 and DRS's Project Management and Design division progressed the servicing of the site.</p> <p>A second larger site at Collina Street with 17 plots has been identified for the next phase and the site has been remediated. A further self-build event was held in February 2017 at Maryhill Burgh Halls to progress this site.</p>	<p>GREEN</p>
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A connected city infrastructure, including better transport, roads and better access to the internet and information technology for business and residents	
<p>Deliver the initial phase of £1.1bn <u>City Deal</u> for Glasgow including the Infrastructure, Innovation and Labour Market projects in line with the agreed business cases and the procurement strategy</p>	<p><u>Tontine Building</u> The new centre for innovative at the Tontine Building was officially opened in May 2016 and is close to 70% occupancy. It will support and sustain the development of high growth companies in the enabling technology, advanced design and manufacturing and creative economy sectors. The Tontine consists of high quality, flexible workspaces and also provides business support with the aim of making the transition from start up to thriving business.</p> <p>An active events programme has been established and there are approximately 4 large scale events per month. Additional funding has been secured from BEIS / UK Space Agency to support growth in this sector. Interest in the Centre is strong and there have been a number of visits from UK and Scottish Governments.</p> <p><u>Working Matters</u> This programme is delivered by Jobs and Business Glasgow and has been operational since August 2015. It aims to provide an intensive and integrated package of employability support to individuals in receipt of Employment Support Allowance (ESA) across the Clyde Valley.</p> <p>The programme was evaluated by Ekosgen for the Glasgow City Region Cabinet. The evaluation report makes a number of recommendations and further evaluation reports are scheduled for winter 2017 and winter 2018.</p> <p>During 2016/17, 507 people engaged with the programme in Glasgow and 55 moved into work.</p> <p><u>In Work Progression</u> This is a regional pilot progression programme which aims to support the training and development of staff in low income jobs in the Care Sector. Small and medium businesses in the sector can access advice and a range of interventions which will facilitate development and growth in the sector. This will impact on increasing wages and consequently reducing dependence on benefits.</p> <p>The pilot started in August 2016, businesses have been engaged with and action plans developed.</p> <p>A <u>programme status</u> update was presented to Glasgow Region City Deal in February 2017 which provided an update on key activities, finance, risks and issues.</p> <p>A performance note of the infrastructure projects at Canal and North, Clyde Waterfront and West End Innovation District, Collegeland, Calton / Barras, City Centre and the Metropolitan Strategic Drainage project is outlined in the Service Priority, place based solution section of this report.</p>

AMBER

<p><u>Sighthill Transformational Regeneration Area</u></p>	<p>The contractor for the remediation works has made good progress and the proposed road closures to Fountainwell Road, Pinkston Road and Pinkston Drive are now in place and will reopen at the end of 2018/beginning of 2019.</p> <p>The tunnel contract has been completed and the design consultation for the M8 bridge is progressing well. This has been presented to senior council officers and the Urban Design Panel.</p> <p>The contract for the remainder of the infrastructure works has been awarded following approval of the City Deal Full Business Case and design work for this has started.</p> <p>The procurement process for the private and affordable housing is ongoing and work is underway with Network Rail to finalise the Cowlairs Bridge contract. The Full Business case was approved by City Region Cabinet.</p>	GREEN
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Making best use of resources		
<p>Delivering in Partnership</p>	<p>DRS drives, directs and delivers a range of regeneration programmes in partnership with internal and external organisations including:</p> <ul style="list-style-type: none"> • Canal Regeneration Partnership • Chamber of Commerce • Wheatley Programme Group • City Deal – various working groups and partner Local Authorities • Clyde and Loch Lomond Local Plan District • Clyde Gateway • Core Cities • Community Planning Partnership • Digital Enterprise Glasgow • Glasgow and Clyde Valley Green Network Partnership Steering Group • Glasgow and Clyde Valley Strategic Development Planning Authority • Glasgow Economic Leadership • Glasgow Housing Register Partnership • Govanhill Landlord Forum • Housing Needs and Demand Assessment Core Group • Housing Access Partnership • Housing Associations • Local Authority Building Standard • Metropolitan Glasgow Strategic Drainage Partnership Board • Sauchiehall BID Board • Scottish Cities Alliance • Supplier Development Programme • Transforming Communities Glasgow <p>Full details of joint working are highlighted throughout this report.</p>	GREEN

Transforming Glasgow Strategy and Programme	DRS has played an active role in implementing the Transforming Glasgow Strategy and Programme, including lead roles in a number of projects such as development of the funding unit. Reporting has been carried out on a regular basis through Transforming Glasgow governance structures.	GREEN
Financial Planning	Financial Planning was progressed throughout the year and various options were considered for innovative solutions to the forthcoming financial challenges. This work is closely aligned with the transformation activity within the department as well as corporate activity.	GREEN

Strategic Indicator/ Outcome/	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	R A G
Glasgow Film Office : Attract income to the city via the GFO	£10m [2016]	£10.2 [2015]	£16.4m [2016]		GREEN
Glasgow Guarantee : Number of positive outcomes	1000	1095 [1/1/15– 31/3/16, 15 month period)	943 [1/4/16 – 31/3/17]	Although the target of 1000 was not met there has been an increase in the number of positive outcomes compared to the previous year.	RED
Housing Development: Number of new and improved housing units completed in the year. (Corporate Scorecard Indicator)	719	667 [Target = 649 for 15/16]	713 [Target = 713 for 16/17]		GREEN

In addition to the above indicators which directly link to the strategic priorities, we also monitor strategic indicators which are based on the health of the economy and wider outcomes linked to the economic growth priority. They also include Corporate Scorecard indicators and are outlined below:

Strategic Indicator/ Outcome	Milestone / Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	R A G
Proportion of all employee jobs in Scotland that are located in Glasgow	Maintain Glasgow's relative share of the total number of employee jobs in Scotland.	Glasgow – 397,900 Scotland - 2,437,100 Relative Share 16.3% [2014]	Glasgow – 399,000 Scotland - 2,443,000 Relative Share 16.3% [2015]	2016: Available Winter 2017	GREEN
Employment rate of population aged 16-64. (Corporate Scorecard Indicator)	Improve the level of the previous year.	Glasgow– 63.8% Scotland – 72.6% 8.8% points below national rate [2014]	Glasgow– 66.7% Scotland – 73.1% 6.4% points below national rate [2015]	2016: Available Winter 2017	GREEN
Gap between Glasgow and Scotland in the % of the working age population (16-64) claiming benefits (i.e. 'worklessness')	Maintain the gap	Gap : 6.8% % of population in receipt of benefits Glasgow 21.27 % Scotland 14.52% (2015)	Gap : 5.9% % of population in receipt of benefits Glasgow 19.57 % Scotland 13.72% (2016)	This indicator has been reducing since 2002 when the gap was 11.6%.	GREEN
Business Survival Rates in VAT and PAYE registered businesses (surviving 3 years or more)	Improve the business survival rate of the previous year	55.4% (2011-14) Contextual Births 2,880 Deaths 2,290 Active in Year 19,280 [2014]	54.3% (2012-15) Contextual Births 3,185 Deaths 2,335 Active in Year 20,235 [2016]	2016 : Available Winter 2017	GREEN
Level of Vacant and Derelict Land in the City	Limit growth to level no greater than 1,350ha	1144.80Ha Net change on previous year -25.82 ha (i.e. -2.2%) [2015]	1100.00Ha Net change on previous year -34.36ha (i.e. -3.0%) [2016]	The level of vacant and derelict land in the city has continued to reduce since 2009.	GREEN

SINGLE OUTCOME AGREEMENT PRIORITIES

Single Outcome Agreement		
Indicator/ Outcome/ Strategy	Performance Note	RA G
Youth Employment	See <u>Glasgow Guarantee</u>	GREEN
Vulnerable People	See <u>Housing Strategy</u> , <u>Strategic Housing Investment Plan</u> , <u>Affordable Warmth</u> and <u>Private Sector Housing Grant</u>	GREEN
Thriving Places	See <u>City Development Plan</u> , <u>Strategic Housing Investment Plan</u> and <u>Affordable Housing Supply Programme</u>	GREEN

SERVICE PRIORITIES

Service Priorities : A resilient and growing economy		
Indicator/ Outcome/ Strategy	Performance Note	RAG
Economic Strategy	<p>The <u>Glasgow Economic Strategy 2016 - 2023</u> was launched at The State of the City Conference in November 2016 and has the objective - 'Glasgow will have the most productive major city economy in the UK by 2023.'</p> <p>The strategy focuses on 10 specific areas of raising health, skills for all, a fairer Glasgow, supporting our key sectors, innovation/ high value employment, smart infrastructure investment, housing mix, supporting enterprise, linking education to employment opportunities and increasing our population.</p> <p>50 early actions have been identified which will be taken forward with stakeholders. Actions have been assigned to teams within the service and a monitoring framework is being established.</p>	GREEN
Inward Investment	<p><u>Invest Glasgow</u> continued to support inward investment in the city with a focus on the key sectors identified by the Glasgow Economic Leadership.</p> <p>Promotion of the city as an inward investment destination was also carried out. This included participating in a shared stand at All Energy, an exhibition, conference and networking event for the renewable energies sector. The event was held at the SECC in May 2016 and was well attended with 450 + exhibiting companies from over 20 countries. Plans are in place to build on the shared findings of partners and develop a stronger presence for the event in 2017.</p> <p>A City Deal Event was hosted in June 2016 which was attended by 172 people. It was aimed at private sector partners and shared information and opportunities relating to the £1.13bn Glasgow City Region City Deal and the programme of works scheduled.</p> <p>The Ignition Festival of Motoring in August 2016 and the Andy Murray Live Event in September 2016 were sponsored by Invest Glasgow. A number of potential investors were invited to network and discuss upcoming development opportunities in the city.</p> <p>The team also attended MIPIM UK in London and Expo Real in Munich in October 2016 and MIPIM in Cannes in March 2017 to showcase the city to potential investors. Both events provide an opportunity for investors to meet and discuss projects and opportunities.</p> <p><u>Inward Investment Annual Report for 2015/16</u> was presented to committee in September 2016. An update for 2016/17 is scheduled for Autumn 2017.</p>	GREEN

<p>Planning: Development Planning</p>	<ul style="list-style-type: none"> ● <u>Strategic Development Plan for the Glasgow and Clyde Valley City Region</u> The Strategic Development Plan sets the context for Local Development Plans and outlines a clear vision and spatial strategy for the area. Examination of the proposed plan by a Reporter appointed by the Scottish Government started in July 2016. A total of 28 issues were identified and further information in relation to Housing was requested and submitted. The examination was completed in March 2017 and Scottish ministers are considering the report which is scheduled for completion by summer 2017. ● <u>City Development Plan</u> Examination of the CDP concluded in June 2016 with modifications presented to <u>Executive committee</u> in October 2016. Approval was requested from committee to submit the plan to the Scottish Government. This was approved and the plan submitted in October 2016. A further report was presented to <u>Executive Committee</u> in February 2017 for approval to adopt the Plan and Action Plan. This was agreed and the plan was adopted on 29/3/17. ● <u>Open Space Strategy</u> The Open Space Strategy is in draft format and will undergo Strategic Environmental Assessment screening prior to public consultation. Local Context work to support the Open Space Strategy is ongoing, and will continue during the remainder of 2017 with a view to completion in 2018. ● <u>Conservation Area Appraisals</u> The following conservation area appraisals were approved: <u>Pollok Park conservation area appraisal</u> (September 2016) <u>Govan conservation area appraisal</u> (November 2016) ● <u>Historic Building Estate</u> Options Appraisals for a number of Surplus Listed Buildings have been finalised and reported through the Property Asset Board. The Parish Schools project is being initiated with Project Management and Design and City Property. It has been agreed that this project will proceed as a pilot which could be used as a template for other GCC owned Buildings at Risk. ● <u>Buildings at Risk</u> Work has continued with colleagues to support positive outcomes for Buildings at Risk. A programme of re-survey of all Buildings at Risk was undertaken during the year to allow an update of the national Buildings at Risk Register for Scotland. This is close to completion. 	<p>GREEN</p>
<p>Planning: Development Management</p>	<p>Continuous performance has been demonstrated throughout the year with an emphasis on legacy applications and the delivery of service improvements.</p> <p>A Performance Markers Report on the 2015-16 Planning Performance Framework (PPF) was received from the Scottish Government in November 2016. This assessed performance and gave red, amber, green (RAG) ratings. A <u>committee report</u> was presented to Regeneration and the Economy Policy Development Committee in January 2017 to report on feedback and present an action plan which captured various activities from the report.</p> <p>PPF for 2016 – 17 will be submitted to Scottish Government by the end of June 2017.</p>	<p>GREEN</p>

<p>Planning: Enforcement</p>	<p>The statutory duty to manage development in the city through enforcement by implementing the enforcement charter has been carried out throughout the year. Service standards have been set and performance is monitored and reviewed over the life of the charter which expires in April 2018.</p>	<p>GREEN</p>
<p>Building Standards</p>	<p>The <u>Building Standards Balanced Scorecard 2016 / 17</u> was produced which monitors performance against strategic goals and sets out an improvement plan for 2017/18.</p> <p>Preparations continued on the introduction of E-Building standards which allows submission of online warrant applications from August 2016. Double screen installations were completed to aid screen assessments. Additional work was also carried out to provide an online return system as the Scottish Government portal does not facilitate this. This will save costs on printing and posting.</p> <p>Aspects of the telephone system have been improved with better customer direction for information which avoids speaking directly to staff. This ties in with changes to the website and the introduction of a Business Enquiry Form that replicates the system already used for the Planning function</p> <p>We have also continued to participate in the discussions with the Scottish Government on changes to the National Performance Framework.</p> <p>Licensing of events continued throughout the year including processing licenses for raised structures, liquor licensing and public entertainment events. This includes Fireworks at Glasgow Green and Drumchapel, Christmas markets and George Square, Christmas lights switch on and various high profile events at the Hydro and SECC.</p> <p>Sports ground safety certificates for the 4 designated stadiums in the city were renewed and initial match day inspections were carried out as part of the assessment and monitoring agreement.</p>	<p>AMBER</p>

1.0 b A resilient and growing world class economy : Place based priorities

<p>City Centre</p>	<ul style="list-style-type: none"> ● City Deal Programme The City Centre City Deal <u>Outline Business Case</u> seeking approximately £16m to progress the work programme was approved by the City Deal Cabinet in December 2016. ● Strategic Development Framework (SDF) Significant survey and analysis work has been undertaken and will be used to inform a multi disciplinary approach towards the content of the SDF. ● City Centre Strategy The <u>City Centre Strategy Annual Report 2015/16</u> was presented to Regeneration and the Economy committee in September 2016 and provided an update on progress achieved in implementing the <u>City Centre Strategy</u>. <p>The <u>Sauchiehall and Garnethill Regeneration Framework</u> was approved at <u>Executive Committee</u> in May 2016. Feasibility work has continued throughout the year on various key projects. A tender is scheduled to be awarded late autumn 2017 for the Block A avenues and options for Garnethill Park were presented to the community in March 2017; a delivery programme will be prepared for this.</p> <p>A further four Regeneration Frameworks (St Enoch’s, Central, Blythswood and Broomielaw) are being developed sequentially between 2016 and 2018. Work continues on track with the Broomielaw Regeneration Framework which is now being finalised. The St Enoch Regeneration Framework held its first public event and a separate event for Council officers/service deliverers to get an initial understanding of the district’s issues and opportunities was also held.</p> <p>The City Centre Residential Strategy contract was awarded to Savills and although not complete, is already identifying major opportunity for Glasgow to significantly increase its residential population in the city centre. A number of reports have been prepared to inform the work including <i>Quantifying the existing Glasgow city centre residential market, opportunities and constraints and good practice</i>.</p> <p>A <u>project outline</u> for the City Centre Lanes Strategy was presented to Regeneration and Economy committee in April 2016 and approval granted in March 2017 by <u>Executive Committee</u> to proceed to public consultation. Consultation closes in June 2017 when responses will be analysed, amendments made as necessary, a priority action plan produced and a report taken back to committee for approval.</p> <p>A <u>City Centre Commercial Waste project</u> is being developed with the objective of removing unsightly commercial bins from the public footways. This will be piloted in eight city centre streets first. A report was presented to Regeneration and the Economy committee in March 2017. A 3-month engagement period will be held with pilot area businesses and commercial waste operators, before enforcement action is taken against non-compliant businesses. On completion of the 6-month pilot there will be an evaluation and if successful the project will be rolled out across the city centre on a phased basis.</p>	<p>GREEN</p>
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<p>River Corridor including Clyde Gateway, Clyde Waterfront / West End Innovation Quarter and Govan / Partick</p>	<ul style="list-style-type: none"> ● City Deal Programme The <u>Outline Business Case</u> for Clyde Waterfront and West End Innovation Quarter was approved by City Deal Cabinet in April 2016. A DRS / LES working group has been meeting monthly to oversee the delivery of initial investment priorities including Govan – Partick Bridge and Byres Road Public Realm. An invitation to tender for a Landscape Architect and consultant engineer to oversee development of the bridge and public realm was issued and consultants appointed to progress designs. <p><u>Byres Road Placemaking Report</u> was issued for public consultation in April 2016 and findings presented to <u>committee</u> in January 2017. A number of key findings were identified and a number of interim actions implemented to address priorities as the report developed. This includes creation of new public spaces, traffic management and parking controls and support for the development of a Business Improvement District for Byers Road. Community consultation events have been held for Central Govan public realm and Byres Road public realm.</p> <ul style="list-style-type: none"> ● Strategic Development Framework (SDF) A Strategic Approach Document (River Clyde vision and issues report) has been finalised and an action plan/associated work programme prepared. This will be used to engage other key officers and stakeholders in to the work leading to the development of a SDF for the River. Direct engagement between the River Strategy SDF and City Centre Frameworks (specifically Broomielaw & St Enoch’s) has started to ensure the strategic themes are integrated. <p>Discussions are underway with SEC in relation to proposed improvement works to the SEC footbridge. Funding was approved at the <u>Executive Committee</u> in March 2017 to progress this.</p> <p>An Invitation to Quote has also been prepared for the appointment of a multi-disciplinary team to oversee the development of designs for river edge treatments at Briggait and Anderson/Lancefield Quay.</p> <p>A report was presented to the <u>Executive Committee</u> in February 2017 advising of the potential to establish a Tax Incremental Finance (TIF) scheme to support the financing of Innovation Districts in the city. It is proposed that Innovation Districts are established in the West End and Merchant City. An Innovation District Board (IDB) has been established to progress this. The IDB is chaired by the Principal of the University of Strathclyde and membership includes the Glasgow City Council Chief Executive, Executive Director of DRS, Scottish Enterprise and Glasgow Chamber of Commerce.</p> <ul style="list-style-type: none"> ● Clyde Gateway The work of Clyde Gateway has been supported by attending Board and sub group meetings and providing advice as required. This has contributed to the success of funding for the Clyde Gateway East Manufacturing Hub, completion of the Cunningar footbridge, completion of Dalmarnock Riverside housing development, remediation work funded by the vacant and derelict land fund and future housing developments including the Games Village Phase 2. 	<p>GREEN</p>
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<p>East including Inner East and Collegelands /Calton Barras</p>	<ul style="list-style-type: none"> ● City Deal Programme The <u>Outline Business Case</u> for Collegelands / Calton / Barras was approved by the City Deal Cabinet in April 2016 and a project plan developed. <p>Discussions were held with Network Rail relating to the proposed environmental improvements to High Street Station. An Invitation to Tender was issued by the Corporate Procurement Unit for the services of a consultant to provide staged design of a new footbridge over the rail tracks and platforms, compliant access to the platform, a new station building, concourse and station plaza. This was approved by the Executive Committee in March 2017 and a consultant has been appointed.</p> <p>Site investigations were carried out at the Meat Market site and master planning works has started to develop a tender package.</p> <ul style="list-style-type: none"> ● Strategic Development Framework (SDF) Scoping work for the Inner East SDF has been ongoing throughout the year and a draft scoping report is scheduled for May 2017. ● Calton Barras Action Plan The Barras Masterplan has now been completed. Proposals for public realm improvements within the Barras are being formulated in conjunction with LES. A tender package is being prepared and options for marketing activities and a tailored 'stalled space' programme for the area has been launched with the first application deadline set for May 2017. 	<p>GREEN</p>
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<p>North and the Canal</p>	<ul style="list-style-type: none"> ● City Deal Programme Concept and detailed design including public realm has been worked up for North Canal Bank Street by Project Management and Design in DRS. An Invitation to tender has been issued for site infrastructure works at the 100 Acre Hill site and approval sought from the Executive Committee to enter into a grant agreement with Scottish Canals to support the regeneration of the area including site remediation and infrastructure works. A Full Business Case for Canal and North Gateway was submitted to the City Deal Cabinet in April 2017. <p>Cowlairs geotechnical investigations were carried out at the end of 2016. This will assist in formulating a remediation strategy for the site. A land assembly effort is underway to acquire private land interests and surface water infrastructure is under consideration.</p> <p>Vacant and Derelict Land work is ongoing around Applecross Basin and other nearby sites. Site investigation work at Hamiltonhill is underway and results will inform the final versions of Scottish Canals (Canal Claypits) and Queens Cross Housing Association (Hamiltonhill) masterplans.</p> <p>Scottish Natural Heritage's Integrated Green Infrastructure bid was approved and a Regeneration Capital Grant Fund project 'Growing Spaces and Places' grant offer of approximately £1.33m was received from the Scottish Government and accepted. Work is ongoing on the five projects that make up this initiative.</p> <p>The Land Art Generator Initiative (LAGI) designs were exhibited at the Lighthouse in Summer 2016 and detailed design work on the winning design is ongoing.</p> <p>Rodney Street Care home, National Theatre for Scotland Headquarters and the current phase of housing in Maryhill TRA were also completed during the year.</p> <ul style="list-style-type: none"> ● Strategic Development Framework (SDF) The SDF for the North and Canal is being scoped and includes baseline data sources, main physical issues and development and infrastructure opportunities. 	<p>GREEN</p>
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<p>Greater Easterhouse</p>	<ul style="list-style-type: none"> ● <u>Strategic Development Framework</u> A <u>report</u> was presented to Regeneration and The Economy PD Committee in September 2016 on <u>investment and regeneration</u> in relation to the production of SDF. ● <u>Shandwick Centre / Town Centre Action Plan</u> Shandwick Centre was acquired by City Property Glasgow Investments LLP on 31 March 2016. A Working Group was established to consider the findings of the building condition survey which was completed by ACCESS and identify priorities for investment in the short, medium and long term. Montagu Evans (who manages the centre) has been commissioned to carry out a market demand and options appraisal for the centre. <p>Progress has also been achieved in other areas, for example, a site at Stepford Road was marketed for private house building and a house builder was selected from the tender and evaluation process. A marketing brief was prepared for Blairtummock which will be marketed in the summer and discussions are ongoing between DRS and Wheatley Group relating to Provanhall.</p> <p>A <u>progress report</u> was presented to the Executive Committee in March 2017. DRS supported Glasgow East Arts Company for a Charette bid to Scottish Government for the Greater Easterhouse Town Centre. The charette is planned for June 2017 with the aim of refreshing the town centre action plan. A detailed investment plan is being prepared for the Shandwick Centre in parallel with the charette. This will focus on the investment required to reduce running costs, the buildings carbon footprint and also address mechanical and electrical works.</p> ● <u>Scottish Natural Heritage – Green Infrastructure</u> A formal offer of grant has been received from Scottish Natural Heritage for £1.258m. A tender was issued for design services for Integrated Green Infrastructure at Blairtummock and Cranhill / Ruchazie, the process was completed in December 2016 and a contractor has been appointed. ● <u>Seven Lochs Wetland Park</u> An application to Heritage Lottery Funding (HLF) through the Seven Lochs Partnership, for £4.4m towards a £6.5m 5 year heritage project was approved. Branding for the project has been finalised and a communication toolkit drafted. A contractor has also been appointed to deliver the Crannog Interpretive Play area and TCV Scotland will deliver a training and employability programme. 	<p>GREEN</p>
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<p>Town Centre Action Plans</p>	<ul style="list-style-type: none"> ● <u>Shawlands TCAP</u> Phase 1A public realm works are now complete. Phase 2 which will focus on Shawlands Civic Square is at the final stages of detailed design and procurement is scheduled for early summer 2017. The Shawlands Shop Front Scheme was relaunched in December 2016 and will run until December 2017. The scheme is being delivered by Council partners Glasgow City Heritage Trust. The Shawlands BID business plan was considered by BID Scotland and a ballot held in April 2017. Almost 75 % of local businesses voted in favour of the BID. It is expected to raise £741,000 over 5 years and will be used to progress activities within the action plan. ● <u>Parkhead THI</u> Restoration works to the B listed Clydesdale Bank building has started; the owners have appointed an architect who is currently working on the tender documents and consents. Grant contracts were finalised for roof and tower repairs at 1361 Duke Street / 1-7 Westmuir Street and are expected to start in the near future. Timescales for work at Westmuir Street School have been extended until October 2017 due to the discovery of asbestos and guano removal which had an impact on timescales. Consultants have been appointed to deliver a charette for Parkhead which will assist with the development of a Town Centre Action Plan. Complementary initiatives have been progressing with the Postcard project and dates have been set for the Exhibition of Weave Parkhead. ● <u>Possil Town Centre</u> The contractor for the Millennium Space Improvements Works has been appointed. Work started in December 2016 and transformed a poor public space into an attractive space which can be used for performance and events. The space will also include tables, seating and bins. ● <u>Govan THI/ CGAP</u> The first phase of the Townscape Heritage Initiative has been completed. The Imagine Govan Review was conducted by a consultant and a consultation exercise carried out. Govan Old Pathway has been completed and 5 building repair / vacant floorspace projects have started and are proceeding to an agreed programme. The concept design for Public Realm Phase 3 has been completed and an invitation to tender has been issued. ● <u>Calton Barras Action Plan</u> Five of six projects which were awarded funding from the Barras floorspace grants scheme have been completed this year. Public realm design in conjunction with the City Deal programme is ongoing. 	<p>GREEN</p>
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1.0 c A resilient and growing world class economy : Place based solutions		
<p>Closing the inequality gap and tackling poverty</p>	<p>The Implementation Plan for the <u>National Place Standards Tool</u> was approved by the project board in June 2016. The Council is now working in collaboration with NHS Health Scotland to deliver the training required for public, private, third sector and communities using the place standard tool. Glasgow City Council played a major role in developing the tool and the response has been excellent with lots of organisations using it as part of community consultation for main issues reports, survey monkey work on development and regeneration projects, local outcomes improvement plans and locality planning. It has also been made a mandatory consultation tool for the national charette programme.</p> <p>The council has been invited to sit on the National Implementation Board and is the only local authority to be invited. Council staff are also on the national implementation team as placemaking experts. There have been several invitations for staff to present the place standard tool work including Belfast Healthy Cities – empowering communities’ event.</p> <p>The first Place Standard Alliance Event was held in December 2016 and staff attended to hear how Scottish Local Authorities are embedding the Place Standard Tool into their Local Outcomes Improvement Plan and Locality Plans.</p>	AMBER
<p>Service Priorities : A broad based and more integrated economy with diverse business opportunities, including social enterprises</p>		
<p>Business Support</p>	<p>A range of business support was provided through <u>Business Gateway</u>. This included 120 start up events, 407 volume start-ups and 102 Growth Advisory Service events. The Supplier Development Programme which provides support and advice to small business on winning contracts and business growth had 554 new companies registering throughout the year and 533 companies attended events.</p>	GREEN

The Lighthouse	<p>The <u>Lighthouse</u> provided a programme of exhibitions including:</p> <ul style="list-style-type: none"> • Adventures in Space which was the headline exhibition for the Festival of Architecture • LAGI Glasgow • Glasgow Interiors • Disappearing Glasgow • Uncovered : Still homeless, still an issue • Nobody's Home - part of Architecture and Design Scotland's Say Hello to Architecture Programme • A Life in Letterpress • Best use of timber awards <p>The venue participated in the Doors Open Day Festival and hosted Venturefest 2016 in September. Mackintosh month was held in October and a variety of events were held including Mackintosh film series, the big rose project (stencilling workshop), self-led trail and guided tours. Other events included Graphic Design Festival Scotland 2016, Glasgow Children's Hospital Charity Art Exhibition and the liveable cities seminar programme.</p> <p>Work is underway on the development of a Glasgow Economic Leadership Forum sub-group for the Creative Industries. Consultation with many of the key stakeholders is complete and terms of reference developed. The next stage will be the selection of members and action planning.</p> <p>Work is also underway with Glasgow Life to bring the Mackintosh strand of the Tourism and Visitor Strategy into being. The Lighthouse as part of the Senior Operations Group will lead on the visitor experience.</p> <p>A visitor survey in spring 2017 indicated a recommend rate of 97%. Feedback from visitors indicated that 85% felt that the positive impact of design, economically, environmentally and socially had been demonstrated by The Lighthouse. The feedback also revealed that 84% of visitors report that their interest in design has increased.</p>	GREEN
Service Priorities : Better skills for Glaswegians to create a more confident and competitive workforce in the city		
Adult Employment	<p>The formal offer of grant for the provision of services for Glasgow's European Social Fund Employability Pipeline and Youth Employment Initiative was received in September 2016. Approval was given at the <u>Executive committee</u> to award 5 contracts for disadvantaged ethnic minorities, disability, health conditions, homelessness and offending backgrounds in August 2016. Approval was given in December 2016 by the <u>Executive Committee</u> to award a contract for people with addictions.</p> <p>This activity is rated amber due to 2 contract lots being unallocated, a proposed solution is currently with funders and a decision is awaited.</p>	AMBER

Service Priority : An improved supply of good quality and sustainable housing for the city		
Housing Strategy	<p>Findings from the Glasgow and Clyde Valley Housing Market Partnership's Housing Needs and Demand Assessment and consultation responses were used to shape the strategy.</p> <p>A number of housing events were held to inform the new Housing Strategy for Glasgow. A Housing Strategy event was held in the Royal Concert Hall in April 2016 with a range of stakeholders. The purpose was to consult on the new Housing Strategy and identify housing issues that were important to the city. Other sources were also used to inform the strategy including project specific engagement and consultation. This has included work carried out on Sighthill where regular meetings are held with stakeholders, partners and the local community and a number of charettes which have been held across the city.</p> <p>The first draft of the new Housing Strategy for Glasgow was issued for consultation at the end of June 2016. Responses were received, analysed and amendments made to the strategy. This included reducing the strategic priorities from ten to six and making links to the previous strategy by linking the priorities to two themes of housing supply and improving access to housing.</p> <p>The second draft of the strategy was issued for consultation in late autumn 2016. The document was prepared in accordance with guidance from the Scottish Government and now embeds homelessness, a housing contribution statement on housing support, fuel poverty and climate change mitigation.</p> <p><u>Glasgow Housing Strategy 2017 - 2022</u> was finalised and approved by the <u>Executive Committee</u> in January 2017 and has been submitted to the Scottish Government.</p>	GREEN
Strategic Housing Investment Plan	<p>Glasgow City Council is required to submit a <u>Glasgow's Strategic Housing Investment Plan 2017/18 - 2021/22</u> (SHIP) to the Scottish Government every 2 years. The framework is used for the allocation of Development Funding to local authorities and is the delivery plan for Glasgow's Affordable Housing Supply Programme. It is one of a number of topic specific documents which supports the Glasgow Housing Strategy.</p> <p>The SHIP was approved by the <u>Executive Committee</u> in January 2017 and has been submitted to the Scottish Government. The strategy has identified a number of cross cutting priorities including quality in design, community benefits, improving energy efficiency, tackling homelessness and digital innovation.</p>	GREEN
Affordable Housing Supply Programme	<p>The Affordable Housing Supply Programme (AHSP) budget for 2016/17 was £67.28m which was made up of carry forward commitments, new projects, large scale voluntary transfers and medical adaptations. The programme was approved at the <u>Executive Committee</u> in October 2016.</p> <p>The AHSP outturn report is presented to committee each year and outlines achievements of the programme including units completed and site starts against targets. Glasgow's Affordable Housing Supply Programme 2016/17 was presented to Neighbourhoods, Housing and Public Realm committee in October 2017.</p>	GREEN

<p>Deliver the Affordable Warmth Programme targeted at fuel poverty in deprived parts of the city</p>	<p>An updated fuel strategy must be presented, as part of the Local Housing Strategy, to the Scottish Government every 5 years. <u>Glasgow's Affordable Warmth Strategy 2017 - 2022 (AWP)</u> has a dual purpose of reducing the carbon footprint of residential properties and minimising fuel poverty of the city's residents.</p> <p>AWP was presented to the <u>Executive Committee</u> in February 2017 for approval. It focuses on 4 policy themes of improving the city's housing stock and new build standards, maximising the benefits of HEEPS: ABS projects for residents, affordable warmth advice and assistance and sustainability and resilience.</p> <p>The Scottish Government awarded £3,883,040 HEEPS funding for the <u>Affordable Warmth Programme 16/17</u>. Extensions were also granted to some 15/16 projects because of their complexity. The council has been awarded £4,312,979 HEEPS funding for 2017/18.</p> <p>A bid for funding for the Scottish Government's Scottish Energy Efficiency Programme (SEEP) has been submitted and the outcome awaited.</p>	GREEN
<p>Private Sector Housing Grant</p>	<p>The Private Sector Housing Grant is also a component of Glasgow's Housing Strategy and contributes to managing, maintaining and improving the existing house stock, which has been identified in the Strategy.</p> <p><u>Private Sector Housing Grant Programme 16/17</u> was presented to the Executive Committee in February 2017 and details how funding was allocated for disabled adaptations, care and repair, voluntary repairs, statutory repairs and work within the Govanhill area. Funds totalling £7.982m were allocated from PSHG during 2016/17 and full budget spend achieved.</p>	GREEN
<p>Transforming Communities Glasgow</p>	<p>Positive progress has been achieved across the activated <u>Transformational Regeneration Areas (TRA)</u> and preparatory work is ongoing for the remaining TRA's.</p> <p>The closing date for private sector development opportunities at Pollokshaws was met with keen interest and a preferred developer is scheduled to be announced by late Spring 2017.</p> <p>The private sector development opportunity at Maryhill TRA was formally marketed in March 2017 with a closing date of Summer 2017.</p> <p>Work is underway with a developer to facilitate Phase 2 at Laurieston TRA. A site start is scheduled for Summer 2017 which will provide 197 units for sale.</p> <p>Development is continuing at North Toryglen TRA and discussion is underway with Planning Service on phase 3 which will provide 70 units for sale.</p>	GREEN

Strategic Housing Authority Delivery	<p>Programme meetings with developing Housing Associations for the Affordable Housing Supply Programme are scheduled throughout the year to discuss progress. Work is also carried out with Housing Associations in the delivery of the Affordable Warmth Programme.</p> <p>The Housing Access Team meets regularly with Housing Associations in the Local Lettings Communities to increase the supply of appropriate housing for homeless households.</p> <p>The Glasgow Housing Register Pilot is also being built through partnership working with 16 Housing Associations.</p>	GREEN
Stair lighting	<p>The statutory responsibility for <u>stair lighting</u> has continued to be discharged. This involves repair and maintenance of common stair lights in tenement blocks. Inspection of stair lighting in Registered Social Landlord and private properties has continued throughout the year and enforcement action has been taken where necessary.</p> <p>The LED replacement programme is now approximately 50% complete with over 55,000 lights now converted to LED. This will reduce energy consumption by almost 2 million kWh in 2016-17 and save £200,000 from the electricity bill.</p>	GREEN

Service Priorities : A connected city infrastructure including better transport, roads and better access to the internet and information technology for business and residents		
<u>Digital Glasgow</u>	<p>The digital participation workstream continues to meet and has focused on a range of issues throughout the year including digital learner guide, the link between digital participation and the severity of deprivation and an update on the Tontine building and plans for the coming year.</p> <p>The Digital Glasgow Executive Group has agreed key actions for the programme, the recruitment of a consultant to assist in evaluation and identifying the city's digital strengths including providing recommendations on the way forward.</p> <p>Consideration is also being given to a revision of the governance structure in line with the establishment of the Glasgow Economic Strategy Digital GEL sector. Terms of Reference have been prepared for the establishment of a Digital Technologies GEL group.</p> <p>Google held a Google Garage at the Mitchell Library which offered training in digital skills and breakfast sessions at the Tontine building. It was initially agreed that this would run from September 2016 for approximately 3 or 4 months however it was extended until the end of March 2017. This was due to it being one of the most successful Google Garage's so far with over 2000 unique visits.</p>	GREEN

<p>Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan District</p>	<p>The <u>Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan District</u> was completed and published by the statutory date in June 2016. Implementation of the plan is continuing with 14 flood reduction projects, 13 City Deal projects and the White Cart contract 3 are being progressed. Projects are located in the North, North East, North West, South, Hillington and Croftfoot.</p> <p>A consultant has been appointed for the pre-construction phase of the White Cart Contract 3 and Camlachie Burn Project (City Deal Project). Funding was approved by the City Region Cabinet and a contractor appointed with physical works starting in late April 2017.</p> <p>The remainder of the Flood Risk Management Plan continues to be progressed and work is beginning on the development of the next iteration of the plan.</p>	<p>GREEN</p>
<p><u>Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)</u></p>	<p>The Metropolitan Glasgow Strategic Drainage Partnership City Deal Programme is delivering the Project Management Office role through the appointment of a MGDSP Manager.</p>	<p>GREEN</p>
<p>Contaminated Land</p>	<p>The GeoDataBase which holds approximately 30,000 geo environmental records has continued to be actively managed and updated as required. A successful application was made for an Intern to work on increasing the value gained from information held on contaminated land in the database. This will be carried out in the summer of 2017.</p> <p>The contaminated land strategy has also been reviewed to achieve better integration with the vacant and derelict land strategy.</p>	<p>GREEN</p>
<p>Service Priority : Making best use of resources</p>		
<p>Staff Development</p>	<p>The Organisation Development Board continues to meet regularly and has refreshed the action plan to support outcomes from the staff survey and the workplace stress survey. Actions are being progressed through sub groups such as the staff forum and healthy working lives group. Other in-house training opportunities have also been communicated to assist with managing change.</p> <p>A range of health and well-being initiatives continue to be offered such as yoga, walking group, volunteering opportunities and pedometer challenges. Spotlight on sessions continue to be rolled out, well attended and well received.</p> <p>The department is progressing with the rollout of the "Employee Voice" initiative as part of the LEAN programme.</p>	<p>GREEN</p>
<p>Develop the council's centralised funding unit</p>	<p>The target operating model has been introduced across the Council family and the council is on target to meet the financial challenges associated with this corporate project.</p> <p>The model requires to be refined to take account of elements of the process that are not working effectively such as some departments applying for funding without the approval of the Board. A paper will be presented to the CMT to improve visibility of the process.</p>	<p>GREEN</p>

	The virtual funding unit continues to meet on a 4 weekly basis and has recently reported to the Property Asset Board. This raised visibility of the purpose of the funding model and opportunities to tie into existing governance procedures, where applicable.	GREEN
Develop Target Operating Model for data and analysis	<p>This is a corporate project which is being led by DRS. Pilot projects have been identified in property and the environment; these have started and are progressing well. A session was held with the ECMT to highlight the importance of making effective use of data as a solution to a number of challenges, including financial.</p> <p>Service data champions have been identified. Progress has been made with building a team with the appropriate skillsets to best support this activity. The technical workstream engaged with external providers to take forward options for the data platform. Positive meetings have also taken place with subject matter experts within the departments.</p> <p>Progress continues to be made with the funding bids to take forward data analytics including ERDF, Be-good interreg and H2020. The council has been represented at these collaboration meetings and hosted a 3 day event in Glasgow for the partner co-ordination meeting in March. There were representatives from Holland, France, Luxembourg and Dublin.</p>	
Developing project management approaches to streamline and create efficiencies	<p>A Building Information Modelling (BIM) cross Council strategy group was established and BIM modelling is progressing very well with personnel keen to be involved.</p> <p>Collaborative working with services has resulted in improvement to programme and completion for Leithland Care Home and other Education projects.</p>	

Operational Indicator/ Outcome	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	RAG
Absence Management Lost days per employee per annum	4.4 days	6.8 days	6.0 days	RED
FOI - % closed in SLA	95%	90.7%	69.6%	RED