DEVELOPMENT AND REGENERATION SERVICES

OPERATIONAL PERFORMANCE REPORT
DRS SERVICE PRIORITIES AND INDICATORS

Reference Period : Quarter 1 (1st April 2015 – 30th June 2015)

Item 3(a)

20 August 2015

1.0 INTRODUCTION

Development and Regeneration Services (DRS) Operational Performance Report provides an update on the progress made in taking forward the Service's priorities and an update on strategic and operational indicators for quarter 1 of 2015/16.

DRS is Lead Service for the Economic Growth priority within the Council's Strategic Plan 2012 -2017. The majority of service priorities contribute to the wider objectives of Economic Growth, for example, activities to attract inward investment, the development of area strategies and plans, the provision of business support and the Digital Glasgow Strategy all contribute to progressing economic growth. DRS's Annual Service Plan and Improvement Report provides an update on the progress made in taking forward the specific Economic Growth commitments in the Strategic Plan and also the service priorities.

2.0 PERFORMANCE INDICATORS SUMMARY

The table below provides a RAG summary of performance for both Operational and Strategic Indicators.

Operational Indicators - This report provides an update on operational indicators which can be directly attributed to the effectiveness and efficiency of DRS such as the number of planning applications dealt with in 2 month. There are 8 operational indicators.
Strategic Indicators - An update is also provided on strategic indicators which give context to the economic environment in which strategies, policies and services are provided. Strategic Indicators are influenced by a range of factors and include measures such as Business Survival Rates in VAT and PAYE registered businesses and the employment rate of population aged 16-64. There are 7 strategic indicators.

DEVELOPMENT AND REGENERATION SERVICES : PERFORMANCE INDICATORS		OPERATIONAL INDICATORS Quarter 1 : 2015 / 2016		STRATEGIC INDICATORS Quarter 1 : 2015 / 2016	
RED	When performance is 5% or more outwith the target	0	0%	1	14%
AMBER	Where performance is between 2.5% and 4.99%	2	25%	0	0%
GREEN	Where performance is between 2.49% and target (or better)	6	75%	6	86%
		8	100%	7	100%

OPERATIONAL INDICATORS

Ref	Indicator	2012 / 2013 Actual	2013/2014 Actual	2014 / 15 Actual	2015 / 16 Target	Q1 2015 / 16	RAG
IND002	Planning applications dealt with in 2 months A) All Applications B) Householder C) Non-householder	A) 67.5% B) 88.5% C)59.0%	A)63.0% B)82.6% C)55.6%	A)65.8% B)87.5% C)56.7%	A) 70% B) 88%-92% C) 60%-65%	TBC (with Scottish Government for verification)	AMBER
SPI	In association with HOPS the Scottish Government have augmented the above statutory indicators with a broader based Planning Performance Framework with key descriptors listed below. Average time (in weeks) to deal with applications • All Developments • Major Developments • National and Major Developments • Local Developments (inc H Holder) • Local Developments (Non H Holder) • Household Developments • Other Developments	12.5 55.5 53.6 11.6 13.8 8.7 11.3	12.9 26.6 26.6 12.3 14.6 8.6 13.0	11.2 30.2 10.7 10.7 12.4 8.6 11.6	N/A		
IND003	Successful planning appeals as % of all applications determined	0.9%	0.2%	0.5%	1.0%	TBC	GREEN
IND004	Percentage of the population covered by an up to date City Plan	100%	100%	100%	100%	100%	GREEN

IND014	Absence Management Lost days per employee per annum	5.4 days	4.9 days	4.4 days	4.4days	1.43 days	**GREEN**
IND049	FOI/EIR % of lead requests responded to in 20 days	100% Total 191 Lead 116 Contributions 75 [2012]	98% Total 270 Lead 168 Contribution 102 [2013]	100% Total 316 Lead 228 Contribution 88 [2014]	95%	100% Lead 50 (Note : CBS have revised recording process)	**GREEN**
IND050	Glasgow Film Office - Income to the city via the Glasgow Film Office	£17.7m [2012]	£19.7m [2013]	£14.2m [2014]	Attract around £10m in income to the City	£13,491,528	**GREEN**
IND051	Housing Development – the number of new build and improved housing units completed in the year GCC SCORECARD INDICATOR	Target 727 Actual 792 9% in excess of target	972 3% in excess of target	831	649	18	**GREEN**
IND052	Glasgow Guarantee – the number of job outcomes achieved by: • Commonwealth Apprenticeship Initiative • Commonwealth Graduate Fund • Commonwealth Youth Fund • Commonwealth Jobs Fund	1000	1320	1168	Create 1,000 new jobs every year for young people, graduates and those aged over 50	334 [Jan 15 – June 15]	**AMBER**

STRATEGIC INDICATORS

Ref	Indicator	2012/13 Actual	2013/14 Actual	2014 / 15 Actual	2015 / 16 Target	Q1 2015 / 16	RAG
IND 030	Proportion of all employee jobs in Scotland that are located in Glasgow	Glasgow – 378,635 Scotland – 2,316,167 Relative Share 16.3% [2012]	Glasgow – 386,545 Scotland - 2,357,755 Relative Share 16.4% [2013]	2014 : Available Winter 2015	Maintain Glasgow's relative share of the total number of employee jobs in Scotland.	2014 : Available Winter 2015	**GREEN**

IND 033	Employment rate of population aged 16-64. GCC SCORECARD INDICATOR	Glasgow– 58.7% Scotland – 70.5% 11.8% points below national rate [2012]	Glasgow– 62.4% Scotland – 70.8% 8.4% points below national rate [2013]	Glasgow– 63.8% Scotland – 72.6% 8.8% points below national rate [2014]	Improve the level of the previous year.	2015 : Available Autumn 2015	**GREEN**
IND 034	Gap between Glasgow and Scotland in the % of the working age population (16-64) claiming benefits (i.e. 'worklessness')	Gap : 7.8% % of population in receipt of benefits Glasgow 24.5% Scotland 16.7% (2012)	Gap : 7.3% % of population in receipt of benefits Glasgow 23.4% Scotland 16.2% (2013)	Gap : 7.0% % of population in receipt of benefits Glasgow 22.2 % Scotland 15.2% (2014)	Maintain the gap	2015 : Available Autumn 2015	**GREEN**
IND 040	Business Survival Rates in VAT and PAYE registered businesses (surviving 3 years or more)	55.4% (2009-12) Contextual Births 1,950 Deaths 2,235 Active in Year 17,290 [2012]	48.7% (2010-13) Contextual Births 2,145 Deaths 2,235 Active in Year 17,975 [2013]	2014 : Available Winter 2015	Improve the business survival rate of the previous year	2014 : Available Winter 2015	**RED**
IND 046	Value (£m) of private sector capital investment in Glasgow - Completed projects only. GCC SCORECARD INDICATOR	City-wide £268.9m Waterfront £27.8m City Centre £104.9m	City-wide £274.9m Waterfront £131.8m City Centre £21.6m	2014: Available Autumn 2015	City-wide £200 m Waterfront £25 m pa City Centre £25 m	2014: Available Autumn 2015	**GREEN**
IND 047	Value (£m) of private sector capital investment in Glasgow - All Projects i.e. completed, under construction, and consented developments	£2,700m	£1,950m	2014: Available Autumn 2015	£1,750m	2014: Available Autumn 2015	**GREEN**
IND 048	Level of Vacant and Derelict Land in the City	1235.42 ha Net change on previous year -67.79 ha (i.e. -5.2%) [2012]	1194.94Ha Net change on previous year -40.48 ha (i.e. -3.3%) [2013]	1170.62Ha Net change on previous year -24.32 ha (i.e. -2.04%) [2014]	Limit growth to level no greater than 1,350ha	2015 : Available Winter 2015	**GREEN**

3.0 SERVICE PRIORITIES

Service Priorities –A progress statement for quarter 1 of 2015/16 is provided for each service priority. The majority of activity has a direct impact on the wider aspirations of Economic Growth and all actions have been aligned to and reported under Economic Growth outcomes. Reference to recent committee reports is made where appropriate.

DEVELOPMENT AND REGENERATION SERVICES : SERVICE PRIORITIES		SERVICE PRIORITIES Quarter 1 : 2015 / 2016	
RED	Progressing but significant slippage (eg more than 4 months). Major concerns about completion on target or completion date passed, or will require to be revised.	1	3%
AMBER	Progressing with some slippage (eg between 2 to 3 months behind planned progress). Some concern about completion on target.	3	9%
GREEN	Progressing on schedule with no major concerns about completing on target.	31*	88%
NOTE * 2.4 : Deliver statutory development plan has 2 elements and has rated Red / Green		35	100%

STRATEGIC PLAN OUTCOME : A RESILIENT AND GROWING CITY ECONOMY

Ref	Service Priority	Progress during Quarter 1 : 2015/16	RAG
1.1	**INWARD INVESTMENT** Increase inward investment and jobs in the city with a particular focus on the key sectors of: • Financial & business services • Tourism & events • Low carbon industries • Engineering, design & manufacturing • Life sciences • Retail	Invest Glasgow has recorded 30 new inward investment enquiries in the first quarter of the year, compared to 60 throughout 2014/15. A number of announcements in the last 3 months should result in the creation of 371 new jobs across a number of sectors. These include: •US company Spires opening its satellite and data company and bringing next generation weather forecasting devices to Glasgow, 20 jobs will be created initially leading to 50 •Vodafone is creating 150 new posts at its Glasgow base where 50 people are currently employed •Australian company, Encompass Corporation, will bring visual information management technology to the insolvency and restructuring sector and will create 21 new jobs in the IFSD	**GREEN**

		•US company, FanDuel, fantasy sports provider, has plans to employ 200 software specialists when it opens its first office in Glasgow. In terms of property, St Vincent Plaza launched on 18 June (although will complete in September) bringing 170,000 sq feet of new Grade A Office space to the city with Connections at 110 Queen Street following suit with 160,000 sq ft (including a 20,000 sq ft retail element). In May, Invest Glasgow participated in a shared stand at All Energy when it came to Glasgow's SECC for the first time. Hailed as a success, Invest Glasgow will build on the shared findings of partners and look to develop a stronger presence in 2016. *Regeneration and the Economy Committee : 3/6/14 : Inward Investment* *Regeneration and the Economy Committee : 27/1/15 : Benchmarking Glasgow's Inward Investment offer*	
1.2	**CLYDE GATEWAY** Sit on Clyde Gateway strategic roads assessment board and provide input to transport planning; SUDS; Road Construction Consents; Section 56 consents	The 'retrofit' of the Commonwealth Games Athletes' Village has been completed. All 400 social rent houses are now occupied and approximately 220 of the 300 private homes have been sold. The sale of 'Dalmarnock Riverside' site from Clyde Gateway to Link HA has been completed. This was funded by DRS Housing Investment grant. The Dalmarnock Legacy Hub has also been completed with formal opening in mid July. Remediation and redevelopment of Central Dalmarnock is continuing, including GCC contribution via Vacant and Derelict Land Funding. Input continued towards the strategic transport study including a stakeholder workshop held on 27 May 2015, where we contributed towards the identification of potential mitigation measures for testing.	**GREEN**
2.1	**EVENTS AND FESTIVALS** Proactively participate in the collaborative delivery of the programme of Festivals and Events in the City through licencing processes and applications for temporary structures.	The level of delivery of committee reports and Section 89 approvals continued for events across the city including the successes of the major concert at Hampden Park and the series of events in June related to the West End Festival which attracted an estimated 125,000 through the period. Pre- planning meetings continued with the promoters and event	**GREEN**

		organisers in relation to upcoming events in the following quarter such as the Merchant City Festival and The Summer Sessions at Bellahouston Park	
2.2	**LOCAL FLOOD RISK MANAGEMENT PLAN FOR CLYDE AND LOCH LOMOND LOCAL PLAN DISTRICT** Discharge the statutory responsibilities of GCC under the Flood Risk Management (Scotland) Act 2009 as the Lead Local Authority for the Clyde and Loch Lomond Local Plan District which spans 10 local authorities. These responsibilities include leading the preparation of the Local Flood Risk Management Plan.	The proposed prioritisation of physical works and flood risk management studies has been submitted to the CaLL Joint Committee for consideration. GCC are also participating in the National Prioritisation Working Group. The template for the Local Flood Risk Management Plan was presented to the Lead Local Authority Forum on 12 June 2015.	**GREEN**
2.3	**METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP (MGSDP) VISION IMPLEMENTATION** Act as the GCC lead for vision implementation including awareness raising and delivering surface water management and public realm interventions.	The draft Strategic Business Case (SBC) to secure a £45.8m investment in the city's drainage infrastructure was submitted to the Glasgow & Clyde Valley City Deal PMO on 31 March 2015. The draft SBC was presented to the Regeneration and the Economy Policy Development Committee on 2 June 2015. The DRS Flood Risk Management team delivered a presentation on the MGSDP Vision to a LES led climate resilience workshop on 27 April 2015. The draft Vision video was presented to the MGSDP Board on 24 June 2015.	**GREEN**
2.10	**DEVELOPMENT MANAGEMENT PROCESS*** • Advise all customers/inquiries of statutory requirements for permissions • Reapplication discussions, project manage applications and where appropriate processing agreements • Prepare Committee reports, present applications to Committee • Discharge planning conditions, support legal services with Section 75/69 agreements, prepare any evidence for any subsequent appeals/local review boards, prepare the Council's case and attend any Inquiries/Judicial Reviews	Pre-apps in Q1: Significant proposals included: •Major mixed use applications at Pinkston Basin and Port Dundas •Health Centres at Woodside, and Crown Street •Care homes at former Blawarthill Hospital, and Lethland Road •7 Residential Schemes over 30 houses •Major residential developments at Ruchill St/Shuna St, Shakespeare St, Ruchill Primary School, Dalmarnock/Riverside (500 units) +2, Cowglen (300 units), Halley St (250 units), St Vincent St/Elderslie St, Clifford St (Ibrox), Yoker Waterfront, River Kelvin/Castlebank Street •Residential redevelopment for former schools sites at Broomhill School, Notre Dame School •Student accommodation New City Road, Otago St, Sauchiehall St, Clyde St, Castlebank St, Kennedy Street •HQ of National Theatre of Scotland •Hotels at Jamaica St, Custom House, Howard St, Union St, •MSC applications for Sighthill (City Deal) •	**GREEN**

		• Major mixed use developments including City Wharf, SECC, Vinicombe St • Renewable energy project- ground sited PV in Drumchapel • Multi storey office buildings in Renfield St, Waterloo St, and West Nile St; office space at Tontine St • Other local housing developments • Industrial and commercial leisure, retail (supermarkets x 2) Within Q1 a number of applications were granted consent, including: • New Broomhill Primary School for 534 pupils, including an all-weather floodlit pitch available to the wider community (£16 million) • Mews development in Lowther Terrace • Pre-determination hearing for Cathcart Business Park (Scottish Power site) for 153 residential units beside the White Cart • Erection of new sports complex for St Aloysius College creating additional new streetscape to Renfrew Street, adjacent to the Shona Reid Building • An exciting new mixed office and residential scheme within the IFSD (York St/James St) encompassing the last retained warehouse/wharf façade from 1884 • New Imaging Centre of Excellence at the New South Glasgow Hospital, to house the UK's first TESLA MRI scanning equipment. Discharge of Conditions on ongoing development Marketing Briefs and Land Disposals: Input to • North Glasgow Colleges surplus buildings disposal • GCC owned Sites in City Centre including Parish Halls, Police Scotland complex at Pitt St, and properties at park Circus/Quadrant and Ingram St Spatial Studies: Input included • New South Glasgow Hospital, City Centre Strategy-Sauchiehall St, St Enoch's Centre, Tradeston/Clyde Place MLU enquiries in Q1 for DM: 158 queries Transport - Continue to provide transport planning input towards the Development Management process, from the pre-planning stage to post-	

		planning implementation stages.	
3.1	**ECONOMIC LEADERSHIP** Provide operational support to Glasgow Economic Leadership Board and Workstreams to ensure delivery of Economic Commissions key recommendations	GEL workstreams continue to meet and refreshed GEL will focus on delivery of the new Economic Strategy.	**GREEN**
3.2	**TIF BUCHANAN GALLERIES** Provide certainty for development, proactively provide advice and guidance within the planning application process and provide transport planning input	A number actions have been progressed including: • The State Aid report has been submitted to the State Aid Unit • Stage C costs under review • Work is ongoing to conclude all Conditions Precedent (for end-June 2015) • Update report approved by Executive Committee 22/05/15 • Land Sec working to conclude all agreements with Network Rail • Land Sec working on final contract price with main contractor • GCC working to conclude all agreements with Land Security Planning permission for the matters specified in conditions of a mixed use development comprising extensions to the existing Buchanan Galleries shopping centre, erection of an entrance atrium to the Glasgow Royal Concert Hall, demolition of the existing car park, erection of a new car park, landscaping, public realm and ancillary works, new vehicle access and servicing arrangements (reference 14/02554/DC) was approved at a meeting of the Planning Committee on the 24 February 2015. Transport - Section 56 approval granted for Killermont Street public realm works, with works underway. RCC application received for North Hanover Street public realm and MSCP access. Further applications expected for remaining streets over the next few months. *Executive Committee : 28/5/14 : Buchanan TIF* *Planning Committee : 24/2/15 : Buchanan galleries*	**GREEN**

STRATEGIC PLAN OUTCOME: A BROAD BASED AND MORE INTEGRATED ECONOMY WITH DIVERSE BUSINESS OPPORTUNITIES, INCLUDING SOCIAL ENTERPRISES

Ref	Service Priority	Progress during Quarter 1 : 2015/16	RAG
3.3	**BUSINESS SUPPORT** Deliver business support to Glasgow companies through a range of support programmes and initiatives. This will include – • Business Start Up programmes • SME Support programmes • Business to Business events • Support for existing business • Access to finance • New business property fund	Supplier Development Programme Q1: Capacity building to support local companies to win more business from the public sector tendering process continues. 57 new business registrations were added in Q1, bringing total Glasgow registration to 1171, 38 Glasgow businesses attended SDP workshops. On 29th May SDP participated in City Deal Information event for potential suppliers. Over 300 businesses attended. On June 11th the National Meet the Buyer took place at the Royal Concert Hall. Over 500 businesses had the opportunity to meet 32 Public Sector buying organisations. Digital Enterprise Glasgow: This is a collaborative initiative with Business Gateway and Glasgow's colleges and universities to promote entrepreneurial activities through the provision of free office space and a flexible business support mechanism. DEG currently has three business incubators with 15 businesses being supported through this project. A range of business grants continue to be available and include Glasgow New Business Fund, New Business Start Up, Digital Business Start Up, During Q1 a total of 52 funding applications were received for these funding streams and 20 approved totalling £93,658 Business Gateway: The programme of business support activity continues to deliver significant outcomes across a range of programmes including: Volume Start Ups: 118 during Q1 Pipeline Client Company referrals: 5 during Q1 Higher Value Starts: 1 during Q1 Growth Advisory Service: 27 during Q1 Start Up Events: 42 during Q1 Business Base Events: 30 during Q1 Starts / Business Base to DRM: 1 during Q1 BME Events: 17 during Q1 West of Scotland Loan Fund – offers access to investment finance of up to £100,000 for working capital or capital expenditure projects. In the period April to June the fund has committed £287,000 investment to 5 SME's	**GREEN**

		Regeneration and the Economy : 3/6/14 : Business events during the Commonwealth Games *Regeneration and the Economy : 19/8/14: Glasgow Business Transfer Loan Fund* *Executive Committee : 2/4/15: Scottish Local Authority Business Loan Scheme*	
3.4	**SUPPORT FOR COMMUNITIES AND NEIGHBOURHOODS** Provide Economic and Social Initiative support to local communities	The Council's Future Savers programme which is delivered in partnership with 14 linked credit unions was shortlisted for a Flourish award. A highly successful Credit Union Event, which was attended by HRH The Duchess of Rothesay, took place in the Trades Hall on 24th June and was attended by 100 people.	**GREEN**

STRATEGIC PLAN OUTCOME: BETTER SKILLS FOR GLASWEGIANS TO CREATE A MORE CONFIDENT AND COMPETITIVE WORKFORCE IN THE CITY

Ref	Service Priority	Progress during Quarter 1 : 2015/16	RAG
3.5	**WORKLESSNESS** Reduce the level of worklessness in the city through the Employability Programme being managed by Glasgow Works and other key initiatives. This will include - • Social Enterprise Initiatives • Employability Programmes • Commonwealth Employment Initiatives – (reported under Strategic Plan Priority 1.02) • Community Benefit Clauses- (reported under Strategic Plan Priority 1.09) • Supporting Jobs and Business Glasgow to deliver key enterprise and employment projects	The development and implementation of employability projects has been stalled due to the delays by Scottish Government in issuing guidance on the new ESF programmes. In March 2015 DRS submitted a Strategic Intervention application for Glasgow's Employability Pipeline under Promoting Sustainable and Quality Employment and Supporting Labour Mobility. We have received and responded to initial technical checks and are expecting approval to move to the next stage which is an operational application w/e 10 July 2015. *Regeneration and the Economy : 19/8/14 : Recent Developments in Glasgow Labour Market*	**GREEN**

STRATEGIC PLAN OUTCOME: AN IMPROVED SUPPLY OF GOOD QUALITY AND SUSTAINABLE HOUSING FOR THE CITY

DRS service priorities relating to housing are reflected in the Council's Strategic Plan and reported as required in ASPIR, Council Performance Report .

STRATEGIC PLAN OUTCOME: A CONNECTED CITY INFRASTRUCTURE, INCLUDING BETTER TRANSPORT, ROADS AND BETTER ACCESS TO THE INTERNET AND INFORMATION TECHNOLOGY FOR BUSINESS AND RESIDENTS

Ref	Service Priority	Progress during Quarter 1 : 2015/16	RAG
1.3	**TOWN CENTRE ACTION PLANS** Delivering Planning Regeneration Action Plans to protect and enhance the viability of key Town Centres - Shawlands TCAP, Parkhead and Govan THIs, Carlton Barras AP	Shawlands TCAP - The Shawlands Town Centre Action Plan was approved in May 2012 and as part of this it was agreed to fund a range of environmental and public realm improvements across the centre together with other complementary initiatives designed to reinvigorate the town centre and help attract more customers. The majority of spend on the programme is on public realm, placemaking and other environmental improvements. It is anticipated that the Public Realm Phase 1A contract will be awarded in August 2015 with a site start at the end of September 2015 and completion in March 2016. This will continue the Council's efforts to upgrade the footways throughout the town centre, introduce high quality granite at key locations and reconfigure crossing arrangements within Shawlands Cross. Following approval by the TCAP Executive Board the Council have commenced designs for a new Civic Square at Langside Halls and once the draft is ready, it is anticipated a further public consultation will then take place to agree a final design. As part of this new taxi rank arrangements were also agreed by the licensing board on 17th June. In other developments an independent study on shop front design and condition has been completed and will inform a potential shop front improvement programme at Shawlands Cross. Having secured BID Seed Corn funding and match funding from GCC, Shawlands Business Association also hope to advertise shortly for a BID Development Manager. Parkhead THI - Public realm works and 5nr. shopfront improvement projects were completed this quarter. An additional 4 shopfront improvement projects commenced on site with completion scheduled for Q2. Restoration of the Eastern Necropolis Gate Lodge is ongoing with completion scheduled for Q2. Parkhead Heritage Trail published in Q1 and distributed to community venues and 1,500 houses. Design Team has been appointed and is currently developing proposals for the restoration of Westmuir Street School. THI budget is 93% committed. Efforts to secure additional funding are ongoing.	**GREEN**

		Govan THI - GCTHI Phase 1 – Evaluation is underway. Due to be submitted to HLF with the final grant claim in September 2015. GCTHI Phase 2 – Preparation of Stage 2 Bid is underway. Target submission to HLF in October 2015 (final deadline Jan'16). If successful the bid will secure a further five year THI investment programme for Govan in the amount of £3.8M between 2016-2021. CGAP – 2015/16 is a transition year for CGAP. The focus is on raising funds to maintain the CGAP regeneration framework and investment programme for a further five years, and the City Deal Waterfront SBC has been shaped to support the CGAP programme. The Clyde Walkway Reinstatement project has been further delayed while a savings exercise and re-tender is carried out. Expected approval and site start now August/Sept '15. Carlton Barras AP Barras Masterplan – Design practice appointed to prepare a masterplan, design guidance and a programme of short term actions. Final report due at the end of September 2015. Bain Square - Works have commenced on site with completion due in September 2015. RCGF - Full claim successfully submitted for funding in advance with all projects due for completion in December 2015. Barras Floorspace - Two projects are now on site. Legal are progressing standard securities for the remaining 4 projects. Bellgrove/Abattoir - Initial scoping meeting for Bellgrove sites to be held on 29th July 2015. *Executive Committee : 26/6/14 : Calton Barras Action Plan* *Regeneration and the Economy Committee : 30/9/14 : Parkhead THI Progress Report*	
1.4	**CITY CENTRE STRATEGY** • Maintain and develop the role of the city centre including the delivery of the City Centre strategy actions • Provide certainty for development • Proactively provide advice and guidance within the planning application process • Provide transport planning input; provide design and heritage advice (PBC	The Business Case for the City Centre Strategy City Deal has been submitted and presented to Regeneration and the Economy Committee Policy Development Committee. The timeline for recruiting external consultant to develop the city centre programme has been established with City Deal Glasgow PMO A stakeholder event for Argyle Street place-making has been held. The tender for Stage 2 Design Sauchiehall Avenue has been awarded and work is ongoing with the Sauchiehall Regeneration Framework. The Christmas Carnival tender has been issued to the market and the Street Food/Markets Viability tender had the contract awarded.	**GREEN**

		The City Centre Management Group action plan is being developed and an SLA for new a Clean Streets team has been completed with JBG. A project brief to Glasgow School of Art for the redesign of Garnethill Park has also been issued. Baseline data gathering and checking for City Centre SDF is also progressing.	
1.5	**DEVELOP HIGH QUALITY PLACE** Develop a number of specific elements that contribute to quality of place to inform the overall improvement in the quality across the City. These include: develop the Open Space Strategy and Standards; contribute to the development of the National Place Standard; implement the products of "Equally Well" (Healthy Sustainable Neighbourhoods, Healthy Sustainable Me); promote outdoor access; identify demonstrator projects; refresh lighting strategy and LUCI profile; participate in EU ECOST Sub surface project.	Open Space Strategy and Standards: network analysis mapping for pilot areas underway to test outputs from quality and accessibility assessments. National Place Standard: Inputted to Version two of the National Place for test period July- August. Progress reported through Project Board chaired by Scottish Government. GCC test areas for National Place Standards identified. Presentation on Equally Well outputs given to Council's Health Improvement Group, actions identified for next quarter. Outdoor Access promoted through OSS and planning applications and masterplans. Outline programme for Cities Under the Microscope in Glasgow in November agreed. ECOST: British Geological Survey (BGS) has received funding from NERC to support work on the development of sub surface supplementary guidance over the next 3 years. Subsurface progress report approved by E&S PD committee. Project for 3D modelling and data gathering in relation to subsurface underway. *Sustainability and the Environment : 8/10/14 : Progress report on open space standards*	**GREEN**
2.4	**DELIVER STATUTORY DEVELOPMENT PLANS** Progress Report on Clydeplan and City Development Plan	Clydeplan - responses to Main Issues Report received and reported to Joint Committee. Technical work for Proposed Plan ongoing: HNDA - Housing Supply Targets agreed, reviews of Network of Strategic Centres and Strategic Economic Investment Locations ongoing. Review of form and content of SDP underway. Draft of Proposed Plan to be undertaken over summer.	**GREEN**

		Local Development Plan for Glasgow (City Development Plan) - Responses to representations made to the Proposed City Development Plan were prepared, in the format required by the Scottish Government, and were agreed by the Executive Committee of 28 May 2015. The Proposed plan was submitted to the Scottish Government on 24 June 2015, together with the responses to the representations, the draft Action Programme and other information required by Ministers. Scottish Ministers have appointed a Reporter to carry out the Examination of the unresolved objections to the Plan, which may commence at the end of July 2015. The Scottish Government have targeted the conclusion of the examination in March 2016. *Executive Committee : 3/4/14 : Proposed City Development Plan* *Regeneration and the Economy Committee : 22/4/14 : Supplementary guidance on the Local Development Plan* *Regeneration and the Economy Committee : 22/4/14 : Planning enforcement charter 2014* *Executive Committee : 12/6/14 : proposed City Development Plan and associated guidance* *Regeneration and the Economy Committee : 30/9/14; Guidance for City Development Plan* *Executive Committee : 28/5/15 : proposed City Development Plan representations and responses*	**RED**
2.5	**PLANNING PERFORMANCE FRAMEWORK** • Ensure PPF report meets Scottish Government targets • Participate in national service groups • Implement continuous improvement	The PPF4 Group is continuing to work on the delivery of this year's Planning Performance Framework, due to be submitted by 31st July 2015. Data and case studies have been gathered and the editing and refining is continuing to ensure that the performance markers to drive improved performance, promote the plan-led system, simplifying and streamlining processes and delivering development are evidenced within the body of the PPF and in particular the case studies. *Regeneration and the Economy : 10/3/15 : Planning Performance Framework 13/14*	**GREEN**
2.6	**BUILDING CONTROL PERFORMANCE FRAMEWORK** Ensure submission of quarterly reporting to the Scottish Government and maintain the aims of the Performance Framework for service development and continuous improvement to retain Verifier status	677 Building Warrant applications were received during the quarter - an 8% rise from Q4 of last year. These carry a value of works of £222M. Just under 1000 completion certificate applications were received including those for the final phases of the former Games Village Q1 reporting was submitted on schedule to the Building Standards Division of the Scottish Government • Outcomes which have a measurement of service performance are as follows (previous quarter in brackets).	**RED**

		– KPO 1 – Average Time to Grant a Building Warrant – 69 days (65) – KPO 3 – 20 Working Day Target for First Response to Warrant Applications – 65% (73.6%). The continued effects of staff absence during the quarter through maternity leave and two on longer term absence coupled with an increase in applications in the quarter has affected overall performance. In relation service improvement: • The PC Refresh was completed at the end of March into April along with upgrades to software and these were bedded in during Apr and May. Overall the system provides a platform for future service development and as part of this, software for better live performance management has been introduced. The types of reporting possible with this are being further explored and developed to assist with performance monitoring. • The regular meetings of the BC Service Development Forum have continued. Initiatives explored in later months of last year and early months of this year are now being brought closer to testing and use now that the refresh and software upgrades are in place. These intend to provide improvement to elements of office processes and therefore benefits to areas of performance over the coming months. • Initial meetings have been held in relation to Total Mobile where the Service has volunteered to be an early adopter and developer working with DRS Service Development. The initiative intends to enhance the use of tablet pc devices that will allow recording of information and completion of paperwork by staff working out of office. There intends to be various benefits from this such as speed of production and delivery of documents to clients via the internet with less need for office time and back office support. This initiative will continue to be developed and trialled over the remaining months of the year. • The latest meetings were attended by DRS Service Development in relation to what is known as e-Building Standards. This is part of a Scottish Government commitment to provide an online portal for submission of building warrant applications. The system is being developed with all 32 local authorities and will upgrade and integrate with the existing e-Planning Portal to become E-Development. Online submissions intends to provide benefits such as shorter submission times for warrant applications and fees with savings on staff time, less need for paper based plans and storage and will also tie in with the use of the tablet pc devices by having digital plan files accessible away from the office. The project is due to be delivered in the latter half of 2016 and	

		requires a full examination of office systems and processes to derive optimum efficiency.	
2.7	**DELIVER NATIONAL DEVELOPMENTS AS THEY AFFECT GLASGOW** • Metropolitan Glasgow Strategic Drainage partnership (MGSDP) • High Speed Rail • Central Scotland Green Network • National Long Distance Cycling and Walking Network • National Digital Fibre Network	Early discussions on the development of a perceptions study around open water & Suds. Transport - High Speed Rail - limited input, still awaiting a decision from the Scottish / UK Government on the way forward. On-going input has been provided to the redevelopment of Queen Street station as part of the EGIP scheme. MGSDP / SUDS - continued input into negotiations of MoU with Scottish Water.	**GREEN**
2.8	**DEVELOPMENT OF 6 STRATGIC DEVELOPMENT FRAMEWORKS (SDF) IDENTIFIED IN CITY DEVELOPMENT PLAN AND LOCAL DEVELOPMENT FRAMEWORK (LDF)** Preparation of SDF's under a governance body. The developed SDF's will ensure visibility and co-ordination of activity within the areas SDF : • City Centre • River • North • Govan Partick • Inner East • Greater Easterhouse Development of LDF • Drumchapel • Pollok • Toryglen	An updated template is being prepared setting out the purpose and contents of each SDF which shall ensure an element of uniformity between the six SDF's before each addresses the area specific strategies. Governance arrangements and revised template shall be prepared during the second quarter of 2015. The City Centre - Liaison is ongoing with City Centre Regeneration Team. Policy discussion is continuing to take place with consultants to ensure Supplementary Guidance contained within the Strategy and SDF is consistent and complementary. River Corridor - The SDF is to be informed by a River Strategy. Scoping currently being undertaken to develop a brief for tender by consultant team to develop the River Strategy. The SDF will progress within the scope of the template but reflecting the outputs and vision of the eventual River Strategy. Inner East – Initial scoping work to be undertaken, linked to planned City Deal investment. Scoping also underway for large vacant and derelict sites within the SDF area (Gallowgate/Duke Street/Bellgrove Street). Ground investigations on key sites underway. Greater Easterhouse - Draft scoping document is being finalised. The Strategic Delivery Group has been established with a focus on unlocking housing investment sites. Site investigations for key sites has been commissioned. Focus on investment in Integrated Green Infrastructure with bid to SNH for capital funding. Funding has been secured from Central Scotland Green Network for feasibility study to guide potential capital works.	**GREEN**

		Glasgow North - Hamiltonhill/Firhill Charrette has been completed; Work is underway on Supplementary Planning Guidance for Port Dundas area; The SDF will draw upon City Deal Strategic Business for City Deal which has now been approved by Council. SDF area to be used as pilot area for Open Space Strategy analysis. Partick / Govan - Charrette completed for Govan Partick to inform scoping for SDF; SDF will draw upon the City Deal Strategic Business case which has been approved by Council. Scoping for SDF also linked to wider River Strategy to be commissioned (see River Strategy above)	
2.9	**TOPIC BASED SUPPLEMENTARY GUIDANCE** Preparation and adoption of Supplementary Guidance reflecting the 11 topic based policies in the City Development Plan. Working towards completion to coincide with adoption of the City Development Plan.	Following submission of the City Development plan to the Scottish Government for Examination a programme of delivery of supplementary guidance is being updated with resource capacity now freed to focus on preparation. The CDP Examination is anticipated to be concluded in March 2016 which would translate to adoption in June 2016. The Supplementary Guidance preparation will align with this timescale to enable delivery at adoption stage. The 11 topic based pieces of guidance will be statutory and will be ready prior to adoption. The spatial guidance identified in the Plan and other non-statutory planning guidance shall emerge throughout the five year life cycle of the Plan.	**AMBER**
2.11	**MONITORING AND REVIEW OF STRATEGIC LAND USES** City Development Plan - regular monitoring on housing, network of centres and industry and business; city-wide review of (a) network of centres and (b) economic areas, to support Supplementary Guidance	Housing - 2014 Housing Land Audit finalised, 2015 audit underway. Network of Centres - Major Retail Proposals updated as at 30 September 2014, 31 March 2015 update underway. Industry and Business - land supply finalised as at 31 March 2015, industry and business activity updated as at 31 March 2015. Review of network of centres and economic areas to resume in Q2 2015/16.	**GREEN**
3.6	**PROTECT, ENHANCE, MANAGE AND INTERPRET THE HISTORIC ENVIRONMENT AND CULTURAL ASSETS** • Historic building estate • Buildings at risk • Antonine Wall WH • Conservation area appraisals • First World War • Historic Glasgow • West of Scotland Archaeology Service (WOSAS)	Historic Building Estate: Asset Management Strategy for GCC-owned Buildings at Risk to be delivered by relevant colleagues - the Working Group meets regularly to push forward on the delivery of actions from the Strategy. • Buildings at Risk: Continue to work with internal and external colleagues to support positive outcomes for Buildings at Risk. First feasibility studies for Buildings at Risk are in the process of being prepared by local building preservation trust. • Antonine Wall Interpretation plan is beginning and have engaged North Light Heritage to take it forward for 2015-2016. • First world war projects are progressing well and on target for completion	**GREEN**

		in February 2016, two volunteer projects are running at the moment, encouraging young people and communities to discover their WW1 heritage through tangible and intangible means. • Historic Glasgow is progressing the interpretation of the city heritage, through the creation of a new memorial to commemorate the city's part in the highland and Irish famine in terms of the influx of immigrants into the city in the 18/19th centuries. • Draft Broomhill Conservation Area Appraisal consultation closed on 1st June 2015. Final edits of 1st Draft of Pollok Park Conservation Area Appraisal complete prior to issue for consultation by the end of 2015.	
3.7	**DIGITAL GLASGOW STRATEGY** Develop Glasgow into a world leading digital city through - • World class Infrastructure (wifi/fixed) • Digital participation • Digital Business • Digital Public services • Benchmarking	Wifi network rollout contract is with BT and progressing on target. City centre wifi is in place and monitored by BT, with faults fixed within 7 days. An anticipated dip in wifi user numbers after Glasgow 2014 is now in reverse. The roll out of wifi to 32 community centres is in progress and the initial restriction of 30min free from Jan 2015 has now been lifted and wifi is now available free 24/7. A digital participation workstream meeting was held in June 2015. GCC agreed to sign up to the Digital Charter. A joint event will be held in September 2015 with SCVO to boost numbers of signatories, networking between existing signatories, thus increasing the number of people with digital access. A Digital Business workstream meeting was held in June 2015. Chair to meet with Digital Skills Academy to foster closer working. Citizen engagement sessions on the website redesign have been completed. *Regeneration and the Economy Committee : 18/11/14 : Digital Scotland – Rest of Scotland Superfast Broadband Programme*	**GREEN**
3.8	**TRADESTON DEVELOPMENT**	GCC ownership scoped out by Working Group.	**AMBER**
3.9	**CITY DEAL – CLYDE VALLEY** Assist City Deal group with planning & transport input; co-ordination of stakeholders; maximise opportunities; align with Glasgow priorities; guide masterplans; seek funding; manage transport & planning interventions; surity of investment decisions through planning; RCC, BC	On-going transport planning input across the projects was given as necessary. 3 Strategic Business Cases - Waterfront and West End Innovation Quarter, Collegelands and Calton Barras & Canal and North Gateway - were submitted to the Project Management Office (PMO) for approval. Input into the Procurement Strategy for projects over the first 2 years was completed.	**GREEN**

		Works are being progressed on the scoping of: • Riverfront Strategy and master planning of the Abattoir site in the Calton, • Physical works on part of Govan Waterfront • Public realm works and regeneration of buildings in the Barras in readiness for approval in year 1 spend.	

STRATEGIC PLAN OUTCOME: MAKING BEST USE OF RESOURCES

Ref	Service Priority	Progress during Quarter 1 : 2015/16	RAG
4.1	**DELIVERING DEVELOPMENT** Clear and proportionate expectations - set out in Development Plan to inform enabling and delivering development and regeneration. Negotiate, and secure, through the DM process financial contributions to deliver policy objectives.	Revised policy prepared for Local Development Plan Examination responding to comments submitted by Scottish Government.	**AMBER**
4.2	**EQUALITY ACTION PLAN** Implement and develop Equalities Action Plan to help the Council meet its obligation under the Equalities Act 2010	The department continues to be represented at both the Strategic and Operational Equality Council forums and updates are provided, as relevant. The DRS representatives meet quarterly to discuss and align issues and to cascade any items, as appropriate. Departmental action plan continues to be progressed and is presented to SMT on a quarterly basis. DRS representatives are attending the EQIA training and this has been specifically aligned to forthcoming areas requiring an assessment. A focus on equalities is part of the department's "Engage for Success" programme for staff engagement and staff development and ideas are being developed as to how best to progress this over the next quarter.	**GREEN**
4.3	**SERVICE REFORM PROGRAMME** Monitor and track the delivery of all targeted departmental budgetary savings and implement further development of projects under the Council's Service Reform Programme including:- Integration of Houses for Multiple Occupancy (HMO) and Private Landlord Registration Unit (PLRU) to maximise income generation and Commercialisation of Council Expertise as well as contribute to the delivery of Corporate Budget savings through performing a key role in the data analytics, opportunities from future cities and creation of virtual funding unit initiatives.	The department monitors, tracks and reports on the Service Reform Initiatives that form part of the Council's Service Reform Programme on a 4 weekly basis. Highlight reports are presented at the Service Reform meetings, with a summary being shared at the Council Management Group (CMG), which comprises the Assistant Directors. Progress is also reported as part of the 4 weekly cycle of Financial Monitoring - which is presented at the Finance and Audit Scrutiny Committee. DRS are also leading the work with regard to a number of Corporate Service Reform Initiatives and can advise that all departmental and corporately assigned service reforms are on target at Q1.	**GREEN**
4.4	**ORGANISATIONAL DEVELOPMENT INITIATIVES** Implement organisational development initiatives as part of the DRS workforce planning initiative (including coaching/mentoring/job shadowing programme) • Development of DRS Organisational Development Boards and staff forum • Supporting the implementation of the Performance Coaching Framework	Significant progress has been made with Organisational Development initiatives in this quarter. The Organisational Development Board continues to meet regularly and has continued to progress with ideas and outputs from the departmental staff roadshows held in February. A website for "Engage for Success" (programme of activity across staff development and staff engagement and well-being) has been launched and matrices have been issued to all staff for skills/competencies, coaching/mentoring and job shadowing to support a range of opportunities	**GREEN**

	• Implementation of Staff Survey Action Plan • Supporting the implementation of Corporate Staff Development programmes • Implement Communication Strategy as part of overall Employee Engagement Strategy and develop as required • Roll out of team building events/"Spotlight on" presentations departmental-wide • Implement Absence Management action plan • Implement Training Programme as required (including skills/competency matrix) • Launch of "Engage for Success" brand with a focus on staff engagement and well-being	to further develop staff to best address departmental priorities and succession planning. A Communications Strategy, including external and internal communications, is being developed and will be complete by Q2. Performance Coaching and Review is in the process of being rolled out across all sections within DRS, supported by the department's employee engagement champion. A diary of "Spotlight on" events has been created, with a monthly focus on a topic from across the department. The department has supported a series of well-being initiatives including yoga and mindfullness sessions, both have waiting lists and have received extremely positive feedback from staff.	
4.5	**ICT INFRASTRUCTURE** Implementation of ICT Strategy for DRS to embed innovation across key themes (Workforce mobility; Information Sharing; Technology & Capacity Improvements; Connected assets/data; Business Process improvements; Data Analytics and service delivery) • Implement Information Security initiatives across the department • Continue to liaise with ACCESS portfolio manager to prioritise developments aligned to support departmental objectives • Support corporate initiatives (mobile working; application rationalisation/remediation)	The department has compiled an ICT strategy which is supported by a roadmap for implementation. It focuses on the key priority themes for efficiency of workforce mobility, technology and capacity improvements (performance management reporting), business process improvements and data analytics. Work is underway with building control surveyors to introduce mobile working efficiencies and improved management reporting within Planning Services. Data analytic techniques are being piloted within Economic Development as part of the corporate service reform. This is progressing well and on target for targeted service delivery, focused on need and outcomes. Representatives from ACCESS and DRS meet on a fortnightly basis to discuss strategic, developmental and operational issues, supported by escalation procedures. A range of priority projects to support the department from a technological perspective have been prioritised and are progressing.	**GREEN**
4.6	**INTEGRATION INFORMATION, DATA RESEARCH TEAM** Develop team to include focus on Geo spatial data (to support initiatives - City Deal; data analytics; web development and departmental efficiencies) Continue to support initiatives including Future Cities Demonstrator & legacy programme; Corporate Reforms (Data analytics and economic modelling to inform decision making and support Economic Development Service Reform); City Deal (GVA evaluation and GIS support)	The Information data research team is continuing to develop, a series of action plans support the work of the team. The Geographical Information's System (GIS) upgrade is scheduled to be complete by Summer 2015, on completition a series of training will be rolled out across the department. This will focus on "self service" for staff and allow the GIS specialists to focus on other issues, including development of the system, data analytic support and evaluation of the economic impact of City Deal. The team are heavily involved in supporting the corporate service reform initiatives; data analytics and opportunities from Future Cities. A knowledge sharing programme has been introduced across the team to prepare for succession planning.	**GREEN**

		Regeneration and the Economy Committee : 30/9/14 : Demographic changes in Glasgow city and neighbourhoods	
4.7	**FINANCIAL PLANNING** • Introduce a Financial Planning Strategy for DRS • Explore long term financial opportunities	The department has started the Financial Planning Strategy to support the forthcoming financial challenges affecting the department and the wider Council. A series of meetings have taken place with the SMT and this work will continue to be developed over the next quarter. A range of opportunities are being further explored.	**GREEN**
4.8	**REDUCE UNIT COST OF CAPITAL BUILDING PROGRAMME** Provide design, project management and cost management services to enable the delivery of the Council's capital building programme and reduce in real terms, the unit cost of buildings through innovative working with City Building Glasgow.	PM&D have initiated early stage engagement with CBG to review planned costs, procurement options and programmes for undertaking the construction works. Workshops are being arranged and planning is in progress.	**GREEN**
4.9	**IMPROVE CAPITAL PROGRAMME PERFORMANCE** Provide design, project management and cost management services to enable the delivery of the Council's capital building programme. Improve capital programme performance including project completion to budget and programme through design, project and cost management.	Briefing for projects is being formalised with use of simplified documents (Project Initiation Plan and Technical Briefs) so that team members can quickly understand requirements and constraints. PM&D internal resources are being planned and coordinated to ensure efficiency of resource.	**GREEN**
4.10	**IMPLEMENTATION OF BUILDING INFORMATION MODELLING (BIM)** Lead on the implementation of BIM to support the design and lifetime performance of new buildings within the Council estate.	Approval of funding to undertake pilot/test project has been granted. Team is allocating resource and a lead implementer has been identified.	**GREEN**

RESOURCES AND ORGANISATION

Workforce Profile

As of 30th June 2015, DRS had a staffing equivalent to 349.4 full time staff; this has increased from 333.5 FTE on 31st March 2015 representing an increase of 15.9 FTE in the last 3 months. The majority of this, i.e. 13.7FTE is a result of service reform within the Economic Development Division.

The analysis of equality groups had highlighted that the rate of non-disclosed has reduced for ethnicity and disability. This explains, in part, the increase in Minority Ethnic staff from 1.9% to 3.2% of all staff and the increase in staff reporting no disability from 19.7% to 26.8%.

Full-time equivalent staffing levels as of 30th June 2015

	GENDER				ETHNICITY						DISABILITY							
	Male		Female		White FTE		Minority Ethnic		Non disclosed Minority Ethnic		Disabled		No disability		Non disclosed disability		TOTAL	
Grade	No	%	No	%	No	%		%	No	%	No	%	No	%	No	%	No	%
Grade 1 - 4	11.0	5.2%	6.6	4.7%	14.0	4.5%	2.5	22.5%	1.0	3.7%	0.0	0.0%	15.1	16.1%	2.4	1.0%	17.5	5.0%
Grade 5 - 7	152.6	72.8%	109.3	78.2%	232.1	74.6%	8.7	77.5%	21.2	77.9%	10.9	91.6%	64.2	68.4%	186.9	76.7%	261.9	75.0%
Grade 8	30.0	14.3%	17.1	12.3%	44.1	14.2%	0.0	0.0%	3.0	11.0%	1.0	8.4%	11.5	12.3%	34.6	14.2%	47.1	13.5%
Grade 9 - 14	16.0	7.6%	6.8	4.9%	20.8	6.7%	0.0	0.0%	2.0	7.4%	0.0	0.0%	3.0	3.2%	19.8	8.1%	22.8	6.5%
TOTAL	**209.6**	**100.0%**	**139.8**	**100.0%**	**311.0**	**100.0%**	**11.2**	**100.0%**	**27.2**	**100.0%**	**11.9**	**100.0%**	**93.8**	**100.0%**	**243.7**	**100.0%**	**349.4**	**100.0%**
Equality group as a % of Equality category		60.0%		40.0%		89.0%		3.2%		7.8%		3.4%		26.8%		69.7%		

Full-time equivalent staffing levels as of 31st March 2015

	GENDER				ETHNICITY						DISABILITY							
	Male		Female		White FTE		Minority Ethnic		Non disclosed Minority Ethnic		Disabled		No disability		Non disclosed disability		TOTAL	
Grade	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Grade 1 - 4	11.0	5.4%	6.0	4.7%	11.5	3.9%	1.5	24.0%	4.0	12.4%	0.0	0.0%	11.6	17.7%	5.4	2.1%	17.0	5.1%
Grade 5 - 7	147.6	72.5%	100.2	77.1%	219.8	74.5%	4.8	76.0%	23.2	72.0%	9.9	90.8%	41.7	63.3%	196.2	76.4%	247.8	74.3%
Grade 8	30.0	14.7%	17.7	13.7%	44.7	15.2%	0.0	0.0%	3.0	9.3%	1.0	9.2%	9.5	14.5%	37.2	14.5%	47.7	14.3%
Grade 9 - 14	15.0	7.4%	6.0	4.6%	19.0	6.4%	0.0	0.0%	2.0	6.2%	0.0	0.0%	3.0	4.6%	18.0	7.0%	21.0	6.3%
TOTAL	**203.6**	**100.0%**	**129.9**	**100.0%**	**295.0**	**100.0%**	**6.3**	**100.0%**	**32.2**	**100.0%**	**10.9**	**100.0%**	**65.8**	**100.0%**	**256.8**	**100.0%**	**333.5**	**100.0%**
Equality group as a % of Equality category		61.0%		39.0%		88.5%		1.9%		9.7%		3.3%		19.7%		77.0%		