PERFORMANCE REPORT 2022



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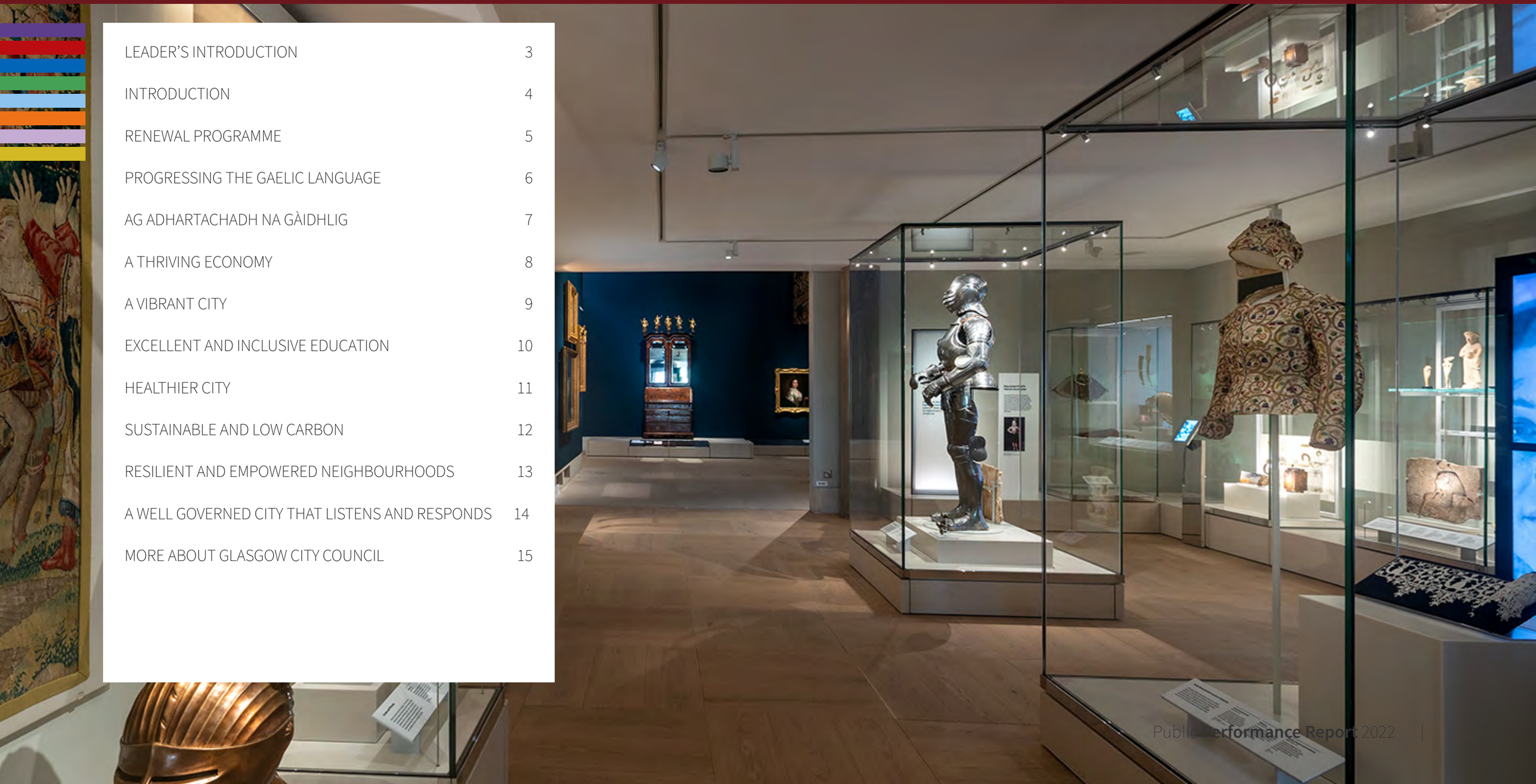
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LEADER'S INTRODUCTION



Councillor Susan Aitken
Leader of
Glasgow City Council

WELCOME to the Public Performance Review 2022.

Over the past 12 months Glasgow has been thrust onto the global stage as never before in our recent history. Our successful staging of COP26 in November 2021 has done much to change the narrative about the city. The many thousands from across the world who visited Glasgow during those two weeks saw an ambitious, innovative and changing city, building momentum towards becoming fairer, greener, healthier and more prosperous.

Whatever else we face in the years ahead, we cannot lose sight of the fact that the climate emergency remains our biggest existential threat but also one of the greatest economic opportunities we have.

After two years of the tragedy and trauma of the global pandemic, Glasgow has learned to live with Covid. Our economy, communities and public services have still to fully re-emerge. The dedication and commitment of thousands of members of the Council family during this most turbulent chapter can be seen in the recovery of neighbourhoods across Glasgow.

The most immediate challenge, and one which the City Council has an important role in addressing, arises from the cost-of-living crisis. Helping low-income families, financial inclusion, fair work and delivering on training and skills have been cornerstones of the City Administration's agenda and will be ever more critical on the road ahead.

The pandemic has accelerated structural changes to city centres everywhere, some more visibly than others. Glasgow's ongoing work on repurposing buildings, roads and public spaces, including the revamp of George Square, puts us in a good place to get ahead of that change. Billion pound-plus plans by major developers for entire new city centre quarters are a strong vote of confidence in Glasgow and our stewardship.

Meanwhile Brexit, the war in Ukraine, the pandemic and resulting impact on costs and supply chains continue to have major knock-ons for developers. The past year has nonetheless seen the completion, commencement or approval of over 2000 new affordable homes, while we have made further inroads on addressing vacant and derelict land, including major sites in the north and east of the city earmarked for new communities.

Our young people sat their first formal exams since the outbreak of the pandemic, during which time they faced lockdowns and unprecedented disruption to their learning and teaching. They, their teachers and staff can be immensely proud of all their successes and enhancing the reputation yet again of Glasgow's schools.

And we have cemented our reputation as an international city of culture and the arts, not least with the reopening of the world-class Burrell Collection.

As we look back on the successes of the past year and towards the challenges and opportunities of the next, I thank all those who have again come together to work for the wellbeing of this great city and its people.

INTRODUCTION



Welcome to the 2021/22 Performance Report summary which lists some of the key highlights and achievements we have made over the last year in delivering the Council Strategic Plan for 2017 to 2022.

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

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

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

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

Information on the progress we have made to achieve all the key priorities will detailed in the full Public Performance report.

This is our fifth annual performance report on the Council Strategic Plan.

RENEWAL PROGRAMME



Part of our response to the COVID-19 pandemic and its impact on the City was to introduce a Renewal Strategy and Governance Framework.

This recognised that the impact of the pandemic would be long-lasting; that recovery would present challenges, and that it would not be possible to simply return to pre-pandemic ways of working, nor should that be the default position. The Strategy capitalised on the opportunity for the Council to think differently and review services and delivery models across the organisation, and across the city, to deliver best value and meet stakeholder expectations in a way that was better aligned to need.

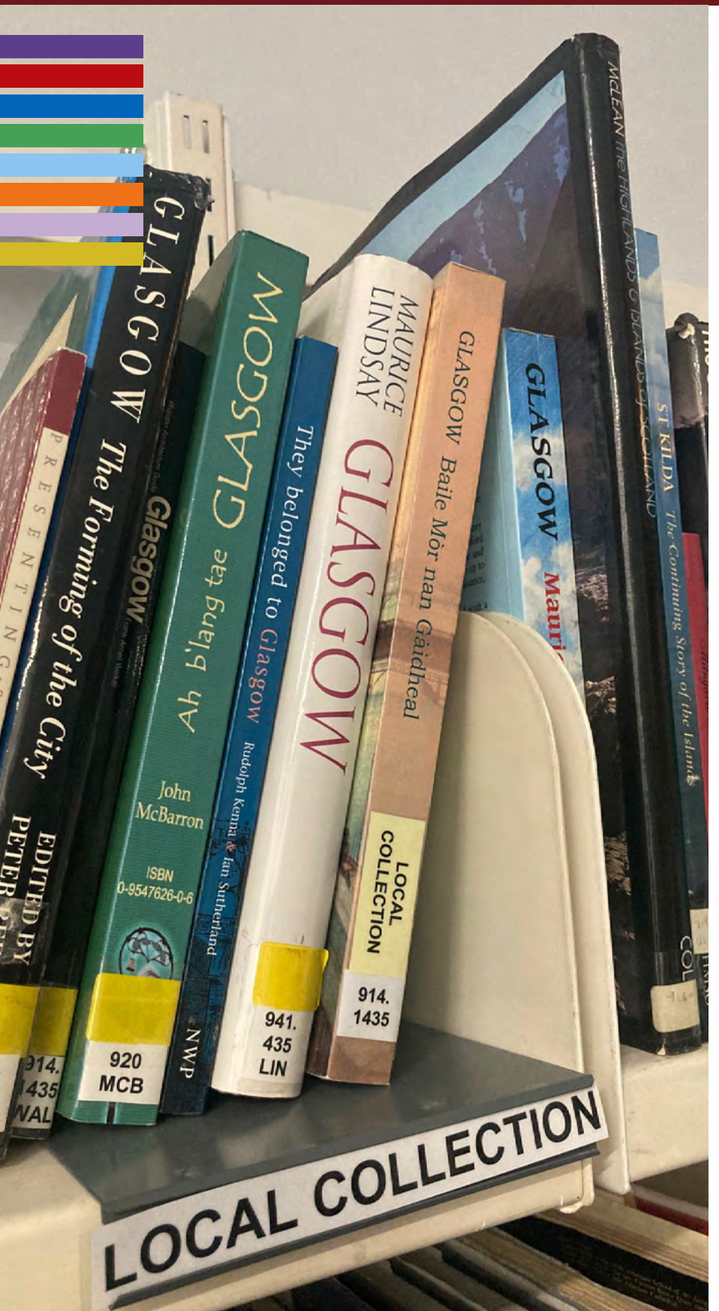
The Renewal Strategy reflected the need to develop a programme to support this transition and longer-term renewal and set out the vision, objectives, and governance arrangements to support it.

The Strategy shaped and contributed to a number of initiatives, with highlights including:

- establishment of the Economic Recovery Taskforce, the work of which informed the Glasgow Economic Strategy 2022-2030;
- establishment of the Social Recovery Taskforce, the recommendations and priorities of which have been incorporated into the Community Action Plan;
- a focus on building confidence of visitors to the city, including achievement of the EarthCheck Benchmark Community status and helping the city deliver higher standards of health and hygiene in a COVID-19 recovery environment, and
- supporting the workforce to enable a safe and secure workplace attendance, the hybrid working pilot and staff health and wellbeing.

Two years on, we now plan to mainstream the Renewal objectives by incorporating them as ‘business as usual’ in our new Strategic Plan.

PROGRESSING THE GAELIC LANGUAGE



The council's commitment to the Gaelic language, as set out in our 2018 to 2022 Gaelic Language Plan, focuses on five key priorities:

1. Providing Gaelic education and learning in our schools and early years centres
2. Providing a positive profile and status for the Gaelic language
3. Fostering knowledge and learning in our workplace and communities
4. Providing Gaelic arts and cultural heritage across the city
5. Promoting the social and economic benefits of Gaelic

Glasgow is known as Baile Mòr nan Gàidheal, the City of the Gaels, and has a long history and tradition of support for the Gaelic community.

Some recent achievements:

The 2022 Gaelic Economy in Glasgow research study demonstrated that Gaelic contributed over 700 FTE jobs and £21.6m GVA to the Glasgow economy.

Interest in learning Gaelic among staff from across the council continued to increase. The 2021 skills survey showed staff attitudes to the language, culture and interest in learning Gaelic remain very high.

The number of children and young people enrolled in Gaelic Medium Education continued to grow. In 2021-22 over 1,500 pupils were enrolled across our Gaelic Medium nursery, primary and secondary provision.

Funding for the fourth Gaelic primary school, to be sited at the former St James PS in the Calton ward, has been secured.

The first ever Gaelic Carbon Literacy course was piloted in Spring 2022.

Through our Aon Ghlaschu partnership with the University of Glasgow, we delivered a series of research briefings focused on Gaelic community development and growth in the city.

Glasgow Life continued to deliver a variety of learning, community and arts initiatives to widen their offer to audiences through online delivery and collaborations across Scotland.

The fourth Gaelic Language Plan was drafted for consultation and review in 2022. The final Plan, 2023 to 2028, will be produced after a three month public consultation and presented to elected members and to Bòrd na Gàidhlig for approval later in 2022.

AG ADHARTACHADH NA GÀIDHLIG



Tha dealas na comhairle a thaobh na Gàidhlig, mar a tha mìnichte sa Phlana Ghàidhlig 2018 gu 2022 againn, a' cuimseachadh air còig àrd-phrìomhachasan:

1. Solarachadh foghlam agus ionnsachadh na Gàidhlig nar sgoiltean agus nar n-ionadan thràth-bhliadhnaichean.
2. Buileachadh ìomhaigh agus inbhe dheimhinneach don Ghàidhlig.
3. Brosnachadh eòlas agus ionnsachadh nar n-àite-obrach agus nar coimhearsnachdan.
4. Solarachadh ealain agus dualchas cultarach air feadh a' bhaile.
5. Adhartachadh bhuannachdan sòisealta is eaconamach na Gàidhlig.

Tha Glaschu aithnichte mar Bhaile Mòr nan Gàidheal, aig a bheil eachdraidh fhada agus traidisean de thaic don choimhearsnachd Ghàidhlig.

Euchdan a chaidh a choileanadh o chionn ghoirid:

Thaisbean an sgrùdadh ann an 2022 air rannsachadh Eaconamaidh na Gàidhlig ann an Glaschu gun do chuir a' Ghàidhlig còrr air 700 obair FTE agus £21.6m GVA ri eaconamaidh Ghlaschu.

Lean ùidh ann an ionnsachadh na Gàidhlig air adhart a' meudachadh am measg an luchd-obrach air feadh na comhairle. Nochd suirbhidh sgilean ann an 2021 de bheachdan an luchd-obrach a thaobh cànan is cultar na Gàidhlig, gu bheil ùidh ann an ionnsachadh na Gàidhlig a' fuireach glè àrd.

Lean an àireamh de chlann agus de dhaoine òga air an clàradh ann am Foghlam tro Mheadhan na Gàidhlig a' fàs. Ann an 2021-22, chaidh còrr air 1,500 sgoilear a chlàradh air feadh ar solair sgoil-àraich, bun-sgoile agus àrd-sgoile ann am Foghlam tro Mheadhan na Gàidhlig.

Tha maoineachadh airson na ceathramh bun-sgoile Ghàidhlig, a tha gu bhith suidhichte ann an seann Bhun-sgoil Naoimh Sheumais ann an uàrd na Calltainn, air a dhèanamh tèarainte.

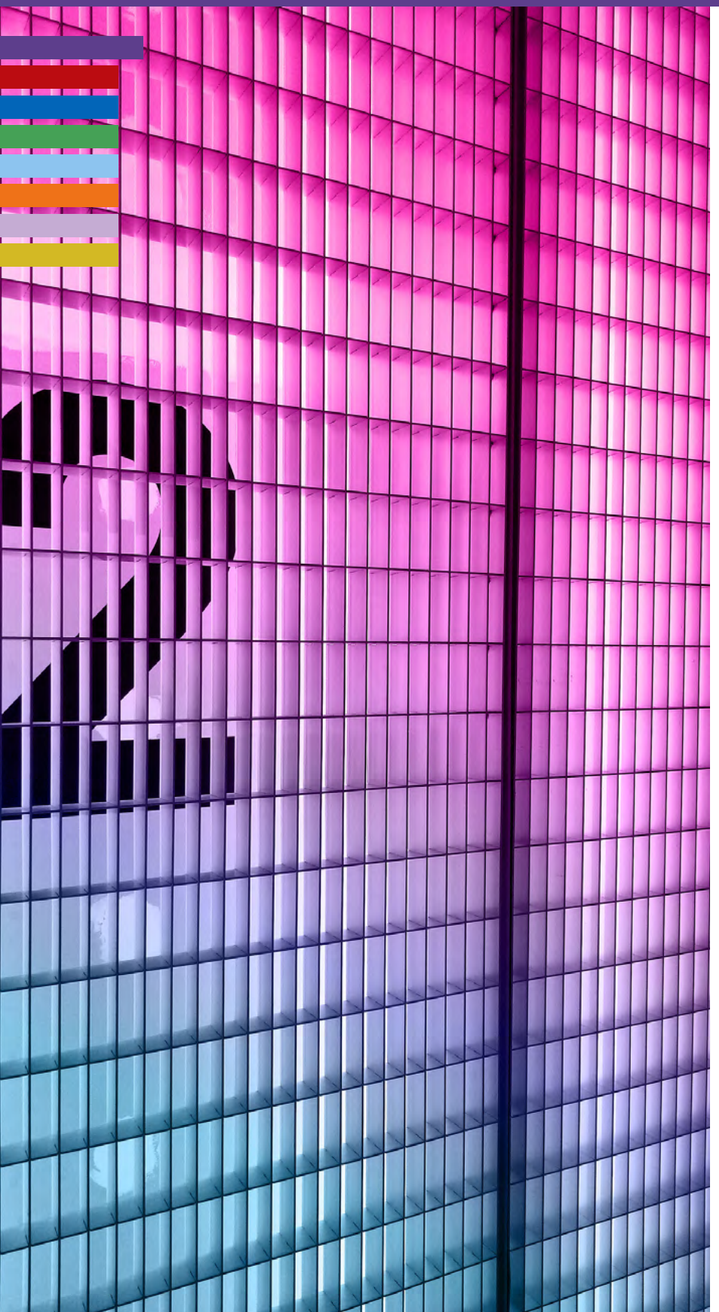
Chaidh a' chiad chùrsa Litreachais Càrboin Gàidhlig a ruith mar phìleat san Earrach 2022.

Tro ar com-pàirteachas Aon Ghlaschu le Oilthigh Ghlaschu, lìbhrig sinn sreath de bhrathan rannsachaidh a bha cuimsichte air leasachadh na coimhearsnachd Ghàidhlig agus fàs na Gàidhlig sa bhaile.

Lean Glaschu Beò air a' lìbhrigeadh measgachadh de dh'iomairtean ionnsachaidh, coimhearsnachd agus ealain, gus an tairgse do luchd-frithealaidh a thaobh lìbhrigeadh agus co-obrachaidhean air-loidhne, a leudachadh air feadh Alba.

Chaidh an ceathramh Plana Gàidhlig a chur ann an dreach gu co-chomhairleachadh agus ath-sgrùdadh ann an 2022. Bidh am Plana deireannach, 2023 gu 2028, air a thoirt gu buil an dèidh co-chomhairleachadh poblach agus air a chur gu na buill thaghte agus gu Bòrd na Gàidhlig airson aonta nas fhaide air adhart ann an 2022.

A THRIVING ECONOMY



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

By the end of this plan we want to see:

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

Some recent key achievements include:

Continuing to benefit from the film and broadcast work taking place in the city.

Launching a new employability scheme to help maintain the cities environment while supporting people into permanent jobs.

Making plans to transform the city economy in order that we can tackle the climate emergency.

Supported local businesses by promoting the Glasgow Loves Local gift card, meaning that 84,000 households received £110 to spend.

Raising awareness of the environmental, economic and social benefits of the circular economy by signing the Circular Cities Declaration.

Developed our new Economic Strategy, which will guide how the city meets the economic challenges and opportunities facing it over the next decade.

Full detail of progress against each priority within the Thriving Economy Theme are given here.

A VIBRANT CITY



Our priority is to ensure our own citizens can benefit from the sporting heritage and cultural life in the city.

This includes preserving our unique identity and our history while recognising and supporting the strength of our people.

By the end of this plan we want to see:

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

Some recent key achievements include:

Successfully secured money to fund the renovation and redevelopment of Pollok Country Park Stables and Sawmill.

Approved funding for the Glasgow City Heritage Trust to continue their work repairing and restoring historic buildings.

Promoted the historic importance of High Street by unfurling banners telling the story of its heritage..

Completed the work to uncover a section of Tollcross Burn so that it could be better enjoyed while restored it to its original route

Developed a tourist campaign to highlight Glasgow with UK music fans.

Re-opened the world famous Burrell Collection following a £68.25m refurbishment as a modern, greener museum.

Added works by Camille Claudel and painter Anthony van Dyke to the internationally renowned art collection.

The Gallery of Modern Art was awarded the prestigious Jackson Tang Ceramic Award.

The city-wide Creative Communities: Artist in Residence Programme continued across all 23 wards of the city, bringing theatre, singing, filmmaking, storytelling and visual art to communities.

The rescheduled UEFA Euro 2020 fixtures saw four matches played at Hampden and a Fan Zone created at Glasgow Green.

The city's first Dementia Football Festival was held at Toryglen Football Centre featuring over 60 players from 8 care homes and dementia projects.

Highlights of Glasgow's vibrant cultural calendar returned including GI, Merchant City Festival, Mela, Piping Live!, Glasgow Film Festival and the Glasgow International Comedy Festival.

Full detail of progress against each priority within the Vibrant City Theme are given here.

EXCELLENT AND INCLUSIVE EDUCATION



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

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

Our actions on education and childcare support the Community Plan priorities and will deliver the following outcomes:

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

Some recent key achievements include:

Responding to the requests of local communities, Lourdes Primary School was renamed Our Lady of Lourdes Primary School.

Four brand-new Early Years establishments - Govanhill, Broomhill, Carntyne and Tollcross Park - were built in ways that helps mitigate and adapt to climate change.

Introduced a mid-morning snack to supplement school meals and support the health and wellbeing of our children and young people.

Conducted a public consultation on plans for a new primary school in Laurieston.

For the period up to April 2021, Glasgow recorded its best ever figure for young people sustaining their positive destination after they have left school.

School exclusion rates continue to reduce, meaning that young people continue to experience continuity of educational provision.

Local Benchmarking Framework Data shows that when deprivation is factored in, Glasgow's senior phase attainment levels occupy a top half position amongst Scottish authorities.

Embedding the Connected Learning programme which delivers a world-class digital learning environment to pupils. A combination of this and the government funded Digital Inclusion programme has delivered a total of 66,000 iPads and Chrome Books.

Financial Inclusion Support Officers – who assist parents with welfare rights and debt reconciliation issues - are active in our secondary schools.

Free period products are available in over 200 primary and secondary education facility buildings with plans to extend this to Early Learning and Nursery facilities.

During COP26 Education Services brought 2,500 S3 secondary girls together to discuss the Climate and Ecological Emergencies.

Full detail of progress against each priority within the Excellent and Inclusive Education Theme are given here.

HEALTHIER CITY



Glasgow continues to face challenges in addressing the impact that poverty, deprivation and inequality have on our citizens' health.

There is a specific focus in this plan on improving health in order to ensure that everyone can reach their full potential and take part in all the city has to offer in terms of employment, leisure and social opportunities.

Glasgow has a Health and Social Care Partnership (HSCP) which brings health and social work staff together to improve health and social care in the city.

We will work with the HSCP to deliver on our priorities:

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

Some recent key achievements include:

Launch of the specialist Complex Needs service for individuals with multiple and complex health and social care needs who find it difficult engaging with mainstream services.

Begun development of a strategy tackling domestic abuse.

Received final approval for building of a Health and Care Hub in Parkhead. This will be the largest primary health care facility in Greater Glasgow and Clyde and Scotland's first net zero carbon health and social care facility.

Expanded the Compassionate Distress Response Service to include 16/17 year olds experiencing emotional distress, and introduced a pilot service to support their parents and carers.

Expanded Glasgow City Youth Health Service to 9 venues citywide, offering confidential, personalised support to young people (12-19) and introduced a new service for young people engaging in Multiple Risk activities such as antisocial/offending behaviour or alcohol/drugs.

Launched an updated Family Support Strategy 2020-23 and awarded a tender for new Family Support services.

Introduced the Thrive Under 5 Project that involves local families and organisations in addressing barriers to healthier eating.

Produced cervical cancer screening awareness videos to encourage women with learning disabilities to be screened.

Building on the Deep End welfare advice model, extended the existing welfare adviser roles (currently in 30 GP practices) to another 54 practices, through the Welfare Advice Health Partnerships initiative.

Expanded the Community Link Workers programme to an additional 40 GP practices (now 81 in total) to provide support and signposting for issues affecting patient health and wellbeing.

Reviewed and consulted widely on the existing Carers Strategy (2019-22) and Young Carer Strategy (2019-22) to inform updated versions for launch during 2022.

The Homelessness Rapid Rehousing Transition Plan delivered 3,505 settled lets in 21/22 (up 14%) while Housing First tenancies rose by 50 during 2021 (to 250 in total).

Full detail of progress against each priority within the Healthier City Theme are given here.

SUSTAINABLE AND LOW CARBON



Glasgow has committed to becoming one of the most sustainable cities in Europe by 2030.

To achieve this commitment, the following outcomes have been developed:

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

Some recent key achievements include:

The Landscape Institute Awards 2021 awarding the Building with Nature National Award for the green retrofit design that will see the transformation of underused greenspace adjacent to Queensland Court and Gardens.

Glasgow becoming the first UK city to achieve EarthCheck Benchmarked Community status.

Designing four brand-new Early Years establishments to help mitigate and adapt to the effects of climate change.

Launched a Green Deal roadmap which aims to transform the city's economy to tackle the climate emergency.

Our work on Glasgow's Smart Canals picked up the Greatest Contribution to Scotland accolade at the Scottish Civil Engineering Awards.

Worked with RSPB Scotland to develop a network of habitats designed to support city wildlife across south west Glasgow.

Reduced carbon emissions by 41% since 2006, exceeding the target originally set.

259 new plots will be shared across all of the city's 23 council ward areas to support our food growing strategy.

Being placed as the third most green place to live in the UK.

Our new transport strategy has set a direction for tackling the climate emergency and city inequalities.

Agreed to expand the secure on-street cycle storage scheme in the city.

Full detail of progress against each priority within the Sustainable and Low Carbon City Theme are given here.

RESILIENT AND EMPOWERED NEIGHBOURHOODS



Our actions on community empowerment, neighbourhoods, and tackling inequality are closely linked.

Having clean, sociable, accessible and safe neighbourhoods for people to live and work in is a key driver for the delivery of our commitment to reduce inequalities.

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

We want to make sure:

- Citizens and neighbourhoods can influence how services are developed and budgets spent.
- Citizens can access good facilities, jobs and services locally.
- Citizens satisfaction with services is maintained or improved.
- Glasgow's housing meets the needs of its growing and diverse population. Our work on resilient and empowered neighbourhoods support the city's Community Plan priorities.

Some recent key achievements include:

Receiving almost £3.7million in place-based funding to support projects to assist with local community improvements.

Developed a short- and long-term plan to deliver the city centre recovery.

Celebrating the official opening of Halfway Community Park in Cardonald.

Focussed on dealing with illegal fly-tipping by greater enforcement activity at hot-spot locations across the city.

Continued to make progress on developing the historic Meat Market site in the East End of the city.

Invested in Parks and Open Spaces across the city's 23 Area Partnerships by allocating a £1.5 million Improvement Fund.

Produced a new plan which provides guidance on the future provision of student accommodation in the city.

Developed a City Centre Transformation Plan for 2022-32 that allows delivery of an integrated, healthy, inclusive and sustainable transport network for the city centre.

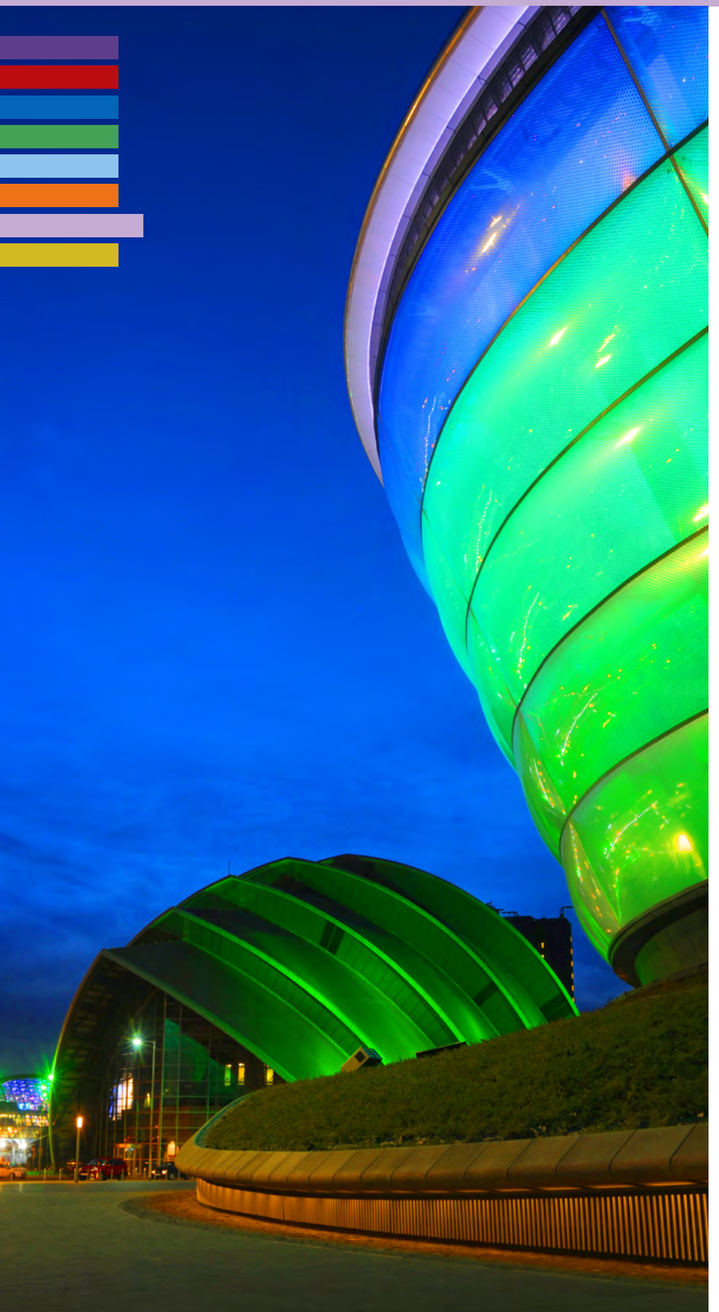
Since 2019, 607 homes have been brought back into productive use through our Empty Homes Strategy.

Setting up a new fund to help residents make improvements to the back lanes in the city.

Launched People Make Glasgow Communities to help and support more people and organisations deliver services in their local communities.

Full detail of progress against each priority within the Resilient and Empowered Neighbourhoods Theme are given here.

A WELL GOVERNED CITY THAT LISTENS AND RESPONDS



A well governed city is one that is innovative, plans for the future and lives within its means.

This includes a responsibility to plan for the financial challenge ahead and ensuring the Council develops services with citizens and partners ft for the 21st century.

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

Under this theme we want to make sure that:

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

Some recent key achievements include:

Launching a new Open Data Hub that opens up access to city data managed by the council and its partners

Brought together a range of partners to discuss and consider how we tackle the issue of problem gambling.

Hosted a Citizens Assembly to discuss the climate emergency and how we respond to the challenges it presents.

Delivered our first Open Government Action Plan which outlines how we will increase knowledge and participation in work of the local authority.

Held a Gambling Summit, bringing together people with lived experience of gambling harms and experts in practice, research, and policy to share knowledge, insights and ideas.

Full detail of progress against each priority within the Well Governed City that Listens and Responds Theme are given here.

MORE ABOUT GLASGOW CITY COUNCIL

Glasgow City Council – Who we are

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

Information about careers with the Council is available on the Glasgow City Council website.

Employee diversity information is available on the Glasgow City Council website.

How we pay for services

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

How we compare with other Councils

Councils across Scotland have agreed a set of indicators to help compare their costs and how well they deliver services. Comparative data is available from the Improvement Service website.

What our Citizens think

We periodically ask a representative quota of around 1,000 Glasgow residents what they think about Council Services. We use this to inform service and strategy development. Copies of the full Glasgow Household Survey reports are available on the Glasgow City Council website.