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Glasgow City Council

Neighbourhoods, Housing and Public Realm
City Policy Committee

Report by Executive Director of Neighbourhoods,
Regeneration and Sustainability

Item 7

1st June 2021

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**Annual Service Plan and Improvement Report (ASPIR) 2021/2022 for
Development and Regeneration Services**

Purpose of Report:

To present the 2021/2022 Annual Service Plan and Improvement Report (ASPIR) for Development and Regeneration Services (DRS).

The report provides a summary of DRS performance for 2020/2021. It also provides an overview of Neighbourhoods, Regeneration and Sustainability (NRS) priorities for 2021/2022 and the resources available to deliver these.

Recommendations:

The committee is asked to consider and note Development and Regeneration Services Annual Service Plan and Improvement Report.

Ward No(s):

Citywide: ✓

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

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DEVELOPMENT AND REGENERATION SERVICES

ANNUAL SERVICE PLAN AND IMPROVEMENT REPORT

2021

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INTRODUCTION

The Annual Service Plan and Improvement Report (ASPIR) presents the Strategic and Service priorities of Neighbourhoods, Regeneration and Sustainability (NRS) for the period 2021 to 2022. The report also details how we have performed against our priorities in 2020 to 2021, whilst simultaneously delivering services differently in response to the COVID-19 pandemic.

The new service Neighbourhoods, Regeneration and Sustainability has been borne from the most recent Council Family Review. Development and Regeneration Services (DRS) merged with Neighbourhoods and Sustainability (NS) on 1st April 2021. The transfer aims to make sure we have the most efficient and effective operating model to deliver best value services and examples of how this can be realised are as follows:

- Opportunities in the area of transport policy and planning aligning with other relevant strategic objectives such as city development planning, major infrastructure and strategic projects;
- Opportunities to review the various project management, design, technical services and scientific teams across DRS and NS into single multiple disciplinary professional functions;
- Integrating the capacity and capabilities of the various city centre operational and strategy teams, providing more proactive and responsive approaches;
- Bringing together the Council's resources in flood risk and water management to better support liaison with partner organisations;
- The opportunity to embed and align climate and sustainability approaches into all strategic priorities such as housing, planning, transport, infrastructure delivery and environmental service delivery;
- Opportunities to further enhance the community and place based approach, building on the Property and Land Strategy;
- Development of an HR action plan which addresses succession planning challenges and a leadership development programme; and
- There will also be benefits in more co-ordinated/effective engagement with stakeholders and partner organisations.

My Leadership Team and I are working to establish a new vision, mission, aims and objectives for the new Service through a series of workshops. These will be communicated to the wider Service, Council Family and Elected Members when finalised.

In terms of driving and supporting the delivery of priorities and commitments in Strategic Plan 2017-2022, this year, my team and I will continue to focus on the following areas:

- Ensuring the delivery of the Climate and Ecological Emergency Plan.
- Delivering on year 1 of the Resource and Recycling Strategy.

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- Implementing the relaunched Clean Glasgow Programme, and associated Litter Prevention Action Plan, ensuring the City is clean and public spaces are well maintained.
- Leading on active travel across the city, including walking and cycling following on from the Spaces for People response to Covid-19
- Delivering the Transport Strategy for Glasgow.
- Delivering a significant investment programme across all neighbourhoods, detailed in Appendix 3.
- Creating opportunities for citizens to get involved in local decisions that affect them and listen to their views on how services are delivered.
- Delivering the Glasgow Housing Strategy.
- Delivering the Affordable Warmth Programme.
- Delivering the Property and Land Strategy.
- Delivering the City Development Plan / agenda.
- Delivering Glasgow's City Deal outcomes.

I have also identified a number of service priorities, which I am dedicated to delivering during the course of 2021/22. NRS will continue to respond to the consequences of the COVID 19 pandemic by reviewing and adopting new approaches that deliver our services in a more effective and efficient manner.

My Service will work hard and endeavour to support the delivery of the following priorities:

- COP 26
- EURO 2020 tournament
- City Centre Strategy: Responding to Renewal
- Health and Wellbeing Strategy
- Depot Review
- Fleet Strategy
- Production of a subsequent consultative draft for the Glasgow Housing Strategy
- Preparation for City Development Plan 2
- People Make Glasgow Communities Programme
- Delivering an ambitious Transformation agenda

The provision of our services and the delivery of our strategies are fundamental to Glasgow's future as a vibrant, resilient, empowered, sustainable and low carbon city. Our dedicated staff will continue to strive towards delivering excellence in public services for everyone who lives, works or visits the city.

George Gillespie

Executive Director, Neighbourhoods and Regeneration and Sustainability

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The following areas will be covered in ASPIR:

Resources and Organisation

- Service Structure and Resources - Our vision, statutory responsibilities, structure, staffing levels and functions
- Financial Resources - Revenue

Strategic Plan Commitments

- Strategic Plan
- Community Plan
- Revenue and Capital Budget – Revenue budget and capital investment

Service Priorities

- Service Priorities
- Staff Management, Development and Engagement

Benchmarking, Inspection and Equalities

- Local Government Benchmarking Framework
- Other Benchmarking - Planning Performance Framework, Scottish Local Authorities Economic Development Group
- European Foundation for Quality Management
- Equalities
- Equality Impact Assessment

Appendix

Appendix 1: Staff breakdown by equality characteristics

Appendix 2: Strategic Plan Priorities 2020/21

Appendix 3: Service Budget Change Summary 21/22

Appendix 4: Service Priorities 2020/21

Appendix 5: Past Performance 2018/19 – Strategic Plan priorities, Service priorities and performance indicators

Appendix 6: Communication and Engagement

RESOURCES AND ORGANISATION

SERVICE STRUCTURE AND RESOURCES

Our Vision:

Development and Regeneration Services will drive, direct and deliver a thriving, inclusive economy where everyone can flourish and benefit from the city's success

Our Outcomes

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

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

- **A vibrant place with a growing economy** – We want to reinforce the City as being at the centre of Scotland's economy, where business locations meet the needs of established and emerging economic sectors, new investment and employment opportunities are encouraged and local communities are rejuvenated.
- **A thriving and sustainable place to live and work** – We want to achieve a City that is made up of sustainable, vibrant and distinctive places which are well designed, accessible, safe, healthy and inclusive, and which provide for the city's growing and diverse population.
- **A connected place to move around and do business** – We want to achieve a City that is a place where it is easy to move around with active travel and public transport given priority and a place where investors, businesses and residents have good access to physical and digital infrastructure.
- **A green place** – We want to achieve a City where natural and built environment contribute towards high environmental quality, are accessible to all who live, work and enjoy the City and help the City adapt to the effects of climate change as well as contribute towards a low carbon and energy efficient future.

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Our statutory responsibilities

DRS has a range of statutory duties and powers which are used to provide services which combine mandatory and discretionary elements. Our statutory responsibilities relate mainly to Planning, Building and Housing functions. The list below is not exhaustive but gives an indication of the breadth of the service which is statutory.

- 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 contained within additional legislation such as Town and Country Planning (Scotland) Act 1997, Conservation (Natural Habitats) Regulations 1994, Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997, Fire Safety and Safety at Places of Sport Act 1987 and Planning (Hazardous Substances) (Scotland) Act 1997
- 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 including, Housing (Scotland) Act 1987, Housing (Scotland) Act 2006, Housing (Scotland) Act 2014, Antisocial Behaviour etc (Scotland) Act 2004 and Private Housing (Tenancies) (Scotland) Act 2016
- We provide a **building standards** service which:
 - Is appointed as a verifier under the [Building \(Scotland\) Act 2003](#) to process building warrants and completion certificates for compliance with building regulations.
 - Provides a dangerous building service under the [Building \(Scotland\) Act 2003](#)
 - Provides street naming and property numbering under the Civic Government (Scotland) Act 1982
 - Provides the Licensing Board with advice on premises under the Licensing (Scotland) Act 2005
 - Provide advice to the Council's Safety Advisory Group for the licensing of stadia and sports grounds under the Safety at Sports Grounds Act 1975
- 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](#).

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- We discharge the council's responsibilities in terms of the [Environmental Protection Act 1990 \(Part IIA\)](#) relating to the inspection and remediation of **Contaminated Land**.
- We discharge the council's responsibilities in terms of the [Civic Government \(Scotland\) Act 1982](#) relating to the inspection and enforcement of **stair lighting**.
- As the roads authority under [Roads \(Scotland\) Act 1984](#) we carry out functions relating to the transport assessment of planning applications and the issuing of **Roads Construction Consents**.
- We deliver duties under the [Land Reform \(Scotland\) Act 2003](#) and [Countryside \(Scotland\) Act 1967](#), to **uphold access rights**; to draw up and review a **core paths plan**; to establish a **local access forum**; and to publicise the **Scottish Outdoor Access Code**.
- Other legislation governs the way in which the services in the council carry out their work e.g. [Local Government \(Scotland\) Act](#), [Equalities Act 2010](#), [Construction and \(Design and Management\) Regulations 2015](#) and [Communities Empowerment \(Scotland\) Act 2015](#).

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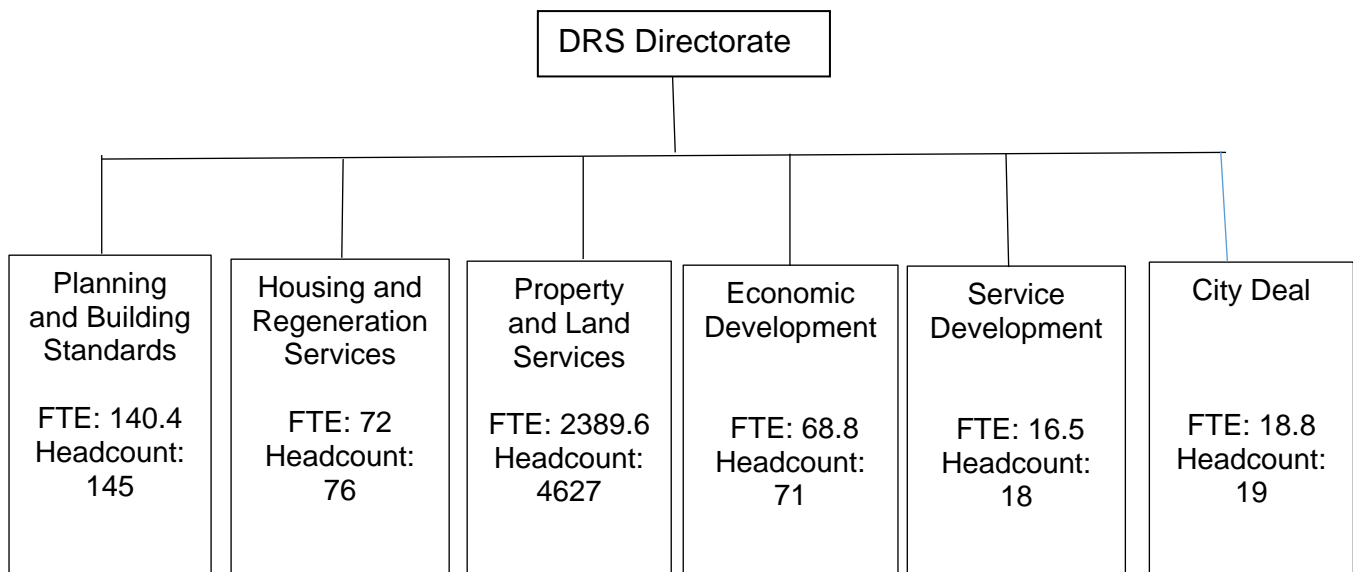
Our structure and staffing levels

DRS had six core areas of activity, during 2020/21, which reflect the structure of the Service. These are:

- Housing and Regeneration Services
- Planning and Building Services
- Economic Development
- Service Development
- City Deal
- Property and Land Services.

A full breakdown of staff by gender, ethnicity and disability at 31/3/21 is available in [Appendix 1](#).

DRS Structure



Note: Head count includes permanent and temporary staff. In addition, approximately 37 agency staff were employed in the service.

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Functions

Click on hyperlinks for further information

PLANNING AND BUILDING STANDARDS

- [Building Standards and Public Safety](#)
- [City Development Plan](#)
- [Planning Enforcement](#)
- [Planning Applications](#)
- [Conservation and Listed Buildings](#)
- [Dangerous and Derelict Buildings](#)
- [Buildings at Risk](#)
- [West of Scotland Archaeology Service](#)

HOUSING AND REGENERATION SERVICES

- [Housing Strategy](#)
- [Housing Investment](#)
- Private Sector Housing
- [Transforming Communities Glasgow](#)
- [Houses in Multiple Occupation](#)
- [Private Sector Landlords](#)
- [Scheme of Assistance](#)

PROPERTY AND LAND SERVICES

- Management of property and land assets
- [Catering and Facilities Management](#)
- [Encore Hospitality Services](#)
- [Community Asset Transfer](#)
- Council Land Ownership Enquiry
- Business Requests
- Property Data
- Project Management and Design
- [Clyde and Loch Lomond Plan](#)

CITY DEAL

- Management and Co-ordination of the Glasgow City Deal Programme
- [City Centre Regeneration](#)

ECONOMIC DEVELOPMENT

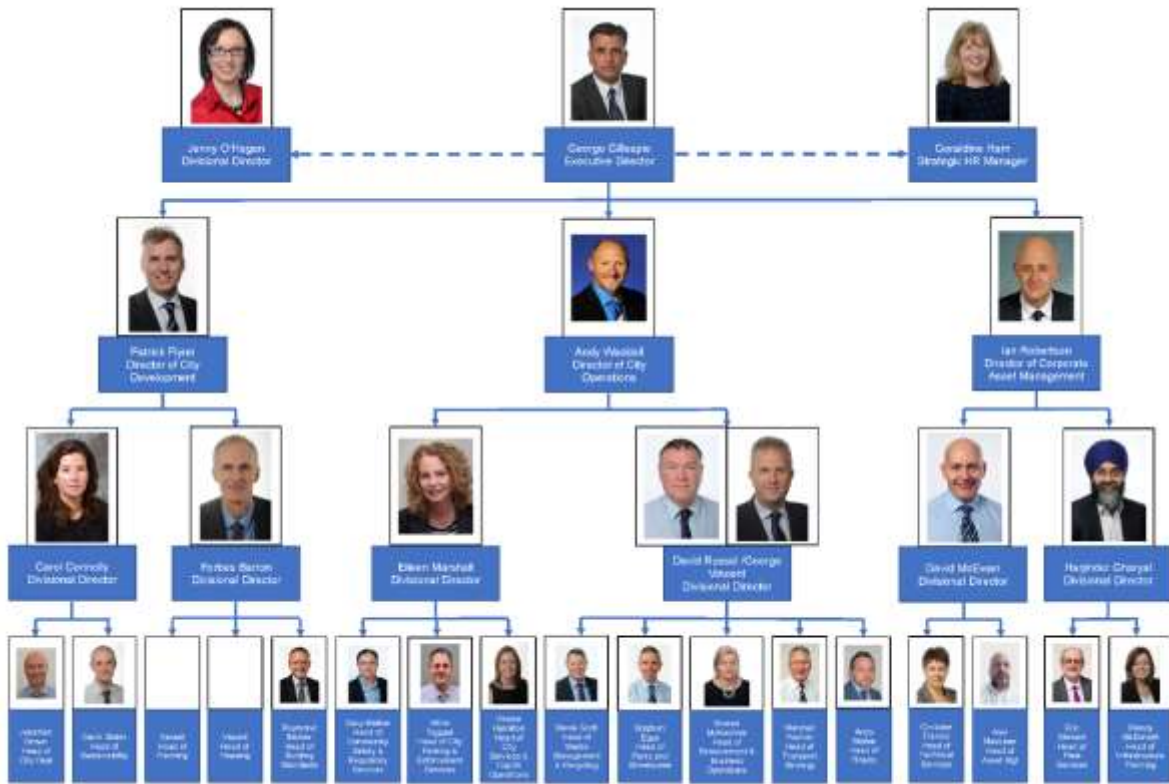
- [Business Support](#) including [Starting and Growing a Business](#)
- [Business Gateway](#)
- [Glasgow Guarantee](#)
- Economic and Social Initiatives
- [Glasgow Film Office](#)
- [Invest Glasgow](#)
- Strategy and Policy
- [The Lighthouse](#)
- [Co-operative Glasgow](#)
- [Tontine](#)

SERVICE DEVELOPMENT

- Service and system improvement
- Financial Management for the Service
- Staff Development
- Procurement and risk management
- Corporate Data Team

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The Leadership Structure of Neighbourhoods, Regeneration and Sustainability going into 2021/22 is detailed below.



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Financial Resources: Budget

Expenditure by DRS Service area 2020/21 and NRS Service area 2021/22

Objective Analysis

2020/21 Budget (£)	Expenditure	2021/22 Budget (£)
158,362,000	Economic Development To CEX 2021/22	
127,540,000	Housing Investment	138,449,800
6,535,000	Planning Services PS &BS one Division in 2021/22	8,616,700
2,184,000	Building Standards	
7,071,000	Project Management – Design Combined with NS PMD in 2021/22	12,336,200
4,411,000	Service Development combined with NS SD in 2021/22	
211,028,000	Land and Property	
	Roads Operations	30,806,600
	Sustainability	821,300
	Refuse Collection and Disposal	73,413,800
	Streetscene	20,799,000
	Parks and Open Spaces	27,467,200
	Community Safety	21,578,300
	Business Support	3,728,900
	Corporate Asset Management	149,804,300
	Regulatory	10,959,600
	Transport	323,400
517,131,000	Direct Departmental Expenditure	499,105,100
25,401,000	Central Charges	83,485,300
	Total Expenditure	582,590,400
	Income	
142,390,000	Economic Development To CEX 2021/22	
127,689,000	Housing Investment	138,399,700
2,172,000	Planning Services	5,665,700
3,505,000	Building Standards	
5,839,000	Project Management - Design	9,075,600
299,000	Service Development	
178,770,000	Land and Property	
	Roads Operations	30,724,700
	Sustainability	131,800
	Refuse Collection and Disposal	8,621,400
	Streetscene	113,000
	Parks and Open Spaces	11,390,600
	Community Safety	11,012,300
	Business Support	441,600
	Corporate Asset Management	119,069,800
	Regulatory	3,702,000
460,664,000	Direct Departmental Income	338,348,200

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	Direct departmental net expenditure to summary page 5	160,756,900
56,467,000	Net expenditure	244,242,200

Subjective Analysis

2020/21 Budget (£)	Expenditure	2021/22 Budget (£)
76,815,000	Employee Costs	80,854,500
71,289,000	Premises Costs	77,466,700
1,164,000	Transport and plant	4,156,100
82,701,000	Supplies and services	158,869,500
29,437,000	Third party payments	55,127,400
	Support	173,700
	Allocations	-2,391,600
263,794,000	Transfer payments	132,786,700
-8,069,000	Transfer to capital	-8,177,600
	Capital Financing Costs	239,700
517,131,000	Direct Departmental Expenditure	499,105,100
25,401,000	Central Charges	83,485,300
542,532,000	Total Expenditure	582,590,400

2020/21 Final Outturn	£'m
Net Expenditure	tbc
Estimate	tbc
Variance	0

STRATEGIC PLAN COMMITMENTS

Strategic Plan

The Council's [Strategic Plan 2017 to 2022](#) sets out the Council's priority themes and commitments. The council's vision is to have -

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

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

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

DRS was theme lead, during 20/21 for ***A Thriving Economy*** which aims to deliver:

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

During 20/21, a number of Thriving Economy priorities were progressed including:

- The City Deal Programme has continued design, tender preparation and advancing a number of projects including:
 - Securing the commitment of Transport Scotland and Network Rail to act as the delivery partners for the redevelopment of High Street Station

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- Approval from the City Administration Committee for the Public Realm Design and Maintenance Guide, which will inform future public realm investment and maintenance, in the context of placemaking.
 - Securing £21M of additional funding from Sustrans, which will enable the council to deliver an additional 4 avenues to strengthen connections to peripheral communities.
 - Appointment of a multi-disciplinary design team as lead to undertake feasibility and design work, for the development of Custom House Quay.
 - Approval from City Administration Committee to work in partnership with residents of Windmill Croft Quay, to invest £15m to address a collapsed section of quay wall.
 - Detailed design work completed for the proposed Govan - Partick Bridge with a contract award expected late summer 2021.
 - Production of a plan to showcase planned intervention for the 'Avenues' as part of the preparation of COP26.
 - Tendered for the design of a block of 8 'Avenues' including George Square and completed design on a further three 'Avenues' to be tendered in spring 2021.
- A significant resource was directed to the administering of business grants on behalf of the Scottish Government. Over 27,000 applications have been processed and almost £174m has been paid out in grants to the city's businesses. Since the introduction of the Scottish Government's Strategic Framework Fund in November 2020, over 8,000 applications have been received and more than £17m paid out in grants to around 4,500 businesses. This is in addition to a Top-up grant to Retail, Hospitality and Leisure.
- A £4.3m programme to deliver employability support to 16-24 years olds and Phase 2 of the ESF Employability Pipeline Procurement were also developed.

The Chief Executives Department will be Theme Lead for the Thriving Economy theme and be responsible for progressing actions during 21/22. This is a result of the transfer of DRS's Economic Development Division to the Chief Executives Department and an outcome of the Council Family Review.

DRS also made a significant contribution, during 20/21, to the delivery of the **Resilient and Empowered Neighbourhoods** theme. The outcomes for Resilient and Empowered Neighbourhoods are:

- Citizens and neighbourhoods can influence how services are developed and budgets spent
 - Citizens can access good facilities, jobs and services locally
 - Citizens satisfaction with services is maintained and improved

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- Glasgow's housing meets the needs of its growing and diverse population

During 20/21, a number of Resilient and Empowered Neighbourhoods priorities were progressed including:

- £1.6m was awarded to the Scottish Government's affordable warmth Area Based Schemes (ABS) projects and preparation of the tender for the affordable warmth ABS 2021/22 programme is underway. Engagement with the Registered Social Landlord sector was carried out to promote potential funding opportunities for ABS 2021/22 and the 3 year programme 2022/23 onwards.
- Key program and spend targets against budgets, including the Regeneration Capital Grant Fund (RCGF) and Vacant and Derelict Land Fund(VDLF) continued to be met and an additional £3.74m RCGF for three projects for the next financial year was secured.
- Various partnerships have been established with developers and public sector partners to support major city centre developments through additional public realm measures. A public/private City Centre Task Force has also been established to manage the emergency period while the pandemic is ongoing.
- Project Management and Design and Property and Land services continued to develop the programme associated with the delivery of community hubs. This was at a reduced capacity given the challenges associated with undertaking meaningful community engagement during lockdown.

Other activity which progressed Strategic Plan priorities include:

- DRS's Project Management and Design Team was able to continue the design development work associated with the Education Estate programme, most notably:
 - £18m Primary School at North Kelvinside
 - £5m replacement annex building at Scotstoun Primary School
 - continuation of the development of 4 new state of the art nursery buildings
 - an additional 5 large scale new-build or extension buildings as part of the statutory obligation of providing 1140hrs of Early Learning and Childcare and
 - the issuing and accepting of tenders for all 4 new-builds during lockdown.

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Neighbourhoods, Regeneration and Sustainability will focus on progressing A Sustainable and Low Carbon City and Resilient and Empowered Neighbourhoods themes during 21/22.

[Appendix 2](#) outlines the Strategic Priorities, commitments, actions and targets for 21/22.

[Appendix 5](#) outlines performance achieved in progressing Strategic Plan priorities during 20/21.

The [Glasgow Community Planning Partnership](#) (GCPP) published the [Glasgow Community Plan](#) in October 2017. The plan sets out 3 focus areas of:

- Economic Growth
- Resilient Communities
- A Fairer More Equal Glasgow

The Community Plan has also identified 2 initial priority areas which are seen as enablers of inclusive growth. These are:

- Transport
- Childcare

DRS contributes to progressing the Economic Growth priority in the [Community Action Plan 2018 -2020](#) with a focus on ensuring employability support focuses on those furthest from the labour market and delivery of the Glasgow Guarantee. These activities are reported as part of DRS's performance reporting on the Strategic Plan and Service priorities.

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Revenue and Capital Budget – Revenue budget and capital investment

Appendix 3 provides further information on revenue and capital budgets.

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SERVICE PRIORITIES

A number of service priorities have been identified for 2021/22. NRS will continue to respond to the consequences of the Covid 19 pandemic by reviewing and adopting new approaches that deliver our services in a more effective and efficient manner.

NRS will work hard and endeavor to support the delivery of the following priorities:

- COP 26
- EURO 2020 tournament
- City Centre Strategy: Responding to Renewal
- Workforce Strategy
- Health and Wellbeing Strategy
- Depot Review
- Fleet Strategy
- Production of a subsequent consultative draft for the Glasgow Housing Strategy
- Preparation for City Development Plan 2
- People Make Glasgow Communities Programme
- Delivering an ambitious Transformation agenda

[Appendix 4](#) outlines NRS Service priorities, actions and targets for 21/22.

[Appendix 5](#) outlines DRS performance achieved in delivering Service priorities during 20/21.

Staff Management, Development and Engagement

Training and Development

Core essential training continued where this was feasible, predominantly through virtual means. The focus moving forward is to enhance the training provision through technology. An extensive programme of MS Teams tutorial sessions were offered across the department to help transition to online meetings.

Performance Coaching and Review (PCR) Performance

PCR took place in April, with an interim PCR in October. Covid affected to a significant extent, the planned focus on PCR in April 2020. PCR was postponed however, the October mid year review took place with a focus on engagement and well-being for the employees. In 20/21 a target of 85% was set for completion of employee PCR meetings and 78% was achieved. This is an improvement from 74% in the previous year.

To assist in achieving the target, PCR refresher training will be rolled out across NRS during Summer 2021. This is deemed a Service priority and will ensure NRS operates a consistent approach to maximise the contribution of staff through

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coaching and development. It is anticipated that all employees who are present will have a PCR meeting by November 2021.

Attendance Management

The 2020/21 target for attendance management for DRS was 4.4 days lost per employee per annum. During 2020/21, 14.5 days were lost per employee, a reduction from 15.9 days in 2019/20.

Due to the unprecedented and challenging times associated with the onset of the Covid-19 pandemic in March 2020, it is acknowledged that the absence data for a large proportion of the 2020/21 performance reporting year, is subject to some inaccuracies. This is due to the emergency response required and the high priority given to frontline service delivery and support to the citizens of Glasgow.

Whilst Covid-19 reporting codes were developed with a view to capturing non-attendance at work due to Covid-19, the priority for operational managers remained frontline delivery of services. This came at the cost of comprehensive accurate reporting until late in 2020/21. At this time, the balance between frontline delivery and administrative processes began to reflect a more accurate recording of staff absences through normal sick pay provisions and Covid attendance codes.

Due to the level of expected inaccuracies in our overall performance data, it is not possible for a commitment to be made for a full reconciliation of normal sickness absence performance and Covid related absence performance to be made available.

Therefore, the 2020/21 performance reporting process will be consistent with the process of previous years and comprise of Sickness absence figures excluding Covid for the period 1 April 2020 until 31 March 2021. This approach is consistent with the agreed approach to be taken for the 2020/21 Sickness Absence Local Government Benchmarking Framework Statutory Performance Indicator performance, as adhered to by all Scottish Local Authorities and will provide continuity.

Covid-19:

Employees diagnosed with Covid-19 have had regular support through conversations with their managers. Adjustments have been made across the Service thus ensuring we are working in compliance with Government's guidance to minimise the risk of infection to our workforce and in turn, the wider public. Managers have also had regular contact with those absent from work due to an underlying health condition or because they met Shielding criteria. Individual risk assessments were and continue to be carried out and, where appropriate, referrals to Occupational Health have taken place with support and review measures implemented as appropriate.

Health and Well Being

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There continues to be a significant focus on health & well-being, which is increasingly important given the Covid environment. The pandemic and resultant number of employees working remotely has understandably given rise to new methods of engagement. Regular communications have been issued to employees with advice, information and details of support in relation to mental and physical health & well-being and support for home working.

A programme of DRS staff engagement options was developed however this had to be adapted due to the pandemic. A programme of online assistance was shared and communication via DRS Newsletters to staff. Staff contributed their lockdown stories which created a community atmosphere and forum for sharing and supporting colleagues through this challenging time.

The Centre for Civic Innovation was asked to support work around understanding staff experiences of working from home, with the overall aim to improve staff wellbeing. The project followed a design-led approach, which involved understanding the problem and co-designing the approach with the project team. This was followed by a research phase where staff from across DRS were engaged through interviews or group workshops, including representatives from DRS leadership, OD, and HR. Listening to staff experiences meant opportunities for improvement were identified, some of which were built on in problem solving workshops. The outputs of this work provided a snapshot of what's worked and what hasn't, and opportunities to continuously improve in the future.

Staff also benefitted from several corporate initiatives including:

- Engagement with employees on the importance of health and wellbeing with articles via Corporate Announcements and Manager Briefs.
- Employee Assistance Programme (EAP) which provides free, confidential information, and support to help staff for a variety of life circumstances and changes. This continues to be available by telephone, email, instant messaging and online
- Glasgow's Online Learning Development (GOLD) provides online training in a range of core topics and those related to Health & Wellbeing

Work Life Balance provision

A significant proportion of the Service was undertaking either full home working or, a mix depending on the role and restrictions in place at the time. Informal work life balance arrangements have increased significantly in terms of location of work and normal guidance around flexible working has been relaxed eg core hours.

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BENCHMARKING, INSPECTIONS AND EQUALITIES

Local Government Benchmarking Framework

Benchmarking is a useful way of establishing how well we are performing and how this compares to other local authorities. It allows us to identify areas where we could improve and work together with similar authorities to inform learning. It also enables us to provide a better understanding of why authorities vary in what they deliver and it enables citizens and service users to access information and hold authorities to account.

The [Local Government Benchmarking Framework](#) provides information on spending on specific services, service performance and satisfaction with services delivered or commissioned by Local Authorities. DRS reports on Economic Development and Corporate Services indicators. A full analysis can be accessed in the [National Benchmarking Overview Report 2019/20](#).

INDICATOR	2017/18		2018/19		2019/20	
	Glasgow	Scotland	Glasgow	Scotland	Glasgow	Scotland
ECON 1 - % of unemployed people assisted into work from Council operated / funded employability programmes	12.7%	14.3%	10.3%	12.6%	6%	12.7%
ECON 2 – Cost of planning per application	£5450	£4239	£6283	£4551	£5936	£4385
ECON 3 – Average time (weeks) per commercial planning application	12.3 weeks	9.3 weeks	9.8 weeks	9.1 weeks	9.4 weeks	10.5 weeks
ECON 5 – Number of Business Gateway start-ups per 10,000 population	6.0	16.8	6.1	16.7	8.1	16.4
ECON 7 - How many people earn less than the living wage	14.8%	18.40%	16.2%	19.40%	13.8%	16.9%
ECON 8 - How many properties	96.6%	91.1%	97.8%	92.0%	98.0%	93.3%

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receive superfast broadband						
ECON 9 - How many properties in the town centre are vacant	10.2%	11.5%	9.9%	10.0%	11.0%	11.7%
ECON 10 - How much of my council's land made available for employment purposes is immediately available	53.4%	40.8%	49.9%	37.6%	46.9%	36.2%
CORP ASSET1 – Proportion of operational buildings that are suitable for their current use	93.5%	80.8%	89.9%	82.1%	89.1%	82.5%
CORP ASSET 2 – Proportion of internal floor area of operational buildings in satisfactory condition	89.8%	86.3%	88.9%	87.2%	89.8%	88.6%

Key indicators ranked in the lowest eight (quartile)

Below are some of the key indicators in the lowest eight nationally, with a note of some context and where appropriate; the actions being undertaken to understand and to address areas of improvement where required.

ECON 1 - % of unemployed people assisted into work from Council operated / funded employability programmes

During the 19/20, an external review of the Glasgow Guarantee (GG) was commissioned. The GG is the main employability intervention providing a wage subsidy to employers to support up to 1,000 residents into work each year.

The review recommended a change in approach to make the intervention more targeted at individuals with additional barriers to employment. There was an expectation that this would lead to an overall reduction in outcomes, but the outcomes would have more of an impact. The second half of 19/20 was being used to pilot this approach with a view to full roll-out in 20/21. This approach was endorsed by the Local Employability Partnership – the Glasgow Partnership for Economic Growth, Employment & Skills Hub.

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ECON 2 – Cost of planning per application

19/20 LGBF calculates a cost of dealing with a planning application as £5936 (vs £4385 for Scottish average). This is a decrease compared to £6383 last year. The Scottish average has also decreased but not by a similar percentage.

LGBF calculates the cost of a planning application by adding the costs of planning and building standards (from LFR- Local Financial Returns) and divides by the number of planning applications of a certain type: “Local”. Not all authorities divide up the budget for planning and building standards in the same way, so this skews the figures for a large urban authority like Glasgow (which has an integrated planning and Building Standards budget). Glasgow also deals with a large number of applications which do not fall into this “Local” category but these are not taken into account.

ECON 5 – Number of Business Gateway start-ups per 10,000 population

The number of Business Gateway starts increased from 18/19 to 19/20. This is linked to the Business Support restructure carried out in 2018, which is now being fully realised. Resource have been directed and connection with key stakeholders in the city ensures individuals and businesses seeking to start, have the support necessary to provide real economic value.

Key indicators ranked in the highest eight (quartile)

ECON 7 - How many people earn less than the living wage

The LGBF source their estimates for individuals earning less than the minimum wage from the Scottish Government’s ASHE summary publication. The latest iteration was published in December 2020 and provides more up-to-date estimates than those published on the LGBF site.

The latest estimates for 2020 show that Glasgow has the lowest proportion of its employees paid below the living wage in Scotland. Glasgow’s proportion of 11.1% was lower than that of competing major cities such as Edinburgh (11.3%) and Aberdeen (11.7%) and was lower than the Scottish average (15.2%). These estimates have been deemed as reasonably precise by the Scottish Government.

The estimates for previous years have also been revised with this updated publication. It shows that Glasgow’s rate of 13.6% in 2019 was the 4th lowest in Scotland. As the LGBF has to report estimates for every local authority, it is possible that the smaller local authorities, that are subject to lower sample sizes, have had significant variations in their estimates over the last few years, causing relative annual rankings to fluctuate.

Looking at Glasgow’s trend data, it is apparent that there have been some slight increases in the proportion of employees not being paid the Living Wage over the last 8 years but overall the rate has reduced from 16.8% in 2012 to 11.1% in 2020.

ECON 8 - How many properties receive superfast broadband

Glasgow at 98% of properties has 4th highest proportion of properties receiving superfast broadband in Scotland. This represents an increase of 0.2% on the previous year. The Scottish average is currently 94.64%.

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Planning Performance Framework

All Planning Authorities are required to prepare an Annual Report and submit this to the Scottish Government for assessment. The report gives a balanced measure of the overall performance and quality of the Planning Service and allows the quality of planning decisions and outcomes to be measured as well as the speed of decision making. The [Planning Performance Framework Annual Report 2019 - 2020](#) (PPF) was submitted to the Scottish Government by the deadline of 31st July 2020 and a [report](#) was presented to the Neighbourhoods, Housing and Public Realm committee in January 2021 for consideration.

The Annual Report includes the National Headline indicators for key Outcomes on Development Planning (age of Development Plan, effective land supply) and Development Management (planning applications) as well as enforcement activity. It also includes measures on 15 performance markers including collaboration with developers and proposals for implementing continuous improvement.

Key headline indicators in PPF 2019-20 include:

- 31 Major applications were received in 2019-20, with the average weeks to determine increasing from 22.0 weeks in 2018-19 to 23.2 weeks for 2019-20. Although this figure indicates a slight upturn from last year, it continues to be significantly below the Scottish average of 33.5 weeks.
- For Local developments (non-householder), the average weeks to determine continued to reduce from 11.3 weeks in 2018-19 to 10.8 weeks for 2019-2020, the lowest figure reported in the last 7 years demonstrating continuous improvement.
- For Householder developments, the average weeks to determine applications increased from 6.8 weeks in 2018-19 to 6.9 weeks for 2019-20. Although this figure indicates a slight upturn from last year, it remains below the Scottish average of 7.3 weeks.

Scottish Local Authorities Economic Development Group

[Scottish Local Authorities Economic Development Group](#) is a network of senior officers from Economic Development teams across all 32 Scottish Local Authorities. The primary objectives are to promote sustainable economic development and well-being, promote best practice through collaboration and continuous improvement and to inform economic development policy and programmes.

[Scottish Local Authorities Economic Development Indicators Framework Report 2019 - 20](#) provides an analysis of data on all 32 Scottish Local Authorities. The report provides consistent evidence of what local authorities are delivering in their

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economic development role. The indicators assess overall and relative delivery of economic development activity, enable assessment of comparative performance and assist in identifying areas of improvement. Highlights from the report indicate that Glasgow:

- accounted for a large proportion of the economic development staff in Scottish councils, at just almost 13% of the total.
- accounted for the largest proportion of companies registered with the Supplier Development Programme with 18% of the total for Scotland.
- supported the highest number of businesses at 1,474, accounting for 12.7% of support across Scotland
- accounted for 13% of the total unemployed people that have participated in council funded or operated employability activities across Scotland.

Staff also attend [Local Authority Building Standards Scotland](#) which represents all local authority Building Standards verifiers in Scotland and aims to protect the public interest by ensuring that all new or altered buildings comply with building regulations and technical standards.

European Foundation for Quality Management (EFQM)

An EFQM assessment was carried out on Planning and Building Services. A number of strengths and areas for improvement were identified for each EFQM criterion and an 11 point action plan was developed. Tasks were allocated to staff and tracked through a Head of Service action tracker. Tasks completed during 20/21 include:

- completion and approval of PBS Communication Strategy which is now being implemented.
- a Customer Service Group has been set up.
- progress has begun on a system of reporting on performance for all planning rather than solely development management.
- a customer survey for planning has been set up and the existing customer survey for Building Standards is being revised.
- a Target Operating Model for PBS has been formulated looking at improvements in structure, governance and accountability.
- interim 1 proposals have been presented to senior management for approval as part of service reform.

Equalities

Equalities work continues to inform strategy development and service delivery across DRS. The service supports the delivery of the corporate equality outcomes detailed in [Equality Outcomes 2017 to 2021](#).

DRS was lead service during 20/21 for a number of outcomes which aim to *improve the economic outcome for people with protected characteristics*, specifically,

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supporting people with protected characteristics to enter employment or training. An [Equality Outcomes 2017 – 2021 Mainstreaming and Progress Report](#) was presented to committee on 24th March 2021 which provided a progress update on delivering the councils equality outcomes.

[GCC Equality Outcomes 21 – 25](#) was presented to the City Administration Committee in April 2021. The Equality Working Group is holding a workshop/planning style meeting in June 2021 to begin the process of identifying actions on how we will deliver our equality outcomes. NRS will be involved in this process and identified actions will be reported in future NRS ASPIR.

Equality Impact Assessment

Equality Impact Assessment screenings were undertaken for all Council Family budget options in 2021/22.

The following EqIA's were also carried out during 2020/21:

- Catering and FM Change of Office Location
- City Deal Clyde Waterfront and West End Innovation Quarter (CWWEIQ): Govan- Partick Bridge.
- Glasgow Guarantee Refresh
- City Deal Clyde Waterfront and West End Innovation Quarter (CWWEIQ) - Access and Integrity of the Waterfront: Tradeston Bridge
- Digital Boost Programme
- Glasgow Investment Strategy 2019 - 2023

Copies of EqIA's can be found [here](#)

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APPENDIX 1: STAFF BREAKDOWN BY GENDER, ETHNICITY, DISABILITY AND GRADE

The number and percentage of staff, as of 31/3/2021, that are:

Grade (FTE)	MALE		FEMALE		WHITE		BLACK & MINORITY ETHNIC		DISABLED		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1 to 4	756	22.0	2683	78.0	2512	73.0	105	3.1	66	1.9	3439	86.8
5 to 7	226	55.9	178	44.1	353	87.4	15	3.7	16	4.0	404	10.2
8	49	60.5	32	39.5	73	90.1	0	0	3	3.7	81	2.0
9 to 14	21	65.6	11	34.4	26	80.6	0	0	0	0	32	0.9
Non PGS	3	75.0	1	25.0	2	50.0	0	0	0	0	4	0.1
Totals	1055	26.6	2905	73.4	2966	74.9	120	3.0	85	2.1	3960	100

Ethnicity not declared	22.1%
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APPENDIX 2: STRATEGIC PLAN PRIORITIES – ACTIONS FOR 2021/22

The table below outlines the Strategic Plan Priorities which will be progressed during 21/22 by NRS which relate to previous DRS functions and activities.

PRIORITY	ACTION	TARGET FOR 21/22
A THRIVING ECONOMY		
<p>3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow.</p>	<p>Clyde Waterfront and West End Innovation Quarter:</p> <ul style="list-style-type: none"> - Govan-Partick Bridge Full Business Case (FBC) Submission / Approval - Central Govan Action Plan – Development Deficit Fund 2 / Commercial Floorspace 2 FBC Submission / Approval - Byres Road Phase 1 FBC Submission / Approval - Quay Wall – Windmillcroft Quay FBC Submission / Approval <p>Enabling Infrastructure Integrated Public Realm (City Centre Avenues):</p> <ul style="list-style-type: none"> - The Underline / Argyle Street West FBC Submission / Approval - Sauchiehall Street Precinct FBC Submission / Approval - North Hanover Street FBC Submission / Approval - Holland Street & Pitt Street FBC Submission / Approval <p>Collegelands Calton Barras (CCB)</p> <ul style="list-style-type: none"> - Improving Local Road Infrastructure and Connectivity: Meat Market Roads and Infrastructure FBC Submission / Approval - Calton Barras Action Plan - Developer Deficit Grant Scheme FBC Submission / Approval - Improving Public Transport: High Street Station FBC Submission / Approval <p>Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)</p>	<p>June 2021</p> <p>June 2021</p> <p>Aug 2021</p> <p>Oct 2021</p> <p>Sep 2021</p> <p>Oct 2021</p> <p>Dec 2021</p> <p>Nov 2021</p> <p>Jul 2021</p> <p>Jan 2022</p> <p>Jan 2022</p> <p>May 2021</p>

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	<ul style="list-style-type: none"> - Hillington / Cardonald Surface Water Management Plan (SWMP) Phase 2 FBC Submission / Approval - Hillington / Cardonald SWMP Phase 3 FBC Submission / Approval - Cockszie SWMP FBC Submission / Approval - Eastern Springburn SWMP FBC Submission / Approval - High Knightswood SWMP FBC Submission / Approval 	<p>Oct 2021 Feb 2022 Feb 2022 Feb 2022</p>
A VIBRANT CITY		
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and Waterfront.	TBC	TBC
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.	<ul style="list-style-type: none"> - Dundashill - Tender approval 2021/22 - Cowlairs – due to be marketed later in the year for private sector housing with 200 units MMR with WOS HA. - Delivery of the volunteer and training programme, including the Mitch Miller artwork mentioned for 2020/21. - Canal Festival postponed from 2020 to be held in September 2021. - Test Unit Summer school postponed from 2020 to be held in the summer. - Final Stalled Spaces and Community Ideas Fund projects to be delivered. - Sculptural works to be commissioned in the Hamiltonhill Claypits. - Digital project to be commissioned. - Final evaluation to be completed working with an external consultant 	By 21/22
A SUSTAINABLE AND LOW CARBON CITY		
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	<p>Complete the Area Based Scheme programme (ABS) 2020/21 and draw down funding.</p> <p>Prepare the Scottish Government application bid for ABS funding (£6,028,802) for 2021/22.</p>	<p>Maximise Spend before July final spend date.</p> <p>Complete for submission to</p>

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	<p>Tender for the delivery of the ABS service in line with Scottish Government guidance requirements.</p> <p>Deliver an Energy Advice Service to support the ABS programme of works.</p> <p>Energy Advice Service renewal of contract November 2021.</p> <p>Prepare for the introduction of the Scottish Government's ABS 3 year programme from April 2022 onwards.</p> <p>Prepare for the increase in delivery of the ABS programme in line with the Scottish Government's Net Zero Emissions targets outlined in the Draft Heat in Building Strategy and the Council's Recovery Activities.</p>	<p>Scottish Government by 14th May 2021.</p> <p>No later than September 2021.</p> <p>Restart service in line with Scottish Government lockdown guidance Have in place a service post November 2021</p> <p>Ongoing activity during 2021/22</p> <p>Ongoing activity during 2021/22</p>
<p>70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across</p>	<p>River Clyde Strategic Development Framework (SDF) adopted 2020- Action Plan</p> <p>Govan - Partick SDF adopted 2020-Action Plan</p>	<p>Action Plans from each SDF being implemented, report to Committee annually</p>

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<p>the city to support climate resilience.</p>	<p>Finalise River Clyde Flood Model update and agree approach to development of Clyde Corridor with SEPA. Scope adaptation and mitigation measures (inc compensatory storage) using Model.</p>	
<p>RESILIENT AND EMPOWERED COMMUNITIES</p>		
<p>74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.</p>	<p>Work with Scottish Government and other agencies to develop support for the implementation of Place Standard: Development of GCC Place Literacy course for Councillors.</p> <p>Develop guidance for the delivery of Local Place Plans as set out in the Scottish Government planning legislation to empower local communities to help plan their neighbourhoods</p>	<p>Committee report due Q2 21/22</p> <p>By Q4 21/22</p>
<p>76. Review and provide options for how we can develop a livable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.</p>	<p>Align Connecting Communities/Livable Neighbourhoods Plan with Strategic Planning priorities as identified in the City Development Plan.</p> <p>Use the Place Standard tool to inform the development of Local Development Frameworks for Drumchapel, Pollok and South Central areas as identified in the City Development Plan.</p> <p>Development of GCC Place Literacy course for Councillors and others as a companion piece to the carbon literacy training</p>	<p>Committee report by Q2 21/22</p>
<p>77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action.</p>	<p>Update the conservation area appraisals, consulting the residents of the areas on the updated versions prior to seeking committee approval and to publish the approved documents online. This is a 5 year programme with the intention of reviewing 3 different areas per year.</p> <p>Contribute to High Street Area Strategy in respect of input to the historic elements including design of banners and story Map.</p>	<p>Review Central, Dennistoun and St Vincent Crescent Conservation Areas by Q4 21/22</p> <p>Operational by Q2 21/22</p>

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<p>78. Deliver a programme of investment in new or refurbished community facilities.</p>	<p>Finalise Phase 1 of the Community Hubs programme and associated investment plan.</p>	<p>Agreement on Phase 1 Investment Programme</p>
<p>79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.</p>	<p>Align the People Make Glasgow Communities Programme with Community Asset Fund.</p>	<p>Incremental progress with PMGC and investment decisions aligned to outcomes of evaluation process.</p>
<p>80. Deliver the Glasgow Housing Strategy, including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.</p>	<p>Set-up Glasgow Housing Tenant-Led Commission (Private Rented Sector) to make reform recommendation, which will inform the next Glasgow Housing Strategy</p> <p>Prepare consultative draft for the next Glasgow Housing Strategy due 2022/23</p> <p>Prepare a Digital Housing Strategy</p> <p>Progress Regeneration Activity in TRAs and north of Glasgow</p> <p>Secure long term future of PRS Housing and Welfare Team</p> <p>Implement the Self Build Programme</p> <p>Prepare a Strategic Housing Investment Plan (SHIP)</p>	<p>Support Commission to produce report on PRS reform recommendations. Consultative draft GHS 2022/23 prepared</p> <p>Ongoing activity during 2021/22</p> <p>Ongoing activity during 2021/22</p> <p>Ongoing activity during 2021/22</p> <p>Ongoing activity during 2021/22</p> <p>Ongoing activity during 2021/22</p> <p>Prepare a SHIP for submission to Scottish</p>

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	<p>Regeneration Capital Grant Fund: 1. Delivery of a number of multi-million pound projects, particularly those focused on refurbishing or repurposing built heritage assets (Citizens Theatre; Govanhill Baths; Meat Market Sheds, etc). 2. Make strong applications to the 2021 round of RCGF.</p> <p>Glasgow Canal Regeneration Partnership: 1. Complete the evaluation of Canal Action Plan 2015-20; 2. Consult and agree Canal Action Plan 2021-25.</p>	<p>Government by the end of 2021</p> <p>1. Project completions, and delivering outcomes detailed in RCGF applications; 2. successful funding bid(s).</p> <p>1. Agree evaluation outcomes with GCRP partners; 2. Publish CAP 2021-25 (draft: Summer 2021; GCC committee approval: autumn 2021)</p>
<p>81. Supporting registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes</p>	<p>Deliver the 21//22 Affordable Housing Supply Programme - £120m</p> <p>Progress Regeneration Activity in TRAs and north of Glasgow</p>	<p>AHSP outputs delivered with respect to approvals, tenders, site starts and completions.</p>

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<p>back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the Council wants to encourage.</p>	<p>Vacant and Derelict Land: 1. Conduct full Scottish and Vacant Derelict Land Survey (2020 Survey severely curtailed due Covid-19 restrictions); 2. Management of existing Vacant and Derelict Land Fund (VDLF) programme, and Scot Gov approval of 2021/22 Delivery Plan; 3. Apply to Scot Gov's new Vacant and Derelict Land Investment Programme (VDLIP) with a range of suitable projects</p>	<p>Key outputs delivered according to each regeneration area project plan</p> <ol style="list-style-type: none"> 1. Demonstrate that the long-term average of a c. 3% pa reduction in V&DL is being returned to, post Covid; 2. Progress on delivery of existing and 2021/22 program VDLF projects 3. Successful VDLIP bid for one or more project.
<p>82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning and licensing decisions at a local level</p>	<p>Co-ordinate and promote CDP Delivery Programme Plan.</p> <p>Progress to prototype corporate system that enables co-ordinated multi Division updating of Delivery Programme actions at regular intervals. Develop proof of concept to promote benefits of using of tool at Corporate Level.</p> <p>Continue to deliver a programme of Strategic and Local Development Frameworks -Glasgow North, Inner East and Easterhouse SDFs and 3 LDFs</p>	<p>Ongoing- progress to be reported.</p> <p>By Q4 21/22</p>

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	<p>(Drumchapel, Pollok and South Central) to be adopted as Supplementary Planning Guidance.</p> <p>Open Space Strategy Delivery Plan: Core data sets on Social Cohesion, Health & wellbeing, Environment, Economic and Biodiversity visualised within the Connecting Nature dashboard.</p> <p>The Open Space Delivery Plan community spaces data set ready to use as an asset management tool for Parks by May 2022.</p> <p>Identification of data gaps and data owners (with corporate GIS and Glasgow University NERC Gallant).</p> <p>Identification of key criteria / parameters for utilising open spaces (initial focus on greenspaces) to generate power.</p> <p>Enhance awareness of status and parameters of developer contributions and use of funds. Examine scope the OSS provides to reconfigure ENV2 spend with emerging OSS Delivery Plan within parameters of source legal agreements</p>	<p>Available as a corporate tool by Q1 22/23</p> <p>By Q3 21/22</p> <p>By Q3 21/22</p> <p>By Q4 21/22</p> <p>By end 21/22</p>
<p>84. Extend our approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector, and take action against rogue landlord.</p>	<p>No further EEAs are likely to be designated in Scotland. However, through successful lobbying the Scottish Government introduced legislation to enable local authorities to request 'Prescribed Information' from private landlords. This information is similar to information we can request in the EEA. If landlords fail to produce any information required, then we will take further action. The Council will use these powers to target housing partnership initiative areas(HPIA).</p>	<p>These powers will be used in HPIAs Ibrox/Cessnock HPIA-Target 200 East Pollokshields(still be approved)- Target 100</p>

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<p>85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.</p>	<p>The Council is working in partnership with Registered Social Landlords across the city to tackle property condition and management issues in pre 1919 tenement stock across the city. We have undertaken a stock condition survey and based on the information from this Ibrox/ Cessnock has been designated a HPIA, the Council working in partnership with Govan Housing Association. The Council is now looking to establish a similar type partnership agreement with Southside Housing Association in East Pollokshields to tackle the condition of the pre 1919 stock and introduce factoring services and common building insurance.</p>	<p>Establish partnership agreement with Southside Housing Association. Support repairs in 5 pre 1919 tenements and introduce factoring services in 5 tenement properties.</p>
<p>90. Consider the potential options coming from the ongoing study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.</p>	<p>GCC is currently participating in a Scottish Government led working group along with a handful of other local authorities to look at the information required and how this can be produced to enable councils to consider the designation of RPZs.</p>	<p>To work closely with the Scottish Government and agree the basis for taking forward RPZs.</p>

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APPENDIX 3: SERVICE BUDGET CHANGE SUMMARY 2021–22

Revenue Budget Change Summary				
Ref	Title of Budget Change	Reason for Change (all that apply) (Investment, Income Maximisation, Renewal Activity, Resource Redirection)	Council Strategic Plan Theme	Financial Impact (£000)
				2021/22
21GF51	Revenue consequences of capital (Parks)	Revenue Investment		+45
21DR29	Empty homes officer (Housing)	Revenue Investment		+55
21NS50	Expand Neighbourhood Liaison Team (1 per mm ward)	Revenue Investment		+800
21NS48	Investment in Glasgow's waste strategy	Revenue Investment		+200
21CE33	Parks Investment	Resource Redirection		+1500
21CE35	Community Climate Action Fund - Community projects	Resource Redirection		+600
21DR31	Support for Food Growing Strategy	Resource Redirection		+200
21NS49	Sustainable School Travel	Resource Redirection		+200
21NS51	Accelerating Glasgow's route to net zero	Resource Redirection		+120
21NS52	Nature Emergency Investment (Plan for nature & biodiversity)	Resource Redirection		+130
21DR08	Service Redesign	Revenue Savings - Technical adjustments		-487
21DR10	Stairlighting efficiencies	Revenue Savings - Technical adjustments		-100
21DR11	Insurance cost reduction	Revenue Savings - Technical adjustments		-80
21DR12	Review of discretionary grants	Revenue Savings - Technical adjustments		-170
21NS02	Parks operational review	Revenue Savings - Technical adjustments		-150
21NS09	Bin replacement programme	Revenue Savings - Technical adjustments		-343

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21NS10	Transport client	Revenue Savings - Technical adjustments		-600
21NS11	Review of gully cleaning	Revenue Savings - Technical adjustments		-220
21NS13	Restricted parking zones	Revenue Savings - Technical adjustments		-360
21NS14	Food waste flatted properties	Revenue Savings - Technical adjustments		-675
21NS15	Bulk waste collection charges	Revenue Savings - Technical adjustments		-1000
21NS18	Alternative working patterns	Revenue Savings - new		-500
21NS23	Security reduction through use of smart technology	Revenue Savings - new		-50
21DR30	Property & Land - Emergency repairs	Capital Investment		+2000
21NS46	Back Lanes Strategy	Capital Investment		+700
21NS47	Children's Outdoor play fund	Capital Investment		+765
Total				+2,580,000

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CAPITAL INVESTMENT

Capital investment options approved for NRS in 2021/22.

Program Position	Project	Gross Expenditure	Gross Income	Net Expenditure	Expenditure incurred to Date	Balance remaining	Strategic Plan Theme
		£	£	£	£	£	
C/DR/0115	Govan Town Centre	4,470,307	1,578,150	2,892,157	3,560,716	909,591	A Vibrant City
C/DR/0175	Parkhead Townscape Heritage (Phase 2)	4,517,356	3,117,356	1,400,000	4,433,500	83,856	A Vibrant City
C/DR/0188	Calton/Barras Action Plan	5,326,443	1,605,116	3,721,327	4,106,235	1,220,208	A Vibrant City
C/DR/0217	Govan Townscape Heritage (Phase 2)	4,181,678	2,851,678	1,330,000	2,414,230	1,767,448	A Vibrant City
C/DR/0234	Town Centre Fund	3,106,000	3,106,000	0	567,333	2,538,667	Resilient and Empowered Neighbourhoods
C/DR/0301	City Deal - Collegelands, Calton / Barras	7,598,335	5,929,978	1,668,357	7,290,876	307,459	A Thriving Economy
C/DR/0304	City Deal - North Canal	11,163,000	9,619,500	1,543,500	8,246,431	2,916,569	A Thriving Economy
	Town Centre Regeneration	40,363,119	27,807,777	12,555,342	30,619,322	9,743,797	
C/DR/0205	Cleddens Burn - New Culvert	903,655	0	903,655	974,560	-70,905	A Sustainable and Low Carbon City
C/DR/0206	Croftpark Avenue Flooding	400,000	0	400,000	187,224	212,776	A Sustainable and Low Carbon City
C/DR/0221	White Cart Flood Prevention (Ph3) Exp	8,706,600	880,000	7,826,600	8,321,619	384,981	A Sustainable and Low Carbon City
C/DR/0225	Clay Pits - NGIWMS	1,416,978	1,416,978	0	0	1,416,978	A Sustainable and Low Carbon City
C/DR/0230	River Clyde Flood Management Studies	300,000	250,000	50,000	317,732	-17,732	A Sustainable and Low Carbon City
C/DR/0300	City Deal - MGSDP	41,878,701	33,149,671	8,729,031	36,187,540	5,691,162	A Sustainable and Low Carbon City

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	Flood Prevention and Drainage	53,605,934	35,696,649	17,909,286	45,988,675	7,617,260	
C/DR/0136	Clyde Waterfront Programme	7,274,917	3,600,000	3,674,917	6,853,507	421,410	A Thriving Economy
C/DR/0302	City Deal - Clyde Waterfront & West End	13,815,637	8,765,319	5,050,318	9,492,129	4,323,508	A Thriving Economy
C/DR/0094	Broomielaw Pavilion	500,000	0	500,000	463,539	36,461	A Thriving Economy
C/DR/0129	Paddy's Market	150,000	0	150,000	86,396	63,604	A Thriving Economy
C/DR/0213	Briggait Creation Centre - GCC Contribution	1,000,000	0	1,000,000	176,424	823,576	A Vibrant City
	Regeneration of the Waterfront	22,740,554	12,365,319	10,375,235	17,071,995	5,668,559	
C/DR/0192	Strategic Public Realm	3,103,175	1,196,134	1,907,041	1,644,395	1,458,780	A Vibrant City
C/DR/0199	City Centre Regeneration	6,811,187	35,000	6,776,187	2,965,138	3,846,049	A Thriving Economy
C/DR/0303	City Deal - City Centre	47,287,086	43,903,203	3,383,884	16,271,400	31,015,686	A Thriving Economy
C/DR/0189	George Square Redevelopment - Phase 1	10,005,000	5,000	10,000,000	800,393	9,204,607	A Vibrant City
C/DR/0191	GRCH Expansion & Refurbishment	17,658,000	10,934,000	6,724,000	25,674,604	-8,016,604	A Vibrant City
C/DR/0209	Other Buchanan Quarter Projects	3,740,000	0	3,740,000	780,991	2,959,009	A Thriving Economy
C/DR/0235	George Square - Phase 2	5,000,000	0	5,000,000	0	5,000,000	A Vibrant City
C/DR/0190	Cathedral Street Bridge	1,730,000	0	1,730,000	1,573,548	156,452	A Well Governed City that Listens and Responds
C/DR/0042	Merchant City Arts Property Strategy-North & South Blocks	10,320,254	2,780,523	7,539,731	10,166,559	153,695	A Vibrant City
	Regenerating the City Centre	105,654,703	58,853,860	46,800,843	59,877,028	45,777,675	
C/DR/0219	Robroyston Station	10,000,000	10,000,000	0	9,728,749	271,251	Resilient and Empowered Neighbourhoods
C/DR/0163	Design Work for Sport & Recreation Provision (CGA Development)	180,000	0	180,000	0	180,000	Resilient and Empowered Neighbourhoods
C/DR/0218	Regeneration Capital Grant Fund 2016/17	1,905,000	1,905,000	0	1,784,150	120,850	Resilient and Empowered Neighbourhoods
C/DR/0228	Regeneration Capital Grant Fund 2018/19	2,550,000	2,550,000	0	0	2,550,000	Resilient and Empowered Neighbourhoods

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C/DR/0232	Regeneration Capital Grant Fund 2019/20	4,850,000	4,850,000	0	1,586,077	3,263,923	Resilient and Empowered Neighbourhoods
C/DR/0237	Regeneration Capital Grant Fund 2020/21	2,170,000	2,170,000	0	0	2,170,000	Resilient and Empowered Neighbourhoods
C/DR/0238	Clyde Mission Funding 2020/21	4,945,382	4,945,382	0	69,893	4,875,489	Resilient and Empowered Neighbourhoods
	Supporting Community Development	26,600,382	26,420,382	180,000	13,168,869	13,431,513	
C/DR/0211	Vacant & Derelict Land 2015/16	3,447,230	3,947,230	-500,000	3,115,486	331,744	Resilient and Empowered Neighbourhoods
C/DR/0216	Vacant & Derelict Land 2016/17	1,890,815	2,574,815	-684,000	1,579,134	311,681	Resilient and Empowered Neighbourhoods
C/DR/0223	Maryhill Self Build Infrastructure	449,446	390,446	59,000	450,517	-1,071	Resilient and Empowered Neighbourhoods
C/DR/0068	Clyde Gateway - Enabling Works	18,605,977	0	18,605,977	18,563,333	42,644	Resilient and Empowered Neighbourhoods
C/DR/0116	BGF 2009/11 East End Land Initiatives	27,911,222	3,068,329	24,842,894	27,115,156	796,066	Resilient and Empowered Neighbourhoods
C/DR/0224	Vacant & Derelict Land Fund 2017/18	3,114,403	3,114,403	0	2,391,953	722,450	Resilient and Empowered Neighbourhoods
C/DR/0229	Vacant & Derelict Land Fund 2018/19	2,952,000	2,952,000	0	1,823,828	1,128,172	Resilient and Empowered Neighbourhoods
C/DR/0233	Vacant & Derelict Land Fund 2019/20	3,528,000	3,528,000	0	1,096,925	2,431,075	Resilient and Empowered Neighbourhoods
C/DR/0236	Vacant & Derelict Land Fund 2020/21	2,316,000	2,316,000	0	0	2,316,000	Resilient and Empowered Neighbourhoods
	Unlocking Vacant sites for development	64,215,093	21,891,223	42,323,871	56,136,333	8,078,761	
C/CE/0014	Demolition/Surplus Asset Fund - City Property 2014/15	1,502,700	0	1,502,700	1,408,974	93,726	A Well Governed City that Listens and Responds
C/CE/0015	Governance Recharge to Capital	2,100,000	0	2,100,000	2,450,000	-350,000	A Well Governed City that Listens and Responds

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C/DR/0400	Invest to Improve - Land & Property Fund	2,500,000	0	2,500,000	838,654	1,661,346	A Well Governed City that Listens and Responds
C/DR/0402	Community Hub Programme Phase 1	20,000,000	0	20,000,000	2,150	19,997,850	A Well Governed City that Listens and Responds
C/DR/0403	Social Work Development	400,000	0	400,000	2,993	397,007	A Well Governed City that Listens and Responds
C/DR/0404	Social Work Relocation	1,500,000	0	1,500,000	23,870	1,476,130	A Well Governed City that Listens and Responds
C/DR/0405	N&S Residential Property Investment	420,000	0	420,000	36,314	383,686	A Well Governed City that Listens and Responds
C/DR/0406	N&S Depot Improvements	1,500,000	0	1,500,000	1,274,550	225,450	A Well Governed City that Listens and Responds
C/DR/0407	Glasgow Life General Capital Investment	3,600,000	0	3,600,000	1,602,475	1,997,525	A Well Governed City that Listens and Responds
C/DR/0408	P&LS General Estate Compliance Works	3,813,000	0	3,813,000	1,760,238	2,052,762	A Well Governed City that Listens and Responds
C/DR/0409	P&LS Pollok House	1,000,000	0	1,000,000	783,441	216,559	A Well Governed City that Listens and Responds
C/DR/0410	P&LS City Chambers Complex Investment	1,500,000	0	1,500,000	1,435,892	64,108	A Well Governed City that Listens and Responds
C/DR/0411	GCC Contribution to Citizens Theatre	6,200,000	2,000,000	4,200,000	1,143,721	5,056,279	A Well Governed City that Listens and Responds
C/DR/0412	Acquisition of land at Riverside Museum	20,000	0	20,000	0	20,000	A Well Governed City that Listens and Responds
C/DR/0413	Property Sale & Leaseback Fund	6,000,000	0	6,000,000	20,565	5,979,435	A Well Governed City that Listens and Responds
C/DR/0414	City Building Training Academy	7,000,000	0	7,000,000	0	7,000,000	A Well Governed City that Listens and Responds
C/CU/0085	Community Assets	50,000,000	0	50,000,000	20,235,707	29,764,293	A Well Governed City that Listens and Responds
R/CP/0001	Life Cycle Maintenance Programmes	9,096,480	96,480	9,000,000	6,145,264	2,951,216	A Well Governed City that Listens and Responds
R/CP/0003	Burrell Collection - Roof Repairs	200,000	0	200,000	145,260	54,740	A Well Governed City that Listens and Responds
R/DR/0003	City Chambers Refurbishment	1,390,708	0	1,390,708	1,159,559	231,149	A Well Governed City that Listens and Responds
	Management of Council Property	119,742,889	2,096,480	117,646,409	40,469,628	79,273,260	

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C/DR/0305	City Deal - Sighthill	165,316,610	79,838,370	85,478,240	138,794,115	26,522,495	Resilient and Empowered Neighbourhoods
	Sighthill Transformational Regeneration Area	165,316,610	79,838,370	85,478,240	138,794,115	26,522,495	
C/DR/0193	Contribution to Innovation Centre	1,500,000	0	1,500,000	1,315,482	184,518	A Thriving Economy
C/DR/0203	Cathkin Braes Mountain Bike Centre	1,639,274	614,274	1,025,000	1,530,809	108,465	A Vibrant City
C/DR/0071	Planning Studies	333,141	0	333,141	317,722	15,419	A Thriving Economy
C/DR/0125	BGF 2009/11 Business Growth Fund	3,465,239	3,125	3,462,114	3,053,738	411,501	A Thriving Economy
C/DR/0231	Clyde Gateway Contribution	2,400,000	0	2,400,000	2,400,000	0	A Thriving Economy
	Supporting Economic Growth	9,337,654	617,399	8,720,255	8,617,752	719,902	
C/DR/0117	BGF 2009/11 St Margaret's Church (Oatlands)	182,000	0	182,000	174,717	7,283	A Vibrant City
C/DR/0183	Contaminated Land 2012/13	251,174	0	251,174	217,761	33,413	A Sustainable and Low Carbon City
	Other Projects	433,174	0	433,174	392,478	40,695	
	GRAND TOTAL (DRS)	608,010,112	265,587,458	342,422,654	411,136,194	196,873,918	
C/EP/0029	Kilgarth Landfill Site	3,600,362	110,362	3,490,000	3,012,610	587,752	A Sustainable and Low Carbon City
C/EP/0031	Cathkin Landfill Site Remediation & Restoration	27,992,000	992,000	27,000,000	26,126,403	1,865,597	A Sustainable and Low Carbon City
C/EP/0033	Bin Replacement Programme	6,500,000	0	6,500,000	5,302,088	1,197,912	A Sustainable and Low Carbon City
C/EP/0034	Smart Bins	3,290,562	290,562	3,000,000	2,632,180	658,382	A Sustainable and Low Carbon City
C/EP/0035	Food Waste Flatted Properties	623,000	0	623,000	0	623,000	A Sustainable and Low Carbon City
	Environmental Protection	42,005,924	1,392,924	40,613,000	37,073,281	4,932,643	

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C/LS/0072	Parks Development Programme (07/08 & 08/09)	11,087,560	7,001,702	4,085,858	10,997,936	89,624	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0103	Bereavement Services Specialist Equipment	3,876,000	30,000	3,846,000	3,874,422	1,578	A Sustainable and Low Carbon City
C/LS/0107	Parks Development Programme (11/12)	3,760,770	2,402,318	1,358,452	3,742,050	18,720	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0139	Running Trails City Parks	1,377,870	214,370	1,163,500	1,377,370	500	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0140	Parks Development Programme 2013/14 & 2014/15	5,833,927	2,501,473	3,332,454	5,384,174	449,753	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0181	Seven Lochs Wetland (Delivery)	6,853,623	6,835,000	18,623	2,265,772	4,587,851	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0189	Community Facilities & Open Spaces Programme	1,704,302	66,802	1,637,500	1,143,048	561,254	A Sustainable and Low Carbon City

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							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0194	Parks & Open Spaces 2018/19	2,613,312	597,342	2,015,970	1,489,091	1,124,221	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
C/LS/0218	Transforming Pollok Park	4,670,000	1,670,000	3,000,000	0	4,670,000	A Sustainable and Low Carbon City
							A Resilient and Empowered Neighbourhood
							A Vibrant City
	Parks & Open Spaces	41,777,364	21,319,007	20,458,357	30,273,863	11,503,501	
C/CF/0001	M74 Completion	63,226,899	1,767,899	61,459,000	63,207,202	19,697	A Sustainable and Low Carbon City
C/LS/0017	Finnieston Bridge	16,396,518	12,146,518	4,250,000	16,256,582	139,936	A Sustainable and Low Carbon City
C/LS/0025	Traffic Management	1,418,725	681,000	737,725	1,351,334	67,391	A Sustainable and Low Carbon City
C/LS/0038	Clyde Corridor Transport Study	2,944,700	450,000	2,494,700	2,941,972	2,728	A Sustainable and Low Carbon City
C/LS/0043	East End Regeneration Route	60,740,300	3,241,480	57,498,820	56,684,441	4,055,859	A Sustainable and Low Carbon City
C/LS/0067	Lighting Network Renewal 2007-08	5,350,184	144,250	5,205,934	5,065,419	284,765	A Sustainable and Low Carbon City
C/LS/0112	Hampden Park & Ride	1,405,221	400,000	1,005,221	1,155,222	249,999	A Sustainable and Low Carbon City
C/LS/0123	Operational Property Review & Investment	8,237,225	6,220,447	2,016,778	8,224,827	12,398	A Sustainable and Low Carbon City
C/LS/0125	Fastlink Core Route	28,503,679	28,503,679	0	28,503,679	0	A Sustainable and Low Carbon City

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C/LS/0133	Shieldhall Overpass	650,000	0	650,000	586,767	63,233	A Sustainable and Low Carbon City
C/LS/0135	Digital City	4,551,797	450,798	4,100,999	4,493,005	58,792	A Sustainable and Low Carbon City
C/LS/0138	Mandatory 20mph Zones	750,000	0	750,000	485,158	264,842	A Sustainable and Low Carbon City
C/LS/0141	Lighting/ Bridges Infrastructure Investment 2013/14 & 2014/15	1,060,000	0	1,060,000	866,310	193,690	A Sustainable and Low Carbon City
C/LS/0149	Mass Automated Cycle Hire Scheme	490,172	24,172	466,000	490,172	0	A Sustainable and Low Carbon City
C/LS/0152	New South Glasgow Hospital	925,000	925,000	0	792,807	132,193	A Sustainable and Low Carbon City
C/LS/0156	Parking & Bus Lane Cameras	1,921,732	0	1,921,732	1,339,549	582,183	A Sustainable and Low Carbon City
C/LS/0165	NSGH Controlled Parking	273,281	273,281	0	261,150	12,131	A Sustainable and Low Carbon City
C/LS/0171	NHS Fastlink	373,184	373,184	0	345,273	27,911	A Sustainable and Low Carbon City
C/LS/0178	Cycling Strategy 2016-2025	18,107,040	11,412,907	6,694,133	8,052,074	10,054,966	A Sustainable and Low Carbon City
C/LS/0183	Reconstruction of Polmadie Footbridge	1,639,000	930,000	709,000	1,639,000	0	A Sustainable and Low Carbon City
C/LS/0184	LED Street Lighting Investment Programme	7,147,000	0	7,147,000	4,473,181	2,673,819	A Sustainable and Low Carbon City
C/LS/0188	SUSTRANS 2017/18	899,393	899,393	0	818,746	80,647	A Sustainable and Low Carbon City
C/LS/0190	Muirhead Road Bridge Redecking	480,000	0	480,000	480,000	0	A Sustainable and Low Carbon City
C/LS/0191	Roads & Footpath Investment 1819	49,110,150	0	49,110,150	26,365,705	22,744,445	A Sustainable and Low Carbon City
C/LS/0192	RUGGEDISED	972,977	940,000	32,977	0	972,977	A Sustainable and Low Carbon City
C/LS/0195	River Clyde Tidal Weir	2,000,000	0	2,000,000	1,950,897	49,103	A Sustainable and Low Carbon City
C/LS/0196	School Bike Library	350,000	0	350,000	0	350,000	A Sustainable and Low Carbon City
C/LS/0197	Crematoria Refurbishment	7,624,000	0	7,624,000	4,139,301	3,484,699	A Sustainable and Low Carbon City

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C/LS/0200	Transport Vehicle & Fuel System (Transport Review)	900,000	0	900,000	360,254	539,746	A Sustainable and Low Carbon City
C/LS/0201	Street Cleaning Yotta	2,300,000	0	2,300,000	1,238,582	1,061,418	A Sustainable and Low Carbon City
C/LS/0202	SUSTRANS 2018/19	3,089,142	3,089,142	0	929,185	2,159,957	A Sustainable and Low Carbon City
C/LS/0203	SPT 2019/20	1,351,391	1,351,391	0	1,299,616	51,775	A Sustainable and Low Carbon City
C/LS/0204	CWSS 2019/20	1,011,000	1,011,000	0	1,011,290	-290	A Sustainable and Low Carbon City
C/LS/0205	Neighbourhoods Infrastructure 19/20	9,200,000	0	9,200,000	3,364,758	5,835,242	A Sustainable and Low Carbon City
C/LS/0206	Fuel Storage & Dispensing Infrastructure	900,000	0	900,000	88,845	811,155	A Sustainable and Low Carbon City
C/LS/0207	SCSP 2019/20	574,200	574,200	0	574,200	0	A Sustainable and Low Carbon City
C/LS/0208	Low Emission Zones 2019/20	1,150,000	1,150,000	0	967,011	182,989	A Sustainable and Low Carbon City
C/LS/0209	Spaces For People 20/21	7,500,000	7,500,000	0	2,918,498	4,581,502	A Sustainable and Low Carbon City
C/LS/0210	Switched On Towns & Cities	673,000	673,000	0	3,530,355	-2,857,355	A Sustainable and Low Carbon City
C/LS/0211	Switched On Towns & Cities Fleet	805,000	805,000	0	1,246,065	-441,065	A Sustainable and Low Carbon City
C/LS/0212	SCSP 2020/21	683,000	683,000	0	528,693	154,307	A Sustainable and Low Carbon City
C/LS/0213	SPT 2020/21	1,350,000	1,350,000	0	1,002,499	347,501	A Sustainable and Low Carbon City
C/LS/0214	CWSR 2020/21	2,755,000	2,755,000	0	1,894,185	860,815	A Sustainable and Low Carbon City
C/LS/0215	Restricted Parking Zones	1,370,000	0	1,370,000	0	1,370,000	A Sustainable and Low Carbon City
C/LS/0216	Security	80,000	0	80,000	26,317	53,683	A Sustainable and Low Carbon City
C/LS/0217	Bus Rapid Deployment Fund	1,007,390	1,007,390	0	69,042	938,348	A Sustainable and Low Carbon City
	Roads	324,247,300	91,733,131	232,514,169	262,019,168	62,228,132	

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	Grand Total (NS)	408,030,588	114,445,062	293,585,526	329,366,312	78,664,276	
C/DR/0415	Boiler Renewals	1,000,000		1,000,000	0	1,000,000	A Sustainable and Low Carbon City
C/DR/0416	Kelvinhall Film & TV Studio	11,900,000	7,900,000	4,000,000	0	11,900,000	A Vibrant City
	Grand Total (PaLS)	12,900,000	7,900,000	5,000,000	0	12,900,000	
	Grand Total NRS	1,028,940,700	387,932,520	641,008,180	740,502,506	288,438,194	

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APPENDIX 4: SERVICE PRIORITIES – ACTIONS FOR 2021/22

The table below outlines the Service Priorities which will be progressed during 21/22 by NRS which relate to previous DRS functions and activities.

<p align="center">Service Activity, Project or Programme</p>	<p align="center">Actions</p>	<p align="center">Renewal Activity = R Other Service Priorities = O</p>	<p align="center">Target 2021/22</p>
<p>COP 26</p>	<ul style="list-style-type: none"> • Deliver the Climate and Ecological Emergency Plan. • Deliver the Sustainable Glasgow Avenue, which will contain a series of interventions that illustrate the journey Glasgow has been on from being a post-industrial city to becoming a post-carbon city. • Deliver a Climate Clock that will illuminate the clock tower at the Trongate, showing a countdown to COP26, and presenting information on the challenges we, as a city and a planet face in dealing with the climate emergency. • Deliver Sustainable Glasgow Charter, which will bring together businesses in the city, large and small, by signing up to a commitment to support the city in achieving its 2030 target. 	<p align="center">O</p>	<p align="center">November 2021</p>

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	<ul style="list-style-type: none"> • Work with external organisations to build visibility of sustainability work in the city in the run up to COP 26 • Commence Net-Zero Feasibility. Following the Net-Zero scoping study, we will identify funding to support the delivery of a full net-zero technical feasibility study, putting the detail into how we achieve our 2030 target. • Explore Corporate Mobility Pacts. This will be done in partnership with WBCSD and will seek to harness innovation in mobility for transformation, supporting our developing transport strategy. • Provide Electric Vehicle Charging Infrastructure. We will continue to roll out electric vehicle charging infrastructure in the city. • Deliver specific pre-COP26 activity to highlight the Avenues programme and how they are driving sustainability in the City Centre. • Work with Scottish Government to develop Glasgow’s approach to building a Just Transition Commission and working with business in relation to this. 		
EURO 2020	<p>Deliver a holistic Mobility Plan for a number of UEFA Client Groups including:-</p> <ul style="list-style-type: none"> • A spectator rail plan from Glasgow city centre to the Last Km. • A spectator shuttle bus operation from the city centre to the Last Km. 	O	June 2022

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	<ul style="list-style-type: none"> • A Host City and Stadium Volunteer city wide transport plan. • An active travel route from the city centre to the Last Km. • A traffic management plan that supports UEFA stadium operations. • A Local Area Traffic Management and Parking Plan for the Fan Zones and Last Km. • A wayfinding strategy to support matchday operations. • Provide appropriate PTUs for both Queen’s Park Rec and the Hampden Park and Ride to allow UEFA to manage stadium operations. • Provide a Mobility Operations Centre to complement the Host City’s C3 ConOps. 		
<p>City Centre Strategy: Responding to Renewal</p>	<ul style="list-style-type: none"> • Deliver the priorities of the City Centre Task Force to support the city centre business community. • Develop the new City Centre Strategy 2022-25. • Support the Scottish Government’s City Centre Task Force. • Deliver a city centre COP project portfolio. 	<p>R</p> <p>O</p> <p>R</p> <p>O</p>	<p>Complete CCTF outputs</p> <p>Draft CCS 2022-25</p> <p>Provide support and inputs to Scot Govt CCTF as required</p> <p>Delivery COP project portfolio by Nov 2021</p>

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	<ul style="list-style-type: none"> • Deliver a new wayfinding and advertising contract for Glasgow. • Support private developments through aligning public realm investment programmes for added value. • Develop a new City Centre Property Repurposing Strategy. 	<p align="center">O</p> <p align="center">O</p> <p align="center">O</p>	<p>Conclude Wayfinding/Advertising contract terms and move to delivery</p> <p>Support private developments as required</p> <p>Deliver new City Centre Property Repurposing Strategy</p>
<p>Health and Wellbeing Strategy</p>	<ul style="list-style-type: none"> • Deliver the health and wellbeing strategy aims at a local service level ensuring all staff have equal access to the opportunities. • Design and deliver a responsive local Health and wellbeing action plan to support staff attendance and wellbeing, that is data driven, informed through staff voice and impact is measurable. • Feed into corporate collaborative working group on any specific requirements through the attendance management forum service HR representative or other corporate collaborative representative from H&S and/or OD. 	<p align="center">O</p>	<p align="center">March 2022</p>
<p>Depot Review</p>	<p>In line with the Property and Land Strategy:</p> <ul style="list-style-type: none"> • To create a more efficient and effective depot infrastructure. 	<p align="center">O</p>	<p>This is a rolling 5 – 10 year programme</p>

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	<ul style="list-style-type: none"> • To create high quality depot infrastructure. • To consolidate the depot infrastructure and deliver more effective and wide-ranging services. • To create a centre of excellence in vehicle and fleet operation and maintenance (garage, MOT, repairs, inspection, Cleaning, etc). • To reduce the overall size of the operational estate. • To analyse the benefits of vehicle routing strategies vs the use of waste transfer stations. • To facilitate the establishment of a hydrogen fuel production facility. • To provide a more effective depot infrastructure for: <ul style="list-style-type: none"> ➤ Storage of vehicles and goods/materials ➤ Distribution of goods/materials and equipment ➤ Fuelling or recharging vehicles and plant ➤ Use as touchdown space for all peripatetic council employees • To undertake interim investments in the estate to ensure ongoing compliance with statutory items and H&S. 		
Fleet Strategy	<ul style="list-style-type: none"> • Implement key systems to support our smartfleet programme - a Fleet Management System and Vehicle Telematics. • Operationally deploy the new alternative fuel vehicles. 	O	March 2022.

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	<ul style="list-style-type: none"> • Secure investment approval for a) phase 3 scope - refurbishment of heavy fleet and b) Transport depot hub. • Deliver successful contract awards for a) Hydrogen vehicles and fuel supply b) external maintenance of heavy fleet. • Establish new fleet services operating model for the fleet workshop and a 'managed service' for clients. 		
<p>Production of a consultative draft for the Glasgow Housing Strategy 2022/23</p>	<ul style="list-style-type: none"> • Develop and deliver a communications and engagement strategy and plan (including the establishment of the Tenant Led Commission on the Private Rented Sector). • Prepare a Digital Housing Strategy. • Undertake research and analysis and prepare supporting evidence and discussion papers. • Establish a Housing Strategy Steering Group, including key partners and stakeholders. • Prepare a draft strategy for online publication and consultation. 	<p align="center">O</p>	<p align="center">March 2022</p>
<p>Preparation for City Development Plan 2</p>	<ul style="list-style-type: none"> • Production of Evidence Report . • Continue to input to the National Place Standard Board and provide evidence of operational performance of Scottish Government Placebuilder tool in informing community engagement to feed into the CDP2 Evidence Report. • Commence preparations for Gatecheck. 	<p align="center">O</p>	<p align="center">Q4 21/22</p>

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	<ul style="list-style-type: none">• Engagement with Councillors and agreement of proposed Member involvement with CDP process.		
People Make Glasgow Communities Programme	<ul style="list-style-type: none">• To continue to develop and maintain the PMGC web portal for expressions of interest.• To continue to refine the processes involved in taking expressions of interest to a conclusion.• To develop a standard reporting dashboard for all aspects of the process that can be used in multiple forums.• To develop new and innovative operating models and tenure arrangements to enable rapid deployment.• To develop a pro-active communications process for PMGC activities.• To develop effective community engagement processes for the development of expressions of interest.• To create a process for decision making where there are competing expressions of interest in an asset.	R & O	This is an ongoing/rolling programme of activity

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	<ul style="list-style-type: none"> • To successfully enable non-GCC organisations to take operational ownership of GCC services and assets. 		
<p>Delivering an ambitious Transformation agenda</p>	<ul style="list-style-type: none"> • Deliver a series of design-led workshops in conjunction with the Centre of Civic Innovation to understand the challenges and opportunities and synergies to redesign the service in a more integrated efficient manner, with a focus on place-based outcomes and data and manage a reduction in staffing levels (due to a combination of attrition/ER/VR) and deliver budget savings targets. • Continue to deliver a range of projects across the data, design and innovation workstreams that embed new ways of working, solving problems and contribute to successful solutions to priority NRS and wider city challenges aligned to transformation agenda (TA). • Deliver a programme of optimised funding opportunities to support current and future service ambitions and priorities. Ensure that robust governance supports these and match funding, resources and other criteria are appropriately managed in conjunction with corporate funding unit. • Complete all Phase 1 and Phase 2 ERDF Projects to support Transformation agenda satisfactorily. 	<p align="center">O</p>	<p>Deliver £580k budget savings.</p> <p>Deliver all budget savings, milestones and targets relating to TA</p> <p>Deliver a plan for funding opportunities and ensure bids completed timeously.</p> <p>Completion of projects, fully spend and claim all funding and sign off approval with appropriate funders.</p>

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	<ul style="list-style-type: none">• Develop a Strategy (with supporting business case) for the Centre of Civic Innovation working in partnership with key sector partners across the city and beyond to embed a design-led approach to problem solving, supported by data, for informed decision making and realigning resources to need-redesigning services with citizens at the heart.• Finalise business case, sourcing of funding including identification of resources and implementation of a number of phases of the Master Property System as per agreed timescales. The full rollout of the system is expected to be completed by December 2021 involving a number of stakeholders across a range of departments and ALEOs.• Deliver Transformation programme across NRS to improve outcomes, operational service delivery, efficiency including financial targets across a range of projects working with Operational colleagues and other divisions (Smart waste; Public Sites, Kerbside, Bulk, Integrated Asset Management (Alloy), Alternative Working Patterns).		<p>Approved strategy developed fully supported by sustainable funding.</p> <p>Fully implemented system to support property budget savings.</p> <p>Financial savings targets and implementation of systems and changes to working practices.</p>
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APPENDIX 5: PAST PERFORMANCE 2020/21

2018/19	Strategic Plan Priorities		Service Priorities	
	Number	Percentage (%)	Number	Percentage (%)
Green	13	52%	24	69%
Amber	11	44%	6	17%
Red	1	4%	5	14%
Total	25	100%	35	100%

RAG performance is assessed on a more subjective for the priorities noted below as numerical assessments cannot always be made. The assessment takes account of progress against factors such as timescales, budgets and overall project completion. Some priorities contain multiple actions which have different RAG rating. When this occurs it is noted in the table above within the highest RAG resulting in some green RAG rated actions being included in an amber rating for the overall priority.

STRATEGIC PLAN PRIORITIES

Please note that this section contains hyperlinks which will provide more detailed information on priorities.

A THRIVING ECONOMY				
STRATEGIC PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.	Monitor funding opportunities (e.g. Innovate UK) throughout the year	Apply for funding where appropriate to do so	To reflect the effects of the COVID pandemic, resulting lockdowns and impact on both business and the labour market the Economic Strategy will be revised and presented to Committee by the end of 2021. The Strategy will focus on the 3 major pillars of Inclusive Growth, Climate Emergency and Productivity. Consultation will take place through the city's strategic structures such as GEL, GPEG, Chamber of Commerce, etc. To support the actions that are required we	Green

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			will remain aware of funding opportunities such as Innovate UK, the Levelling Up Fund and the Community Renewal Fund.	
2. Deliver the Glasgow City Region City Deal , supported by the Glasgow City Regional Economic Strategy 2017- 2035 and its Action Plan .	Continue to review GAAP within context of Metro Phase 1.	Establish Metro Project Initiation Document (PID) and delivery scope.	<p>In April 2020, the City Region Cabinet decided to pause the work the Airport Access Project and develop a feasibility study on the Glasgow City Region Metro. The Metro feasibility study, led by Glasgow City Council will seek to align requirements across local, regional and national work on transport planning.</p> <p>The Strategic Transport Planning Review 2 (STPR2) Phase 1 outputs confirmed the Glasgow Metro as a project to be appraised as part of Phase 2, providing a strategic business case. The Metro feasibility study team has prepared a PID which was approved by the Project Steering Group. Updates were provided to the City Region CEG and Cabinet on progress and delivery scope of a composite set of outputs to the STPR2 strategic business case to be delivered in Autumn 2021 to support assessment from decision makers.</p> <p>More detailed information on Glasgow City Regional City Deal progress can be accessed in Glasgow City Regional City Deal Annual Performance Report.</p>	.Green
3. Ensure the outcomes of these strategies and the	Revise delivery Programme	Commencement and completion of	Covid19 Recovery Plan was produced and implemented and Covid19 Supplier Relief	Amber

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<p>City Deal benefit the city and the people of Glasgow.</p>	<p>(Revision 8.2.) and spend profile(s) to account for Covid19 pandemic impact; execute Programme delivery.</p>	<p>projects as per revised Programme (Revision 8.2.), with associated FBC approvals to secure individual project funding.</p>	<p>payments made to appointed Contractors where appropriate.</p> <p>A Refreshed Programme was produced and implemented and project delivery tracked against this updated baseline. The ongoing Covid19 pandemic continues to impact upon various aspects of project delivery i.e. costs, delay and prolongation.</p> <p>Tradeston Bridge Refurbishment FBC was approved (Feb 2021), with contract award subsequently confirmed. FBC addendum regarding the balance of remaining funding allocation, for further Tradeston interventions, is expected 2021/22.</p> <p>Customhouse Quay multi-disciplinary design team tender process was concluded, with commission confirmed (Dec 2020).</p> <p>Govan - Partick Bridge design concluded, with preparation of tender documentation for construction (publication expected early 2021/22).</p> <p>GCC agreed (May 2020) in principle to accept the offer of a funding contribution, from the owners of a housing development on the south bank of the River Clyde, to the creation of a new quay wall at Windmillcroft Quay. Project design and legal work is progressing.</p>	
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			<p>Collection of resident contributions commenced by their Property Factor.</p> <p>Meat Market Site Remediation Completion.</p> <p>Sighthill M8 Pedestrian Bridge construction progressing on-site.</p> <p>Additional match funding of approximately £21M was secured from Sustrans for further Avenues design and construction (Block 'S'). The design tender is expected to be published early 2021/22. Further publication and assessment of the design tender for Avenues design (Block 'C') with contract award expected early 2021/22.</p>	
5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the Council does across Glasgow.	Work to increasing the number of employers who pay the Living Wage.	Fair Work promoted as part of the approach to Inclusive Growth	Promotion of the Glasgow Living Wage was suspended due to the pandemic and staff re-allocated to support Business Grants.	Red
	Continue to redesign employability services in light of Covid 19 and Phase 2 NOLB funding from Scot Gov.	Phase 2 ESF employability programme procured to commence 1/4/21.	See ESF Employability Phase2 Service Priority .	Green
6. Support small businesses and encourage business diversity in local high streets across the City, and continue to support	Support BID activity in the city to aid the recovery process for local services.	Continue supporting the BIDS through officer engagement to aid	The Byers Road and Shawlands BID's continued to operate throughout the pandemic, offering valuable support to business. Financial support was provided via	Green

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<p>Business Improvement Districts.</p>	<p>Develop Business Support package which can be funded by ERDF Programme through utilising the remaining ERDF grant allocation for the 2014-2020 programme.</p>	<p>economic recovery.</p> <p>Implementation of an extended business support offer that offers access to specialist support and advice to SMEs in the city.</p>	<p>funding from Scotland's Improvement Districts.</p> <p>In July 2020 a Glasgow BID group was created to provide a forum for the BID's to liaise with key council officers. An added benefit is that BID's have engaged in joint projects and it is expected that will emerge as a better way of addressing common issues whilst also providing a template for collaboration the emerging BID's can benefit from.</p> <p>Operational activity for ERDF Phase 2 commenced in September 2020.</p>	<p style="background-color: green; color: white; text-align: center;">Green</p>
<p>8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.</p>	<p>Review the Strategic Agreement with the Chamber of Commerce on an annual basis.</p>	<p>Continued engagement with Chamber of Commerce.</p>	<p>The Chamber of Commerce played a strategic role as a partner in the Glasgow Economic Recovery Group (GECR). This included bringing the voices of the Chamber Business Resilience Group and leading on COVID Recovery Scenario Planning with Strathclyde University. The Chief Executive is also the Co- Chair of the City Centre Task Force.</p>	<p style="background-color: green; color: white; text-align: center;">Green</p>

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	<p>GERG is developing an action plan to help the wider hospitality sector to recover, including the food and drink sector. Campaigns such as Glasgow is Open have been launched to support the hospitality industry.</p>	<p>A number of measures at national and city level developed to support the sector. City Centre Task Force was established to support Glasgow's city centre businesses including many hospitality businesses.</p>	<p>The City Centre Task Force Action Plan has been developed as part of the wider Glasgow economic recovery and it includes a number of measures to support economic recovery in the hospitality, events and conference market.</p> <p>Glasgow is also involved in national measures to support the recovery of the Scottish tourism industry. Visit Scotland and Glasgow Life have been developing reopening marketing plans.</p>	
<p>9. Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.</p>	<p>Deliver the agreed actions resulting from the Digital Glasgow Strategy for the four workstreams: Skills Connectivity Business Participation.</p>	<p>Skills :Delivery of the 6 actions in the Skills plan once funding is identified Connectivity: Commitment on enhanced digital infrastructure across Glasgow and increasing deployment if infrastructure from MNOs. Business: Confirmation of action plan with stakeholders and</p>	<p>Skills: 4 of the 6 actions were progressed. A number of these can be completed once the pandemic impact subsides and activity with schools can continue.</p> <p>Connectivity: Glasgow Telecoms Unit was launched and the barrier busting programme complete. Support for industry investors to roll-out full fibre across Glasgow is also progressing.</p> <p>Business: The action plan was not agreed due to resource constraints during the pandemic</p>	<p>Green</p>

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		<p>completion of actions. Participation: Confirmation of action plan with stakeholders and completion of actions.</p>	<p>Participation: All phases of Connecting Scotland were supported to provided free phone support for Universal Credit. Engagement with 3rd sector continued throughout the pandemic to support digital inclusion.</p>	
	<p>Support the development of the Innovation districts in Glasgow by working with City partners to maximise investment in digital skills and infrastructure to support inclusion and SME support.</p>	<p>Enhanced digital infrastructure within the innovation district to support technical innovation, including 5G use cases.</p> <p>Identification and delivery of initiatives that support increasing digital skills in the community and SME support.</p>	<p>Support for the GRID project on Digital Master planning continued.</p> <p>Engagement on digital inclusion and a review of the Logan recommendation on TechScalers with Glasgow City Innovation District and Glasgow Riverside Innovation District were undertaken.</p>	
<p>10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.</p>	<p>Continue to facilitate and attract investment in digital infrastructure and fibre in particular.</p>	<p>Increased Fibre To The Home (FTTH) access in Glasgow.</p>	<p>Two fibre companies have stated they will invest in FTTH in Glasgow (BT and City Fibre). Both have stated that roll-out has commenced and the Telecoms Unit is facilitating engagement and progress where appropriate.</p>	Green

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	Ensure at minimum that fibre ducting is deployed during construction (City Deal and any other Council-led construction, housing and public realm initiatives) as a default requirement.	Increased number of meters of ducting available.	Limited lengths of ducting has been deployed (in Sighthill only).	Amber
11. Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world class heritage and events globally and learn from other international cities.	<p>Provide access to support for businesses who have export potential.</p> <p>Invest Glasgow (IG) provide a range of services for businesses looking to locate in the city which impacts on the city's position as a key destination for businesses.</p>	<p>Develop a programme of activity with key stakeholders.</p> <p>IG has made the switch to delivering services 100% digitally.</p>	<p>While this commitment has stalled due to COVID-19, framework support, which includes support to businesses seeking to export, was re-launched in July 2020.</p> <p>A number of new digital tools have been acquired including Zoom Prospector, which is a GIS based inward investment prospecting tool, and a new digital platform to house all collateral including the Glasgow Narrative. IG is currently procuring the services of an event management company to assist with the delivery of a short series of themed investment webinars during 21/22. An update</p>	Green

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	<p>Maintain current commitment to existing network activity and ensure linkages with economic and social renewal.</p> <p>Ensure participation in future consultations with Scottish Government to maintain network and project opportunities at EU level.</p> <p>Participate in the development of an International Strategy to develop, maintain and explore networking</p>	<p>Establishment of URBACT Local Support Group and themed sub-groups to delivery project activity.</p> <p>Ensure continued information sharing with inclusive cities network.</p> <p>Participate in URBACT winter school on participatory design methodologies.</p> <p>International Strategy published by the end of 2020.</p>	<p>was presented to Neighbourhoods, Housing and Public Realm committee in January 2021.</p> <p>Glasgow continues to participate in URBACT transnational network and took part in the Winter School in March 2021. Closing statements were delivered by Baillie Annette Christie as role as Vice Chair of Eurocities - maintaining links between Glasgow participation in multiple, international networks.</p> <p>Membership of Inclusive Cities network continues with expansion to 2 cities. City briefings were produced on the shared experience of working during the Covid-19 pandemic. The next meeting is in June 2021, a revised action plan is required for this meeting and workshops will be set up with stakeholders to develop this.</p> <p>The International Strategy has been pushed back due to the pandemic and lack of engagement from stakeholders. A discussion paper was circulated at the International Strategy Development Board in September</p>	
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	and partnership opportunities with EU cities.		2020. International network participation updates are required for each board meeting.	
12. Promote Glasgow as a centre of excellence for broadcast and media and make the case for new services to be based here, including a film studio for Scotland.	Explore opportunities with private sector partners as well as Creative Scotland and Scottish Enterprise.	Development of a business case for the city as a location for production companies as well as screen events.	<p>Development of a studio facility at Kelvin Hall is in progress. Discussions with the proposed studio operator are nearly complete and the programme of refurbishment work has already begun, with one production housed in the separate build space facility.</p> <p>The Kelvin Hall Board has been established and will address issues regarding skills, training and the wider economic benefit to be derived from production activity.</p> <p>Filming activity in Glasgow has been allowed to continue during all levels of the lockdown framework and the Film Office notes current level of enquiries and projects at pre-lockdown rates. There is increased interest in Glasgow from large scale US productions based in London studios, activity which requires assistance from a number GCC departments.</p>	Green

A VIBRANT CITY				
STRATEGIC PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued	Work in partnership with Historic Environment Scotland to protect	Progression of a Conservation Management Plan for High Street.	We continued to contribute to the High street working group including giving advice on elected members and inputting to the production of a Conservation Management	Amber

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<p>transformation of the River Clyde and Waterfront.</p>	<p>Glasgow's built heritage.</p> <ul style="list-style-type: none"> • Designate Conservation areas • tackling historic buildings at risk • celebrate the city's built heritage. <p>Work with stakeholders to develop an approach for a long term built heritage plan for the city, linked to the Economic Strategy and Glasgow's Visitor & Tourism Plan.</p>	<p>Provision of support for Parish Schools studies and guidance relating to listed buildings.</p>	<p>Plan for area. Possible external funding for improvements to area was also explored.</p> <p>See Priority 77 for Conservation Area update.</p> <p>Planning and Building Services have also contributed to the Parish Schools studies in conjunction with Project Management and Design and have supported Property and Land Services in relation to Council owned Listed Buildings. Guidance has also been provided to building owners in relation to repairs and the reuse of listed buildings.</p>	
<p>20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.</p>	<p>Continue to support the creation of a creative quarter through land remediation and Glasgow Canal heritage Project</p>	<p>Production of a cultural heritage arts strategy. Refreshed Canal Action Plan 2021 - 2026. Business Plan for the Glasgow Canal Co-operative Strategic Development</p>	<p>Platformed Site at Dundashill was sold by Scottish Canals to West of Scotland Housing Association (April/May 2021) for the development of 90 units for Mid Market Rent homes which will be built to Passivhaus Standard.</p> <p>Hamiltonhill (4 phases total of 317 units) - Currently on site with phase a (175 units social rent).</p>	<p>Green</p> 

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		<p>Framework for North Glasgow Cultural Heritage Arts Strategy. This strategy will be coordinated by Scottish Canals who have been identified as the lead for this project activity</p>	<p>Community Ideas Programme - Five successful applicants granted awards just before the first lockdown. Some projects were able to adapt to a more digital format while others went on hold until this year.</p> <p>Publicity and Promotion - Independent PR officer resource provided for Glasgow Canal Co-op to assist in publicity and promotion of the organisation, membership as well as awareness of opportunities that are available to the local communities such as stalled spaces, community ideas fund etc. Changes made to the Co-op website and digital marketing campaign.</p> <p>Volunteer and Training Programme – A proposal has been accepted from The Claypits Local Nature Reserve in partnership with Glasgow Sculpture Studios for phase 2 work of an artist’s work within the community. Phase 2 is to create a piece of art that will have local stories and used as an entrance piece for the North East of the reserve. The artist will be taking 2 local apprentices for this piece of work including training and qualification.</p> <p>Project extension was granted by HLF until the end of January 2022, with additional funding granted to take the Canal Co-op Project Manager post through to October</p>	
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			<p>2021. Work also continued with the Glasgow canal partnership and the Heritage Lottery Fund Programme. A report was presented to the City Administration Committee in February 2020 outlining ongoing delivery of the HLF Glasgow Canal Great Places Fund and approval of the allocation of outstanding funding. The programme is expected to complete in 2022.</p> <p>The Draft Glasgow North SDF was the subject of a 17-week consultation exercise that completed in January 2021. GCC NRS Planning is currently working to Finalise the SDF by July 2021, with the document scheduled for submission to GCC and the Scottish Government for approvals during Autumn 2021.</p>	
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A SUSTAINABLE AND LOW CARBON CITY				
STRATEGIC PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.	<p>Complete the Home Energy Efficiency Programme (HEEP) 2019/20 and draw down funding.</p> <p>Prepare the Scottish Government</p>	<p>Delivery of the Scottish Governments Home Energy Efficiency Programme for Scotland to alleviate fuel</p>	<p>The final drawdown of HEEPS 2019/20 grant funding for works was completed to January 2021 and was circa £1.68m.</p> <p>Work is ongoing on the 20/21 HEEPS programme. This has experienced delays due to Covid restrictions. Work will restart on</p>	Amber

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	<p>application bid for HEEP funding for 2020/21.</p> <p>Deliver an Energy Advice Service to support the HEEPS programme of works.</p> <p>Applications from older people households for the Affordable Warmth Scheme payments for winter 2020/21. Scheme managed by Financial Services.</p>	<p>poverty and reduce carbon emissions (subject to COVID 19 impact).</p>	<p>26th April 2021 and the Scottish Government deadline for grant claims is July/August 2021.</p> <p>The delivery of the Energy Advice Service has been on hold due to Covid restrictions. Plans to restart the service following the relaxation of lockdown restrictions are ongoing.</p> <p>The Affordable Warmth Dividend Scheme for elderly residents closed on 31 March 2021.</p>	
<p>70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.</p>	<p>Progress the River Clyde Development Corridor to adoption as Supplementary Guidance to the CDP. Review associated Action Plan.</p> <p>Invest in the drainage</p>	<p>Completion of River Clyde Flood Model update.</p> <p>Agree new strategic approach to tidal flooding with SEPA.</p> <p>Invest in the drainage</p>	<p>The River Clyde Development Corridor Strategic Development Framework was adopted in 2020 and delivery of the Action Plan is ongoing.</p> <p>Council Officers are continuing to liaise with SEPA in relation to Flood Risk however progress has been hindered by a cyber-attack on SEPA.</p> <p>Invest in the drainage infrastructure across the city to support climate resilience –</p>	<p>Amber</p>

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	<p>infrastructure across the city to support climate resilience – Resume site works after the COVID-19 lockdown. Reach practical completion on SE Glasgow and Garrowhill SWMP projects. Commence site works on two other SWMP projects.</p>	<p>infrastructure across the city to support climate resilience. – Achieve practical completion on SE Glasgow and Garrowhill SWMP projects (subject to early lifting of COVID-19 lockdown).</p>	<p>Practical completion achieved at SE Glasgow and Garrowhill SWMP (Sandyhills Park). Work scheduled to resume in 21/22 Q1 at Garrowhill SWMP (Early Braes Park). Construction works is ongoing at the Drumchapel SWMP. Tenders were received for the Hillington / Cardonald SWMP Phase 2 (Queensland Gardens).</p>	
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RESILIENT AND EMPOWERED NEIGHBOURHOODS				
STRATEGIC PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
<p>74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.</p>	<p>Undertake community engagement on Place Standard Tool based methodology.</p>	<p>Engagement undertaken and submissions used to inform CDP2 Evidence Report.</p>	<p>City wide community engagement was undertaken using the Government endorsed tool "Placebuilder". This was used to apply Place Standard methodology to gather evidence of residents' views on their neighbourhoods. Engagement concluded in December 2020 and analysis of over 10,000 submissions is ongoing.</p>	<p>Green</p>

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<p>76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.</p>	<p>Deliver the National Place Principle through implementation of the CDP policies.</p>	<p>Using evidence of Policy CDP1 performance to inform production of new City Development Plan around Liveable Neighbourhood.</p>	<p>As above.</p>	<p>Green</p>
	<p>Create a PlaceStandard / Place based literacy training course for Councillors and staff, linked to Carbon literacy training.</p>	<p>Number of Councillors completing course.</p>	<p>A report is scheduled for committee in August 2021 regarding the creation of a PlaceStandard / Place based literacy training course for Councillors and staff, linked to the Carbon literacy training.</p>	<p>Amber</p>
<p>77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action.</p>	<p>Deliver the City Development Plan, which includes actions to support and enhance Glasgow's conservation areas.</p>	<p>Conservation area Appraisals issued for consultation / prepared to draft stage.</p>	<p>The City Centre Conservation appraisal, Dennistoun Conservation Area Appraisal and St Vincent Crescent Appraisal are at the first draft stage.</p> <p>Issues with IT have caused delays in preparing the final web version of Newlands and Dumbreck Conservation area. Older conservation appraisals will continue to be updated in chronological order.</p>	<p>Amber</p>
<p>78. Deliver a programme of investment in new or refurbished community facilities.</p>	<p>Review progress on community hubs consultation process in the light of the Covid 19</p>	<p>Baillieston Community Hub initial engagement process to be completed with</p>	<p>Activity on this workstream was effectively halted as a result of Covid 19, and at the time of writing (April 21) Covid 19 continues to have a significant impact on the ability of</p>	<p>Green</p>

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	<p>crisis and make progress where possible while ensuring meaningful community engagement.</p> <p>Review of Community Asset Transfer (CAT) process and practice. Identifying opportunities for improvement</p>	<p>scope and design progressed to Riba stage 3, by march 2021 Complete initial engagement on the first tranche of Community Hubs priorities taking account of any consequences of Covid 19 Crisis by March 2021.</p> <p>Q1 set out terms of reference and scope for review of CAT within GCC Q2 Undertake CAT review Q3 Report to Committee on review findings and proposed actions for improvement Q4 Implement updated CAT processes</p>	<p>officers to take meaningful engagement and development forward.</p> <p>Effectively, the targets for this activity have all been pushed out by one year.</p> <p>In the interim period, the creation of the People Make Glasgow Communities programme has subsumed much of the activity and deliverables of this workstream.</p> <p>Progress on this workstream was impacted by the Covid 19 crisis, and progress during 20/21 was not as anticipated.</p> <p>The creation of the People Make Glasgow Communities programme of activity is the mechanism that the council has chosen to use to enable community organisations to take operational control of council assets in a more streamlined and less binary way than the Community Asset Transfer process.</p> <p>The council's desire to enable communities to take operational control of assets without necessarily having to transfer ownership, will enable organisations to be empowered</p>	
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			quicker and with a less onerous and more supportive route.	
79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.	Widen business support to social enterprises, working with key stakeholders to ensure coordination of activity.	Develop a programme of activity to realise this ambition.	<p>Significant work has been undertaken to support the creation, diversification and expansion of social enterprises in Glasgow. This includes:</p> <p>Pantry Development: 10 pantries are now open or confirmed across Glasgow.</p> <p>Remade Network: The first store is now open on Victoria Road, 15 jobs created.</p> <p>Glasgow People's Energy: A new legal arrangement is being developed, comprising Glasgow City Council and Citrus Energy (subsidiary of Cunningham Housing Association).</p> <p>Co-operative and Social Enterprise Fund (CSEF) 2020/21: was launched in January 2021, following consultation with Glasgow Social Enterprise Network on the parameters of the fund. CSEF supported 15 social enterprises and co-operatives. A total of 44 applications were received, the highest number ever recorded for the CSEF.</p> <p>Social Enterprise Board (SEB): The SEB has met once in 2020/21. The next meeting is scheduled for June 2021.</p>	Green

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	<p>Review of support for community bodies in formation and function. Identify processes for CAT and ensure these do not form a barrier to community uptake</p>	<p>Support Community Empowerment in a review of eligible Transfer bodies and the potential barriers to the formation of such bodies</p>	<p>P4P Collective Procurement Pilot: Engagement was undertaken with P4P as they developed a pilot for collective procurement for Social Enterprises (SE) around PPE and other vital supplies. The pilot is paused while the status of P4P is confirmed by the Scottish Government.</p> <p>Govan SE Places: Officers have been engaged with CEiS/Govan SEs on the successful bid by Greater Govan to be named an "SE Place".</p> <p>SE Specialist Services Proposal: Following the announcement of the Community Renewal Fund, discussions have been underway to establish a specialist services function for SEs in Glasgow. This may take the form of an SE, or be delivered via existing Business Support provided by GCC to businesses in Glasgow.</p> <p>The impact of the Covid 19 crisis resulted in this workstream not progressing as originally planned. However, the creation of the People Make Glasgow Communities programme will enable a far broader range of support being made available to social and community trusts, community ownership and other bodies. This would include support</p>	
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			specifically in relation to property related matters, such as ownership, other forms of tenure, responsibilities, insurances, liabilities, investment, maintenance, statutory compliance, etc.	
80. Deliver the Glasgow Housing Strategy , including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.	Continue and complete HNDA for city region with LA partners and Clydeplan.	HNDA outputs to enable preparation of Glasgow's Housing Strategy and housing supply targets.	HNDA timescales were extended due to the pandemic and will be completed during 2021/22. Timescales remain consistent to enable preparation of the next Glasgow Housing Strategy.	Green
	Prepare 'State of the Housing' Statement including review of GHS, continue housing research work and prepare SHIP in light of impact of COVID 19 on housing market/system Contribute to SG consultation on Housing to 2040.	Complete review of GHS, SHIP and other research outputs in preparation for next GHS.	Glasgow's Housing Strategy Annual report 2020 was completed and approved by the City Administration Committee in November 2020. Glasgow's Strategic Housing Investment Plan 21 - 26 was presented to committee In January 2021.	Green

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	Engage with Wheatley Group and other Registered Social Landlord partners on delivery of a preferred digital Glasgow Housing Register (GHR) option.	Identify a clear roadmap to delivery of citywide GHR.	Engagement with partners and consultants was undertaken to clarify a roadmap. The Wheatley Group will be invited to contribute to development of a roadmap.	Amber
81. Supporting registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes into use, encouraging city centre living and creating opportunities for self-build . Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive	Carry out research into the housing needs and demand of students in Glasgow.	Consultation on draft guidance concluded.	Consultation on new draft guidance on Student Accommodation concluded in January 2021. A review of comments and guidance is underway with a view to presenting to Committee June 2021.	Amber
	Contribute towards the Scottish Governments commitment to build affordable homes by developing 15,000 new homes of which 7500 will be affordable, between 2017 to 2022.	Delivery of Affordable Housing Supply Programme (AHSP) outputs with respect to approvals, tenders, site starts and completions.	The pandemic has impacted on activity on sites, but some productivity has been maintained and contractors are working towards post lockdown conditions.	Amber

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<p>growth that the Council wants to encourage.</p>	<p>Continue delivery of Sighthill, TRAs and other regeneration areas maximising local employment, social and community benefits.</p>	<p>Key outputs delivered according to each regeneration area project plan - subject to COVID 19 impacts locally and on housing market generally.</p>	<p>The pandemic has impacted on activity on sites, but some productivity has been maintained and contractors are working towards post lockdown conditions.</p>	<p>Green</p>
<p>82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to develop planning and licensing decisions at a local level.</p>	<p>Deliver the placemaking principle through the City Development Plan (CDP).</p>	<p>Progress implementation of Policy CDP1.</p> <p>Input to national engagement on NPF4 and input and influence production of Regional Spatial Strategy.</p>	<p>GCC representations to National Planning Framework 4 was submitted in April 2020. National Planning Framework 4 (NPF4) Position Statement report was reported to Committee in January 2021 highlighting a positive reaction to alignment to GCC submissions.</p> <p>Through input towards NPF4 the principle of 20 minute neighbourhoods are being embedded within the overall Development Plan and will inform how we plan new and regenerate existing developments. Ongoing engagement on NPF4 will explore implementation of localised delivery.</p>	<p>Green</p>
			<p>A review of ENV2/IPG12 and all developer contributions is ongoing with updates provide to elected members on request.</p>	<p>Amber</p>

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<p>84. Extend our approach to Enhanced Enforcement Areas (EEA) to tackle problems in the private rented sector, and take action against rogue landlords.</p>	<p>Implement prescribed information powers widely across the Ibrox/Cessnock and Priesthill Strategy areas and take enforcement action where appropriate.</p>	<p>Set a minimum target of around 200 private rented properties to be targeted for prescribed information in the areas identified.</p>	<p>Due to the current pandemic no property inspections have been carried out. There was also a delay in requesting the prescribed information due to the lack of technology for staff. We have identified and issued requests for prescribed information to almost 200 properties.</p>	<p>Amber</p>
	<p>Use information from landlord registration system to identify landlords who may not be complying with legal requirements. Take a proactive approach to target all newly registered private rented properties and those that are subject of renewal in the Ibrox/Cessnock area.</p>	<p>Increase the number of landlords whose properties meet the required standards at registration. Reducing the need to carry out inspections.</p>	<p>We have received very few enquiries from tenants regarding property condition. However, our pro-active approach of contacting private landlords when any negative reports are received will in the vast majority of cases result in necessary works being carried out. Officers will follow up enquiries and ask landlords to confirm when works are being carried. Routine property inspections are due to commence soon.</p>	<p>Green</p>

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	Target and use powers to obtain prescribed information in key strategic areas.	Engage with landlords and encourage them to undertake training and accreditation,	Training has stalled to the pandemic however, we continue to update private landlords on requirements through the issue of regular newsletters. All training sessions previously held have been well attended.	Amber
85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.	Establish partnerships with RSLs and owners in key areas to safeguard our pre 1919 tenement stock using the information obtained from our stock condition survey of 500 tenements identifying tenement stock in the poorest condition.	Report to committee on the condition of the tenement stock. Identify a programme of tenement repairs. Form strategic partnerships with RSLs, Report back to owners on the condition of their property providing them with budget costs for repairs needed.	<p>A report on Safeguarding Pre 1919 Tenement Stock was approved by the City Administration committee in March 2021.</p> <p>Engagement with the Scottish Government is underway on jointly resourcing a programme of works developed from the strategy.</p>	Green
90. Consider the potential options coming from the on-going study that the Council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones (RPZ).	Work with partners (including Scottish Government) to understand challenges fully of designating RPZs.	Conclusion to work identifying evidential requirements for RPZs.	<p>The Scottish Government suspended the Working Group for most of 20/21 but has now re-established it.</p> <p>Work will contribute to a new Rented Sector Strategy and possibly housing legislation as mapped out in Housing to 2040.</p>	Green

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SERVICE PRIORITIES

A THRIVING ECONOMY				
SERVICE PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
ESF Employability Phase 2	Develop proposals for internal and external delivery agents, including response to Covid. Procure external delivery partners, potentially utilising NOLB funding as 'match'.	Successful procurement.	<p>Lot 1 – Employability Support for people experiencing poverty and disadvantage. Contract won by Connect Community Trust. Total value £740,601, ESF £296,240.</p> <p>Lot 2 – Employability support for people in recovery from addiction and/or experiencing homeless and/or with an offending background. Contract won by Wheatley. Total value £800,000, ESF £320,000.</p> <p>Lot 3 – Employability support for people with a disability. Contract won by Enable. Total value £685,739, ESF £274,296.</p> <p>Lot 4 – Employability support for people from black, Asian and minority ethnic backgrounds. Contract won by the Bridges Programmes. Contract value £633,651, ESF £265,462.</p> <p>Lot 5 – Employability support for people with a health condition (including mental health) Contract won by Enable. Total value £773,708, ESF £309,483.</p> <p>Lot 6 – Employability support for lone parents. Contract won by One Parents Families Scotland. Total value £700,000, ESF £280,000.</p> <p>Internal contracts: Neighbourhoods and Sustainability – Choice Works Project. Employability support for individuals with an offending background. Total value £1,315,679, ESF £526,272. Jobs and Business Glasgow – Work Life Glasgow. Employability support for individuals with mild to moderate barriers. Total value</p>	Green

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			<p>£2,207,274, ESF £882,906.</p> <p>Social Work Services – Supported Employment Project. Employability support for individuals with learning disabilities and/or autism spectrum conditions. Total value £1,010,988, ESF £404,395.</p> <p>Social Work Services – Launchpad Project. Employability support for care leavers. Total value £433,905, ESF £173,562.</p> <p>All provision to begin in April 2021 and run until March 2023.</p>	
Glasgow Guarantee (GG)	Continue to revise GG to reflect changing labour market conditions.	Programme outputs.	<p>COVID 19 had a significant impact on Glasgow Guarantee and the closure of businesses meant very limited recruitment opportunities. Staff were also redeployed to support Covid Business Grants.</p> <p>The planned review of the refresh resumed in March 21. The increase in Youth Employment and introduction of the Scottish Government Young Person's Guarantee (YPG) Funding means that although the planned review timescale was delayed, it is a better time to review and implement changes, including all YPG funding into the Glasgow Guarantee Programme.</p>	Green
Holistic Employability Programme	Continue to develop 'all age' needs based employability programme to effectively utilise all available sources of funding, including Phase 2 No one Left Behind (NOLB).	Implementation of Phase 2 NOLB.	<p>The Glasgow Partnership for Economic Growth (GPEG) Employment & Skills Hub, acting as the Glasgow Local Employability Partnership, has continued to advise and guide the development of the employability pipeline in Glasgow.</p> <p>While planning continues for Phase 2 NOLB in 2022, the focus in 2021 has been the co-design and delivery of the Scottish Government's Young Person's Guarantee programme. A sub-group from the GPEG Hub was set up to lead on this activity.</p>	Green

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<p>Inclusive Growth</p>	<p>Review Inclusive Growth (IG) priorities following Covid economic impact and emergence of Community Wealth Building.</p>	<p>Refreshed IG priorities. Updates on progress of embedding a Community Wealth Building approach to economic recovery.</p>	<p>In partnership with the Glasgow Centre for Population Health we have embedded a joint point postholder, 'Programme Manager, Health and Inclusive Growth' within Economic Development.</p> <p>Work is underway with the Scottish Government in taking forward community wealth building work, two reports have been produced with recommendations for 'progressive procurement' and 'socially productive use of land and property' pillars, authored by the Centre for Local Economic Strategies (CLES).</p>	<p align="center">Green</p>
<p>Innovation Districts</p>	<p>Continue supporting the development and growth of the innovation districts in the city.</p>	<p>Evidence of support provided in the development of key strategic areas.</p>	<p>Glasgow City Innovation District (GCID) Progress has been made in the 5 key strategic areas, including:</p> <ul style="list-style-type: none"> • Stakeholder Plan agreed by SLG. • Creation of strong GCID branding online and on social media. • Development of active / engaging GCID social media presence (Twitter, Instagram, LinkedIn). • Production of monthly online GCID newsletter. • Development of a comprehensive report on GCID Planning Applications (& investment values). • Successful workshop with private developers and investors. • Development of a draft GCID Investment Prospectus. • Workshop engagement with GCID businesses. • Climate Neutral GCID strategy approved. • Commissioning of detailed consultancy advice to develop sustainable GCID energy solutions (e.g. geothermal, clean fuel, plus wider GCID CHP DH system integration). <p>Glasgow Riverside Innovation District</p> <ul style="list-style-type: none"> • Secured InTo University Partnership as an anchor tenant in 	<p align="center">Green</p>

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			<p>central Govan from 2021.</p> <ul style="list-style-type: none"> • Developed, with the community and partners, a proposal to locate a Watersports and Community facility at Water Row. • Developed a Masterplan to support GRID and the Clyde Waterfront Innovation Campus Development. • Developed a digital masterplan for GRID with the City Council Head of Digital Economy. • Secured funding to progress Church Street Innovation Zone to develop an ecosystem for start-ups. 	
Tontine	Review business model, activity and budget in consideration of impact of ongoing homeworking.	Secure commitment beyond year 5.	<p>Tontine was closed on 20th March 2020 and is yet to re-open. All City Deal metrics were achieved by this point, 18 months ahead of schedule.</p> <p>A paper was prepared for the future of Tontine prior to the pandemic. This paper explored various options but must be revisited in light of the long-lasting changes that society and most businesses are experiencing. When government restrictions lift, this will be revisited.</p> <p>Since closure, five members have left Tontine, with the common theme being a requirement to consolidate their operation. Of the businesses that have remained, most have indicated a desire to continue their membership once it is safe to re-open the facility.</p>	Green

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A VIBRANT CITY				
SERVICE PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
Antonine Wall World Heritage Site	Deliver the Management plan as it relates to Glasgow. Delivery of the National Lottery Heritage Fund actions within Glasgow's boundary.	Milestone reports to Heritage Lottery Fund.	Distance stone and sculptures have been completed as part of the Heritage Lottery Fund work and are now scheduled for handover. Work is ongoing on the Roman themed playpark at Drumchapel.	Green
Pollok Country Park – transformation project initiated by Corporate Management Team	Participate in cross council and family initiative to develop the proposals for Pollok Country Park as a 'destination'.	Quarterly updates on progress.	This conversation has been placed on hold due to the COVID situation.	Red

A SUSTAINABLE AND LOW CARBON CITY				
SERVICE PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
H2020 Connecting Nature	Deliver Work Packages as set out in Project agreement.	Deliverable reports to EU.	A three day virtual innovation summit was held with over 1200 registrations and 1100 participants attending at least one event. A dashboard was created to visualize the different impact assessment data that is now being identified to enable outcomes to be measured against health and well-being, social cohesion, environment, economy and biodiversity .	Green

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			<p>Conversations continue with data holders and alignment with the Scottish Government Digital Planning Scotland work is being made. A place based approach with nature based solutions framing is being embedded in discussions around National Planning Framework 4 and with Cosla.</p>	
Climate Emergency Implementation Plan	Progress the development and implementation jointly with NS.	Monitoring & evaluation.	<p>The joint work with colleagues in the Sustainability Group has produced a Climate emergency implementation plan. Work has started on Adaption benchmarking, the Council is working collaboratively with Adaption Scotland / Sniffer.</p>	Green
Transport	<p>Support the Planning process and Housing & Regeneration Strategy.</p> <p>Input and influence strategic partners and partnerships including SCOTS, SUDSWG, SUDSWP and lead on Section 7 (shared surface water system).</p> <p>Support N&S on developing a new Transport Strategy, in addition to working with SPT and</p>	Allocate staff to support DRS priorities.	<p>Support continued to be given to the planning process and Housing & Regeneration Strategy and also to support and influence strategic partnerships at local, regional and national level.</p> <p>Processing of Road Construction Consents (RCC) and S56 applications continued.</p> <p>Work was carried out with the Transport Strategy Team to help deliver and coordinate the Connecting Communities plan and Glasgow Transport Strategy.</p> <p>Work was also undertaken with the Transport Strategy Team and SPT on investigating the benefits of Mobility as a Service (MaaS) for the city conurbation.</p>	Green

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	Transport Scotland on the respective Regional & National Transport Strategies.			
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RESILIENT AND EMPOWERED NEIGHBOURHOODS				
SERVICE PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
City Development Plan	Progress production of Evidence Report.	Evidence Report progressed towards publications aligned with emerging NPF4 and Development Planning Regulations requirements.	<p>Engagement with residents was undertaken through Placebuilder and there is ongoing gathering of Housing and Economic Development Data.</p> <p>Production of the Evidence Report was delayed to await the publication of draft National Development Plan Regulations to ensure alignment with the new requirements.</p>	Amber
Open Space Strategy (OSS)	Progress production of OSS Delivery Plan.	Progression of key tasks towards June 2022 deadline.	Work is ongoing to identify the different criteria that each of the 15 aspects is required to deliver on. This will allow prioritisation of delivery opportunities.	Green
Glasgow Delivery Plan	Progress transition of City Development Plan Action Programme to Corporate	Engagement with Service Heads to inform Place Based Approach to	<p>Work is ongoing to produce an updated Delivery Programme. A presentation to the Spatial Strategy Group is leading to further discussion with the City Development Directorate.</p> <p>Discussions are ongoing with Corporate Services around an updated user interface.</p>	Amber

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	Delivery Programme	collaboration working		
Managing Developer Contributions	Development, testing and implementation of comprehensive digital Legal Agreement System.	Conclude the implementation of the 4 PBS Recommendations from the Internal Audit Report.	Progress on the production of a new system was delayed due to COVID redeployment. A Prototype system is under development and engagement is ongoing with Service Development on production of the system.	Amber
Contributing to National Planning Framework (NPF) 4	Monitor and input to engagement on NPF4, Regional Spatial Strategy and associated products.	Input to Housing Paper and ongoing dialogue on NPF4 and RSS. Submit comments promoting Glasgow Place Based approach to NPF4 consultation and promote Glasgow's spatial and national priorities.	National Planning Framework 4 (NPF4) Position Statement report was reported to Committee in January 2021 and reflected a positive reaction to the span and range of the content in the emerging NPF4. A draft NPF4 is due in Autumn 2021.	Green
Stalled Spaces Programme	Review and relaunch the programme with a place based,	Review report and implementation.	A review was completed and the programme relaunched focusing on Pollok, South Central and Drumchapel. The relaunch will undergo further review to check if pivoted in the right direction with	Green

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	nature based solution focus.		the aim to align with the Food Growing Strategy and Vacant and Derelict Land work.	
Spatial Priorities: Strategic Development Frameworks (SDF)	River, Govan Partick, City Centre, Inner East, North and Easterhouse.	Review, development, consultation and implementation.	<p>Three SDFs (River Clyde Development Corridor; Govan-Partick and City Centre) have been adopted as Supplementary Guidance to the City Development Plan and delivery of the Action Programmes is ongoing.</p> <p>External consultation on Glasgow North SDF is complete, responses are being reviewed and a final draft is being prepared for Autumn 2021.</p> <p>Inner East SDF is being progressed for external consultation (Summer 2021).</p> <p>Easterhouse SDF will be progressed when resources are available.</p>	Green
Spatial Priorities: Local Development Framework (LDF)	Drumchapel, Pollok & South Central.	Review, development, consultation and implementation.	<p>Consultation on South Central LDF took place in 2020/21 and a draft is being prepared.</p> <p>Scoping continues on Pollok and Drumchapel LDFs.</p>	Green
Implementation of City Development Plan (CDP) Action Programme – River Clyde	Agreement of Action Programme with key stakeholders and delivery of key infrastructure interventions e.g. City Deal.	Progress delivery of Clyde Mission funded projects.	<p>Work is ongoing on the investment in quay walls at Windmillcroft Quay and Custom House Quay. An Update report was presented to committee in May 2020.</p> <p>Liaising with the Scottish Government continued on Clyde Mission to ensure alignment with the City Development Plan. Officers are overseeing delivery of a number of projects in Glasgow that have secured Clyde Mission funding.</p>	Green
Implementation of CDP Action Programme – Govan Partick	Agreement of Action Programme with key stakeholders	Action Programme; CITY DEAL; CGAP	Action Programme: A collaborative approach was initiated to bring forward mixed use development at Graving Docks with early projects on site in 21/22.	Green

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	<p>including Glasgow University & Scottish Enterprise etc. and delivery of key infrastructure interventions e.g. City Deal and Central Govan Action Plan (CGAP) and Govan Cross THI/CARS.</p>	<p>(Development and delivery Govan's waterfront rejuvenation); Govan THI/CARS</p>	<p>City Deal: Active Travel North public realm improvement works have resumed on site and are due for completion in Q2 21/22. The tender for Govan-Partick Bridge will be issued in Q1 21/22 with construction scheduled to start in Q4 21/22. Work in partnership with University of Glasgow is ongoing to deliver Phase 1 of Clyde Waterfront Innovation Campus and the wider area masterplan.</p> <p>Central Govan Action Plan: The first two phases of development at Govan Old Campus are on site. Water Row Ph1 has reached RIBA 4, with advanced ground works on site in April 21, leading to an expected site start Jan 22. A productive relationship with Glasgow University has been established yielding benefits and defining Govan's role in the Glasgow Riverside Innovation District.</p> <p>Govan Townscape Heritage Initiative / CARS : The completion date was extended to March 22 due to the pandemic. Priority building repairs and public realm improvements are largely complete. Works to create new office space at Govan Old, restore the entrance to Elder Park and improve 26 shopfronts are currently on site.</p>	<p align="center">Green</p>
<p>Enforcement Charter</p>	<p>Adhere to the Service Standards of the Enforcement Charter, including production of Planning Impact Reports.</p>	<p>Annual report.</p>	<p>Glasgow's current Planning Enforcement Charter was approved and came into effect on 1st April 2020. Performance is reported in the Planning Performance Framework .</p> <p>From 23 March 2020 until the end of August 2020, site visits were not being carried out (with the exception of High Priority Cases) following Government Guidelines to work from home wherever possible. A "Planning Enforcement Covid-19 Site Visit Protocol" was agreed within the department and site visits have been undertaken since the end of August 2020.</p>	

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			<p>Consideration of changes is already underway for the new iteration of the Planning Enforcement Charter in 2022. The majority of Planning Impact Reports (PIRS), Service Standard 4 (SS4) are now being issued within the two month's timescale.</p>	
<p>Building Standards Verifier Status</p>	<p>Satisfying the criteria within Performance and Operating Frameworks that are part of the Verifier's terms of appointment.</p>	<p>Annual report.</p>	<p>2020/21 Key Performance Outcome Data was submitted to the Scottish Government on a quarterly basis ,Q4 data is currently being collated for submission in April / May 2021. An annual performance report for 2020/21 will be completed and uploaded to the GCC website during May 2021.</p> <p>The Assistant Head of Planning & Building Standards participated in a review of Operating & Performance Frameworks including a future verification model and compliance plan agenda.</p> <p>GCC Building Standards Verifier appointment was due to expire on 30/04/22, this has been extended to 30/04/23. Details of an updated improvement plan will be submitted to the Scottish Government's Head of Building Standards by 31 May 2021.</p> <p>Actions relating to performance will be included in the continuous improvement plan and include understanding and responding to customer experience and a commitment to eBuilding Standards.</p>	<p>Amber</p>
<p>Performance Frameworks (Planning)</p>	<p>Continuous improvement to meet with the requirements of the PPF.</p> <p>Annual update to committee following feedback report</p>	<p>Annual report.</p>	<p>The ninth Planning Performance Framework (PPF) for Glasgow was submitted to the Scottish Government on 31 August 2020. It covers the period from 1 April 2019 until 31 March 2020. In terms of Development Management, Glasgow's performance was better than the Scottish averages for 2019-20 and we continue to be an improving planning authority, reflecting the Council's recent 'Invest to Improve' initiative.</p> <p>The feedback from the Scottish Government on Glasgow's PPF 2019-20 was received and a report on the Planning Performance</p>	<p>Green</p>

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	from the Scottish Government.		Framework 19/20 was presented to committee in January 2021. In the feedback report, 13 out of the 15 Performance Markers were rated as green, recognising our strong performance and continuous improvement across these Markers.	
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A WELL GOVERNED CITY THAT LISTENS AND RESPONDS				
SERVICE PRIORITY	ACTION	MILESTONE 20/21	2020/21 UPDATE	RAG
Resourcing for regeneration delivery	Implement priority Staffing Appointments.	Delivery of the Target Operating Model	Interim 1 of the Target Operating Model was presented to Senior Leadership. Staff recruitment at this and levels below (Interim 2) are being discussed with Senior Leadership following the formation of NRS.	Green
Rollout Target operating Model for data and analysis	Continue to work with the Corporate Data team to develop and implement the new target operating model to embed evidence-based decision making across the Council. Develop strategic partnerships across the City across Data, Design and	Target Operating Model adopted across Council and partners.	Work has continued with the Corporate Data team within SIT to develop and implement the new target operating model to embed evidence based decision making across the Council and develop strategic partnerships across the City across Data, Design and Innovation to provide a joined up collaborative approach to solving city challenges effectively.	Green

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	<p>Innovation to provide a joined up collaborative approach to solving city challenges effectively.</p>			
<p>Develop a Strategy for the Centre of Civic Innovation</p>	<p>Develop a Strategy (with supporting business case) for the Centre of Civic Innovation. Work in partnership with key sector partners across the city and beyond to embed a design-led approach to problem solving supported by data for informed decision making and realigning resources to need- redesigning services with citizens at the heart.</p>	<p>Draft Strategy prepared.</p>	<p>Draft strategy has been prepared and working relationships have been established informally with a number of key sector partners, including V&A in Dundee, Service Design Academy, Glasgow School of Art Innovation School, Glasgow Caledonian University.</p> <p>This will facilitate the development of a test bed for new ways of collaborative working with citizens. There is a focus on Greater Pollok and the Child Poverty agenda and work is underway with colleagues to develop a nature-based accelerator, design school and skills academy.</p>	<p>Green</p>

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<p>Exploration of funding opportunities</p>	<p>Through leading the Council's Funding Unit, a collaborative integrated approach to funding across the council has optimised the opportunities available, introduced strong robust governance arrangements and shared scarce expertise across the council family. This has increased funding and improved relationships and reputation with key funders.</p>	<p>Identification of funding opportunities for building capacity and capabilities.</p>	<p>Governance has been adopted corporately for all external funding streams utilising the council's funding unit, which is represented by all council departments and ALEO's as well as Corporate finance and DRS's external funding experts.</p> <p>This has increased the most appropriate funding opportunities for the Council to develop key priorities and ensure strong governance around project delivery, match funding arrangements and resourcing. This has also assisted with building capacity.</p>	<p align="center">Green</p>
<p>Develop a programme of staff development and engagement activities, with a</p>	<p>Develop a programme of activities within the "Engage for Success" staff engagement and development</p>	<p>Programme of staff development activities implemented.</p>	<p>A programme of staff engagement options was developed however this had to be adapted due to the pandemic. A programme of online assistance was shared and communication via Newsletters to which staff contributed their lockdown stories. This created a community atmosphere and forum for sharing and supporting colleagues through this challenging time.</p>	<p align="center">Amber</p>

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<p>focus on health & wellbeing to support priorities and succession planning and culture to support change management and assist with the pandemic challenges</p>	<p>banner in conjunction with Corporate Services colleagues addressing key priorities including results of surveys and focus groups.</p>			
<p>Develop and implement a number of innovative services</p>	<p>Develop a number of innovative services (Apps and interactive dashboards) to contribute to the transformation and lean agenda.</p>	<p>Development and implementation of various innovative services.</p>	<p>A number of Apps have been developed in response to the pandemic including:</p> <ul style="list-style-type: none"> ➤ A number of apps to support the business grant process ➤ Test and Protect ➤ A model to assist with targeting solutions for Child Poverty. 	<p>Green</p>
<p>Master Property System - Implementation of corporate solution</p>	<p>Finalise business case, sourcing of funding including identification of resources and implementation of a number of phases of the project as per agreed timescales.</p>	<p>Full rollout of the system is scheduled to be completed by December 2020.</p>	<p>Project implemented to Stage 7 as per project timeline. All stakeholders engaged and recruitment paperwork completed for key lead resource.</p> <p>This has been delayed as a result of other priorities related to the pandemic but is back on the agenda for 21/22</p>	<p>Red</p>

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Online app	Continue to refine and cleanse the property and land data held by the council.	Development of an accurate Community Assets Register by March 2021.	The online app has been launched and will continue to be refined during 2021/22. The data cleansing process remains on target to support development of the community asset register.	Red
Review of Encore and Hospitality Catering Provision	Realign to post lockdown service priorities for Glasgow Life, Neighbourhoods and Civic events.	Completion Q3 20/21.	<p>Due to Scottish Government restrictions and the lockdown period there has been limited operational activity. The review will be undertaken with dialogue with key stakeholders particularly within Glasgow Life to ensure there is alignment with their reopening plans.</p> <p>Alongside this a site by site review is underway to establish service delivery options and appraisals of improving the offer to enhance commercial results from Encore</p>	Red
Review of Leadership and Organisational Structure and Capacity of Property and Land Services	Complete assessment work, delayed by COVID but required before finalising recommendations.	Completion date revised to December 2020.	The review has been subsumed within the establishment of the new Neighbourhoods, Regeneration and Sustainability Service. The Senior Leadership structure has been implemented, and key capacity pressures addressed via the establishment of the PMO resource.	Amber
The selection and implementation of a Property Management System	<p>Evaluation of system requirements.</p> <p>Preparation of full business case.</p> <p>Identification of preferred solution - shortlist</p>	<p>Identify preferred solution .</p> <p>Develop final business case for investment.</p> <p>Develop plan and phasing for</p>	Review of system requirements and the business case is complete. Identification of preferred solution will be completed in 1st quarter 2021 with phasing and implementation developed thereafter.	Red

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	narrowed to two potential vendors.	implementation of new system .		
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PERFORMANCE INDICATORS

2020/21	Strategic Plan and Operational Indicators	
	Number	Percentage (%)
Green	3	27%
Amber	0	0%
Red	8	73%
Total	11	100%

Green	Where performance is between 2.49% and target (or better)
Amber	Where performance is between 2.5% and 4.99%
Red	When performance is 5% or more out with the target

Indicator	Milestone/ Target 2020/21	Year End Actual 2018/19	Year End Actual 2019/20	Year End Actual 2020/21	RAG
Housing Development – Number of Affordable Housing Supply Programme units completed [Corporate Scorecard]	708	882	1002	397	Red
Number of employers signed up to Glasgow Living Wage [Corporate Scorecard]	1000 by 2023 (Glasgow Economic Strategy ambition)	380	360	0 See Note 1 below	Red
Average weeks to decision – a) Major developments b) Local developments (non Householder) c) Householder [Corporate Scorecard]	Continuous improvement as per Planning Performance Framework	a) 22.0 weeks b) 11.3 weeks c) 6.8 weeks	a) 22.2 weeks b) 10.4 weeks c) 6.9 weeks	a) 35.6 weeks b) 14 weeks c) 7.7 weeks Note: These are GCC figures and have to be verified by Scottish Government	Red

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Indicator	Milestone/ Target 2020/21	Year End Actual 2018/19	Year End Actual 2019/20	Year End Actual 2020/21	RAG
Business survival rate in VAT and PAYE registered businesses (surviving 3 years or more) [Corporate Scorecard]	Secure improvement on the previous year	54.9% (2014 -17)	51.0% (2015 -2018)	51.8% (2016 – 2019)	Green
Glasgow Guarantee [Corporate Scorecard]	400	562	456	204 See Note 2 below	Red
Business Support [Corporate Scorecard]	ERDF – Number of businesses receiving support : 226 ERDF – Number of jobs created : 60 Number of companies supported by Community Business Boost Programme : 14	N/A – This indicator was revised for 20/21	N/A – This indicator was revised for 20/21	ERDF – Number of businesses receiving support: 112 ERDF – Number of jobs created: 18 Number of companies supported by Community Business Boost Programme: 22	Red
Income attracted to the city as a result of filming activity	£10,000,000	£19,110,140 [2018]	£12,431,400 [2019]	£6,500,00 [2020 estimate] See Note 3 below	Red
Level of vacant and derelict land in the city	Reduce the level of vacant and derelict land form the previous year's level	1,005 Hectares	954 Hectares	940 Hectares	Green

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Indicator	Milestone/ Target 2020/21	Year End Actual 2018/19	Year End Actual 2019/20	Year End Actual 2020/21	RAG
Lost days per employee per annum	4.4 days	12.6 days	15.9 days	14.5 days See Note 4	Red
Freedom of Information – % closed in SLA	95%	85%	96.6%	96.3%	Green
Uptake of Free School Meal Entitlement					Red
Primary 1 – 4	75%	76.30%	75.50%	36.90%	
Primary	80%	79.89%	77.84%	35.25%	
Secondary	60%	59.46%	57.56%	39.97%	

Note 1: GLW was suspended due to pandemic and staff re-allocated to support Business Grants.

Note 2 : COVID 19 lockdown greatly impacted the number of recruitment opportunities available during 2020/21 including the Council's own MA programme

Note 3 : Due to lockdown and issues with IT provision, this figure is an estimate based on currently available information.

Note 4: ADL is potentially affected by the level of Covid related absence which, as agreed Council wide, was not captured under normal absence procedures.

In addition to the above performance indicators, DRS prepare a suite of documentation which provides detailed measures on specific activities. These include:

- [Planning Performance Framework 19 - 20](#)
- [Building Standards Annual Performance Report 2019/20](#)
- [Glasgow's Affordable Housing Supply Programme 2019/20](#)

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Regular reports are also presented to committee which provide performance updates on specific activities. During 2020/2021, these have included:

- [Glasgow Housing Strategy Annual Report 2020](#)
- [Update on vacant and derelict land issues affecting Glasgow](#)
- [Sighthill Transformational Regeneration Area Update](#)
- [Glasgow's Town Centre Capital Fund 19/20 and 20/21](#)
- [Glasgow Begging Strategy](#)
- [Sauchiehall Street Business Improvement District - Closure Report](#)
- [Avenues Plus Project Update](#)
- [Govan Partick Strategic Development Framework Action Programme Delivery 20/21](#)
- [Glasgow's Strategic Housing Investment Plan 21 - 26](#)
- [Invest Glasgow Delivering Differently](#)
- [The Economy - Response and Recovery](#)
- [Glasgow Economy Recovery Group Update](#)

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APPENDIX 6: COMMUNICATION AND ENGAGEMENT

If you need any further detail on the content of this report, please email NRSCcommunications@glasgow.gov.uk.

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2 Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	Sets out the budgets for the service as formally agreed by Council as part of the annual budget process
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None

Council Strategic Plan:

- A Thriving Economy (Priority 1,2,3,5,6,8,9,10,11,12)
- A Vibrant City (Priority 19,20)
- Excellent and Inclusive Education (Priority 26,32)
- A Sustainable and Low carbon City (Priority 60,62,70)
- Resilient and Empowered Neighbourhoods(Priority 74,76,77,78,79, 80,82,84,85,90)
- A Well Governed City that Listens and Responds

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22

Yes, a number of the activities support Equality Outcome 1 – Improve the economic outcomes for people with protected characteristics

What are the potential equality impacts as a result of this report?

Where individual options summarized in the ASPIR have service change implications they will require to carry out an EQIA.

Please highlight if the policy/proposal will help address socio economic disadvantage.

A number of activities detailed in this report are designed to support those most economically disadvantaged and to promote inclusive growth.

Sustainability Impacts:

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Environmental: Some activities will have a positive impact on the local and wider environment including green and blue space and biodiversity.

Social, including Article 19 opportunities: Some activities will impact on job creation, employment opportunities and social empowerment.

Economic: Some activities will impact on the local economy, business and inward investment.

Privacy and Data Protection impacts: None

3 Recommendations

The committee is asked to consider and note Development and Regeneration services Annual Service Plan and Improvement Report.