



Development and Regeneration Services

Annual Service Plan and Improvement Report 2016



**INVEST
GLASGOW**



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Appendix 1: Past Performance



“
Development and Regeneration Services will... drive, direct and deliver economic growth, closing the inequality gap and tackling poverty.
”

Development and Regeneration Services Vision
St. Vincent Plaza, city centre office accommodation

1. Resources and Organisation

1.1 What We Do

Our Vision

Development and Regeneration Services (DRS) will drive, direct and deliver economic growth, closing the inequality gap and tackling poverty.

Our Outcomes

Our outcomes are those contained in the [City Development Plan](#) which reflects the spatial interpretation of the [Strategic Plan \(and Refresh\)](#) and the [Single Outcome Agreement](#).

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

- **A vibrant place with a growing economy** – by providing the right environment for businesses to develop;
- **A thriving and sustainable place to live and work** – by providing opportunities to build new housing, and creating vibrant places and town centres to provide a good quality of life in the long term for the City's growing population;
- **A connected place to move around and do business** – by improving accessibility for all citizens to employment, shopping and leisure destinations, and providing more sustainable travel options; and
- **A green place** – by helping to care for Glasgow's historic and green environments, increasing the City's resilience to climate change, and reducing energy use.

This will be achieved by:

- Developing effective city region, city-wide, and local policies and plans that will provide drivers to engage partners and focus development and regeneration activities to deliver sustainable and wide ranging social, economic, environmental and cultural benefit;
- Providing effective regulation to ensure that all development and regeneration activities are compliant with local and statutory requirements and ensure public safety;
- Developing and delivering value added projects and initiatives across social, economic, environment and cultural development fronts that will enrich the quality of people's lives by improving their social, economic, and environmental well-being; and
- Making appropriate use of resources and modernise services to ensure delivery of best value by using innovation, data and technology.

Our responsibilities

We provide the **economic development** role for the council in discharging their responsibilities to the Scottish Government that are contained within the [National Performance Framework](#). DRS has a statutory duty for the following elements in the service. These responsibilities shape the way in which DRS priorities are carried out.

- We are the **statutory planning authority**. *The Planning etc. (Scotland) Act 2006* passed by the Scottish Parliament sets out the legislative framework for a modernised planning system. The local authority is responsible for managing development in their area by application of the three parts of the planning system
 - development planning
 - development management
 - enforcement.Planning authorities have other statutory powers and responsibilities such as Tree Preservation Orders and designation of Conservation Areas.
- We are the **strategic housing authority** in Glasgow. Housing Strategy and related activity is statutory under the *Housing (Scotland) Act 2001*. Various other Acts (particularly since the inception of the Scottish Parliament) have invested various duties and powers on local authorities with respect to housing.
- We were appointed to the **Verifier role for Building Standards** on 1 May 2011. The period of this appointment is for 6 years ending April 2017. Discussions are in progress regarding renewal of this role for all local authorities.
- We are the **lead local authority** for the Clyde and Loch Lomond Local Plan District and discharge this role under the *Flood Risk Management (Scotland) Act 2009*.
- We discharge the council's responsibilities in terms of the Environmental Protection Act 1990 (Part IIA) relating to the inspection and remediation of **Contaminated Land**
- We discharge the council's responsibilities in terms of the Civic Government (Scotland) Act 1982 relating to the inspection and enforcement of **stair lighting**
- As the Roads Authority under *Roads (Scotland) Act 1984* DRS 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 functions in the council carry out their work, for example *Local Government (Scotland) Act*; *Equalities Act*; *Construction and (Design and Management) Regulations 2015*.
- New responsibilities are likely to come through as a result of recent legislation, for example *Communities Empowerment (Scotland) Act etc.*



“

A vibrant place with a growing economy.

A thriving and sustainable place to live and work.

A connected place to move around and do business.

A green place.

”

Development and Regeneration Services' Outcomes

Divisions and Areas of Activity

DRS currently operate in six core areas of activity – **Economic Development, Housing and Regeneration, Planning and Building Control, Project Management and Design, City Deal and Service Development**. These units are mutually supportive in delivering the strategic priorities of the department.

A brief description of the main activities is outlined over.

Buchanan Street

economic development

Invest Glasgow

Supports and assists inward investment in the city and also promotes the city as one of the most business-friendly locations in the UK and Europe.

[Invest Glasgow](#)

The Lighthouse

Promotion of the social, economic, environmental and cultural impact design can have on the city through the activities of The Lighthouse, Scotland's Centre for Design and Architecture.

[The Lighthouse](#)

Business Support

Glasgow is committed to fostering an innovative environment that is supportive of SMEs and entrepreneurs. This ranges from start-up, through growth to sustainable consolidation and supports local communities by ensuring jobs are created and safeguarded. The service, including Business Gateway, aims to help businesses grow regardless of their stage on the business life-cycle, as well as challenging and supporting strategic visions and aspirations.

[Business Support](#)

[Business Gateway](#)

Glasgow Guarantee

7000+ young people have been assisted into an apprenticeship or employment through the Glasgow Guarantee. The team also encourages and maximises the creation of new jobs in Glasgow by stimulating both supply and demand through linking business need with unemployed city residents

[Glasgow Guarantee](#)

Glasgow Film Office

Marketing of the city as a major filming destination including offering a free service, which facilitates filming in the city. This is available for all productions including feature films, television, commercials and music videos.

[Glasgow Film Office](#)



Economic and Social Initiatives

Supporting the social enterprise sector and developing and promoting Glasgow as a co-operative council. The Glasgow Living Wage is promoted and support provided for the development of the Credit Union sector.

[Cooperative Glasgow](#)

Adult Employment

Developing and managing programmes that improve the employment prospects of Glasgow's residents and contribute to delivering a more competitive and productive labour market for employers.

Digital Glasgow

Promotion of Glasgow as a world class digital city by 2017. Supporting efforts to improve digital infrastructure, promote digital inclusion and tackle skills shortages in the city.

[Digital Glasgow](#)

Funding and Monitoring

The provision of support for external funding applications, advising on a range of compliance and monitoring issues and supplying city and regional economic and labour market analyses.

housing and regeneration

Private Sector

Offers advice and support to owners and grants for repair and improvement works to private property. A Care and Repair Service for home owners aged 65 and over is available and assistance for disabled adaptations is provided. An empty homes initiative will bring empty homes back into residential use.

[Private Sector Housing](#)

Intervention

The Private Landlord Registration Unit (PLRU) and Houses in Multiple Occupation (HMO) have responsibility for ensuring that landlords and their properties are registered where appropriate, and taking action where landlords fail to register, or renew their application for registration. The HMO team are also responsible for inspecting HMOs to ensure that the property meets minimum physical standards.

[Private Landlords](#)

[Houses in Multiple Occupation](#)

Investment

Ensures a supply of good quality affordable housing across the city through housing and regeneration activity. This includes managing the Affordable Housing Supply Programme, ensuring delivery of the Strategic Housing Investment Plan and working in partnership to deliver housing led regeneration projects.

[Housing Investment](#)

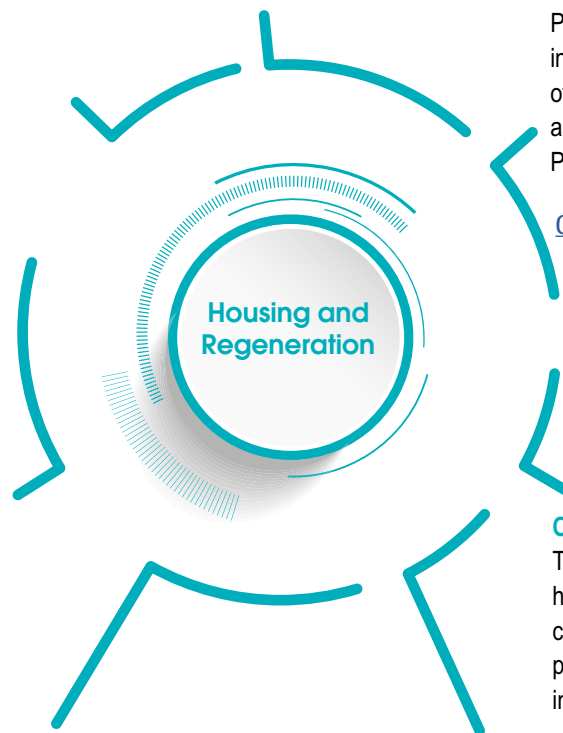
Strategy

Setting strategic housing priorities through the development and implementation of Glasgow's Housing Strategy 2011/12 – 2015/16 which sets out the strategic vision for the future of housing across all tenures. This involves assessing housing need and the production of a Strategic Housing Investment Plan to progress priorities for investment in housing. Delivery of energy efficiency measures as part of the Affordable Warmth Programme.

[Glasgow Housing Strategy](#)

Ownership Information

The council is responsible for holding ownership records for all council-owned land and property, and for responding to internal and external enquiries.



Regeneration

Promotion of physical, economic and social regeneration across the city including co-ordination of large scale regeneration projects such as the Canal Partnership, Clyde Gateway and Transforming Communities Glasgow. Accessing funding streams and progressing improvements in residential, infrastructure and commercial areas.

[Regeneration](#)

City Centre Strategy

Development and implementation of the City Centre Strategy which sets out the vision for the City Centre. This was developed in partnership with a range of stakeholders, it outlines a wide ranging set of over 50 actions to be delivered within the first five years, including a new Districts Strategy which will start to establish local regeneration frameworks across the city centre.

[City Centre Strategy](#)

planning and building standards

Development Management

Processing planning applications from householders, local development and major developments. Liaising with Transport Planning to produce guidance and the processing of Roads Construction Consent applications. Processing of other statutory consents such as listed building and advertisement applications. Professional support is also provided to the Council's Local Review Committee.

Licensing

Provide a licensing service at indoor and outdoor venues for events, raised structures and crowd safety at sports grounds. Involvement in the Council's safety team for sports grounds is also undertaken and involves inspections and guidance. We support the Licensing Board in order to provide expertise whenever the Board consider applications for premises that wish to sell alcohol.

Planning Neighbourhoods and City Design

Development and implementation of area-based regeneration/intervention strategies for the city's neighbourhoods. Support is also provided for the regeneration of town centres and the implementation of town centre action plans. Community involvement is fundamental in this activity and a number of charettes have been held to support the development of planning. Work is also carried out on protecting the city's historic and natural assets. Other areas of work include Historic Building Estate, Buildings at Risk, Antonine Wall, Historic Glasgow and First World War Project, Tree Preservation Orders, Conservation Area Appraisals and Management Plans are also undertaken.

[Planning Regeneration Areas](#)

Building Standards

We act as verifier in accordance with the Building (Scotland) Act 2003 and are responsible for issuing building warrants and accepting completion certificates. There are also related areas of work such as unauthorised works, dangerous buildings, street naming and numbering.

[Building Standards and Public Safety](#)

Development Plans

Strategic input to National Developments contained within the National Planning Framework – including High Speed Rail, Edinburgh to Glasgow Improvement Plan and Central Scotland Green Network. Input, along with 7 other authorities, to Clydeplan - the Strategic Development Plan for Glasgow and the Clyde Valley.

A new Local Development Plan, which will replace City Plan 2, has also been developed for Glasgow. A range of supplementary guidance to be used alongside the Plan's policies has been developed.

Provide transport and access advice to the Development Management function through the Roads Construction Consents and other statutory processes.

The development of Glasgow's Open Space Strategy and Quality Standards is a separate, but related piece of work, undertaken in collaboration with partners and other functions in DRS to complement the City Development Plan and Supplementary Guidance.

National projects such as the implementation of the Place Standard are delivered through the Development Plans group. Partnership working with British Geological Survey has resulted in a Natural Environment Research Council Fellow being embedded in DRS to work collaboratively across functions to research subsurface planning and the role in unlocking development. Planning and Building Standards is the host service for the West of Scotland Archaeology Service who provide curatorial archaeological advice to 11 planning authorities.

[Development Plans](#)

Enforcement

Investigation of alleged breaches of planning, listed building and advertisement control, in line with the standards and priorities set by the Council's Planning Enforcement Charter. Assessing unauthorised works and, where appropriate, encouraging retrospective applications to regularise breaches. Working with all parties to resolve breaches and taking formal action where this process fails, processing any resulting appeals and securing compliance with effective Notices. Maintaining the Register of Statutory Enforcement Notices and advising solicitors and other property agencies of enforcement actions affecting pending sales. Advising the public of the suitability of the High Hedges Scotland Act for action and processing any applications resulting from this process.



project management and design

General

A multi-discipline design and project management team comprising over 100 professionally qualified architects, engineers, project managers, quantity surveyors and health and safety personnel. The team has expertise in master planning, design and contract supervision for the councils capital programme of works.

The Geotechnical division are custodians of the councils Geo data base and lead for the strategic relationship with the British Geological Survey. Glasgow is at the forefront of 3D geological mapping for the UK.

Engineering Group

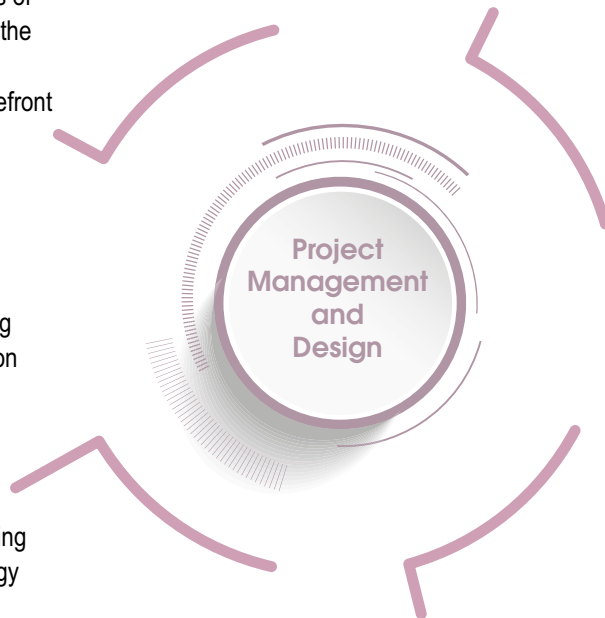
Provision of engineering support including civil and structural design and construction input, site surveys and electrical engineering support including a stair lighting service and management of the festive lighting programme. Mechanical engineering services are provided including the development of low carbon and energy efficient solutions. The group is also responsible for the development of a strategic vision to reduce river and surface water flooding; this includes acting as Lead authority for Clyde and Loch Lomond Local Plan and the Metropolitan Glasgow Strategic Drainage Partnership.

[Clyde and Loch Lomond Local Plan](#)

[Metropolitan Glasgow Strategic Drainage Partnership](#)

Education, Leisure and Care Facilities

New build and extension works for schools, leisure and sports facilities, care homes and maintenance of the City Chambers. This includes the design of children's units, supported accommodation units for the homeless, day care centres and residential care homes. The Team is also responsible for the master planning and project management for Sighthill Transformational Regeneration Area which involves large scale remediation and infrastructure works.



Surveying and Project Management Group

Advice and support to clients across the council family on all types of construction, including SFT Hub initiative and City Deal, from inception to completion across a diverse range of projects. This includes the provision of a variety of specialist project management, cost management, construction design and management and health and safety support to deliver the council's capital programme.

service development

General

Service Development provides a range of support and advice functions across the department including financial planning, performance monitoring & reporting, procurement, audit & risk, information management, staff development, equalities and communications.

The team also leads corporate initiatives within the department including performing a lead role on corporate Transformation projects such as funding and data.

Information data research

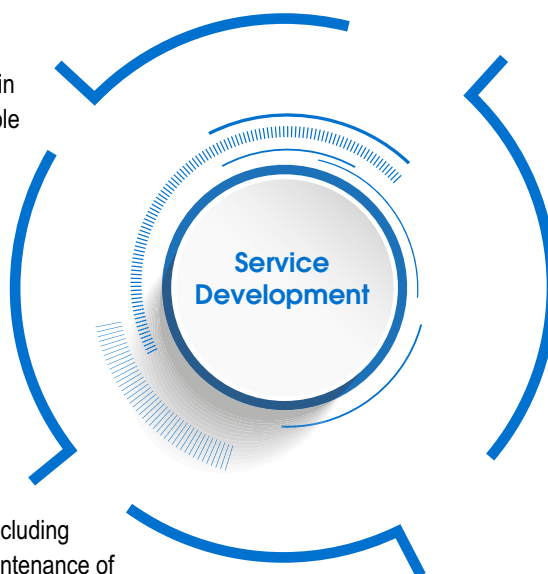
Responsibility for Information Management including implementation of strategy, provision and maintenance of business as usual activities such as GIS spatial system support, property and addressed based enquiries and performance of the corporate mapping service.

Specific research and analysis on demographic themes and socio economic research as well as support to corporate wide transformation initiatives including a council wide mapping service and data analysis/analytics.

Staff Development, engagement and communications

Responsibility for implementation of a programme for staff development and engagement, "Engage for Success". This is implemented through the Organisational Development Board, which is aligned to council and departmental priorities including staff training and health and well-being initiatives and "spotlight on" presentations.

Development and implementation of the departmental communications strategy and production of the departmental newsletter. A client function is also carried out in relation to central business areas including CBS and ACCESS.



Service Development

Development and support of systems, processes and staff to ensure efficient service delivery and continuous improvement. This includes supporting key service delivery systems to ensure compliance with statutory requirements and council policy.

Leading on implementation of LEAN Transformation project through identification and implementation of opportunities to streamline processes and realise efficiencies. The breadth of activities includes day to day problem solving, staff training, production of procedural guidance, system development including upgrades and facilitating statutory compliance.

city deal

Infrastructure Investment

Coordinate and deliver 5 major infrastructure projects as part of the Glasgow City Region, City Deal including: Canal and North Gateway, City Centre, Waterfront and West End Innovation Quarter, Metropolitan Strategic Drainage and Collegeland Calton Barras. Over the next 10 years £400m will be invested in infrastructure improvements in the City. In addition, Glasgow is jointly responsible for the delivery of the Airport Access Project, led by Renfrewshire Council.

Labour Market

Glasgow is the lead Member Authority for the delivery of a £9m employment support programme, Working Matters, aiming to engage over 4000 DWP clients with a target of 600 job outcomes. An Operations Team are in place to support all 8 member authorities in the implementation and delivery. In addition, Glasgow will create an In Work Progression pilot supporting around 40 businesses and 200 individuals to develop skills and earning potential.

Innovation

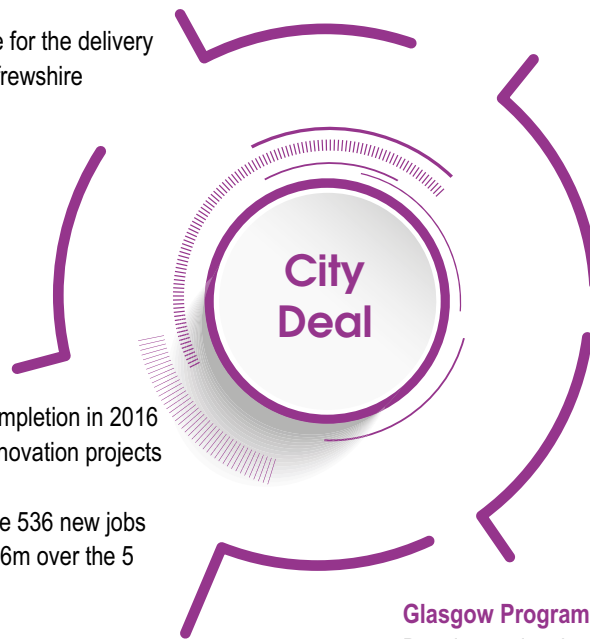
Subsequent to the capital programme completion in 2016 Tontine House is one of three regional Innovation projects aimed at supporting high growth SMEs. DRS aim to support 134 SMEs and create 536 new jobs resulting in an increased turnover of £53.6m over the 5 year delivery of the programme.

Glasgow City Region

The £1.13bn of infrastructure is expected to deliver around £2.2bn of net additional GVA p.a. and 28,000 new jobs, 15,000 in construction. In addition to project delivery, DRS supports the Glasgow City Region City Deal by offering core support and development in economic delivery, legal and procurement strategies, skills and employment, transport assessment and consultation/partnership working across member authorities and other key stakeholders.

Glasgow Programme Coordination

Develop project business cases for each of the City Deal projects at appropriate levels. Support and assists in the delivery of the City Deal Programme, moving projects through regional governance effectively and ensuring compliance. Analyse and present information to key senior officers for approval and ensure visibility of City Deal at a GCC level. Co-ordinate programme level information to identify priorities, support resource planning and project delivery.



“

DRS... a service that delivers

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

”



1.2 Our Contribution to Glasgow's Strategic Plan

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

The aims of the Economic Growth priority are:

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

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

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

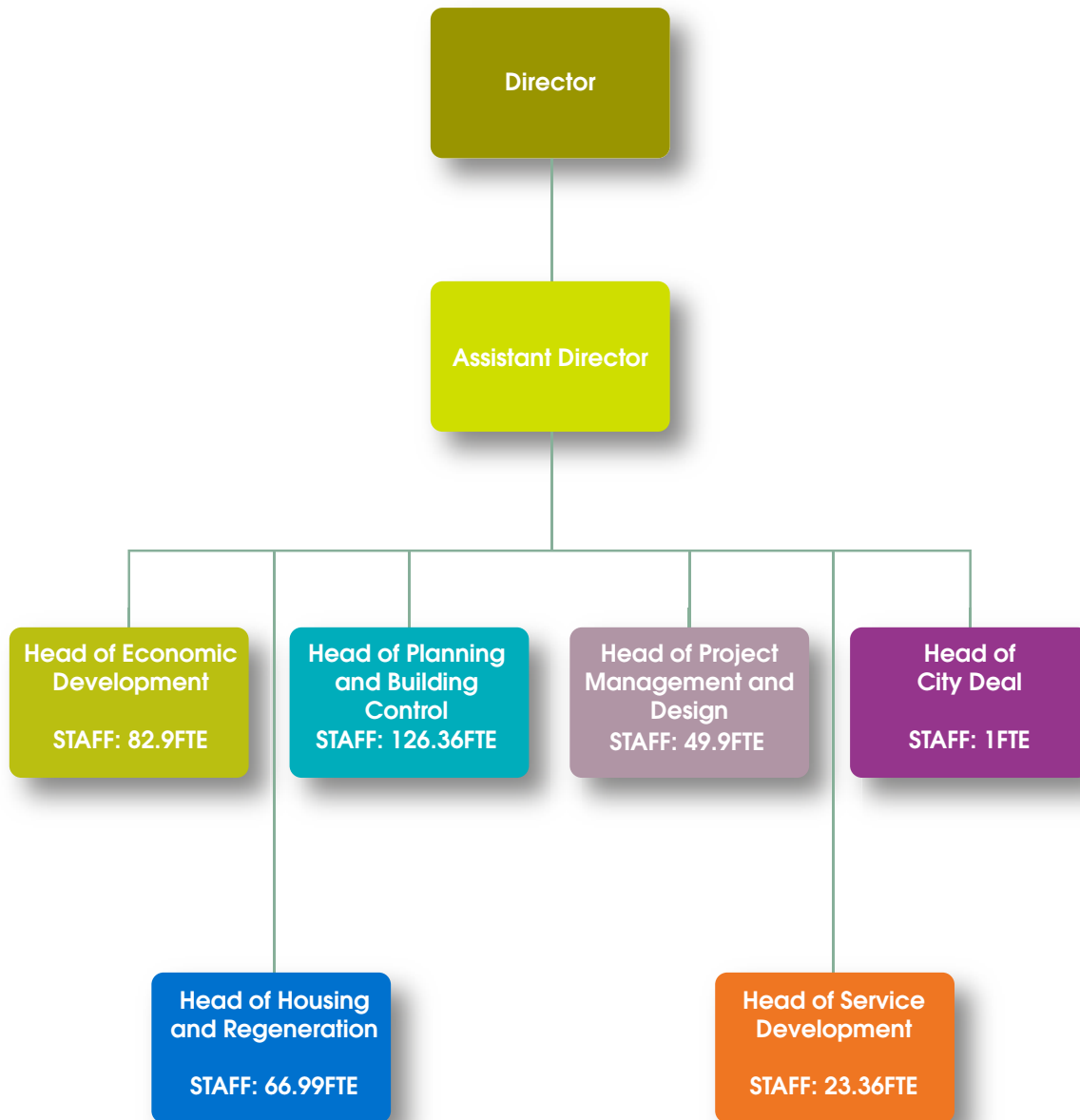
We are responsible for reporting progress on Economic Growth within the city to the Operational Delivery and Scrutiny Committee on an annual basis. A number of other services and Arm's Length External Organisations within the council family are also involved in taking forward activities which contribute to economic growth including Clyde Gateway, Jobs and Business Glasgow, Glasgow City Marketing Bureau, City Building and City Property, as well as wider city partners.

Section 2.1 (Strategic Plan commitments) outlines our ongoing activities relating to the Strategic Plan such as the Glasgow Guarantee, Glasgow Film Office and our commitment to build 3500 new homes.

Appendix 1 (Past performance) details our achievements in completing some of the Strategic Plan's commitments including the introduction of a pilot mortgage guarantee scheme for first time buyers, supporting Venturefest 2015 and the establishment and subsequent reporting, of the Factoring Commission.

1.3 Service Structure

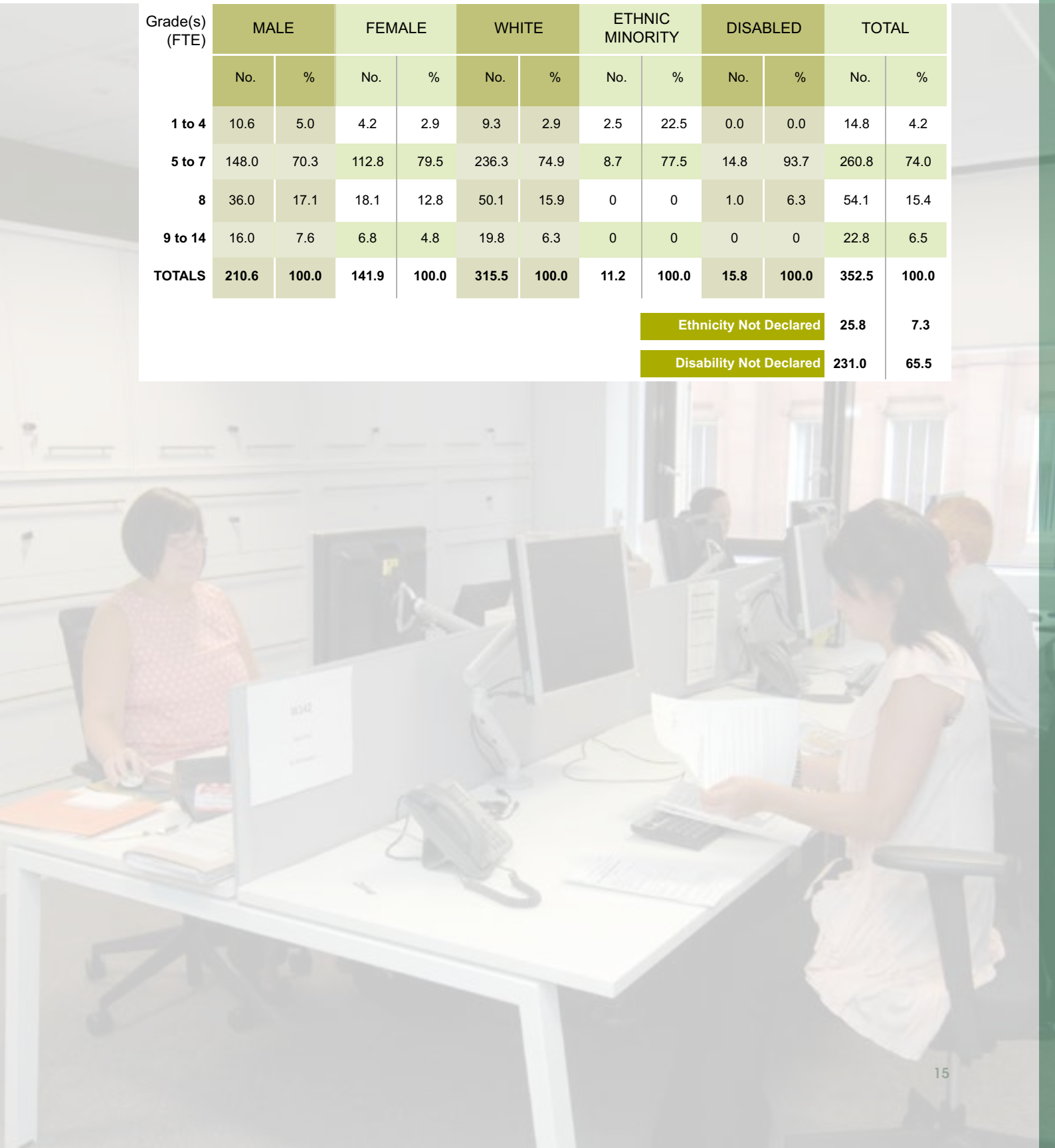
DRS is structured around five main areas of service delivery – Economic Development, Housing and Regeneration, Planning and Building Control, Project Management and Design and Service Development. City Deal funding has meant that an additional service delivery area has been incorporated into the structure with a Head of Service supporting the function.



1.4 Staffing Levels By Gender, Disability and Ethnic Group

The number and percentage of staff that are:

Grade(s) (FTE)	MALE		FEMALE		WHITE		ETHNIC MINORITY		DISABLED		TOTAL		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
1 to 4	10.6	5.0	4.2	2.9	9.3	2.9	2.5	22.5	0.0	0.0	14.8	4.2	
5 to 7	148.0	70.3	112.8	79.5	236.3	74.9	8.7	77.5	14.8	93.7	260.8	74.0	
8	36.0	17.1	18.1	12.8	50.1	15.9	0	0	1.0	6.3	54.1	15.4	
9 to 14	16.0	7.6	6.8	4.8	19.8	6.3	0	0	0	0	22.8	6.5	
TOTALS	210.6	100.0	141.9	100.0	315.5	100.0	11.2	100.0	15.8	100.0	352.5	100.0	
											Ethnicity Not Declared	25.8	7.3
											Disability Not Declared	231.0	65.5



1.5 Financial Resources

DRS's revenue budget for 2015/2016 and 2016/2017 is detailed below; the tables provide an objective analysis of the Service's Divisions and also a subjective analysis of the revenue budget.

Expenditure by Service Area 2014/15 and 2015/16

Objective Analysis

2015/16 Budget (£)	EXPENDITURE	2016/17 Budget (£)
13,182,500	Economic Development	17,708,700
91,013,200	Housing Investment	84,255,700
6,286,700	Planning Services	5,823,600
1,417,900	Building Control	1,346,900
6,335,300	Project Management – Design	6,570,200
3,988,500	Service Development	3,989,700
122,224,100	Direct Departmental Expenditure	119,694,800
36,608,300	Central Charges	38,001,300
160,832,400	TOTAL Expenditure	157,696,100
	INCOME	
1,732,800	Economic Development	1,684,600
90,245,200	Housing Investment	84,514,200
1,390,600	Planning Services	1,890,600
2,862,300	Building Control	3,180,100
4,746,100	Project Management – Design	4,746,100
149,400	Service Development	149,400
101,126,400	Direct Departmental Income	96,165,000
59,706,000	NET Expenditure	61,531,100

Subjective Analysis

2015/16 Budget (£)	EXPENDITURE	2016/17 Budget (£)
19,365,700	Employee Costs	19,120,000
6,085,200	Premises Costs	6,054,000
153,600	Transport and Plant	149,600
9,429,800	Supplies and Services	14,134,300
2,742,800	Third Party Payments	2,790,800
89,911,000	Transfer Payments	82,963,000
-5,464,000	Transfer to Capital	-5,517,000
122,224,100	Direct Departmental Expenditure	119,694,800
38,608,300	Central Charges	38,001,300
160,832,400	TOTAL Expenditure	157,696,100

	2015/16 Final Outturn	£m
	Net Expenditure	17.5
	Estimate	17.6
	Variance	-0.1

1.6 Service Reform

The table below details the revenue savings target set for the Service during 2015/16 as set out in the Service Reform/Transformation Programme.

All savings were achieved during 2015/16.

Ref.	Title of Proposed Service Change	Reason for Change	Financial Impact (£000)	Comment
15DR16	Increase in the numbers of landlord registrations.	Income generation	-100	Saving achieved
15DR17	Introducing charges to external agencies for staff expertise relating to Project Management and Design.	Income generation	-35	Saving achieved
15DR18	Increase in income from Planning fees.	Income generation	-100	Saving achieved
15DR19	Review of strategic agreement with the Chamber of Commerce.	Service prioritisation	-80	Saving achieved
15DR20	Review of requirements and strengthening of processes for printing, subscriptions and advertising.	Efficiencies	-45	Saving achieved
15DR21	Identification of budgets as a result of efficiencies within Building Control.	Efficiencies	-80	Saving achieved
15DR26	Departments share of Corporate Procurement.	Efficiencies	-25	Saving achieved
Total savings			-465	
NET BUDGET CHANGE (£)			-465	
NET BUDGET CHANGE (%)			-0.8	



“

*Take flight...
Swim upstream...
Ring the changes...
Develop and grow.*

”

*Inspirational quotation from
the interior design at the newly
refurbished Tontine Building*

2. What we aim to deliver

2.1 Strategic Plan commitments

Development and Regeneration Services is the theme lead for the Economic Growth priority identified in the council's Strategic Plan and Refresh 2015-17.

We have successfully completed a range of priorities identified in the Strategic Plan including:

- Launching a pilot mortgage guarantee scheme to help first time buyers
- Establishing the Factoring Commission and developing an action plan to improve factoring in the city
- Working with the Scottish Government on new legislation which gives local authorities powers to carry out spot checks on private rented properties
- Providing free wifi in the city centre and transport hubs during the Commonwealth Games and rolling this out to community centres across the city
- Holding Venturefest which is an event to link small and medium sized business with investors, academics and innovators
- Delivering a Green Building Skills Centre with City Building
- Delivering the first, City Deal funded, phase of the Tontine Building.

A full update on our completed Economic Growth priorities can be seen in Appendix 1.

The tables below outline the established Economic Growth priorities that will be progressed or ongoing throughout the coming year.

Strategic Council Plan	Strategic Council Plan Commitments	
Commitments	Actions	Target 2016/17
Economic Growth		
A resilient and growing world class economy		
Glasgow Guarantee	The Glasgow Guarantee was refreshed during 2015 and provides a broader service incorporating wider eligibility criteria. We will continue to assist people into employment, training and apprenticeships and support business needs. Reporting on the Glasgow Guarantee will now focus on the following categories – under 20 (modern apprenticeship, job with training), 20+ (living wage and graduates – to reflect the refreshed offer).	1,000 positive outcomes for Glasgow Guarantee service users.
Stalled Spaces	The Stalled Spaces initiative is currently in its fifth year and we will continue to support community groups to turn vacant and derelict land and stalled development sites into usable community space. The initiative will also promote community development, engagement and foster community empowerment. Funding will be available to develop sites and expertise will be provided to assist community groups to progress plans for their area.	Support temporary innovative uses for vacant land and underutilised open space.
A broad based and more integrated economy with diverse business opportunities including social enterprise		
Co-operative Council	We have established a Co-operative Unit to promote co-operatives and other social enterprise models across the city. We will continue to support co-operatives through a range of activity including providing funding through the Co-operative Business Development Fund, co-ordination of the Co-operative Champions meetings, networking and sharing best practice and development of our co-operative newsletter. An action plan was developed and work will continue on implementing actions contained in the plan.	Implement actions in agreed Action Plan.
Glasgow Film Office	The city will continue to be promoted as a filming destination for film, TV, commercials and music videos. We will provide on-going support in the form of location advice, crew services and logistics to facilitate a flourishing industry.	Attract £10m additional income to the city as a result of filming.

Strategic Council Plan	Strategic Council Plan Commitments	
Commitments	Actions	Target 2016/17
Better skills for Glaswegian to create a more confident and competitive workforce in the city		
Glasgow Living Wage	The Glasgow Living Wage will continue to be promoted across the city. Various measures will be taken to promote the Glasgow Living Wage to employers and ensure that all employers re-sign up to the pledge.	Maintain the level of support for the Glasgow Living Wage.
Community Benefits approach in procurement.	We will continue to use community benefit clauses in contracts to provide results in terms of new entrant trainees, apprenticeships and SME / SE support. This approach will be developed further with colleagues in corporate procurement into service and material purchases and to take advantage of City Deal opportunities which may arise.	Further develop a community benefit approach in procurement.
An improved supply of good quality and sustainable housing		
Make the case for essential funding for Glasgow in the city's housing sector	We will continue to lobby the Scottish Government for funding to provide affordable housing in Glasgow in line with our Strategic Housing Investment Plan (SHIP) (see SHIP service priority). The SHIP has identified funding streams and resources to deliver on priorities including a funding mechanism to support private housing development and funding to address contaminated land.	Continue to make the case for essential funding for Glasgow.
Facilitate the building of 3500 new homes.	We have agreed a target with the Scottish Government to build 3,500 affordable homes from 2012 to 2017. As of 31/3/16, we have delivered almost 2800 affordable homes and 713 are planned for completion during 2016/17. We issued our Residential Development Report committing the council to a target of 25,000 new homes across all tenures by 2025. We will work towards the implementation of the 10 Point Plan in the report which includes releasing a number of key large sites for mixed tenure development and further acceleration of the TRA Programme. We will also extend the GCC & City Property nominated disposal process of selling sites off market to Registered Social Landlords and delivering 1700 new homes in partnership with the Wheatley Group.	Project operational in 2017
Develop an innovative self-build project.	A Self Build Officer has been employed to progress this activity including identifying and reaching individuals and groups of potential Self Builders, investigating funding approaches and building up a contacts database of professionals, partners and self-builders. An information event was held in The Lighthouse last year. A site has been identified in Maryhill TRA and work will be undertaken to develop a design code and plot passport for the site. The first phase of six plots were launched in Spring 2016.	Project operational in 2017.

Strategic Council Plan	Strategic Council Plan Commitments	
Commitments	Actions	Target 2016/17
A connected city infrastructure, including better transport, roads and better access to the internet and information technology for business and residents		
Deliver the initial phase of £1.1bn City Deal for Glasgow including the Infrastructure, Innovation and Labour Market projects in line with the agreed business cases and the procurement strategy	<p>Infrastructure works in Sighthill, City Centre, North Glasgow, Collegelands, Calton/Barras and the West End and Waterfront.</p> <p>Refurbishment of Tontine House and initiation of the Innovation Fund: Business Growth Programme.</p> <p>Provide support to Employment Support Allowance claimants and move people into sustained work through our employment related progression pilot.</p>	Planned for 2017.
Ensure that, through the work with the UK Core Cities Network, Glasgow can secure the same if not a better deal in terms of the devolution of powers and resources to the city to ensure it can compete internationally as a world class economy.	<p>We will continue to participate in the work of UK Core Cities Network and promote Glasgow as a driving force for economic growth within the city region. We will also lead on work looking at reasons for business failure in cities.</p> <p>Through the work of the Core Cities we will maintain dialogue with Government, national agencies and business to ensure an appropriate policy context for the city to grow. This will involve publishing research and working together to share ideas and best practice.</p>	Continue to participate in the work of the UK Core Cities Network and report as appropriate.
Sighthill Transformational Regeneration Area	Develop the Sighthill Transformational Regeneration Area (TRA) ensuring the development of this new neighbourhood is the testing ground for how the city can build a world class local neighbourhood. We will track the impact of design and the involvement of local residents on the long term success of the area and the health and wellbeing of those that live and work there.	Planned for 2020.

Strategic Council Plan	Strategic Council Plan Commitments	
Commitments	Actions	Target 2016/17
Making the best use of resources		
Revising our financial strategy and budget process to plan for and anticipate a significant reduction in resources across all of our services and ALEOs.	We will continue to exercise strong financial management as the department, other services, and partners, meet significant financial challenges.	Reporting progress through corporate financial management and budgeting systems.
Transforming Glasgow Strategy and Programme.	We will implement council wide and service specific projects which will transform the way we work, deliver services in new more efficient ways, and deliver a business operating model which is fit for purpose.	Reporting progress through the Transforming Glasgow Strategy governance structures.
Reviewing how our assets, including ICT, data and digital can support our Transformation Programme.	We will continue to support corporate initiatives as required and we will also implement an ICT strategy for DRS which embeds innovation across key themes such as workforce mobility and information sharing. We will develop a focus on Geo spatial data to support initiatives such as City Deal, data analytics, web development and departmental efficiencies. Support will also be given to initiatives such as Future Cities Demonstrator & legacy programme, Corporate Reforms and City Deal.	Reporting progress through the Transforming Glasgow Strategy governance structures.
Delivering in Partnership	We will continue to develop and deliver our services in partnership. These partnerships range from those set up as part of our statutory functions and other formal structures; joint bidding consortium with, for example, universities and academics; we will develop service level agreements and protocols with partners as necessary.	Reporting progress through EFQM action plan.

2.2 Single Outcome Agreement Commitments

SQA Priorities			
SQA Commitments	Actions	Baseline Performance	Proposed future targets 2016/17
Youth Employment	<p>A key success factor identified in the SOA was the further development of partnerships across the public, private and third sectors in the city. The refreshed Youth Employment Board (YEB) which will meet in June 2016 will agree future strategic and operational partnership working priorities. A priority for the refreshed YEB will be consideration of the current SOA outcomes and revision if required. This will also lead to the development of a revised implementation plan and action plan for the YEB which will allow more effective reporting, taking account of the current Youth Employment situation in the city.</p> <p>Increase the number of employers recruiting Glasgow young people</p> <ul style="list-style-type: none"> ■ Delivery of the Glasgow Guarantee, supporting 1,000 young people into employment including graduate employment and apprenticeships. <p>All young people develop the skills, attitude and resilience required for employment</p> <ul style="list-style-type: none"> ■ Implementation of Developing the Young Workforce strategy. Glasgow DYW Regional Board. <p>All key employability partners use an agreed data hub</p> <ul style="list-style-type: none"> ■ Development of data hub by Skills Development Scotland (SDS). 	<p>1,000</p> <p>Glasgow DYW Regional Board managed and directed by Chamber of Commerce.</p> <p>Currently only covers up to age 19.</p>	<p>Annual Target 1,000</p> <p>DYW KPIs for 16/17.</p> <p>Expansion to cover 16 – 24 year olds.</p>

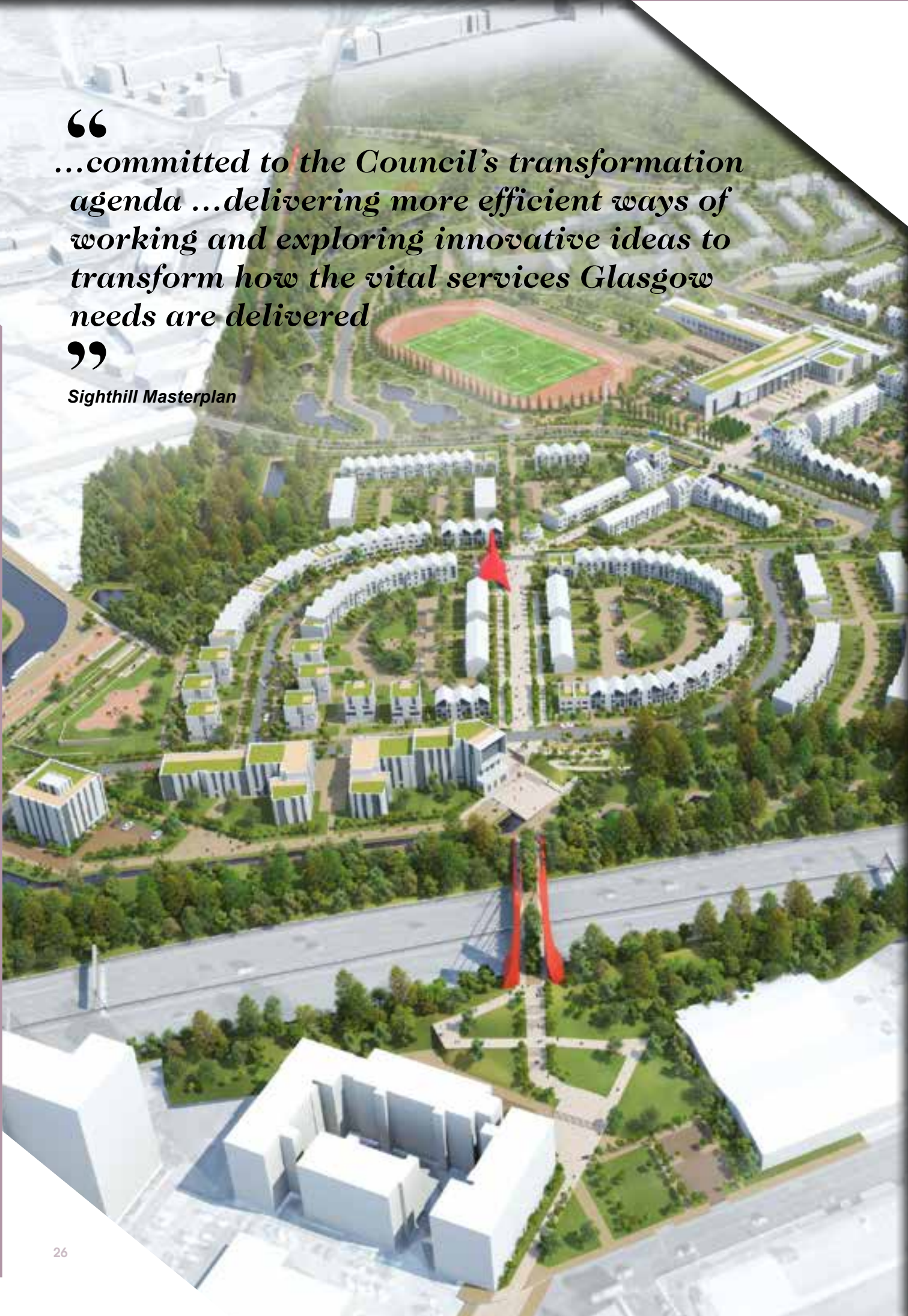
SQA Priorities			
SQA Commitments	Actions	Baseline Performance	Proposed future targets 2016/17
Vulnerable People	Deliver the final Housing Contribution Statement as part of the Glasgow City Health and Social Care Partnership (GCHSCP) Strategic Plan identifying specific actions for this group. Contribute to GCHSCP Homelessness Strategy through the work of the Housing Access Team.	Not applicable	December 2016 for delivery. Housing Access Team (HAT) targets.
	Use the Strategic Housing Investment Plan (SHIP) and Affordable Housing Supply Programme (AHSP) to maximise community benefits.	AHSP Investment £67.281m for 16/17.	Target: site starts (785); completions (814); tender approvals (1075).
	Deliver Glasgow's Housing Strategy 2017 -2022. Deliver the Affordable Warmth Programme (AWP) targeted at fuel poverty in deprived parts of the city. Private Sector Housing Grant (PSHG) for Care and Repair Service and Aids and Adaptations.	Not applicable	December 2016 for delivery Achieve AWP budget spend Budget: £7.982m for 2016/17
Thriving Places	Use the Strategic Housing Investment Plan and Affordable Housing Supply Programme (AHSP) to optimise placemaking and delivery of Thriving Places projects to improve quality of life. Private Sector Housing Grant – grants for common property repair and improvement works for owners.	Projects within AHSP earmarked for Thriving Place neighbourhoods.	Delivery of target approvals, site starts and completions set out in AHSP (see above).
	The City Development Plan is the spatial interpretation of the Council's Strategic Plan and the SOA, the Placemaking Principle supports opportunities that arise through new development in the areas. Thriving Places identified as local priority areas in the City Development Plan.	Not applicable	City Development Plan is currently with Scottish Government for Examination and it is projected to be adopted, along with supplementary guidance, within the timescale of this service plan.

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...committed to the Council's transformation agenda ...delivering more efficient ways of working and exploring innovative ideas to transform how the vital services Glasgow needs are delivered

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Sighthill Masterplan



2.3 Transformation Programme and Financial Challenges

Development and Regeneration Services is committed to the council's transformation agenda and officers throughout the department are playing their role in delivering more efficient ways of working and exploring innovative ideas to transform how the vital services Glasgow needs are delivered.

Staff have been involved in identifying the corporate projects that are outlined below, in response to the council's financial challenges. These projects will continue to be developed during the year to embed transformation by making best use of our resources focusing on targeting service delivery to need. The targeted savings for 2016-17, as detailed, will be delivered during the year and progress will be reported via the corporate transformation reporting mechanisms as well as through the departmental financial monitoring process.

DRS takes a proactive role in scoping new projects and exploration of innovative techniques through the Extended Council Management Team (ECMT) and Transformation Leads Forum. The service currently performs a lead role on a number of corporate transformation projects aligned to the Economic Growth theme including data, funding, property rationalisation and employability. In addition the Assistant Director of DRS is the Lead Officer for LEO Phase 2.

Budget Change Summary: Transformation				
Ref.	Title of Service Change	Reason for Change (e.g. Savings Proposal/ Transformation/ Income Generation etc.)	Council Strategic Plan Priority/ SOA Theme Link	Financial Impact (£000)
				2016/17
16DR11	LEAN	Transformation	Making best use of resources	211,000
16DR12	Procurement	Transformation	Making best use of resources	197,000
16DR13	FLO	Transformation	Making best use of resources	373,000
16DR14	Leaner Enabling Operations	Transformation	Making best use of resources	184,000
16DR15	Mobile Working	Transformation	Making best use of resources	87,000
16DR16	Working Terms	Transformation	Making best use of resources	46,000
16DR17	Funding	Transformation	Making best use of resources	18,000
16DR18	Expansion of Operations Centre	Transformation	Making best use of resources	24,000
16DR19	Support for SECC	Transformation	Making best use of resources	500,000
16DR20	City Building Apprenticeship Scheme	Transformation	Economic Growth	900,000
16DR21	Glasgow Guarantee	Transformation	Economic Growth	2,000,000
TOTAL				4,545,000
NET BUDGET CHANGE (£)				4,545,000
NET BUDGET CHANGE (%)				7%

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*Development and Regeneration Services...
committed to delivering city region, city
wide and local policies and plans that will...
deliver sustainable and wide ranging social,
economic and cultural benefit*
”



3 Service Priorities

3.1 What we will deliver in the coming year

Development and Regeneration Services vision is to *'Drive, direct and deliver economic growth, closing the inequalities gap and tackling poverty'*. This informs our service priorities, which are outlined below. Our service priorities also reflect the national policy and statutory context within which the services in DRS discharge their functions. These priorities are in addition to those outlined above in section 2.1 and 2.2 that deliver on the Strategic Plan and Single Outcome Agreement. As they are closely associated with the Council's Strategic Plan commitments and the desired outcomes they have been aligned to the Strategic Plan format.

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2016/17
1.0 A resilient and growing world class economy		
Economic Strategy	We will develop a new Economic Strategy for the city with a focus on increasing productivity, raising health and improving skills. It will have a new focus on key sectors, the development of an innovation district within the city, the creation of a Digital Skills Academy and the creation of a new creative industries strategy. Emphasis will also be placed on business support, linking education to growth sectors, housing provision and greater devolution of responsibility to cities/city regions.	Launch October 2016.
	We will also participate and influence the Clyde Valley Economic Strategy that will be developed through Glasgow City Region City Deal.	Launch October 2016.
Inward Investment	<p>We will continue to support inward investment and jobs in the city with a particular focus on the key sectors identified by Glasgow Economic Leadership including Financial and Business Services, Tourism and Events, Low Carbon Industries, Engineering, Design & Manufacturing, Life Sciences and Retail.</p> <p>In conjunction with GEL and City partners, DRS will develop and refine evidence bases to understand factors that influence inward investment.</p> <p>We will develop understanding of target market areas.</p> <p>We will represent Glasgow at property and development events to promote Glasgow to investors including Expo Real and MIPIM.</p>	Progress reported to committee.

Service Priorities

Service Activity, Project or Programme	Actions	Target 2016/17
1.0a A resilient and growing world class economy		
Planning: Development Planning	<p>We will discharge the statutory responsibility to manage development in our area through development by:</p> <ul style="list-style-type: none"> ■ Participating in the City Region Strategic Development Plan, Clydeplan, to support economic growth in the area including implementation of Glasgow and Clyde Valley Green Network; ■ Taking the proposed City Development Plan, currently with Scottish Government for Examination through to adoption along with supporting supplementary guidance. This is the spatial interpretation of Glasgow's Strategic Plan and SOA and identifies a sustainable spatial strategy with priority areas; ■ Development of the City Development Plan Action programme that outlines delivery by partners and stakeholders; ■ Developing the Glasgow Open Space Strategy and associated tools for assessment of quality, quantity and accessibility to open space to support the implementation of the City Development Plan. The open space strategy also informs asset management decisions; ■ Undertake Conservation Area Appraisals to define what is important within an area which will facilitate the active management of the areas characteristics; ■ Continue to develop specialist areas of work around the city's historic environment; ■ Continue to support the national developments in National Planning Framework 3 as they affect Glasgow. 	Reporting on performance is captured in the Planning Performance Framework (PPF); Target for adoption of the City Development Plan is dependent on Scottish Ministers decision which is projected for end of 2016.
Planning: Development Management	<p>We will discharge the statutory responsibility to manage development in our area through development management by:</p> <ul style="list-style-type: none"> ■ Providing certainty for development through implementing City Plan 2 and the subsequent supplementary guidance; ■ Proactively provide planning and guidance within the planning application process; ■ Provide transport and public access input to the development management process, including Roads Construction Consents etc; ■ Provide design and heritage advice. 	Performance measured through quarterly returns and reported annually through PPF.
Planning: Enforcement	<p>We will discharge the statutory responsibility to manage development in our area through enforcement by:</p> <ul style="list-style-type: none"> ■ Implementing our enforcement charter. 	Enforcement Charter implemented.

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2016/17
1.0a, continued A resilient and growing world class economy		
Building Standards	We will discharge our statutory duty in the Building (Scotland) Act 2003 to ensure requirements of Building Regulations are met. This involves the assessment of building warrant applications and enforcement requirements of the Act relating to dangerous buildings .	Outcomes and quarterly returns.
Building Standards (Licensing events and Festivals)	Process applications of licenses and temporary structures for events and festivals in the city.	Narrative report.
1.0b A resilient and growing world class economy: Place based priorities		
City Centre	<p>We will progress a Strategic Development Framework (SDF) for the City Centre identified in the proposed City Development Plan.</p> <p>We will support delivery of the City Deal investment programme for the City Centre Public Realm in line with the agreed business cases and the procurement strategy.</p> <p>We will progress the City Centre Strategy which went live in April 2014 and contains 55 discrete actions including the delivery of the Districts Strategy, which will create a Regeneration Framework for each of the nine city centre districts. Other projects to be progressed range from marketing and promotion, to activities that target crime and antisocial behaviour, to the development of new policies and strategies.</p>	Progress reported through the timescales/ governance for City Development Plan, City Deal and City Centre Strategy Governance Board and Annual Report .
River Corridor including Clyde Gateway, Clyde Waterfront/ West End Innovation Quarter and Govan/Partick.	<p>We will progress a Strategic Development Framework (SDF) for the River Corridor and Govan / Partick identified in the proposed City Development Plan.</p> <p>We will support the work of Clyde Gateway as agreed through the Board and Governance arrangement.</p> <p>We will deliver the City Deal investment programme for Clyde Waterfront and West End innovation Quarter in line with the agreed business cases and the procurement strategy.</p>	Progress reported through the timescales/ governance for City Development Plan, Clyde Gateway and City Deal.
East including Inner East and Collegelands/Calton Barras	<p>We will progress a Strategic Development Framework (SDF) for the Inner East identified in the proposed City Development Plan.</p> <p>We will deliver the City Deal investment programme for Collegelands Calton Barras in line with the agreed business cases and the procurement strategy.</p> <p>We will continue to implement Calton Barras Action Plan.</p>	Progress reported through the timescales/ governance for City Development Plan, City Deal and Town Centre action plan.

Service Priorities

Service Activity, Project or Programme	Actions	Target 2016/17
1.0b, continued A resilient and growing world class economy: Place based priorities		
North and the Canal	<p>We will progress a Strategic Development Framework (SDF) for the North identified in the proposed City Development Plan.</p> <p>We will support delivery of the City Deal investment programme for the Canal area in line with the agreed business cases and the procurement strategy.</p> <p>We will support the work of the Canal Partnership as agreed through the Board and Governance arrangements.</p>	Progress reported through the timescales/ governance for City Development Plan, City Deal and Canal Partnership.
Greater Easterhouse	<p>We will progress a Strategic Development Framework (SDF) for Greater Easterhouse identified in the proposed City Development Plan.</p> <p>Progress actions to develop the Shandwick Centre and other sites including those that contribute to the delivery of the Residential Development Report and investigate opportunities for integrated green infrastructure.</p> <p>Progress development of the 7 lochs wetland park which is part of Glasgow and Clyde Valley Green Network.</p>	Progress reported through the timescales/ governance for City Development Plan and Town Centre Action Plans.
Town Centre Action Plans	We will deliver Planning and Regeneration Action Plans to protect and enhance the viability of key Town Centres – Shawlands TCAP, Parkhead and Govan THIs.	Progress reported through the timescales and governance for Town Centre Action Plans.
1.0c A resilient and growing world class economy: Place based solutions		
Closing the inequality gap and tackling poverty	We will continue to embed the learning from “Equally Well” (Healthy Sustainable Neighbourhoods and Healthy Sustainable Me). This articulated the relationship between the social determinant of health and quality of place into Council activities, through the development of the Economic Strategy and the activities of the Health Inequalities Commission.	Reporting through the implementation of the Economic Strategy.

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2016/17
2.0 A broad based and more integrated economy with diverse business opportunities, including social enterprise		
Business Support	<p>We will deliver business support to Glasgow companies through a range of support programmes and initiatives. This will include business start-up programmes and support for existing business, business events and workshops and access to finance.</p> <p>Glasgow has been awarded the European Entrepreneurial Region (EER) award for 2016 in recognition of our outstanding and innovative entrepreneurial strategy, we are the first city in the UK to achieve this accolade. During 2016 an action plan will be implemented to enhance the economic ecosystem and support its growth throughout 2016 and beyond.</p> <p>During 2016, Glasgow will be providing greater support to small businesses and entrepreneurs in key areas such as: access to finance, skills and people development, innovation and access to specialist support.</p>	Progress will be reported through implementation of the EER action plan.
The Lighthouse	We will promote design and architecture with a focus on the Creative Industries through a programme of events and exhibitions at The Lighthouse .	Programme implemented.
3.0 Better skills for Glaswegians to create a more confident and competitive workforce in the city		
Adult Employment	We will deliver our new ESF funded Glasgow Employability Pipeline. The initiative will be delivered in 5 stages by external and internal delivery mechanisms and target people with multiple barriers to employment.	Implementation to start by late Autumn 2016.
4.0 An improved supply of good quality and sustainable housing on the city		
Housing Strategy	<p>Glasgow's current Housing Strategy sets out the city's broad strategic housing framework for the period 2011-2016, with the new strategy for 2017-22 currently under development.</p> <p>Glasgow's Housing Strategy (GHS) is founded on three key interlinked strategic themes:</p> <ol style="list-style-type: none"> 1 Regeneration 2 Access 3 Delivery through partnership <p>Within these themes, the strategy focuses on new build housing, regeneration, fuel poverty and energy efficiency, housing renewal areas, access to housing, homelessness and housing support, house condition and partnership working. The strategy focuses on the need to increase the supply of affordable housing across all tenures.</p> <p>Our Regeneration Strategy is framed by the City Development Plan's development frameworks (see 1.0b above). Action Plans, such as those for; City Centre, Easterhouse, the Canal Strategy and the Inner East Strategy have been developed.</p>	Consultation on new Housing Strategy for 2017-2022 undertaken during 2016

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2016/17
Strategic Housing Investment Plan (SHIP)	Glasgow's Housing Strategy is supported by a Strategic Housing Investment Plan which sets out investment priorities for housing in the city and identified resources.	Targets as detailed in SHIP.
Affordable Housing Supply Programme (AHSP)	We will support the delivery of AHSP Investment of £67.281m for 2016/17.	Target as detailed in AHSP.
Deliver the Affordable Warmth Programme (AWP) targeted at fuel poverty in deprived parts of the city	We will deliver the Affordable Warmth Programme (AWP) of £3.8m for 2016/17.	Achieve AWP budget spend
Private Sector Housing Grant (PSHG)	We will support the delivery of PSHG of £7.982m for 2016/17.	Achieve PSHG Budget Spend.
Transforming Communities Glasgow (TCG)	We will continue to deliver in priority places through the programme agreed with partners in Transforming Communities Glasgow .	Reporting through the Board and governance structure of TCG.
Strategic housing authority delivery	We will continue to work with the 67 Housing Associations in Glasgow to deliver affordable housing solutions.	Report through the AHSP annual report.
Stair lighting	Discharge our statutory responsibilities for stair lighting .	Statutory duty discharged.
5.0 A connected infrastructure, including better transport, roads, and better access to the internet and information technology for business and residents		
Digital Glasgow	Deliver the action plan that supports the Digital Glasgow Roadmap .	Target/milestones as detailed in Digital Roadmap.
Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan District	We will discharge the statutory responsibilities of Glasgow City Council 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.	Target/milestones as agreed through CLLLPD Joint Committee.
Metropolitan Glasgow Strategic Drainage partnership (MGSDP)	We will continue to develop the MGSDP and host the PMO on behalf of the partnership. We will deliver the City Deal investment programme for the MGSDP in line with the agreed business cases and the procurement strategy.	Target/milestones as agreed through the partnership governance structures.
Contaminated land	Maintain records and information on contamination in land in the city.	Records maintained.

Service Priorities		
Service Activity, Project or Programme	Actions	Target 2016/17
6.0 Making best use of our resources		
Staff development	Continue to develop and refine the action plan aligned to the “Engage for Success” programme of staff engagement. Promote development and communications with a focus on training and development opportunities and health and wellbeing initiatives to best support staff.	Milestones and actions as agreed by the Organisational Development Board.
Develop the council's centralised funding unit.	Progress the implementation of the Target Operating Model for funding across the council family. This will identify the most viable funding opportunities to support place based solutions and complement the transformation agenda. We will explore a range of funding opportunities including European Funding, Vacant and Derelict Land Fund, Regeneration Capital Grant Fund, RDF.	Funding applications submitted and approved to contribute to financial challenges and allow innovative approaches to be taken forward.
Develop Target Operating Model for data and analysis.	Develop and implement a target operating model for data and analysis across the council family. This will allow evidenced based decision making using data which will reduce the demand for non-value added business as usual activity by focusing on a more proactive service delivery, reducing duplication and delivering efficiencies. The model will take account of data management, cleansing, storage, sharing, intelligence and analytics and will focus on building capacity in this innovative area.	Creation of target operating model and centre of excellence for data..
Financial Planning	Develop a financial planning strategy for the department taking account of departmental priorities and goals in response to the financial challenges facing the department and the wider council.	Plan for Financial Budget Options for 2017/18 and beyond.
Information Technology Strategy	Develop an Information Technology strategy, in conjunction with ACCESS, to support the department's priorities aligned to service reform and the wider transformation programme. This will ensure that the department makes best use of its resources by applying the appropriate technology to support improvement in processes and delivery of key legislative changes.	Strategy for prioritised information technology developments.
Developing project management approaches to streamline and create efficiencies in delivering projects on the ground.	We will continue to identify and develop efficient approaches to project management and design including: <ul style="list-style-type: none"> ■ Innovative working with partners ■ Design, project and cost management solutions ■ Implementation of Building Information Modelling. 	Improvement in programme and cost performance.

3.2 Staff Development

3.2.1 Staff survey – specific service responses

89% of staff in DRS responded to the staff survey, the second highest response rate across the council. Overall results were positive with 63% of staff reporting being satisfied with their job and 80% committed to working for the council. The results of the staff survey have been considered by the Service and an action plan developed to address issues. These actions will be progressed in the coming year.

Bullying and harassment was identified as an area which would benefit from further development and work has started on this. A discussion group on bullying and harassment was held for DRS staff. Findings demonstrated that staff were aware of policies and practices to address this. However, there was a perception that the culture which facilitates bullying had not changed significantly. As a result of these findings we are planning to arrange training this year on the subtleties of bullying and micro inequalities. DRS staff also participated in the corporate bullying and harassment campaign and focus group.

3.2.2 Training and Development

Staff Engagement Sessions

A series of staff engagement sessions entitled 'Engage for Success – The Way Forward' were held at the Lighthouse. They gave staff the opportunity to have a round table discussion with colleagues from across the Service and gave management the opportunity to update staff.

Mentally Healthy Workplace

Seven of our Managers attended Mentally Healthy Workplaces training last year and positive feedback was received. As a result, an internal group was established to look at developing this area. A number of staff undertook training for trainers and Mentally Healthy Workplace training will be rolled out to 55 Managers this year. A 1 day training programme will be delivered and plans are underway to develop a 2 hour awareness session which will be available to all staff within the service.

Report Writing Course

A skills matrix was prepared which gathered information on the skills set of staff within the Service and their interests. It also identified gaps in skills and highlighted areas that staff felt they would benefit from additional training in. One of these areas was Report Writing. A short life working group was established with staff from across the Divisions who had experience in report writing. The group developed a report writing course which provided information on the importance of good quality committee reports, committee structures and remits and report layout and guidance. The course will be rolled out in the coming year.

Conversations that Count

Managers from DRS have participated in the corporate Conversations that Count course which was introduced in June 2015 and additional staff will attend the next series of workshops during summer 2016. During 2015/16, 45 staff attended Conversations that Count training.

Training including GOLD

DRS staff have attended a variety of training over the previous year, this includes job specific, general or developmental training. Managers have attended absence management and disciplinary procedures (10 staff), Leading with Impact (5 staff), People management – performance improvement (9 staff) and Performance Coaching and Review training (11 staff). Staff development training has also been carried out in the previous year. This includes Meet the Corporate Management Team (17 staff), Public Speaking (7 staff) and Performance Improvement (3 staff).

Staff have also undertaken a variety of health and safety training including Asbestos Awareness (46 staff), Evacuation Chair (7 staff), Fire Warden (3 staff) and First Aid (5 staff).

Spotlight On sessions

Spotlight on sessions were held throughout the year. These were 1 hour workshop sessions which provided staff with information on specific topics and also gave staff the opportunity to ask questions. Initially these sessions focused on each Division within DRS and gave staff an overview of what each Division does, the main areas of work, achievements and future plans. Positive feedback was received and staff expressed appreciation at having a better understanding of the Service. The sessions also gave staff ideas on how Divisions within the Service could work better together and support each other in the development of a range of projects and initiatives. Other sessions focused on the Centre for Population Health, Census 2011 population projections and City Deal.

3.2.3 PCR Performance

We have been actively promoting Performance Coaching and Review (PCR) across the service. PCR was introduced as a way of improving staff performance, supporting staff development and increasing engagement. It involves Managers meeting with staff to discuss their performance and to establish development opportunities. Areas of work are linked to the council's competencies including customer care, team work, communication, managing change and continuous improvement.

3.2.4 Attendance management

The 2015/16 target for attendance management is 4.4 lost days per employee per annum. During 2015/16 6.83 days were lost per employee. In the last year, 10 managers have undertaken training in absence management and disciplinary procedures to ensure that we are implementing absence policy effectively. Other initiatives, including Mentally Healthy Workplace training, have also been undertaken to support attendance issues.

3.2.5 Staff health initiatives

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

Yoga sessions

Funding from the corporate health budget was secured to provide yoga sessions for staff. The sessions were oversubscribed and positive feedback has been received from staff on the benefits the sessions provided. As a result of their popularity and the benefits credited to the session more sessions will be organised during 2016. The success of the sessions has contributed to this activity now being organised on a corporate basis.

Sketching

A sketching group has been organised and 2 x 6 week blocks of sketching sessions have been available to staff. The benefits of sketching include using the activity as a form of expression and way of communicating, distracting the mind from difficult situations and improving mental health. It can also clear the head and promote a feeling of calmness. The sketching classes have been very popular with staff citing a range of benefits from improving their skills to focusing the mind.

Volunteering Projects

Two volunteering projects were organised this year where staff could volunteer a day of their time to improve an area for a community based group. Staff assisted the David Cargill Centre in Langside to turn a derelict space into a garden for local people to grow their own fruit and vegetables. Support was also provided to the Glenburn Centre in Easterhouse which is used by a range of local residents including those with additional support needs. Staff assisted in planting an orchard, building raised beds and installing bark to improve the outdoor area of the centre.

Massage

Massage and aroma therapy sessions are on-going and arranged on site on a monthly basis. These are available to all staff on the basis that staff fund this service and use their own time to attend. The purpose of these sessions is to promote wellbeing, address stress and promote coping strategies.

Long term pain in the workplace

Caledonian University has been carrying out research on long term pain in the workplace including the development of a staff survey. It is planned that the survey will be issued in May with findings developed into an action plan.

In addition, staff are involved in corporate health initiatives including lunchtime walking and jogging groups and weigh in at work. Staff have also attended health roadshows where organisations such as Alzheimer's Scotland, Macmillan Cancer Support and Diabetes UK provided support and information for staff and staff with caring responsibilities.

3.2.6 Work/life balance provision

Work Life balance continues to be supported within the exigencies of the service. This allows staff to appropriately balance their home and work lives through a range of flexible working arrangements including reduced hours, compressed hours, part time working and home working.



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Identifying best performance achieved by our contemporaries and learning from it

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Mural Trail, Mitchell Street



4. Benchmarking, inspection and equalities

We are highly involved in a range of benchmarking activity and groups. This allows us to evaluate our performance against others, identify the best performance achieved by our contemporaries and learn from it. It also allows us to set standards for operations and services through measurable methods. Over the coming year we will continue to use benchmarking through formal and also more informal short life groups as appropriate. The groups and frameworks detailed below give an idea of some benchmarking initiatives currently undertaken.

4.1 Local Government Benchmarking Framework

The [Local Government Benchmarking Framework](#) allows council's to improve service provision by working with and learning from other local authorities. All 32 Local Authorities in Scotland have worked together to develop a common approach to benchmarking. This includes reports on the cost of service provision, performance and how satisfied residents are with the services they receive. It allows similar Councils to work together with the common aim of improving services.

[Local Government Benchmarking Framework Report 2014/15](#) was published in January 2016. DRS contribute to the measure for Economic Development which is 'the percentage of total unemployed people in an area assisted into work from council funded/operated employability programmes'. Over the last three years, we have featured in the top three councils with 16.5%, 21.4% and 19.7% respectively.

4.2 Other Benchmarking

Planning Performance Framework

We participate in the 4 Cities Planning benchmarking project with Edinburgh, Dundee and Aberdeen and also in the Heads of Planning Scotland (HOPS) including a number of sub groups such as Development Plans and Performance and Practice.

[Planning Performance Framework](#) (PPF) was developed by HOPS and supported by the Scottish Government. It was introduced in 2012 and provides a balanced measurement of the overall quality of the Planning Service. It is also used as a means of driving continuous improvement.

All planning authorities prepare a PPF report on an annual basis and receive feedback from the Scottish Government. The report includes qualitative and quantitative performance comment, information on performance markers and outlines proposals for service improvement. Information from all planning authorities is summarised by the Scottish Government in the Planning Performance Annual Report.

Our [Planning Performance Annual Report 2014/15](#) was submitted on 31st July 2015 and covered the period from 1st April 2014 to 31st March 2015. Feedback was received from the Scottish Government in October 2015 and the information was assessed and given a RAG rating. The report was an improvement from the previous year, there were 9 green, 2 amber, 2 not applicable and 2 red markers. An action plan was developed to address issues raised which focused on decision making times, continuous improvement, Local Development Plan and Development Plan Scheme. The annual report 2014/15 also outlines improvements made such as application vetting by technicians, introduction of the opportunity for developers to discuss applications with Elected members and revision of internal processes relating to processing agreements and recording details electronically. Full details are outlined in the Annual Report.

Local Authority Building Standards Scotland

We are also active in the [Local Authority Building Standards Scotland](#) (LABSS) which represents all local authority building verifiers in Scotland. Building verifiers are responsible for ensuring that all new buildings and those being altered, extended or converted comply with building regulations and technical standards. LABSS and Scottish Government have developed a performance framework for building standards which has a focus on peer review, benchmarking and sharing best practice. The framework consists of 9 key performance outcomes covering professional expertise and technical processes, quality customer experience and operational / financial efficiency. Local Authority statistical building standards returns are analysed and published by Scottish Government in a [Local Authority Building Standards Annual Return](#).

A number of actions have been implemented in the previous year to improve performance. A PC refresh and software update was carried out allowing us to email documents directly to clients from our database. We also volunteered to be an early adopter of Total Mobile which will enhance the use of tablet devices and allow information to be recorded and paperwork to be completed on site. This will speed up delivery time of documents to clients and require less office time and back up support.

We have been working with the Scottish Government on eBuilding Standards which is an online portal for building warrant applications. All 32 local authorities are involved and the initiative aims to reduce submission times for applicants, reduce use of paper documents, postage, storage etc, and it also links to the Total Mobile initiative. eBuilding Standards was introduced in August 2016.

Association of Local Authority Chief Housing Officers

Our Chief Housing Officer attends The [Association of Local Authority Chief Housing Officers](#) which aims to promote the interests of local housing authorities, share information and best practice across the network and promote positive relationships between agencies. The organisation facilitates discussion with policy advisers, academics and experts across the housing field. Housing issues such as responding to consultation, legislation and guidance, specific issues such as welfare reform and awareness raising of housing issues are considered by the group.

Scottish Local Authorities Economic Development Group

Staff are involved in the [Scottish Local Authorities Economic Development Group](#) (SLAED) which is a network of Economic Development Officers from 32 Local Authorities in Scotland. The group aims to influence economic development policy and action programmes, promote sustainable economic development and share best practice. Work is centered on 3 sub areas, people, place and business with thematic groups on European funding, tourism, retail and performance. [The Scottish Local Authorities Economic Development Annual Report 2014/15](#) provides details on the performance of each local authority.

4.3 EFQM

EFQM is an evidence based self-assessment tool designed to drive quality and deliver excellence across the council. It considers performance, facilitates the identification of best practice and identifies areas for improvement. The council is committed to a 3 year assessment cycle and the current assessment started at the end of 2015.

DRS was the nominated lead for the Partnerships and Other Resources theme and conducted an evidence gathering exercise on the rationale for partnership working, how they are implemented and structured, how effectiveness is measured and key strengths of partnership working.

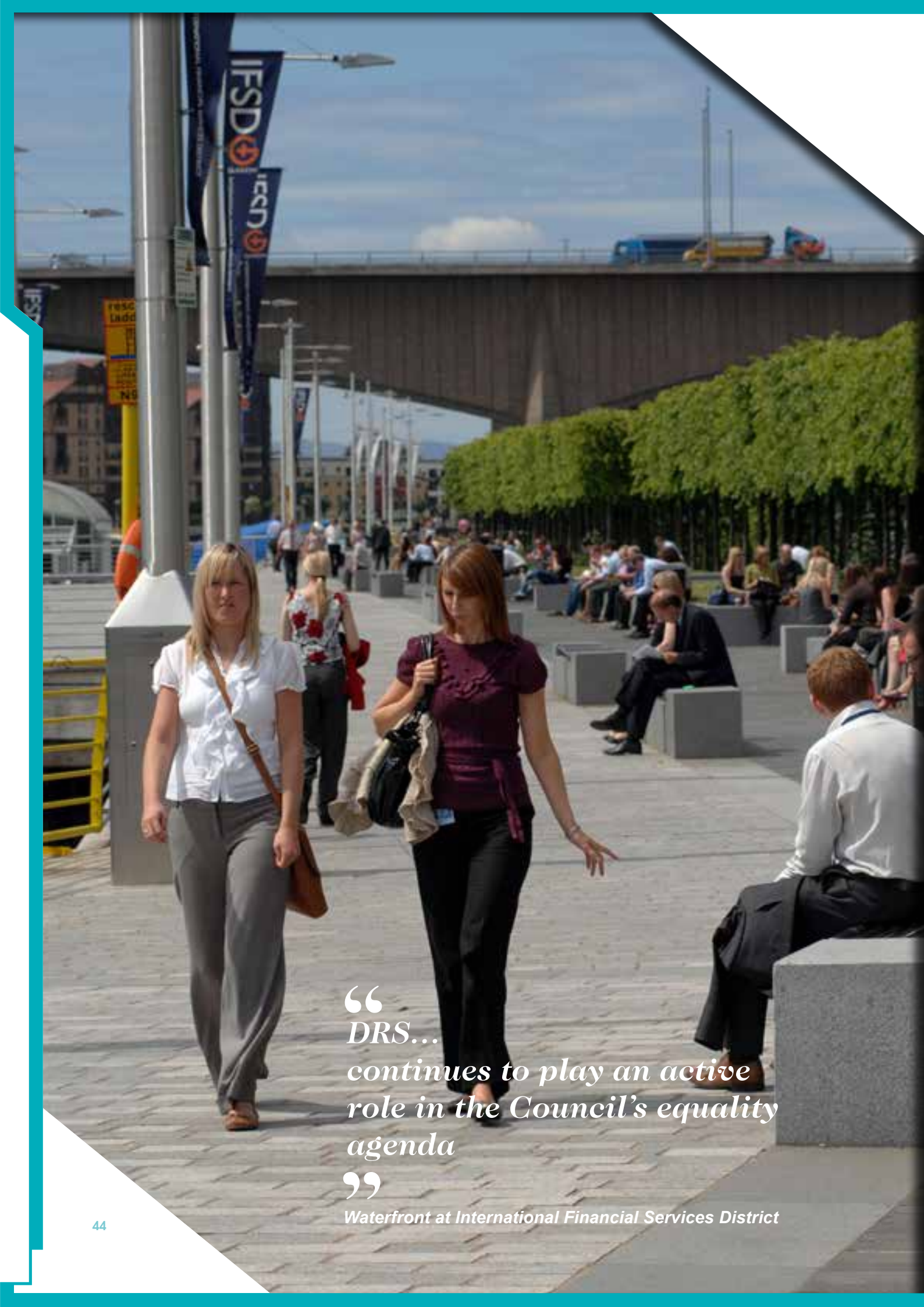
Following the Extended Corporate Management Team's consensus day and identification of key improvement areas at a corporate level, we will develop a specific improvement plan during 2016/17 to progress areas for improvement relating to data information.

4.4 Equalities

We have continued to play an active role in the council's equality agenda through staff attendance at the corporate Strategic Equality Working Group and the Equality Working Group. This ensures that the Service is consistent with the corporate approach, allows staff to share best practice and provides a mechanism for raising issues.

We have been using our staff newsletter to highlight equality matters and support corporate promotions. This has included Hate Crime awareness week, the White Ribbon Campaign and also to encourage staff to complete their equality details on My Portal.

DRS staff and colleagues from Land and Environmental Services and Jobs and Business Glasgow supported the White Ribbon Campaign during '16 days of action'. An information stall was set up in the reception area in Exchange House and George Street entrance and staff were available to answer question, raise awareness of the campaign and encourage staff to sign up to 'the pledge'.



“
*DRS...
continues to play an active
role in the Council's equality
agenda*
”

Waterfront at International Financial Services District

4.5 Equality Impact Assessment

A total of 31 staff signed up for Equality Impact Assessment Training which was held in April and May 2016. Since 1st April 2015, we have carried out equality impact assessments on the proposed Broomhill Conservation Area appraisal and the Common Housing Register. We are also in the process of planning assessments on our new Economic Strategy, Housing Strategy and Youth Employment Action Plan which oversees our Glasgow Guarantee.



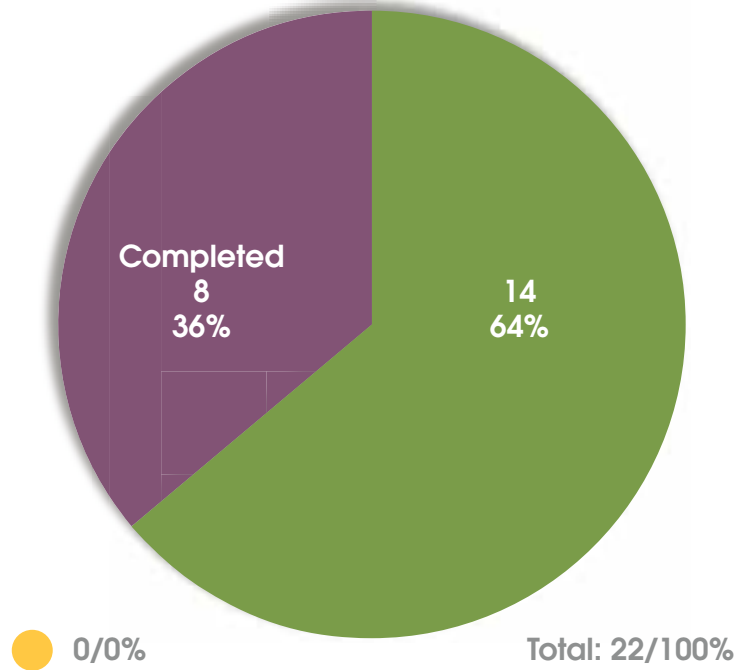
“
£72.837m Affordable Housing Supply Programme
667 homes completed
1100 site starts
”

Housing, Forth and Clyde Canal

5. Past performance

Strategic Plan

Strategic Plan Priorities: **Economic Growth Priorities 2015/16** (Number and Percentage)



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

We have been highly successful in completing 8 of our strategic priorities. The remaining 14 are RAG rated green meaning that we are progressing on schedule. The majority of commitments have been met and are now incorporated into our mainstream service provision, such as, Glasgow Guarantee, Stalled Spaces and Co-operative Glasgow.

We have successfully completed a number of priorities including:

- We facilitated the first [Venturefest Scotland](#) event which was held in Glasgow in December 2015.
- We have established a 2 year pilot [Mortgage Guarantee Scheme](#) with Glasgow Credit Union to assist first time buyers onto the property ladder.
- We worked with the Scottish Government to prepare regulations for the new **Housing Bill** which gives local authorities additional powers relating to private landlords including the ability to carry out spot checks on properties.
- We have supported the development of a **Centre for Green Building Skills** at the Skills Academy in Laurieston with our City Building colleagues.

We have also had success with ongoing commitments within the Strategic Plan which we will continue to progress and support during 2016/17 including:

- The [Glasgow Guarantee](#) achieved 1095 positive job outcomes during the period 1st January 2015 to 31st March 2016. The annual 'Secure Your Future' event was held in August 2015 and attracted 42 exhibitors and 600 young people. The event aims to match young people with employment and training opportunities. The Glasgow Guarantee was [refreshed](#) in 2015 and now provides a wider offer and revised categories of targeted clients.
- [Co-operative Glasgow](#) continued to promote co-operative and social enterprise across the city. During 2015/16 we awarded £179,383 to 10 co-operatives to assist in service provision, capability and financial sustainability and building organisational capacity. The Co-operative Champions group have been meeting regularly and we successfully delivered a number of workshops to Business advisors within the council family. We also launched the first Co-operative Council newsletter in February 2016 [Cooperative Glasgow Committee Report](#)
- Our [Stalled Spaces](#) programme has assisted a range of community based groups to bring land back into community use. Approximately £51,000 in funding has been awarded to 22 community groups this year to assist with the development and implementation of initiatives including temporary arts projects, community gardens, growing spaces and natural play areas.

Mortgage Guarantee Scheme



£179,383

awarded to

10

co-operatives

Stalled Spaces



£51,000

awarded to

22

community groups

- The [Glasgow Film Office](#) attracted £10.2 million of income into the city as a result of film, TV, and commercials filming. Examples include Eve, Shetland, Outlander, Burnistoun and the feature film Florence. We continued to promote the city as a filming location through various activities including attending the Cannes Film Festival in May supported by Creative Scotland within the UK pavilion.
- The [Glasgow Living Wage](#) is £8.25 per hour as of 1st April 2016 and 435 employers (at 10th march 2016) have signed up to it.
- We are continuing to work with colleagues both internal and at other councils to develop an approach which will see us develop Community Benefits further into service and material purchases and take advantage of the City Deal opportunities that will arise. As of 31st march 2016, live programmes had 66 new entrants and 76 work experience placements on site.
- During 2015/16 our **Affordable Housing Supply Programme** budget was £72.837m the highest budget allocation since 2011/12. We completed 667 homes against a target of 649 and we had 1100 site starts with a target of 1018. We were also invited onto a Scottish Government Short Life Working Group to examine the level of subsidy for affordable new build housing and were successful in lobbying for an uplift in grant across both Mid Market and Social Rented Tenures. Recommendations from the working group are now with Scottish Ministers for consideration.

[Glasgow's Strategic Housing Investment Plan](#)

[Glasgow's Affordable Housing Supply Programme Performance Review 14/15](#)

[Affordable Housing Supply Programme 2014/15 outturn performance committee report](#)

[Glasgow Housing Strategy Residential Development Report](#)

[Glasgow Housing Strategy Evaluation Report 2011-2016](#)



435 employers
have signed up to
paying their employees

Glasgow Living Wage of
£8.25 per hour

£72.8m
awarded to

Housing Associations
through the
**Affordable
Housing
Supply
Programme**

667
homes completed

1100
site starts in 2015/16

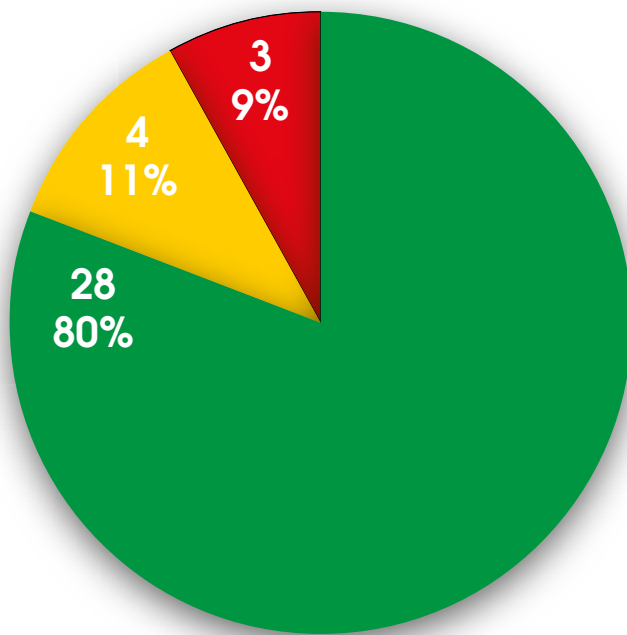
- We have taken forward our **Self Build Housing Scheme** including investigating funding approaches and building up a contacts database of professionals, partners and self-builders. A successful information event was held and a site has been identified in Maryhill TRA. Planning and Building Control Services have developed a design code and plot passport to simplify the planning process for self-builders. A second Information Event to launch the first phase of 6 plots was held at the end of April 2016.
- We have taken forward the **Sighthill Transformational Regeneration Area (TRA)** which will provide a new local neighbourhood in the North. 141 Glasgow Housing Association homes have been complete and are fully occupied with tenants. Remediation work is continuing on contaminated land, the temporary bridge has been completed, design specifications are being finalised for contract work and we have agreed with the Wheatley Group that 200 homes will be available for mid market rent.
- We have been highly active in the **Core Cities Network** where we have been working with England's 8 largest city economies outside London and also Cardiff, to present a united voice in the promotion of cities as a driving force for economic growth.
- Successful strategic, outline and business cases have been presented to and approved by **Glasgow City Region Cabinet**. We have developed proposals for a number of **City Deal** projects including **City Centre, Public Realm, Canal and the North, Sighthill, Collegelands/Barras/Calton, Metropolitan Glasgow Strategic Drainage Partnership, Clyde Waterfront, Glasgow Business Growth** programme and **Airport Access** project (in partnership with Renfrewshire Council).

The first lot of 6 plots released for Self Build homes



Core City Network





Service Priorities 2015/16 (Number and Percentage)

Total: 35/100%

We identified 35 service priorities for 2015/16, 29 priorities (81%) are on schedule and RAG rated green, 4 (11%) are rated amber and 3 (8%) rated red.

Our Service priorities make a significant contribution to what the Strategic Plan aims to achieve in relation to economic growth and the outcomes we are working towards. Full details are provided in Appendix 1 but some highlights include:

- We have actively participated in the delivery of a range of events and festivals through our licensing process and temporary structures applications. Some examples include, **World Pipe Band Championships**, **Summer Sessions** at Bellahouston Park, **Davis Cup** tournament at the Emirates Arena, **Turner Prize** at the Tramway, **Proms in the Park** at Glasgow Green, **Merchant City Festival**, **World Gymnastics Championships** and various large scale concerts at the SECC and Hydro including **MTV Awards**.
- We submitted our **4th Planning Performance Framework** to the Scottish Government in July 2015 and a report was presented to Regeneration and the Economy Committee in October 2015. Feedback was positive, we received encouraging comments on the structure of the report, use of case studies, improvement in decision making timescales and the positive role we play when working with our stakeholders.



- An annual report was produced last year on the first year's achievements of the [City Centre Strategy](#) including development of the **Sauchiehall Regeneration Framework**, **City Centre Retail Strategy**, **Public Realm Strategy**, **Parking Strategy**, **Event Space Strategy** and **Lanes Strategy**. A further 4 District Regeneration Frameworks will be contracted during 2016; these are Blythswood, Broomielaw, Central and St. Enoch. We have recently completed a business case for City Deal and progressed a number of actions including the development of a street food/markets initiative and a draft planning brief for the river strategy.

- We have been working on a number of [Town Centre Action Plans](#) across the city at Shawlands, Govan Cross, Parkhead and Barras/Calton. These have resulted in a variety of improvements including public realm improvements, shopfront upgrading, bringing vacant floorspace back into use and the design of two new civic squares at Langside Halls and the Barras.



- We have supported a number of initiatives which have showcased the city on a national and global platform. We held the [Cities under the Microscope Glasgow](#) event which was a two day conference which gave members of Lighting Urban Community International (LUCI) an opportunity to see Glasgow's lighting strategy and a re staging of the 'Ghost Peloton', at the Whiskey Bond in Port Dundas. We also supported a light and audio installation to mark the centenary of the First World War which was projected onto the City Chambers on Armistice Day.



- [The Land Art Generator Initiative Glasgow](#) was held and aimed to demonstrate the potential for an innovative design led approach to designing and delivering energy infrastructure to regenerate areas using a placemaking approach. The initiative was a partnership with Scottish Canals, BIGG Regeneration and Ecoartscotland and brought international and Glasgow based teams together to develop design site specific proposals for Dundashill Masterplan, Port Dundas. Since 2010, LAGI has held 4 idea based competitions in United Arab Emirates, New York City, Copenhagen and Southern California.

- We submitted our [City Development Plan](#) to the Scottish Government in June 2015 along with other information required by Ministers such as the draft action programme. One hearing was held relating to housing need and demand in October 2015. The plan is scheduled for adoption by the end of 2016. We have also been working on our six strategic development frameworks for City Centre, River, North, Govan/Partick, Inner East and Greater Easterhouse which were identified in the City Development Plan and also the topic based supplementary guidance which will form part of the Plan.



- [The Lighthouse](#), Scotland's Centre of Design and Architecture continues to host a range of exhibitions and events including *Dear Green* an exhibition looking at sustainability in the city, *Graphic Design Festival Scotland*, *Venturefest* and *Homegrown: Celebrating housing in Scotland. An Affordable Warmth Roadshow* was also held in The Lighthouse by our Housing Division which aimed to raise awareness of affordable warmth activity and encourage private landlords to participate in the insulation programme. The venue also brought the Design Museum's *Hello, My Name is Paul Smith* exhibition to Glasgow.

We have continued to be recognised for our work including:

- Laurieston Phase 1A Transformation Regeneration Area
 - Scottish Design Awards, 3 categories – Placemaking, Residential and Affordable Housing: **Winner**
 - Saltire Society Housing Design Awards – Multiple housing development and Landscape in Housing (2 categories): **Winner**
 - MIPIM UK - Public private partnership of the Year: **Finalist**
- Anderson Regeneration
 - Scottish Property Awards – City Regeneration Project of the Year: **Highly commended**
 - RICS – Residential : **Highly commended**
- Kelvingrove Bandstand
 - Scottish Awards for Quality in Planning – Delivering Partnerships: **Commendation**
 - RICS Awards – Community Benefit: **Highly commended**
- City Centre Mural Trail
 - Idox, Innovation in supporting local economic development: **Highly commended**



“
*Glasgow... European Entrepreneurial Region
2016*
*The Lighthouse... Scotland's Centre for
Design and Architecture*
*Venturefest 2015 – the first business event of
its kind in Scotland.*

”

Technology and Innovation Centre, University of Strathclyde

Appendix 1: Past Performance

The table below outlines progress made over the previous year on Strategic Plan priorities which have now been completed.

Strategic Priorities: Economic Growth		
Indicator/ Outcome/ Strategy	Performance Note	RAG
Science Expo	<p>Venturefest 2015 Scotland is part of the Venturefest Network which is a national initiative, connecting SMEs with innovators, entrepreneurs, investors and academics. The event in Glasgow was the first business event of its kind in Scotland and was linked to the Glasgow Green Year. It was held in The Lighthouse in December 2015 and attracted over 600 delegates.</p> <p>The event was a one day programme of talks from business people, workshops and an exhibition. After the success of the first Scottish Venturefest event it has been agreed that Venturefest 2016 Scotland will also be held in Glasgow. We will continue to support the development of the event, including attendance at the Advisory Board meetings and feeder events sub group. The event will be held on 1st September 2016 with a target of 750 delegates.</p>	Green
Help First Time Buyers purchase a home	<p>A 2 year pilot Mortgage guarantee scheme has been established with Glasgow Credit Union. Up to £4m has been allocated for the scheme over the pilot period by Glasgow Credit Union. The second hand market in areas of the lowest 15% SIMD in Glasgow will be eligible for the scheme and will qualify for 100% mortgage. The scheme will also provide a way of bringing more empty homes back into effective use. This will help to meet housing need and reduce the negative impact empty properties can have on neighbourhoods.</p>	Green
Factoring Commission	<p>A Factoring Commission was established in June 2012 with the remit of developing proposals for improving factoring and developing an action plan for residents and agencies. Following consultation, proposals were developed and recommendations were approved by the Executive Committee in 2014. A range of actions have been completed including launching a website in May 2016 which provides advice and information to owners in buildings in common ownership. Property factoring through a small scale works programme and targeted acquisitions to improve property maintenance have also been carried out.</p>	Green
Private Landlords	<p>We had input into the development of a national Private Rented Strategy which aims to improve standards in the private rented sector. We also worked in partnership with the Scottish Government in drawing up regulations for a new Housing Bill which were put in place in 2015. These give local authorities additional powers including the introduction of Enhanced Area Status which allows local authorities to carry out spot checks on private rented properties.</p> <p>Houses in multiple occupation us of enforcement powers committee report</p>	Green
Green building skills	<p>This commitment has been delivered through City Building at its Skills Academy in Laurieston. Since January this year a total of 81 apprentices have undertaken renewable training along with tradesperson. This has allowed City Building to be re-accredited as a Green Deal Installer as well as for NICEIC MCS Solar Thermal, which is the registration scheme showing that it is competent to work with solar panel products and working to the Renewables Energy Consumer Code of Practice. The Centre will move to a new base at Queenslie this year.</p>	Green

Strategic Priorities: Economic Growth

Indicator/ Outcome/ Strategy	Performance Note	RAG
Glasgow to receive key funds	The City Deal was secured in August 2014. The partnership of 8 surrounding local authorities will benefit from a funding package of £1.13bn across the Clyde Valley. £4.57m was also successfully secured from the Regeneration Capital Grant Fund and £2.57m from the Vacant and Derelict Land Fund for 2016/17.	Green
Free wifi	Free wifi was successfully rolled out prior to the Commonwealth Games in 2014. The roll out continued during 2015 / 2016 to 32 community centres city wide and sites are being identified for Phase 2 of the roll out.	Green
Transport Link	A joint delivery group has been established between Glasgow City Council; Renfrewshire Council and Glasgow Airport with support from Transport Scotland following agreement of the City Deal. The Airport Access Link Strategic Business Case was approved at City Deal Cabinet in December 2015.	Green

Strategic Plan Indicators: Economic Growth					
Indicator/ Outcome/ Strategy	Milestone/ Target 2015/16	Year End Actual 2014/15	Year End Actual 2015/16	Performance Note	RAG
Glasgow Film Office: Attract income to the city via the GFO.	£10m (2015)	£14.2m (Target = £10m for 2014)	£10.2 (2015)	We have met the target of £10m; however, income attracted to the city has reduced since the previous year. It is thought that this is due to the loss of a major TV drama filming in the city. However, we are confident that income attracted will increase during 2016/17 based on current bookings and enquiries.	Green
Glasgow Guarantee: Number of positive outcomes.	1000 (2015)	1168 (Target = 1000 for 2014)	1095 (1/1/15-31/3/16)	Reporting is now based on the financial year and not the calendar year, following the Glasgow Guarantee refresh in 2015. As a result of this, figures relate to a 15 month period. Glasgow Guarantee was refreshed during 2015 and this will impact on the number of positive outcomes achieved.	Red
Housing Development: Number of new and improved housing units completed in the year. (Corporate Scorecard Indicator)	649	831 (Target = 784 for 2014/15)	667	The target is agreed on an annual basis with the Scottish Government and is dependent on available funding, subsidy level, ability of Housing Associations to access finance.	Green

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

Strategic Plan Indicators: Economic Growth				
Indicator/Outcome/ Strategy	Milestone/Target 2015/16	Year End Actual 2014/15	Year End Actual 2015/16	RAG
Proportion of all employee jobs in Scotland that are located in Glasgow.	Maintain Glasgow's relative share of the total number of employee jobs in Scotland.	Glasgow: 386,500 Scotland: 2,357,800 Relative Share 16.4% (2013)	Glasgow: 397,900 Scotland: 2,437,100 Relative Share 16.3% (2014)	Green
Employment rate of population aged 16-64. (Corporate Scorecard Indicator)	Improve the level of the previous year.	Glasgow: 62.4% Scotland: 70.8% 8.4% points below national rate (2013)	Glasgow: 63.8% Scotland: 70.3% 6.4% points below national rate (2014)	Green
Gap between Glasgow and Scotland in the % of the working age population (16-64) claiming benefits (that is 'worklessness').	Maintain the gap.	Gap: 7.3% <i>% of population in receipt of benefits</i> Glasgow:23.4% Scotland:16.1% (2013)	Gap: 7.0% <i>% of population in receipt of benefits</i> Glasgow: 22.2 % Scotland: 15.2% (2014)	Green
Business Survival Rates in VAT and PAYE registered businesses (surviving 3 years or more).	Improve the business survival rate of the previous year	48.7% (2010-13) Contextual Births: 2,145 Deaths: 2,235 Active in Year: 17,975 (2013)	55.4% (2011-14) Contextual Births 2,220 Deaths 2,100 Active in Year 18,010 (2014)	Green
Value (£m) of private sector capital investment in Glasgow – completed projects only. (Corporate Scorecard Indicator)	City-wide: £200m Waterfront: £25m City Centre: £25m	City-wide: £215.7m Waterfront: £71.9m City Centre: £49m (2014/15)	Not available until Autumn 2016.	Green
Value (£m) of private sector capital investment in Glasgow – All Projects, that is completed, under construction, and consented developments.	£1,750m	£2,308.6 (2014 /15)	Not available until Autumn 2016.	Green
Level of Vacant and Derelict Land in the City.	Limit growth to level no greater than 1,350ha.	1170.62Ha Net change on previous year -24.32 ha (-2.0%) (2014)	1144.80Ha Net change on previous year -25.82 ha (-2.2%) (2015)	Green

Single Outcome Agreement Priorities (Performance against thematic areas: Alcohol, Youth Employment, Vulnerable People)					
Indicator/ Outcome/ Strategy	Milestone/ Target 2015/16	Year End Actual 2014/15	Year End Actual 2015/16	Performance Note	RAG
Youth Employment: Number of positive outcomes.	See Glasgow Guarantee				Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
A resilient and growing economy		
Inward Investment	<p>Invest Glasgow continues to progress inward investment enquiries, provide support to potential inward investors and promote the investment opportunities of the city at international real estate events. This has had a positive effect on investment, job creation and job safeguarding. A number of businesses have been attracted to the city including Vodafone creating 150 new posts, FanDuel, a fantasy sports provider, planning to employ 200 software specialists when it opens its first office in Glasgow and the opening of the Village Urban Hotel in July creating 150 jobs. These are only a few examples of a range of investment activity in the city.</p> <p>We also continued to promote the city at events including MIPIM UK, Expo Real in Munich and the All Energy, a renewable energy event at the Glasgow SECC.</p> <p>Inward Investment Progress Report Committee Report</p>	Green
Clyde Gateway	<p>We are continuing to support the work of Clyde Gateway by providing expertise to the strategic roads assessment board, providing input to transport planning, Sustainable Urban Drainage Systems, Road Construction Consents and Section 56 consents.</p> <p>We have also contributed to regeneration within Clyde Gateway area including discussions with City Legacy regarding Phase 2 of the Athlete's Village which incorporates 152 housing units. Clyde Gateway also saw the opening of the new Police Headquarters and the Women's Library in Bridgeton by the First Minister in November 2015.</p>	Green
Events and Festivals	<p>We continue to process applications for temporary public entertainment licenses and Section 89 applications including applications for West End Festival, Merchant City Festival, World Pipe Band Championships, Summer Sessions at Bellahouston Park, Fireworks Display at Glasgow Green, World Gymnastics Championships, Glasgow on Ice and a range of concerts at the Hydro and SECC.</p> <p>We also carried out inspections, for the Safety Advisory Group, of the National Stadium, Celtic Park, Ibrox Stadium and Firhill under the remit of the Safety of Sports Grounds Legislation.</p>	Green
Local Flood Risk Management Plan for Clyde and Loch Lomond Local Plan District	<p>We agreed the prioritisation of physical works and flood management studies with SEPA which was included in the Clyde and Loch Lomond Flood Risk Management Strategy presented to SEPA and Scottish Ministers in November 2015.</p> <p>This document sets out the actions to be taken during Cycle 1 (2016 - 2022) and will form the basis of the Local Flood Risk Management Plan. An advanced draft was considered by the Joint Committee in March 2016 for publication in June 2016.</p>	Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Vision Implementation	<p>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 Project Management Office. It was approved by the Glasgow City Region Cabinet in August 2015 including funding to support the development of the 14 projects under the MGSDP work stream up to Outline Business Case (OBC). This was submitted in January 2016 and approved by the Clyde Valley Cabinet in February 2016.</p> <p>Public consultation events have also been held throughout the year including consultation on Crofffoot Surface Water Management Plan, King's Park and Aikenhead Road / Overwood Drive Surface Water Management Plans and Garrowhill Surface Water Management Plan. Seven consultation events to support the development of the Local Flood Risk Management Plan were also held.</p>	Green
Managing Development	<p>We have continued to provide advice on the statutory requirements for permissions, carried out pre application discussions, prepared committee reports, supported legal services with section 75/69 agreements and prepared evidence relating to appeals / reviews.</p> <p>Pre application discussions have been held relating to redevelopment / marketing of the former Victoria Hospital and Mansion House site, the former Parish Halls building and the surrounding complex and the former Police HQ estate at Pitt Street. We have also supported discussions on health centres at Woodside and Crown Street, care homes, residential schemes and student accommodation. We have also held pre applications on a number of hotel proposals at Jamaica Street, Custom House, Howard Street and Union Street.</p> <p>Approvals have been issued for an addition 48,000m2 retail site including a 110 bed hotel at Silverburn which will create an estimated 6000 jobs. Approval has also been given for the first 176 bed Radisson Red Hotel, Broomhill Primary School and a new mixed office and residential scheme at the IFSD. A new Imaging Centre of Excellence at the New South Glasgow Hospital to house the UK's first TESLA MRI scanning equipment was also approved.</p>	Green
Glasgow Economic Leadership	<p>The Glasgow Economic Leadership (GEL) workstreams continue to meet. Work was commissioned from Oxford Economics on the strengths and weaknesses of the city economy which was presented to the GEL Board. Discussion was also carried out on how workstreams can be integrated into the new Economic Strategy for the city which will be launched in October 2016.</p>	Green
TIF Buchanan Galleries	<p>The extension of the Buchanan Galleries was suspended in July 2015 due to ongoing issues with Network Rail Edinburgh - Glasgow Improvement Plan. Agreement was reached with the Scottish Government that we should continue to work with Network Rail, Transport Scotland and Land Securities to identify a solution that allows delivery of both schemes. Discussions are currently ongoing and briefings will be issued later in the year to outline options going forward.</p>	Amber
A broad based and more integrated economy with diverse business opportunities including social enterprise		
Business Support	<p>We have continued to provide a range of business support to local business including business base events, start up events, BME events, growth advisory service, West of Scotland loan fund and business support via Business Gateway.</p> <p>We have adopted a new approach to enterprise. A service reform exercise was carried out which reviewed activities and resource allocation. The revised approach will be more flexible and responsive, increase the use of data analytics, provide targeted business support and also develop a model of Account Management.</p>	Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
Support Communities and Neighbourhoods	<p>We have continued to provide a range of support for local communities. This includes working with credit unions to develop services, supporting business in establishing and developing Business Improvement Districts and working with the third sector on employability initiatives.</p> <p>Support is also provided to the Romanet project based in Govanhill which aims to improve the social and economic situation of the Roma community. A comprehensive range of actions have been developed and address issues around health, housing, education and employment.</p>	Green
Better skills for Glaswegians to create a more confident and competitive workplace in the city		
Woklessness	DRS submitted a Strategic Intervention application for Glasgow's Employability Pipeline in March 2015. Following technical checks and some delay, the application was approved in March 2016. The operations application was submitted at the end of March 2016 with approval in June 2016. Internal delivery will begin on 1st July 2016 and external delivery on 1st September 2016.	Red
A connected city infrastructure including better transport, roads and better access to the internet and information technology for business and residents		
Town Centre Action Plans	Planning Regeneration Areas at Shawlands, Govan Cross Townscape Heritage Initiative (THI) Phase 1 and 2, Parkhead THI and Barras / Calton have been progressed. A range of improvements have been made including shopfront upgrading, bringing vacant floorspace back into use, public realm improvements and the design of a new civic square at Langside Halls and Bain Square at the Barras market.	Green
City Centre Strategy	<p>We have continued to take forward actions in the City Centre Strategy. This includes preparation of a business case for City Deal, development of a street food / markets initiative, completion of the project design for Argyle Street place making project and development of a draft planning brief for the River Strategy. Work has progressed on the development of a Retail Strategy, Commercial Property Strategy, Night time economy review and a start-up business support project was developed.</p> <p>The Style Mile Christmas carnival was delivered and the Sauchiehall Regeneration Framework was out for public consultation. It received strong support and the final report was presented to committee in May 2016. We also published the City Centre Strategy's first Annual Report.</p>	Green
Develop High Quality Place * (Inc Open space, core paths, equally well, environment framework)	<p>Our Open Space Strategy is progressing towards a final draft and we have given a presentation on Equally Well outcomes to GCC's Health Improvement Group, which informed future activity.</p> <p>The Cities Under The Microscope event was organised and held in Glasgow. This offered members of Lighting Urban Community International (LUCI) the opportunity to see the lighting strategy of Glasgow over a couple of days. A variety of wrap around events were organised for the 2 day conference including the Ghost Peloton, NVA's touring artwork which was held at the Whiskey Bond in Port Dundas. This was a highly successful event and showcased Glasgow to international member cities.</p>	Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
Deliver Statutory Development Plans	<p>Clydeplan Work has been progressing on the Clydeplan which was presented to the Joint Committee in October 2015 and published for a 6 week consultation in January / February 2016. Clydeplan was submitted to Scottish Ministers in May 2016 with Examination of unresolved representations to follow from June 2016.</p> <p>Clydeplan Strategic Development Plan 2016 Committee Report</p>	Green
	<p>City Development Plan – The proposed City Development Plan was submitted to the Scottish Government in June 2015 and a Reporter was appointed to undertake an Examination of unresolved objections of the plan. Following further submission of evidence a hearing was held in October 2015. The Examination was completed in June 2016, enabling us to progress to adoption.</p>	Red
Planning Performance Framework	<p>Planning Performance Framework 2014/15 (PPF) 4 was submitted to Scottish Government in July 2015. Feedback was received from the Scottish Government including noted improvement from the previous PPF and was reported to Committee in November 2015.</p>	Green
Building Control Performance Framework	<p>We have provided regular reporting to the Building Standards Division of the Scottish Government during 2015 / 2016.</p> <p>We have carried out a range of service improvement activities including a PC refresh and software upgrade. Meetings were held on Total Mobile which intends to enhance the use of tablet pc devices. This will allow recording of information and completion of paperwork by staff working out of office.</p> <p>We also attended meetings on eBuilding Standards which is part of a Scottish Government commitment to provide an online portal for submission of building warrant applications. It was developed in partnership with all 32 local authorities and upgrades and integrates with the existing e-Planning Portal to become edevelopment. Online applications will result in shorter submission times for warrant applications and fees, savings on staff time and less need for paper based plans and storage. It also ties in with the use of tablet pc devices by having digital plan files accessible away from the office.</p> <p>Building Control & Planning staff were given relevant IT equipment to allow the trialling of online application assessments. We now have the ability to e-mail documents to applicants/agents producing cost savings on postage, paper usage and staff time.</p>	Red
Deliver National Developments as they affect Glasgow	<p>Support and expertise is provided to national developments which impact on Glasgow. We have provided on-going input for the redevelopment of Queen Street station as part of the Edinburgh - Glasgow Improvement Plan including transport planning comments and input for the Council's response.</p> <p>Input was also provided on negotiations of Metropolitan Glasgow Strategic Drainage Partnership / Strategic Urban Drainage on a Memorandum of Understanding with Scottish Water.</p>	Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
Development of 6 strategic development frameworks (SDF) identified in City Development Plan and Local Development Frameworks	<p>We have progressed the Strategic Development Frameworks in the City Development Plan including developing a template to guide their content. 6 frameworks will be prepared for City Centre, River, North, Govan Partick, Inner East and Greater Easterhouse.</p> <p>A SWOT analysis for the City Centre has been completed and an internal stakeholder event was held at the Lighthouse to inform an issues report for the River Corridor. A scoping exercise was carried out on the Inner East, ground investigations complete, an internal charette held and a steering group established for the Meat Market site.</p> <p>A Strategic Delivery Group has been established for Greater Easterhouse which will facilitate the unlocking of housing investment sites. Funding from Central Scotland Green Network for a feasibility study to guide capital works was also secured.</p> <p>A charette was held for Glasgow North and draft supplementary guidance has been prepared by consultants for Port Dundas. A charette was also held for Govan / Partick and scoping carried out linking this to the River strategy.</p>	Green
Topic Based Supplementary Guidance to form part of the City Development Plan.	<p>Supplementary Guidance has a statutory status. It explains in detail how the Council expects the City Development Plan policies to be implemented, and how they will be used in the consideration of planning applications. We have been working on developing guidance which will focus on issues such as water management, meeting housing need and retail and commercial development.</p> <p>Supplementary guidance has been programmed to coincide with adoption of the City Development Plan in 2016. Consultation will be carried out on guidance prior to submission to Scottish Government.</p>	Amber
Monitoring and Review of Strategic Land Use	We continued to monitor land use on housing, network of centres and industry and business. We have also carried out a city wide review of network of centres and economic areas which will support supplementary guidance for the City Development Plan.	Green
City Development Plan (CDP) Action Programme	<p>The updated Draft Action Programme was submitted to form part of the Examination into the City Development Plan. The Action Programme was developed on a spatial basis to increase its adaptability as a corporate tool which can be shared and used by services out with Planning and outwith DRS.</p> <p>We are currently waiting conclusion of CDP Examination in order to confirm status and progression of the final format.</p>	Green

Service Priorities		
Indicator/Outcome/Strategy	Performance Note	RAG
Historic Environment	<p>We were involved in a number of First World War centenary projects in the previous year. This provided the opportunity to form partnerships with The Imperial War Museum, Scottish Refugee Council, Glasgow University and Network Rail.</p> <p>For Remembrance Day, we supported a lighting installation in connection with Dressed for the Weather, on the facade of Shawlands Academy. The Bellahouston Academy Heritage Trail is also underway and includes developing a WW1 heritage trail around Ibrox, Dumbreck and Pollokshields with young people from the school. We are now scoping a possible First World War artwork for the city.</p> <p>We have also continued to work on conservation appraisals and conservation area management plans including Broomhill Conservation Area Appraisal, Dumbreck, Newlands and Park areas, Pollok Park Conservation Area Appraisal, Govan Conservation Area Appraisal and the Antonine Wall, UNESCO, World Heritage Site.</p> <p>A new Buildings at Risk Working Group has been convened to integrate a cross-departmental approach to gathering information on Buildings at Risk.</p>	Green
Develop Digital Glasgow Strategy	<p>Digital Glasgow workstreams are continuing to meet to progress activities outlined in the Digital Glasgow Roadmap.</p> <p>The Digital participation workstream has been meeting regularly to consider issues such as digital and young people, digital volunteering, iRights, Libraries Strategy and SCVO Big Lottery.</p> <p>Citizen engagement was also undertaken on the council website redesign and staff testing of the website was carried out. The website was launched in January 2016 and work is continuing on citizen feedback and defects.</p>	Green
Tradeston	<p>The multi-disciplinary team are continuing to discuss the potential for this area. Preparatory work has been undertaken including the scoping out of Glasgow City Council ownership in the area.</p>	Amber

Strategic Priorities: Economic Growth		
Indicator/ Outcome/ Strategy	Performance Note	RAG
Delivering Development	Work has been continuing throughout the year on the Local Development Plan including preparation of a revised policy responding to comments submitted by the Scottish Government. Internal discussions have been held on the Supplementary Guidance to support the Local Development Plan and work is underway on Fastlink, Open Spaces and Drainage guidance.	Green
Equality	We have been actively participating in the strategic and operational forums to facilitate a service approach aligned to council direction. Staff have undertaken Equality Impact Assessment training and the service has actively been promoting the White Ribbon campaign and various equality initiatives such as Hate Crime through our staff newsletter.	Green
Service Reform Programme	The department continues to monitor, track and report on Service Reform Initiatives on a 4 weekly basis. All Service Reform targets were achieved for 2015/16. DRS also led on a number of Corporate Service Reform Initiatives which have been delivered.	Green
Organisational Development Initiatives	The Organisational Development Board meets regularly and has continued to progress ideas. A staff skills matrix has been analysed, steps have been taken to address skills gaps and an action plan has been developed. This will address the staff survey results and feed in to the corporate plan.	Green
ICT Infrastructure	<p>We have started to implement an ICT roadmap of projects which focus on the key priority theme of an efficient workforce which is aligned to the Transformation Programme.</p> <p>We have been working with building control surveyors to introduce mobile working efficiencies and improved management reporting within Planning and Building Control Services.</p> <p>Data analytic techniques are also being piloted within Economic Development as part of the corporate service reform. A range of priority projects, which will support the department from a technological perspective, have been prioritised and are progressing.</p>	Green

Strategic Priorities: Economic Growth		
Indicator/ Outcome/ Strategy	Performance Note	RAG
Integration Information data research team	<p>The Geographical Information's System (GIS) upgrade has been partly completed and is continuing to be rolled out, followed by a series of training to focus on "self-service" for staff. This will allow GIS specialists to focus on other issues, including development of the system, data analytic support and evaluation of the economic impact of the City Deal.</p> <p>We are also supporting corporate service reform initiatives including data analytics and opportunities from Future Cities. The team are continuing to lead on the Management Information Strategy for the department, records management and piloting of protective marking.</p>	Green
Reduce cost of capital build programme	<p>We have been in discussion with City Building Glasgow (CBG) to review planned costs, procurement options and programmes for undertaking construction works. Areas of review include construction methodology, pre contract collaboration on aspects such as materials selection and build ability.</p> <p>DRS designers have also been working with CBG, Royal Strathclyde Blindcraft Industries (RSBi) and their designers and have successfully reduced the requirement for structural steel for Blawarthill and Leithland Care Homes.</p>	Green
Improve capital performance programme	<p>Documents, such as the Project Initiation Plan and technical briefs, have been simplified to allow staff to quickly understand requirements and constraints. Better planning and coordination of resources has also resulted in increased efficiency.</p> <p>Work has been carried out with City Building Glasgow to jointly review programmes and areas where improvements can be made including building elements that can be undertaken by City Building staff instead of using specialist sub-contractors.</p> <p>The feasibility of modular buildings has been considered with a view to a standardised approach to schools. Findings are being implemented for Dalmarnock Primary School. Presentations have been made to the Education Capital Programme Board and we are moving towards implementing the design ideas for schools in Dalmarnock and Sighthill.</p>	Green
Implementation of building information modelling	<p>Funding was approved to carry out a pilot / test project, Staff training was carried out, software issues have been addressed and we are now proceeding with implementation on Dalmarnock Primary School design.</p>	Amber

Strategic Priorities: Economic Growth					
Indicator/ Outcome/ Strategy	Milestone/ Target 2015/16	Year End Actual 2014/15	Year End Actual 2015/16	Performance Note	RAG
Planning applications dealt with in 2 months A) All Applications B) Householder C) Non-householder	A) 70% B) 88%-92% C) 60%-65%	A) 65.8% B) 87.5% C) 56.7%	A) 60.8% B) 71.1% C) 56.1%	The failure of the Council's IT system had a damaging effect on performance statistics in Q3 and 4. Scottish Government has been informed of this and our PPF for 15/16 will have a commentary on these issues.	Red
Successful planning appeals as % of all applications determined	1%	0%	1.2%	Due to revised timescales agreed with the Scottish Government our City Plan is not up to date. It should be noted that we are within the agreed Scottish Government Timescales for adoption of the plan by then end of 2016.	Red
Absence Management Lost days per employee per annum.	4.4 days	4.4 days	6.8 days	10 Managers have undertaken absence management training to ensure effective implementation of the Council's absence approach. Training on Mentally Healthy Workplaces has also been undertaken with an aim of impacting on absence.	Red
FOI responded to in 20 days	95%	100%	90.7%	A new system has been implemented which will impact on response rates. Training on Mentally Health Workplaces has also been undertaken.	Amber



Tradeston Bridge