

Item 2

24th September 2026



Glasgow City Council

**Wellbeing, Equalities, Communities,
Culture and Engagement City Policy Committee**

Report by Chief Executive Department

Contact: Cormac Quinn

ANNUAL PERFORMANCE REPORT 2025/26

Purpose of Report:

To provide a public performance update for the period 2025/26 which summarises progress on the Glasgow City Council Strategic Plan 2022-2027.

Recommendations:

The committee is asked to consider and note the Annual Performance Report 2025/26.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1. Background and Context

- 1.1 The [Council Strategic Plan](#) was agreed at Full Council on 27th October 2022. The highlights of the progress of delivery is contained in the Annual Performance Report (APR), which is reported annually to this committee.
- 1.2 In addition to scrutiny by the Operational Performance and Delivery Scrutiny Committee, a number of key performance indicators are published by the [Improvement Service](#) as part of the [Local Government Benchmarking Framework](#) (LGBF). The LGBF compares performance between Scottish Local Authorities and is available from their website. These are also linked in the report.
- 1.3 It is normal practice to produce an annual public Annual Performance Report (APR) for each Strategic Plan. However it was agreed in 2022 that a planned and coordinated pause of the APR would take place in 2023 in order to allow the new arrangements for the scrutiny of the new Strategic Plan 2022-2027 to become established. This was an audited and planned process.
- 1.4 The attached APR covering the period 2025/26, in addition to this report, moves us towards fulfilling our statutory performance requirements. This also follows the first review of the reviewed Strategic Plan, which was approved by full council in [October 2024](#), and the published APR reflects that review.
- 1.5 Included in the outcome of that review was the addition of Emerging Commitments to the Strategic Plan – a process agreed in 2022 to ensure the Plan remained relevant to the priorities of the people of Glasgow, particularly through the cost of living crisis.

2. Annual Performance Report 2025/26

- 2.1 Alongside internal and external audit colleagues, work has previously been undertaken to identify the most appropriate form a Performance Report should take to ensure it is of use to the intended public audience.
- 2.2 [This APR](#) is therefore designed to meet and further build on the following expectations:
 - to provide a summary of key areas of activity and links which provide further relevant information.
 - provide access to more detailed areas of scrutiny in respect to council performance.
 - update on areas relevant to the Strategic Plan which have taken place during 2025/26 and are of interest to the public
 - general information about Glasgow City Council which is of interest to members of the public.

2.3 The published [Annual Performance Report](#) is made available on the [Glasgow website](#) and social media channels.

2.4 In order to set some context and provide detail of the ongoing Performance Reporting of the Strategic Plan at the OPDSC over the course of the past year; links to meetings between March 2025 and September 2026 are available here:

[OPDSC 12 March 2025](#)

[OPDSC 7 May 2025](#)

[OPDSC 4 June 2025](#)

[OPDSC 6 August 2025](#)

[OPDSC 3 September 2025](#)

[OPDSC 1 October 2025](#)

[OPDSC 5 November 2025](#)

[OPDSC 3 December 2025](#)

[OPDSC 14 January 2026](#)

[OPDSC 11 February 2026](#)

[OPDSC 11 March 2026](#)

[OPDSC 3 May 2026](#)

[OPDSC 5 August 2026](#)

[OPDSC 2 September 2026](#)

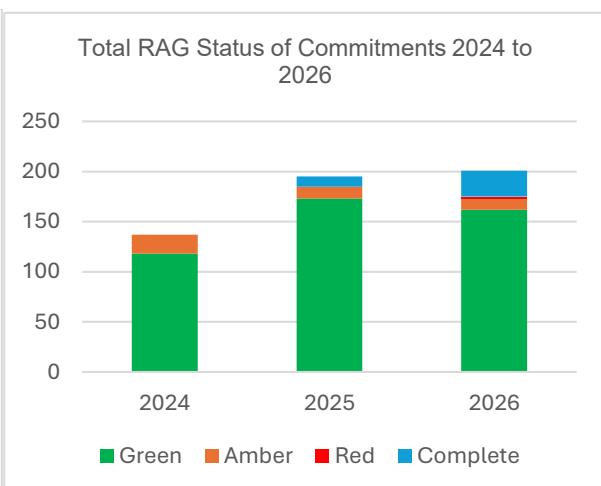
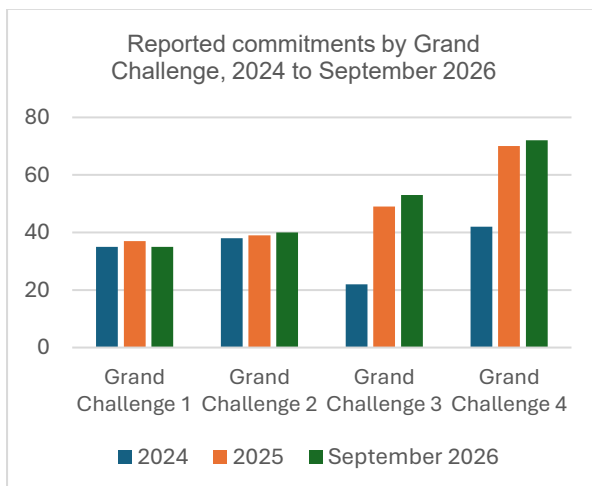
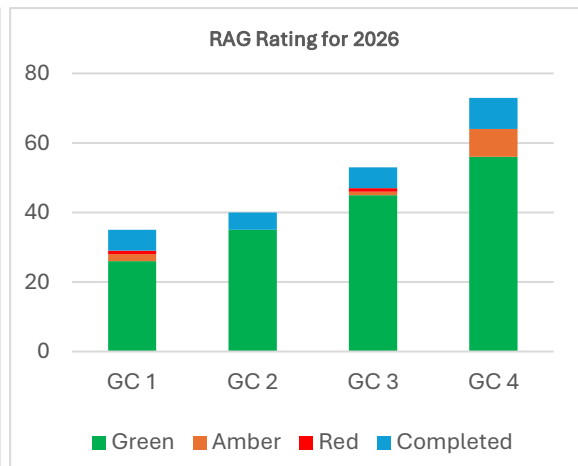
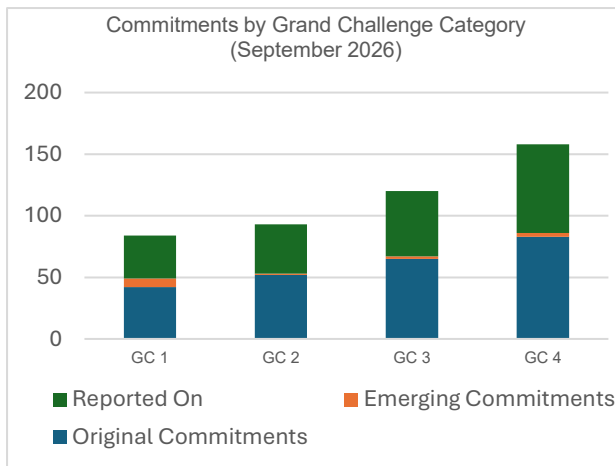
3 Tracking Strategic Plan progress and Emerging Commitments.

3.1 To ensure progress the Strategic Plan is kept under consideration and be reported on, a track of progress is kept on what Commitments have been considered by the Operational Performance and Development Scrutiny Committee. The Commitments sit under each Mission of the council to deliver against the Grand Challenges of the Plan.

3.2 The following table provides a highlight position with regards to reported Commitments at the end of 2024 and 2025.

	Grand Challenge				
	1- Reduce poverty and inequality in our communities	2 - Increase opportunity and prosperity for all our citizens	3 - Fight the climate emergency in a just transition to a net zero Glasgow	4 - Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	
As at end of 2024					TOTAL
Original Commitments	42	52	65	83	242
Emerging commitments	8	1	0	3	12
Reported on (to date)	35	38	22	42	137
RAG Rating	G – 32	G – 37	G – 17	G – 32	R – 118

	A – 3	A - 1	A – 5	A – 10	A – 19
As at end of 2025					TOTAL
Original Commitments	42	52	65	83	242
Emerging commitments	9	1	1	3	14
Reported on (to date)	37	39	49	70	195
RAG Rating	G – 34 A – 3	G – 36 Complete - 3	G – 41 A – 2 Complete - 7	G – 63 A - 7	G – 173 A – 12 Complete - 10
As at 2026 (Sep 26)					TOTAL
Original Commitments	42	52	65	83	242
Emerging commitments	7	1	2	3	13
Removed commitments	18 (realign 11 HSCP comm)	1	7	1	27
Reported on (to date)	35	40	53	72	200
RAG Rating	G - 26 A – 2 R – 1 Complete - 6	G – 35 Complete - 5	G – 45 A – 1 R - 1 Complete - 6	G – 56 A – 8 Complete - 9	G – 162 A – 11 R - 2 Complete - 26



- 3.3 It should be noted that for a number of the Commitments that services have reported on, they have been subdivided into more detailed tasks which are RAG rated. As a result, in some cases, a number of RAG assessments have been made. For the above table, the RAG rating reflects an aggregated judgement on the majority assessment driving delivery of the Commitment.
- 3.4 As highlighted the Strategic Plan is a live document; and therefore has the flexibility to have Commitments removed at review stage, and incorporate Emerging Commitments that are consistent with the Grand Challenges and Missions. The 14 specific Emerging Commitments which have been identified are as follows:

GC1 Mission 1

- Deliver Glasgow's Child Poverty Pathfinder

GC1 Mission 2

- Support marginalised groups, including refugees, asylum seekers and LGBTI+ young people, through the Education Equalities Working Group (EEWG) which has been established to direct strategic equalities work across all areas of Education Services. Continue to work with LGBTI+ Youth Scotland and Time for Inclusive Education campaign on inclusive education including consent education

GC1 Mission 4

- Provide diverse, accessible and enjoyable volunteering opportunities
- Monitor and deliver Glasgow's Community Learning and Development Plan
- Develop a new Sport and Physical Activity Strategy for Glasgow
- Support sport and physical activity through community sport hubs
- Support the creation of a new vision for Sauchiehall Street as a Culture and Heritage district

GC2 Mission 1

- Establish a holistic, all age employability pipeline based on individual need

GC3 Mission 1

- Work with and lobby national and regional partners to support reform of regional transport governance, promote integrated multi-modal ticketing and continue to build the case for universal free public transport.

GC3 Mission 1

- Work with partner organisations to ensure, where technically feasible and cost effective, to improve the energy efficiency across all housing tenures by 2033.

GC4 Mission 3

- Increase and promote financial support to staff.
- Give managers the knowledge and tools to compassionately support employees
- Supporting staff to progress with their career or maximise their earnings

3.5 Given the nature of the APR and its use of signposting to other information, it is only available digitally and not in print. This is consistent with best practice.

3.6 The APR can be viewed at [this link](#)

4. Household Survey

4.1 Glasgow City Council commission an [annual questionnaire](#) which surveys a sample of Glasgow residents across a range of issues which are of both local and national interest.

4.2 Across the 2024 and 2025 reports, the following feedback is of interest with regards to feedback on the general perception of Glasgow City Council and its performance.

Question	2024	2025
The council has an important impact on the quality of local life in Glasgow	Agree 75% Disagree 9%	Agree 77% Disagree 10%
The council is addressing the key issues affecting the quality of life in my local area	Agree 28% Disagree 42%	Agree 30% Disagree 43%
The council provides high quality services	Agree 31% Disagree 40%	Agree 34% Disagree 42%
Glasgow City Council gives residents good value for money	Agree 29% Disagree 43%	Agree 31% Disagree 47%
The council designs its services around the needs of the people who use them	Agree 34% Disagree 34%	Agree 36% Disagree 33%
The council does the best that it can with the money available	Agree 32% Disagree 41%	Agree 32% Disagree 40%

4.3 Work is beginning with respect to the next Householder Survey, with results expected to be available towards the end of 2026. Findings will be reported to the relevant council committees when analysis is complete.

5. Local Government Benchmarking Framework (LGBF)

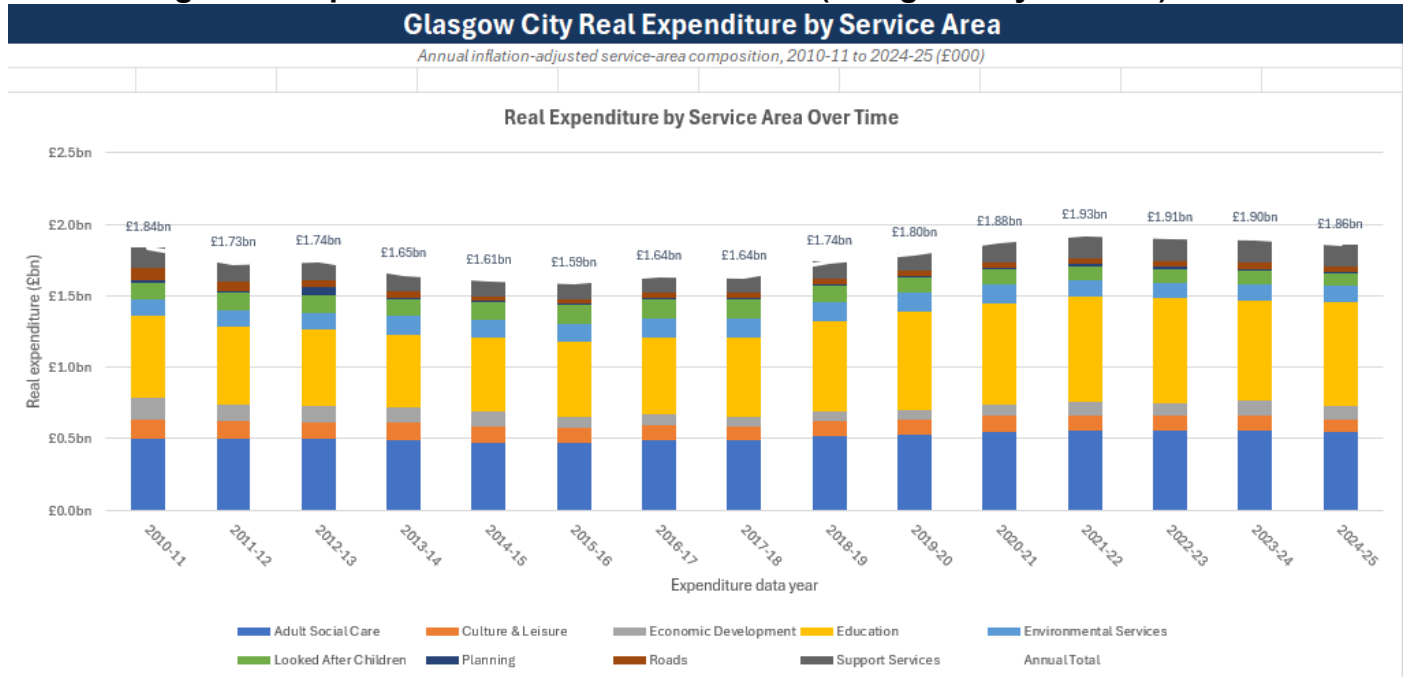
5.1 The [Local Government Benchmarking Framework](#) (LGBF) helps Glasgow City Council compare its performance against other Local Authorities across a suite of efficiency, output and outcome indicators that cover all areas of local government activity.

5.2 The framework, overseen and managed by the [Improvement Service](#), has more than a decade of data with publication of the LGBF forms part of each council's

statutory requirements for public performance reporting, replacing the previous SPI regime.

- 5.3 Performance in Glasgow is reported to committee, with the last update provided to [Operational Performance and Delivery Scrutiny Committee on 6 May 2026](#). This covered data relevant for the period 2024/25, the most up to date figures available.
- 5.4 A number of measures in the report are of interest and demonstrate the journey Glasgow has gone on with respect to its performance in a number of key areas.

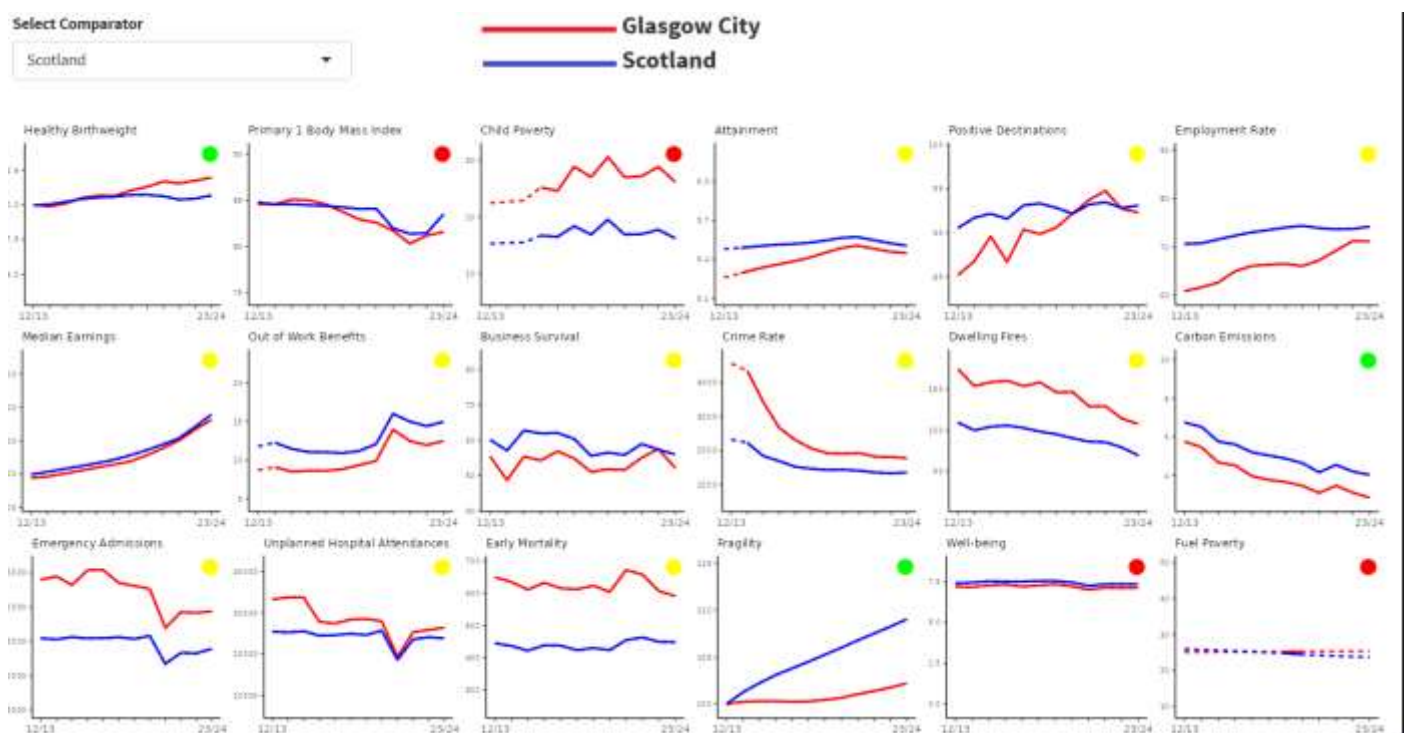
Figure 1: Expenditure Across Service Areas (Glasgow City Council)



Explainer: Real expenditure is inflation-adjusted. Chart figures are displayed compactly in £ billions; the underlying live summary remains in £000. Each stacked column is one financial year, split by service area. "Total General Fund" is excluded to avoid double-counting.

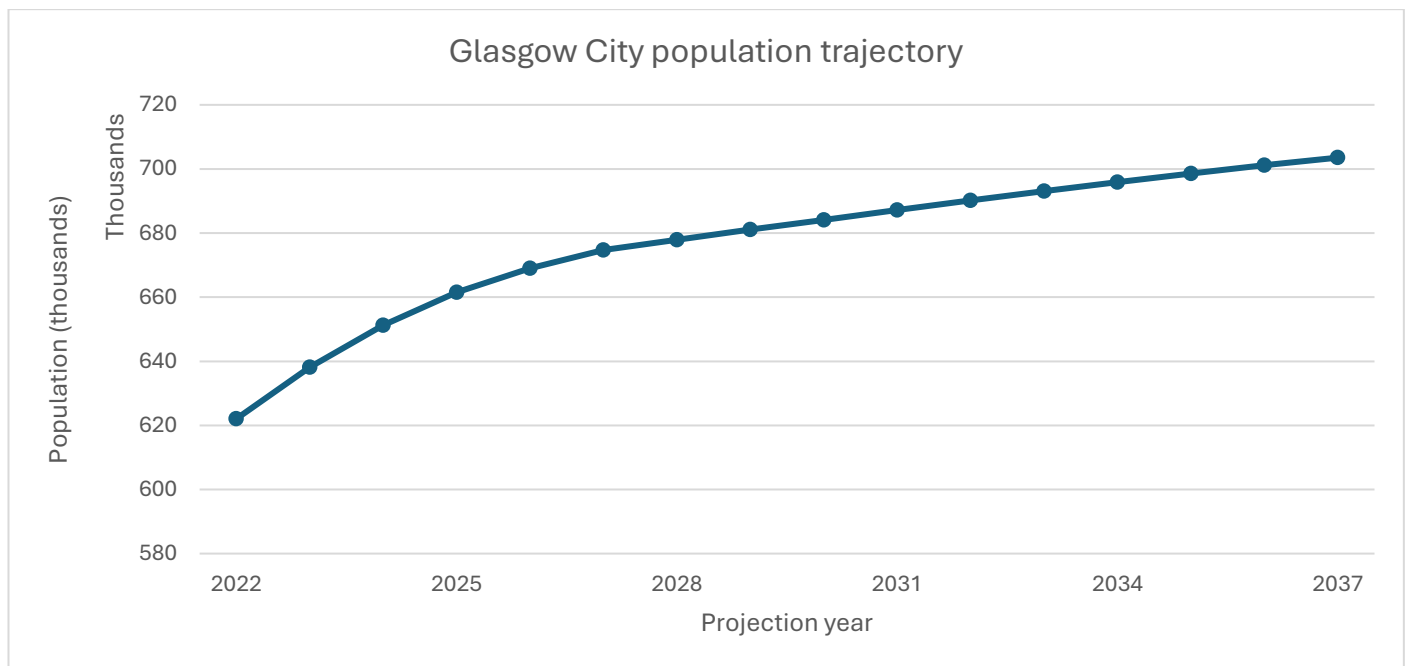
Information taken from the [Local Government Benchmarking Framework website \(Sep 2026\)](#)

Figure 2: Glasgow City CPP performance between 2012/13 to 2023/24 compared to Scottish Average



Information provided from the [Local Government Benchmarking Framework website](#)

Figure 3: Projected Glasgow City population trajectory between 2022 to 2037



[Information taken from the Improvement Service website](#)

- 5.5 We will continue to consider how the LGBF is best used to promote improvement within service areas as well as across the council in order that we continue to drive improvement and innovation.

6 Joint Work with Improvement Service

- 6.1 One of the areas of developing work which will inform future Annual Performance Reporting is the emerging work through SOLACE around the full implementation of the Crerar report recommendations.
- 6.2 We continue to engage with colleagues in the improvement service to see how work in key focus areas can enhance our APR reporting. Among the most recent focus are:
- More rigorous and robust approaches to Self-Evaluation.
 - Strengthen and scale peer collaborative improvement.
 - Local Government Assurance Framework.
 - Strategic alignment towards Crerar aspirations for risk based, proportionate scrutiny.

7. Introduction of Glasgow Community Planning Partnership Performance Management Framework (PMF)

- 7.1 Glasgow Community Planning Partnership approved the development of a framework to capture the impact of our collective city commitment to reduce family poverty and inequality.
- 7.2 This will be co-designed with our communities.

8. Resource Implications, Equality and Socio-Economic, Climate and Privacy and Data Protection Impacts

Resource Implications:

<i>Financial:</i>	The plan will be implemented within existing resources
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None
<i>Council Strategic Plan:</i>	Supports Grand Challenges One: Reduce poverty and inequality in our communities and Four: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2025-2029? Please specify</i>	Yes, it supports the key improvement aims within the outcomes of increasing people's knowledge about equality and fairness, and also looks to improve access to Council services by people with protected characteristics, and promotes and supports respect for Equality and Diversity
<i>What are the potential equality impacts as a result of this report?</i>	It is anticipated that the actions outlined in the strategic plan will have a positive impact on protected characteristics as noted in the improvement aims above.
<i>Please highlight if the policy/proposal will help address socio economic disadvantage.</i>	Yes, through administering a range of financial support mechanisms, including Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Education related benefits.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: Not directly, however Committee will receive updates with regards to progress on achieving Climate Plan actions where appropriate as part of service reporting.

What are the potential climate impacts as a result of this report? None

Will the proposal contribute to Glasgow's net zero carbon target? Effective scrutiny is part of our overall governance arrangements to ensure we deliver on high priority plans and strategies.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report? No

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

9. Recommendations

Committee is asked to

- Note the content of the report and the APR; and
- Note the development work outlined in section 6.