

**ITEM 1**

**2 June 2009**



**Glasgow City Council**

**Business and the Economy Policy Development Committee**

**Report by Executive Director of Development and Regeneration Services**

**Contact: Steve Inch**

**Ext: 76006**

**DRS Annual Performance Report 2008/09**

Purpose of Report:

To present the DRS Annual Performance Report 2008/09 for information and comment.

Recommendations:

It is recommended that the Committee:

- a) Notes the content of the DRS Annual Performance Report 2008/09 which summarises key achievements and progress in relation to the key objectives and commitments of the Council and the Service.

Ward No(s):

Citywide:

Local member(s) advised: Yes

No

Consulted: Yes

No

**PLEASE NOTE THE FOLLOWING:**

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## **1. BACKGROUND**

- 1.1 Members will be aware that all Services are required to prepare an annual performance report for consideration around the start of each financial year. Corporate guidance issued by the Chief Executive operates which helps ensure that each Service's Annual Performance Report follows a common format. This allows the Chief Executive to extract information from each report and prepare a single Annual Performance Report for the Council.
- 1.2 The DRS Annual Performance Report contains four main sections –
- Section 1 : Introduction
  - Section 2 : What We Do
  - Section 3 : What Has Been Achieved, and How We Have Performed
  - Section 4 : What This Means, How We Will Improve, and Our Targets For Next Year
- 1.3 As part of the commitment to effective staff communications, the Annual Performance Report will be posted on the DRS Intranet.
- 1.4 The production of an Annual Performance Report is part of the Service's extensive performances management arrangements. A number of additional performance reports will be produced over 2009/10. These reports will include quarterly progress against service plan targets, and more detailed reports on individual programmes and projects.

## **1.5 SERVICE IMPLICATIONS**

Financial:	None.
Legal:	None.
Personnel:	None.
Service Plan:	None
Environmental:	None.



## **DEVELOPMENT AND REGENERATION SERVICES**



**ANNUAL PERFORMANCE REPORT 2008 – 2009**

Effective performance reporting is a key feature of an organisation providing Best Value services. This will only be achieved by having sound performance management arrangements in place, and using effective consultation methods to help identify the needs, expectations and priorities of stakeholders. Developing the effectiveness of performance reporting is an ongoing process, and Development and Regeneration Services (DRS) will continue to invest in this area of development.

This report is a key element of extensive performance reporting arrangements within DRS, and aims to inform stakeholders of progress made in relation to the commitments featured in the Council Plan 2008-2011, and other commitments set out in the DRS Budget and Service Plan 2008-2009. DRS, together with partner organisations, publish a wealth of information that relates to its services. Information on the range of services delivered by DRS together with information on service performance, policies and strategies, programmes and projects can be found on the Council's website at [www.glasgow.gov.uk](http://www.glasgow.gov.uk). There are a number of additional websites which provide further information about key programmes and projects, and these together with contact details are provided at the end of this report. DRS also publishes information as hardcopy in the form of reports, information leaflets etc which are distributed to appropriate stakeholders and also posted at the DRS main reception area and at satellite facilities. The main contact details for DRS are shown below.

Address Details :      Development and Regeneration Services,  
   229 George Street,  
   Glasgow, G1 1QU.

Phone :                    0141 287 8555.

Fax :                        0141 287 8444.

Office Hours :        9.00 am – 5.00 pm, Monday to Thursday.  
   9.00 am – 4.00 pm, Friday.

DRS is remitted to “focus development and regeneration, and co-ordinate resources towards city regeneration”. To achieve this DRS brings together a wide range of staff, finance and other resources. Core services currently provided by DRS are :

- economic and social development
- property management and development
- planning and development management
- building control and public safety
- housing investment and development
- transport and environmental policy
- project management and design

DRS has lead management responsibility for the following partnerships : the Glasgow Economic Partnership and the Glasgow Economic Advisory Group, the City Centre Partnership, Glasgow Works, the Glasgow Film Office, Glasgow Business Locations (including the IFSD), the Merchant City, Parkhead and Govan Townscape Heritage Initiatives, the Glasgow Greenspace Partnership, and the West of Scotland Archaeology Service. DRS is also the ‘lead’ department for the City Markets, and the City Property LLP’s. Some of the key partnerships are :

#### Strategic Partnerships

- Clyde Valley Community Planning Partnership
- Glasgow Economic Partnership, and the Glasgow Economic Advisory Group
- Metropolitan Glasgow Strategic Drainage Partnership
- M74 Completion Partnership
- Strathclyde Partnership for Transport
- Glasgow and Clyde Valley Green Network
- West of Scotland Archaeology Service
- Glasgow Greenspace Partnership

#### Joint Project Development and Delivery

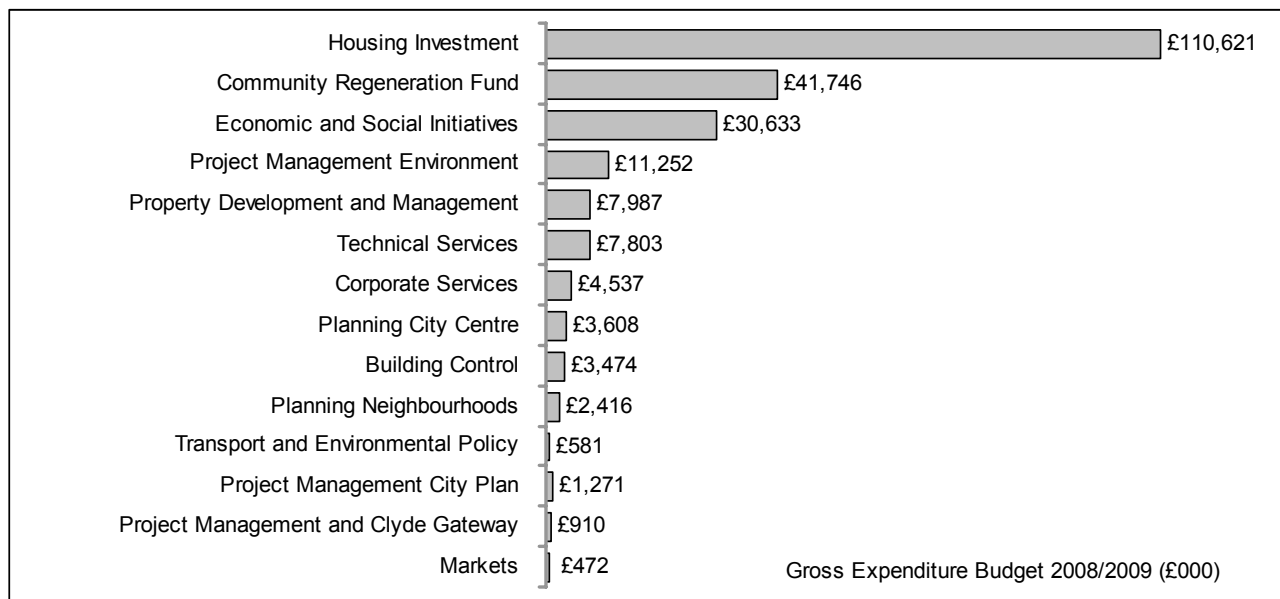
- Glasgow Business Locations (including the IFSD)
- Glasgow Canal Regeneration Partnership (Forth and Clyde Canal)
- Glasgow Film Office
- Glasgow Works
- Merchant City, Parkhead and Govan Townscape Heritage Initiatives
- City Centre Partnership
- Transformational Regeneration Areas (with GHA)

#### Arms-length Delivery

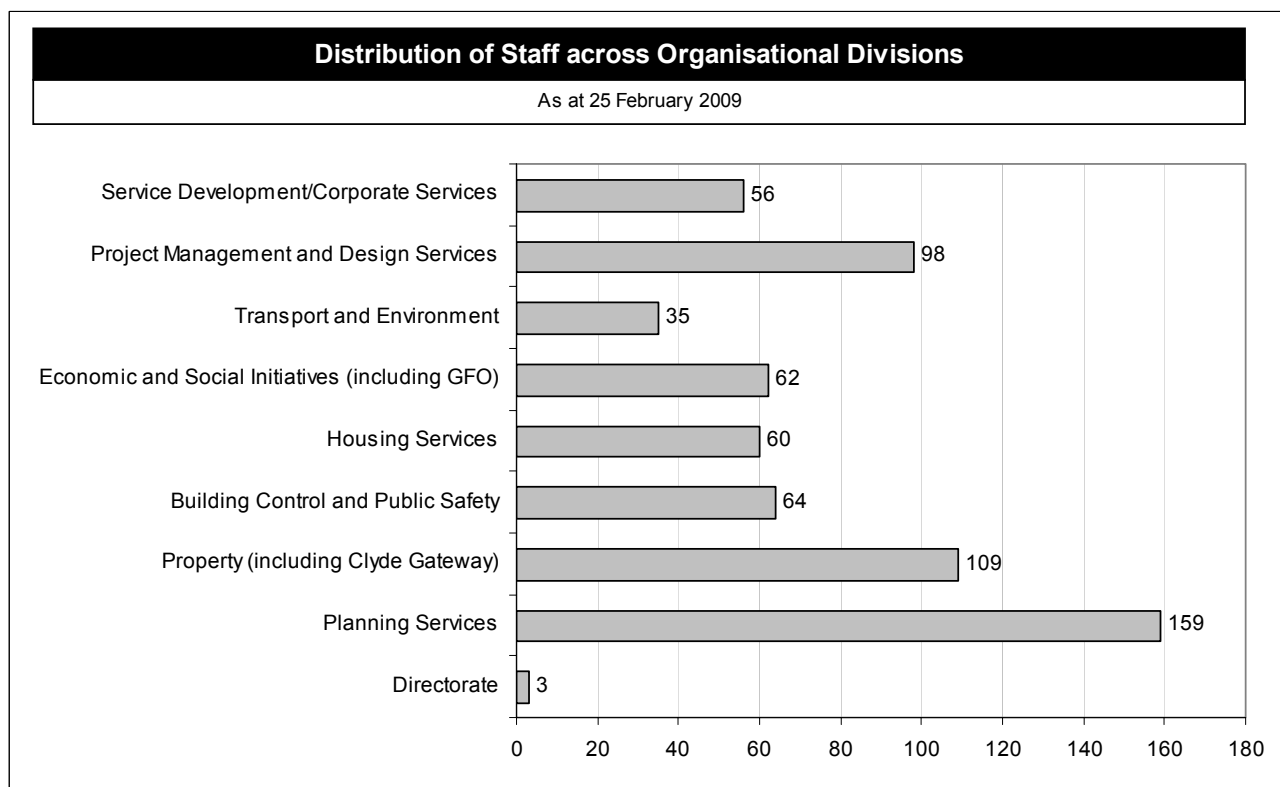
- Clyde Gateway URC
- Community Enterprise In Strathclyde (includes Childcare Works)
- Gain Network
- Local Regeneration Agencies
- Glasgow Clyde Regeneration Limited
- Access LLP (ICT and Property Management)
- City Markets LP
- City Property LLP

Financial services and personnel services, provided as part of the Council’s Shared Services Strategy, together with a range of DRS corporate and administration services including a directorate support function, collectively provide the back up support services needed to deliver efficient services.

The Service's estimate gross annual revenue expenditure is around £227m, of which staff costs approximate £29m. The estimated revenue income budget is some £143m, producing a net expenditure of £84m. A profile of the Service's budgeted expenditure for 2008/09 is provided below.



Staffing levels as at 25 February 2009 were 645.9 FTE including staff under joint arrangements. The following chart shows the organisational divisions in DRS and how staff are distributed across these divisions.



**SECTION 3 : WHAT HAS BEEN ACHIEVED, AND HOW WE HAVE PERFORMED**

The DRS Service Plan 2008-09 features Council, National, Regional, and DRS commitments. A summary of overall status of these is given in the table below, followed by statements of progress for each commitment. It should be noted that some commitments can feature in both the Council Plan and the DRS Service Plan.

Overall Status	Council Plan (Lead)	Council Plan (Support)	Service Plan
Number of completions	1	0	12
Number on target	12	8	99
Number highlighted for possible reconfiguration	7	0	15
Number that have become obsolete/superseded	0	0	9
Totals	20	8	135

**COUNCIL PLAN 2008-2011 COMMITMENTS**

The Council Plan sets out the five key objectives of the Council (see panel below) against which a number of specific commitments have been made. DRS has a lead role in progressing 20 of these commitments.

<b>The Council's 5 Key Objectives</b>	<ol style="list-style-type: none"> <li>1. Improving the efficiency and effectiveness of our services</li> <li>2. Increasing access to lifelong learning</li> <li>3. Making Glasgow a cleaner, safer city</li> <li>4. Building a prosperous city</li> <li>5. Improving health and well being.</li> </ol>
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Commitment	Progress	Action	Ref
<b>Capital Receipts Generation</b> Generate income to 2011 from selling our land and property. <ul style="list-style-type: none"> <li>□ £68.2m in General Receipts</li> <li>□ £100.5m in Extraordinary Receipts.</li> </ul>	<u>General Receipts</u> - £15.44m accumulated against the year target of £18m (ie 85.8%) <u>Strategic Asset Receipts</u> (Extraordinary Receipts) - No transactions concluded to date in 2008/09 <u>Project Asset Receipts</u> - £0.91m has been accumulated against the year target of £2.6m (ie 35.2%)	Possible Reconfiguration. The current economic crisis is having a detrimental impact on income from the sale of land and property assets. The 2008/09 General Receipts target was not met and Extraordinary Receipts have stalled. Until the development market improves. Interim targets will operate in agreement with Financial Services.	CP1.1.4 SP8.1, 8.2 MIP1
<b>Reform of Scottish Enterprise</b> Implement further service reform initiatives including action to align our work on economic development and regeneration with the Scottish Enterprise Network.	Agreement has been reached on the funding for projects to which SE were legally committed. The Joint Economic Strategy Action Plan, approved in November 2008, reallocates project implementation responsibility between the Council (mainly DRS) and SE. New management arrangements are in place via the Economic Advisory Group and the new Glasgow Economic Partnership	On Target - Continue	CP1.2.3 SP9.7
<b>Worklessness</b> We will continue to narrow the gap between Glasgow and the rest of Scotland in terms of the level of worklessness from 8.5% to 6% over the lifetime of the Plan by putting the 10-year City Economic Development Strategy into practice.	Since 2003, the gap between Glasgow and Scotland has continued to show a downward trend. With a rate of 24.5% of the working age population in receipt of benefits Glasgow continues to present the highest rate in Scotland	On Target – Continue. The current economic downturn will have a major impact on employment levels over the medium term. The wealth of public sector projects in Glasgow over this term could help lessen the full impact of crisis on vulnerable industries. The existing target will become increasingly challenging, but should remain.	CP4.1.1 SP6.8 MIP7

<b>Commitment</b>	<b>Progress</b>	<b>Action</b>	<b>Ref</b>
<b>Assisted Training Places</b> We will increase training opportunities for adults by providing 30,000 training places.	From April 2007 to September 2008 (18 months), a total of 16,179 assisted training places were provided. This is 54% of the total 4 year target sum of 30,000 places.	On Target – Continue. The current economic downturn will have a significant and adverse effect on job creation over the medium term. The incidence of positive outcomes from the provision of assisted training places (ie securing jobs) may therefore diminish over this time. However, continued investment in this area will help ensure that when the effects of the crisis have lessened, Glasgow is best placed to attract investors through a skilled workforce.	CP2.2.3 SP6.7 MIP5
<b>Job Creation</b> We will help to create 17,000 new employee jobs in the city from 388,387 in 2006.	The number of employee jobs in 2007 rose by 1,309 (+0.34%) ie from 389,368 to 390,677. It is considered that making up the balance of the target over the next three years of the Council Plan will become increasingly challenging given the current employment forecasts for Scotland.	Possible Reconfiguration. Due to the economic downturn, expectations in this area have had to be reviewed. A new target has been set which aims to maintain jobs at existing levels (ie 390,677) over the remainder of the Council Plan planning period.	CP4.1.2 SP4.9 MIP6
<b>Business Start Ups</b> We will support growth in the number of VAT-registered businesses from 13,735. We want to achieve 1300 business start-ups each year in 2008/2009 and 2009/2010.	Over the four year period 2003 - 2006 there has been a net overall growth of 5.73% in the number of VAT business registrations in Glasgow. The latest figures (2007) show that there were 1,750 registrations and 1,280 de-registrations resulting in a net change of 470, and stocks at the year end of 13,750. The growth rate to date currently stands at 3.54% for one year.	On Target – Continue. The current economic downturn will have a significant and adverse effect on business start ups over the medium term. Diminished confidence in markets and trading will heighten the risks associated any new business start ups, and increased difficulties in securing appropriate finance will effectively reduce support for new business ventures. Meeting the target will become increasingly challenging, but should remain.	CP4.1.4 OTH3
<b>Toryglen Regional Football Centre (by 2008)</b>	Programmed Contract Completion - 12 December 2008. Progress: 100% complete.	Complete	CP4.2.2 SPDPM3
<b>Scotstoun Stadium (by 2010)</b>	Programmed Contract Completion - 7 September 2009. Progress: 45% complete.	On Target – Continue	CP4.2.2 SPDPM2
<b>Maryhill Community Leisure Centre (by 2009)</b>	Programmed Contract Completion - 8 June 2009. Some slippage. Progress: 42% complete.	Possible Reconfiguration - Work has stalled in several areas. Should still complete in 2009. Project being closely monitored and negotiations with contractor ongoing.	CP4.2.2 SPDPM4
<b>National Indoor Sports Arena (Start in 2009)</b>	Project design phase is now complete. DRS Design and Project Management are now taking responsibility for overall governance of the project. DRS has also been heavily involved in identifying ground contamination problems, and ground remediation solutions.	On Target – Continue	CP4.2.2 SP4.3
<b>Complete Parkhead Townscape Heritage Initiative (by Spring 2011)</b>	Grants approved by THI Board are being processed with HLF. HLF Team has visited the project site and THI Team is now working on a strategy with a view to a second THI application.	On Target – Continue	CP4.3 SP3.26

Commitment	Progress	Action	Ref
<b>Complete the Merchant City Townscape Heritage Initiative (by Spring 2010)</b>	Works now on site - <ul style="list-style-type: none"> <li>■ Shopfront grant projects at 16 Albion Street, 15 Saltmarket, and 96 Trongate</li> <li>■ Major stonework repairs and façade enhancement including feature lighting at Merchant Square</li> <li>■ Arts Workspace Project at 103 Trongate progressing on site with main facades revealed.</li> <li>■ Façade enhancement works and external re-modelling of the Britannia Panopticon Music Hall</li> </ul>	On Target – Continue	CP4.3 SP3.25
<b>Complete Govan Townscape Heritage Initiative (Stage 2 Bid)</b>	In January HLF requested additional information to support the October 2008 submission. This has been prepared and forwarded to HLF. The anticipated decision date is now April 2009	On Target – Continue	CP4.3 SP3.27
<b>Canal Regeneration : Maryhill and Speirs Locks (Phase 1 by Spring 2011)</b>	<u>Speirs Locks</u> - Masterplan signed off. Phase 2 of Landscape link approved at Canal Steering Group (cost £1.4 million) Civic House refurbished and occupied. <u>Maryhill Locks</u> Masterplan approved. Business plan for Whitehouse Bar near completion. Further improvements to the Locks area landscaping and Towpath etc are on site.	On Target – Continue	CP4.4 SP3.23
<b>Housing Development Target</b> Help deliver 4,700 new build homes in the social rented sector by 2011	The Development Funding programme is on target to deliver 4,700 new build social rented houses by 2011. In total the Council will deliver 10,000 social rented new build houses by 2013 (GHA are programmed to deliver 3,000 new build social rented houses by 2013)	Possible Reconfiguration. The current economic downturn has caused a considerable slowing down of development activity. All applicable targets are suspended until the current economic crisis abates, and there is greater clarity in terms of revised development timescales.	CP4.5 SP2.13, 3.12- 3.15
<b>Housing Development Target</b> Help deliver 2,700 new build homes in the private sector per annum	Whilst the scale of the land supply is more than sufficient to deliver the targeted level of output, current market conditions are most likely to result in falling short of the target.		
<b>Housing Development Target</b> Ensure all houses procured by the public sector satisfy the “Very Good Standard” in terms of sustainable construction	Since 2007/8 all new build houses approved as part of the Development Funding programme have complied with the “very good” standard in terms of sustainable construction.	On Target - Continue	
<b>Housing Development Target</b> Maintain the commitment in the current Local Housing Strategy to deliver 210 units each of wheelchair accessible housing and large family housing over 3 years	Over the first two years 176 larger houses and 76 wheelchair houses were approved against a target of 210 over 3 years. The SHIP 2009/14 approved by the Executive Committee on 28 November 2008 reset the targets at the 210 level for 2009-12.	Possible Reconfiguration. Target Revised	
<b>Housing Development Target</b> Ensure 10% of accommodation in all new housing projects of 20+ homes is wheelchair accessible	The policy is included in City Plan 2 and since there was no objections it is now in force and monitoring arrangements are	On Target - Continue	

or readily adaptable.	being established.		
<b>Commitment</b>	<b>Progress</b>	<b>Action</b>	<b>Ref</b>
<b>Vacant and Derelict Land</b> We will reduce the level of vacant derelict land in the city by 6%.	Over 2007/08 (Year 1 of 4 of the Council Plan target) there was a net increase of 58ha (4.67%) in the city-wide level. The level now stands at 1,325.66ha.	Possible Reconfiguration The current economic downturn is having a significant and adverse effect on development activity. In addition, owing to a number of issues eg temporary land acquisitions for the M74, availability of resources, investors' depleted profit margins etc it is anticipated that the vacant and derelict land register will grow over the medium term. Until the development market improves the current target is suspended, and a new interim target to maintain the level of vacant and derelict land in the city at the 2007/08 level ie 1,325.66ha will operate.	CP4.6 SP3.44 MIP2

DRS also contributes to Council Plan commitments led by other services. The following table highlights these 8 commitments, and indicates current status from a DRS input perspective.

<b>Commitment</b>	<b>Status</b>	<b>SP Ref</b>
Transport Strategy (Local)	On Target	2.14
Energy Conservation and Renewables	On Target	7.1
Sustainable Construction	On Target	7.2
Staffing Initiative - Personal Development Planning	On Target	9.1
People Strategy/Council-wide Staff Survey 2007 – Action Plans	On Target	9.3
ICT/Property Joint Venture	On Target	9.5
Surplus Property LLP/JV	On Target	9.6
Pre 12 Schools Programme (Design and Project Management Input)	On Target	DPM1

### **NATIONAL AND REGIONAL PRIORITIES**

The National Planning Framework for Scotland (Draft), the Scottish Government's Regeneration Strategy, the Glasgow and Clyde Valley Structure Plan, and Metropolitan Glasgow frameworks identify a number of broad development priorities for Scotland. Broadly, these fall into six main areas :

- |                      |  |
|----------------------|--|
| 1 Commonwealth Games | 4 Glasgow – Edinburgh City Collaboration         |
| 2 Clyde Gateway      | 5 Strategic Drainage and Sewerage Infrastructure |
| 3 Clyde Waterfront   | 6 Transport Infrastructure                       |

DRS has a lead role in progressing these National and Regional priorities. Progress statements covering these commitments are given below.

<b>Commitment</b>	<b>Progress</b>	<b>Action</b>	<b>SP Ref</b>
<b>Commonwealth Games 2014</b>	The tendering process for the appointment of the Athletes Village Preferred Bidder is underway. Three consortiums have been shortlisted to participate in the 2nd Submission stage which is now underway. Considerable progress has been made on land acquisition with the majority of the site now in Council ownership.	On Target – Continue	2.1 3.22
<b>Clyde Gateway</b>	On schedule to achieve capital programme spend of £8.3m by the end of financial year.	On Target – Continue	2.2

Commitment	Progress	Action	SP Ref
<b>Clyde Waterfront</b> ■ Waterfront Regeneration	New working arrangements for Clyde Waterfront Partnership now in place. All parties have signed up to revised organisational arrangements. The action plan for the coming year will be agreed at the end of March 2009. The Clyde Waterfront and Heritage Guide launch is planned for the 23 March 2009.	On Target – Continue	2.3
■ Broomielaw International Financial Services District (IFSD)	Public Realm works should complete in March 2009. Completion of the Broomielaw Bridge is scheduled for May 2009. Provision has also been made for a contribution to early ground works for the proposed pavilion development, and preliminary studies are now underway. The 2009 Monitoring report is being launched in March 2009 a working group has been established with SE to agree the next stages of the project.	On Target – Continue	3.28
■ Clyde Regeneration Programme	Progressing new Broomielaw / Anderson Local Development Strategy. Report on Greater Govan Regeneration Area (Southern General, Govan CCAP, and Pacific Quay) approved.	On Target – Continue	3.29
■ SECC QD2	DRS involvement has included progressing land sales to accommodate a new car park and commercial development, undertaking valuations of the Pumphouse to allow it to be sold, resolving issues on the eastern car park, resolving planning and traffic management issues which govern the access to the SECC, and assisting with the fund raising for the new arena. Discussions are currently underway with SECC on an alternative 'guarantee funding model' following the withdrawal of Elphinstone Limited as the lead residential developer.	On Target – Continue	3.31
■ Shipbuilding Taskforce - Community Regeneration Programme	The construction of new community and business facilities at Whiteinch and Yoker, and Film City Glasgow are complete. Progress has been very slow on the Scotstoun Community Facility and the future of the project remains uncertain.	On Target – Continue	3.30
<b>Glasgow – Edinburgh City Collaboration</b>	The Glasgow–Edinburgh Collaboration Initiative ran a facilitated away-day/review day at the end of January to consider its future role and priorities. A number of themes/priorities were identified and the initiative has been working to plan the longer term collaboration strategy. A mapping exercise is underway to identify how/where the Initiative can best contribute to these priorities. The Initiative has recently appointed an Executive Assistant to work with the Collaboration Manager	On Target – Continue	2.8
<b>Riverside Museum</b>	Responsibility for delivery of this project now with Culture and Sport Glasgow	Superseded / Obsolete	3.32
<b>Strategic Drainage and Sewerage Infrastructure Works</b>	Camlachie Burn Overflow (Phase 1) under construction as part of the NISA Enabling Works. The study into integrated infrastructure has now been completed and a way forward identified with SEPA and Scottish Water. Discussions on legal arrangements are now underway. Commissions to develop the detailed design of the South Dalmarnock pilot project are now being commissioned through the Clyde Gateway URC. Tender documents have been issued for project management services to support the Metropolitan Glasgow Strategic Drainage Plan. Recommendations for appointment will be made to the MGSDP Board in April.	On Target – Continue	3.33
<b>M74 Completion / EERR</b>	Responsibility for delivery of this project now with Land and Environmental Services	Superseded / Obsolete	3.35

Commitment	Progress	Action	SP Ref
<b>Transport Infrastructure</b> ■ Glasgow Airport Railway Link (GARL)	Responsibility for delivery of this project now with Transport Scotland.	Superseded / Obsolete	3.36
■ Crossrail	This project is being taken forward by Strathclyde Partnership for Transport (SPT).	Superseded / Obsolete	3.37
■ Clyde Fastlink	Responsibility for delivery of this project now with Land and Environmental Services	Superseded / Obsolete	3.38
■ New Air Services	The Air Route Development Fund remains in place but has no outstanding commitments. The Fund has been suspended for 2009/10	Possible Reconfiguration In the current climate it is unlikely that new services will be introduced and a likelihood that a number of existing marginal services will be withdrawn or operate at reduced levels.	4.10

### **OTHER DRS COMMITMENTS**

The following table highlights other DRS commitments and indicates current status. Explanatory notes are given where projects are currently below target or show some slippage etc

Commitment	Status	SP Ref
Glasgow and Clyde Valley Structure Plan	On Target	2.4
Metropolitan Glasgow	On Target	2.5
Transport Strategy (Regional)	On Target	2.6
Tourism Action Plan	On Target	2.7
Glasgow Canal Regeneration Partnership (Forth and Clyde Canal)	On Target	2.9
Transformational Regeneration Areas (with GHA)	Possible Reconfiguration	2.10

The Scottish Government will review grant arrangements relating to GHA's Re-provisioning Programme. This will conclude in June. The Partnership Agreement, and progress on the TRAs is on hold until the outcome of this review.

City Plan	On Target	2.11
Economic Strategy	On Target	2.12
Local Housing Strategy	On Target	2.13
Environment Strategy	On Target	2.15
Lighting Strategy	On Target	2.16
Planning etc. (Scotland) Act 2006	On Target	2.17
Housing (Scotland) Act 2006	On Target	2.18
Licensing (Scotland) Act 2005	On Target	2.19
Masterplans / LDS's / Planning Studies - Parkhouse / Deaconsbank	On Target	3.1
Masterplans / LDS's / Planning Studies - Castlemilk	On Target	3.2
Masterplans / LDS's / Planning Studies - Ruchill/Keppoch	Possible Reconfiguration	3.3

Saracen Exchange – GCC and GNRA are working to conclude a legal agreement for the sale of the site. GNRA have selected a contractor to carry out site remediation works. Cowlairs – the site remains within the portfolio of sites to be disposed by the City Property (Glasgow) LLP. Former Ruchill Hospital site – GCC is now in receipt of the health and safety audit of the listed former hospital buildings. SEG is currently working to engage a specialist consultant to carry out

a condition survey of the listed buildings.

Commitment	Status	SP Ref
Masterplans / LDS's / Planning Studies - East End	On Target	3.4
Masterplans / LDS's / Planning Studies - Pollokshaws	On Target	3.5
Masterplans / LDS's / Planning Studies - Toryglen/Hampden	On Target	3.6
Masterplans / LDS's / Planning Studies - Robroyston	On Target	3.7
Masterplans / LDS's / Planning Studies - Greater Easterhouse	On Target	3.8
Masterplans / LDS's / Planning Studies - Broomhouse	On Target	3.9
Masterplans / LDS's / Planning Studies - Shieldhall/Yoker	Possible Reconfiguration	3.10

Interim report of route options for section of North Clydeside Development Route (NCDR) prepared February 2009. Six route options examined, report recommends two options be investigated in more detail. Former 'relief road' section of NCDR to Clydebank - worked up to Pre Application Submission - No further progress. Industrial Improvement Area Study - not taken further, study should be used to inform North/South bank study as should route options of NCDR.

Masterplans / LDS's / Planning Studies - Laurieston Gorbals	On Target	3.11
Town Centre Action Plans - Parkhead	Possible Reconfiguration	3.16

The Parkhead CAP is not being actively pursued as a project on PN/NE's work programme because of a lack of funding. There is an indirect cross over with Parkhead Cross THI.

Town Centre Action Plans - Easterhouse	On Target	3.17
Town Centre Action Plans - Central Govan	On Target	3.18
Town Centre Action Plans - City Centre	On Target	3.19
Town Centre Action Plans - Shawlands	On Target	3.19b
Campus Plans - Hospital Campuses	On Target	3.20
Campus Plans - Higher and Further Education Campuses	On Target	3.21
Dams to Darnley Country Park	On Target	3.24
Housing refurbishment and development with GHA	On Target	3.34
Broomielaw /Tradeston Bridge (from LES)	On Target	DPM5
White Cart Water Flood Prevention Scheme	On Target	DPM6
Social Work Capital Projects (from LES)	On Target	DPM7
Skills Academy Design Work - Gorbals (from LES)	Complete	DPM8
Toryglen Attenuation Project (from LES)	On Target	DPM9
Conservation Area Appraisals	On Target	3.39
Buildings Requiring Action Strategy	On Target	3.40
Biodiversity Action Plan	On Target	3.41
Glasgow Open Space Audit and Strategy	On Target	3.42
Access (Paths for All) Strategy including Clyde Walkway	On Target	3.43
City Woodland Initiative	On Target	3.45
Local History and Archaeology Strategy	On Target	3.46
Rennie Mackintosh World Heritage Sites Bid	On Target	3.47
Strategic Business and Industrial Sites Programme	On Target	4.1
Business and Training Centres in Disadvantaged Areas	Complete	4.4
Local Business Development and Growth Initiatives	On Target	4.5
Glasgow Trade Missions and Exhibition Programme	On Target	4.6
Event and Marketing Strategies for Glasgow.	On Target	4.7
Common Housing Register - North West Pathfinder CHR and citywide rollout	Possible Reconfiguration	5.1

Delays encountered due legal and technical issues. To date 6 of 9 Housing

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Associations in the NW Pathfinder have approved the Minute of Agreement. CHR guidance is to be published in the near future and the secondment of a staff member from Social Work has been confirmed until 31st March 2010.

<b>Commitment</b>	<b>Status</b>	<b>SP Ref</b>
Private Housing Grant - Housing Action Areas	Complete	5.2
Private Housing Grant - Standard Amenities, Voluntary Improvement/Repair Grants, Statutory Requirements - Fire Escapes, and Care and Repair for Elderly	On Target	5.3
Private Housing Grant - Home Loans / Slum Clearance	On Target	5.4
Repair of Houses in Serious Disrepair (Section 108)	On Target	5.5
Private Housing Grant - Soft Loans for Central Heating (SLCH)	On Target	5.6
Private Housing Grant - Decant Provision	Complete	5.7
Private Housing Grant - Surveyor's Costs	Complete	5.8
Private Housing Grant - Owners of Ex-GHA Stock	Complete	5.9
Housing Development - Mixed tenure renewal - Housing Association Grant (HAG)	On Target	5.10
Housing Development - Mixed tenure renewal - Social and Environmental grants.	On Target	5.11
Low cost home ownership - Grants for Owner Occupation	On Target	5.12
Grant Aid to owners of ex-Scottish Home Stock	On Target	5.13
Registered Social Landlords development for particular housing needs	On Target	5.14
Housing Investment Initiatives - Homestake etc	On Target	5.15
Housing Investment Initiatives - Housing Re-provisioning Agreement	On Target	5.16
Equality and Social Inclusion Programmes - Asylum seekers	On Target	6.1
Equality and Social Inclusion Programmes - Black and ethnic minorities	On Target	6.2
Equality and Social Inclusion Programmes - Women	On Target	6.3
Equality and Social Inclusion Programmes - Senior Citizens	On Target	6.4
Equality and Social Inclusion Programmes - Low Income Groups.	On Target	6.5
Local labour agreements in major construction projects	On Target	6.6
Equal Access to Employment Programme / Full Employment Area Initiative	Superseded / Obsolete	6.9 / 6.10

The Equal Access to Employment Programme is now included by programme delivered by the Local Regeneration Agencies.

Working Families Programme	Complete	6.11
Financial Advice and Debt Management Programmes and Initiatives	On Target	6.12
Waste Management and Recycling	Superseded / Obsolete	7.3
Responsibility transferred to Land and Environmental Services		
Strategic Environmental Assessment Programme	On Target	7.4
Surplus and Dilapidated Buildings Demolition Programme	Complete	8.3
Repairs and Renewals Programme – City Chambers Complex	Possible Reconfiguration	8.4

East Building work has commenced and is progressing satisfactorily. Entire spend may not be incurred by year end. Delays in specifying design and finishes.

Disability Discrimination Act – Access to operational properties	On Target	8.5
DRS Organisational Development Board - Staff Involvement Initiatives and Events	On Target	9.2
Markets LLP	Complete	9.4
Enforcement Strategy and Charter	Complete	9.8
E-Government - DM and BC information, City Plan, Development of the Urban Model	On Target	9.10
Building Control Services – Public Performance Reporting	Complete	9.11
Customer Care Strategy	On Target	9.13
Risk Management	On Target	9.14
Equalities and Diversity	On Target	9.15

## **PERFORMANCE INDICATORS**

A number of key performance indicators are reported by DRS. Some indicators are used because they provide a fuller picture of the performance of the city and its local economy, and as such inform policy making. Not all indicators can be taken to directly relate to the performance of the Council or DRS. Indicators reported include Measures for Improved Performance (MIP), Statutory Performance Indicators (SPI), and Local Performance Indicators (LPI), and some of the main

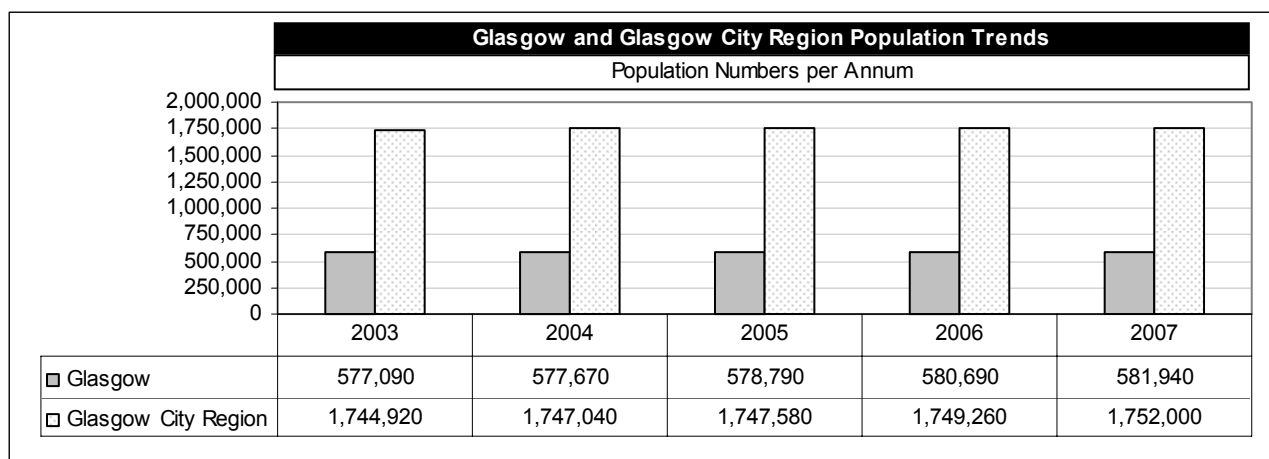
Single Outcome Agreement Indicators (SOA). In all instances the latest available information is reported. Performance against these key indicators is shown below grouped by impact theme.

Impact Themes >	People	Place	Business	Performance	Total
On Target	7	1	2	4	14
Possible Reconfiguration	2	1	2	3	8

### IMPACT THEME : PEOPLE

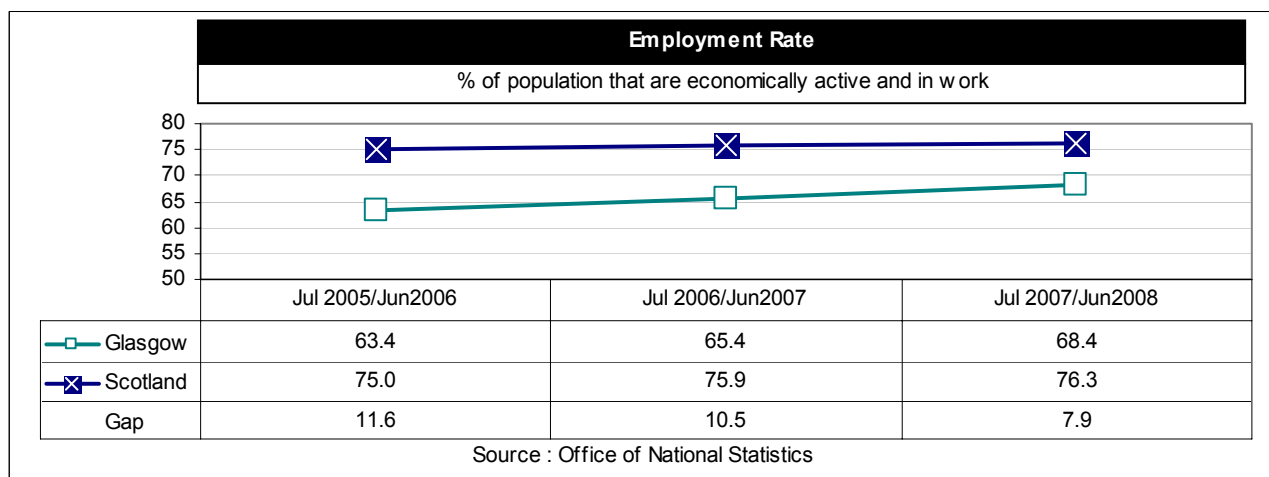
#### GLASGOW'S POPULATION (SOA-NO1) – On Target

This indicator measures the growth in population of Glasgow and the Glasgow City Region which includes the following local authority areas : Glasgow, East Dunbartonshire, West Dunbartonshire, East Renfrewshire, Renfrewshire, North Lanarkshire, and South Lanarkshire. The chart below shows population levels per annum against a baseline target which aims to stabilise the population at 2003 levels to 2013. As can be seen population levels for the City Region have grown year on year, increasing by 7,080 (0.41%) since 2003. Over the same period Glasgow's population has increased by 4,850 (ie 69% of the City Region increase).



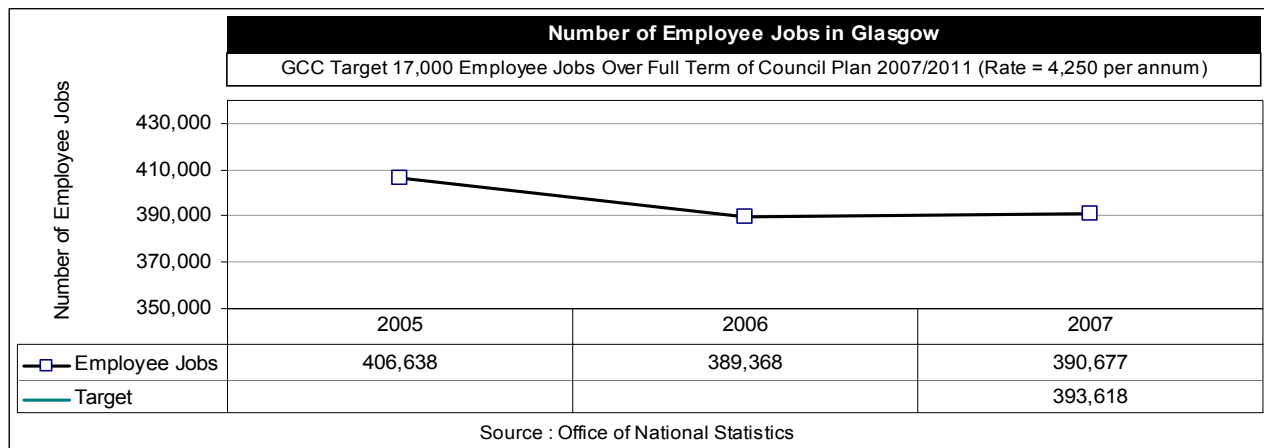
#### EMPLOYMENT (SOA-NO2) – On Target

This indicator measures the proportion of the population of working age who are economically active (ie employed, self-employed, and people seeking work) and who are in work. Over the last three years employment in Glasgow has increased by 5 percentage points. On a national level, the increase was 1.3 percentage points over the same period. The gap between national and local levels was reduced by 3.7 percentage points over three years. If local levels are maintained over 2008/09, the first milestone of 67.8% in employment by May 2009 would have been met. The current economic downturn is already having an impact on local employment levels, and maintaining employment levels will be a challenging target.



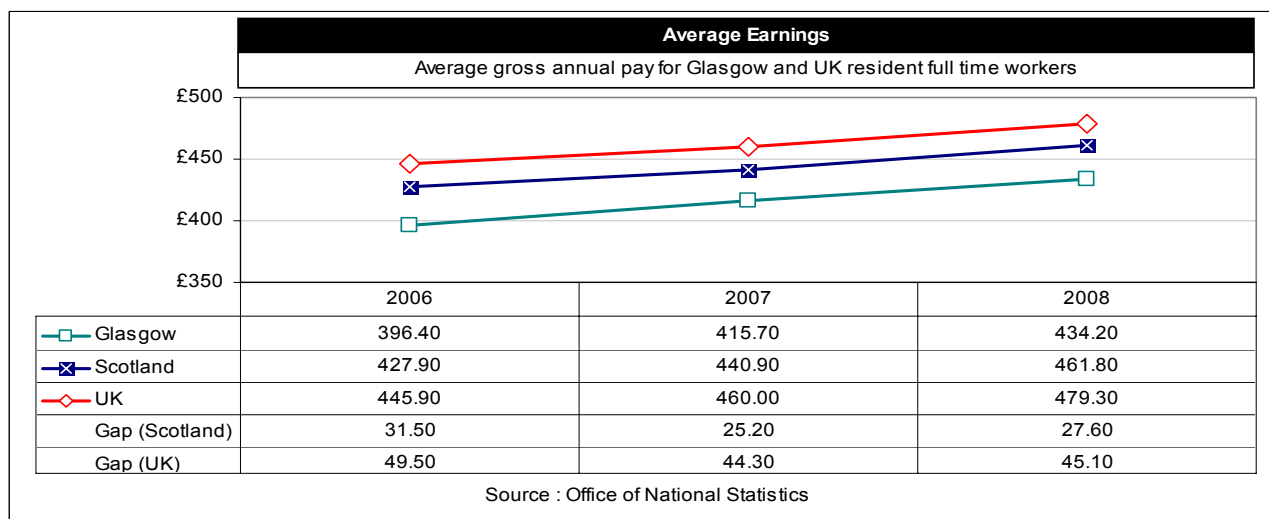
## NUMBER OF EMPLOYEE JOBS (MIP6) - Possible Reconfiguration

This indicator measures the number of employee jobs within the City per annum. The chart below shows the trend in such jobs over the past three years. As can be seen, the number of jobs in 2007 grew by 1,309 on the previous year, less than targeted. The current economic downturn is having a negative effect on employment levels, and if it persists employment levels could fall further. As a consequence, the target has been revised. The new target aims to maintain jobs at existing levels over the four years of the Council Plan.



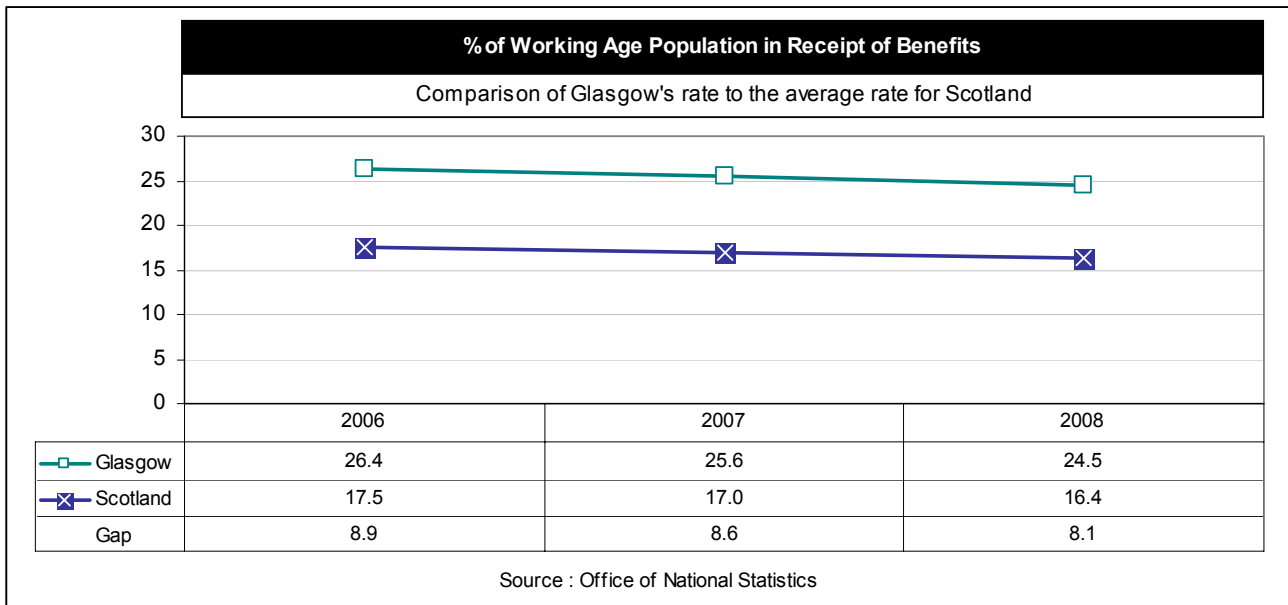
## AVERAGE EARNINGS (SOA-NO2) – On Target

This indicator compares the average gross weekly pay of full time workers resident in Glasgow with that of Scotland and the UK. The target is to match the UK average by 2017. The chart below shows progress in this regard. As can be seen in recent years the gap has remained much the same, and is currently 6.0% below the Scottish average, and 9.4% below the UK average.



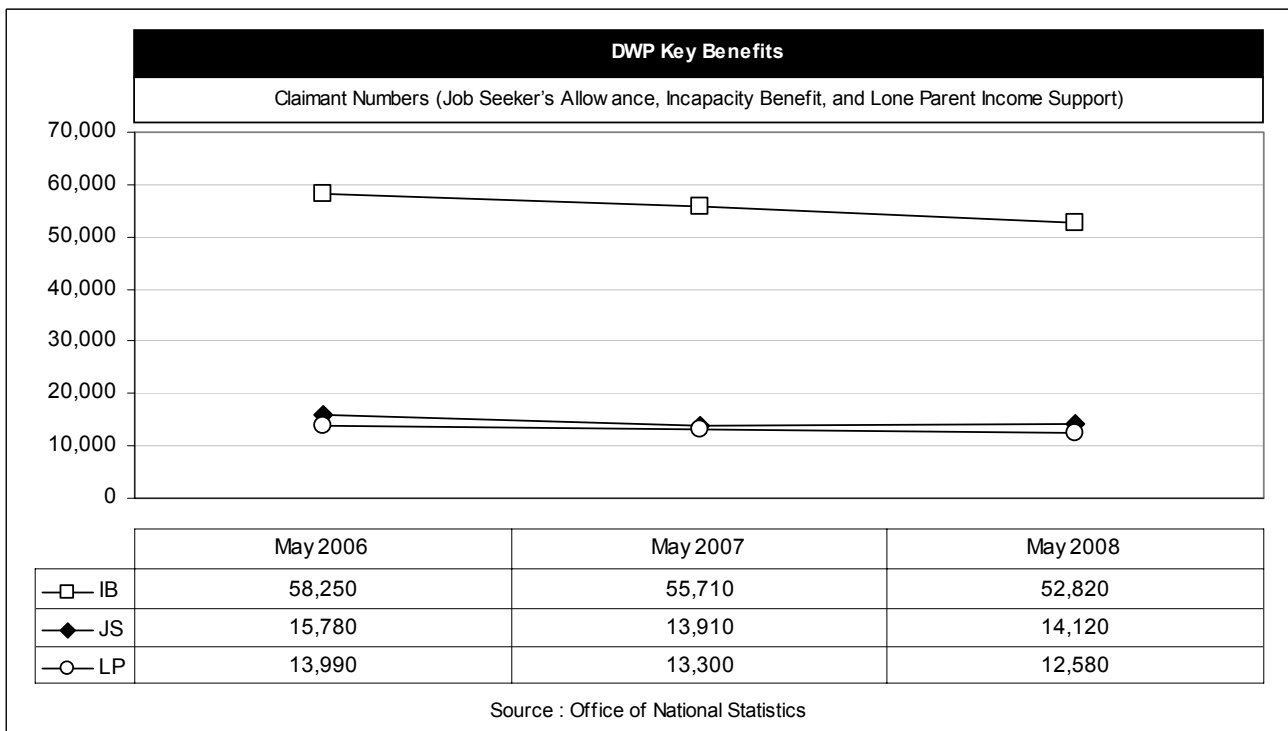
## WORKLESSNESS IN THE CITY (MIP7) – On Target

This indicator reports the proportion of the working age population (males aged 16 to 64 and females aged 16 to 59) who are claiming one or more Department of Work and Pensions (DWP) benefits - a useful proxy for worklessness. The target is to narrow the gap between Glasgow and the rest of Scotland to 6% by 2011. The chart below shows that over the last three years the gap has narrowed to 8.1 percentage points.



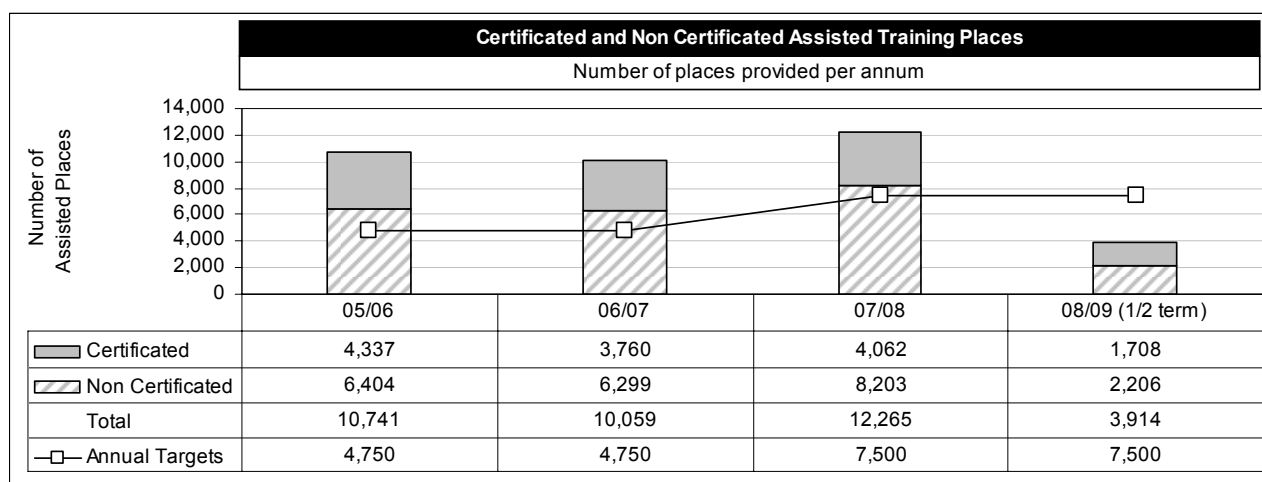
### KEY DWP BENEFITS (SOA-NO2) - Possible Reconfiguration

This indicator measures the number of people of working age on key Department for Work and Pensions (DWP) benefits ie Job Seeker's Allowance, Incapacity Benefit, and Lone Parent Income Support. The levels targeted for May 2009 for each benefit are : Incapacity Benefit (49,469), Job Seekers' Allowance (15,443), and Lone Parent Income Support (11,388). The chart below shows the trends in claimant numbers over the last three years. The current economic downturn is already having an impact on local employment levels, and it is therefore likely that these targets may be missed.



### PROVISION OF ASSISTED TRAINING PLACES (MIP5) – On Target

This indicator measures the level of certificated and non-certificated assisted training places provided by Local Regeneration Agencies and Training Initiatives to unemployed persons per annum. The chart below shows performance achieved over the last three complete years, and the first six months of 2008/09. As can be seen, in all complete years the annual target was exceeded, and the performance level in the first six months of 2008/09 would indicate that the annual target should be met or exceeded.



### HOUSING INVESTMENT PROGRAMME (SOA-NO14) – On Target

This indicator reports progress made in implementing a range of improvements designed to make tenants' homes warmer, safer and drier.

Indicator	Local Targets and Timescales	Current Position
Housing Investment Programme	<u>Completed by end March 2009 :</u> <ul style="list-style-type: none"> <li>• 2,400 heating systems</li> <li>• 4,000 properties overclad</li> <li>• 4,000 properties re-roofed</li> <li>• 7,500 kitchens and bathrooms installed</li> <li>• 6,700 homes rewired</li> <li>• 31 high-rise blocks overclad/re-roofed</li> <li>• 1,000 secure by design doors fitted</li> </ul>	<u>To February 2009</u> 2,400 heating systems 3,731 properties overclad 3,827 properties re-roofed 7,209 kitchens, and 7,183 bathrooms installed 6,711 homes rewired 30 high-rise, 24 medium rise blocks overclad / re-roofed 1,557 secure by design doors fitted

### DISABLED ACCESS (SPI - CM4) – On Target

This indicator measures the level that public areas within operational properties (ie premises used to deliver services) are suitable for and accessible to disabled people. As can be seen levels have continued to improve year on year.

	2005/2006	2006/2007	2007/2008
% of these in which all public areas are suitable for and accessible to disabled people	23%	26.9%	37.7%

## IMPACT THEME : PLACE

### VACANT AND DERELICT LAND DEVELOPED CITY-WIDE (MIP2) - Possible Reconfiguration

This indicator is based on the annual returns for the Scottish Vacant and Derelict Land Survey (SVDLS). This is a survey undertaken by the Scottish Government to quantify the level of vacant and derelict land in Scotland, and within Local Government boundaries. Glasgow reported the second highest level of vacant and derelict land in Scotland with around 1,325ha (or 12.3% of the national total). Only North Lanarkshire with 1,397ha (or 12.9% of the national total) had more. The table below shows the level of vacant and derelict land in Glasgow over the past three years.

	2005/2006	2006/2007	2007/2008
Total level of vacant and derelict land in the City	1286.23 ha	1267.76 ha	1325.66 ha
Targets (Net Change in City-wide level)	- 2.5% (2005/2007)		- 6% (2007/2011)
Removed from the SVDLS	- 119.79 ha	- 85.77 ha	- 78.20 ha
Added to the SVDLS	+ 92.61 ha	+ 67.30 ha	+ 136.20 ha
Net Change	-27.18 ha	-18.47 ha	+ 58.00 ha
Accumulated Net Change Over Target Period (ha)	-27.18 ha	-45.65 ha	+ 58.00 ha
Accumulated Net Change Over Target Period (%)	- 2.07%	- 3.48%	+ 4.67%

A number of factors underlie the increase for 2007/08. Along with SVDLS definitional changes, and reduced take-up of existing vacant and derelict land (down by around -10%), there has also been a significant impact from the implementation of major regeneration projects eg

- M74 Completion Project - 7 new sites amounting to 13.10 ha were added this year. Overall there are now 15 sites amounting to 32.79ha which have been reserved for the Project.
- Schools Restructuring - 29 new sites amounting to 34.89 ha were added to the register.

There is now evidence to show that the current global economic downturn is impacting on development activity rates with a significant slowing/suspension of development activity experienced in a number of areas. Large scale regeneration projects such as the Commonwealth Games, the East End Regeneration Route, and the M74 completion can help lessen the impact of the current downturn for Glasgow, but it should be understood that the completion dates for these projects are around the end of the current Council target term. It is therefore unlikely that significant city-wide benefits will be felt before the end of this term. As a consequence, from January 2009, a new target has been set to maintain the level of vacant and derelict land in the City at the 2007/08 level of 1,325.66ha.

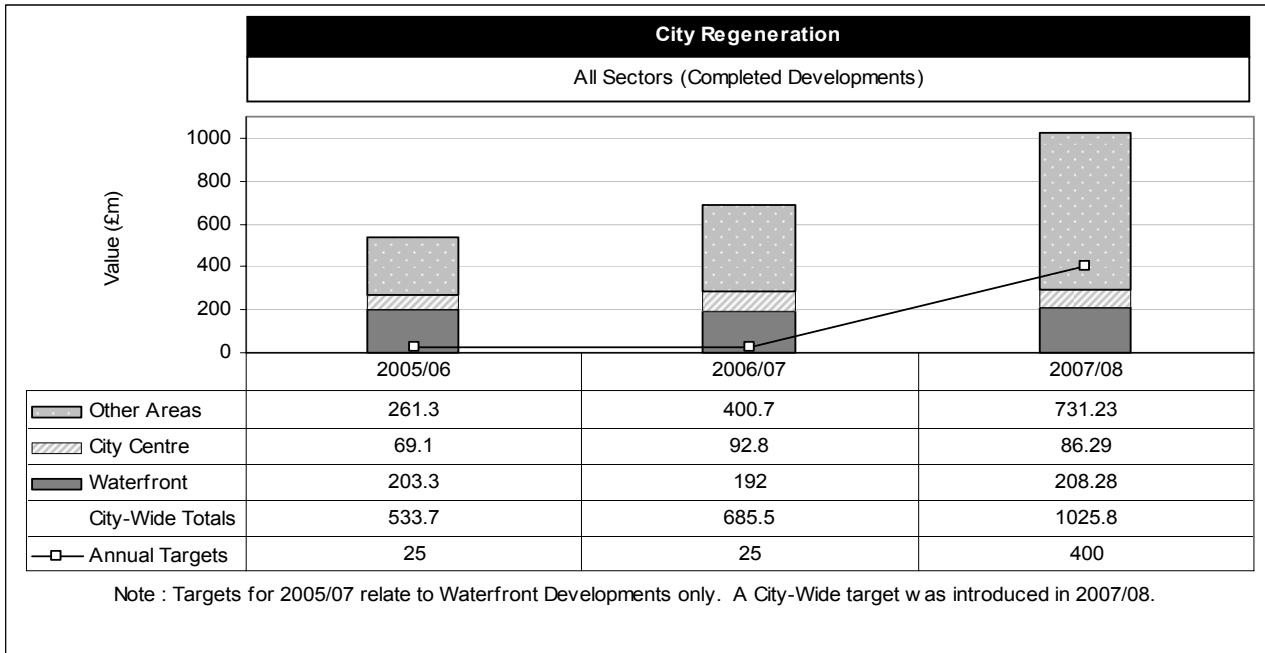
The following tables show the changes in the levels of vacant and derelict land within Community Planning Partnership, and Community Health and Care Partnership boundaries over the last two years.

<b>Community Planning Partnership</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>Change</b>
Drumchapel/Anniesland and Garscadden / Scotstounhill	70.69	65.38	-5.31
Maryhill / Kelvin and Canal	197.42	204.83	7.41
Partick West, Hillhead and Anderston / City	50.77	52.41	1.64
Govan and Craigton	96.3	110.45	14.15
Linn and Langside	35.12	42.1	6.98
Pollokshields East and Southside Central	66.04	85.31	19.27
East Centre and Calton	165.96	174.37	8.41
Springburn and Western Glasgow North East	177.27	180.50	3.23
Baillieston, Shettleston and Eastern Glasgow NE	322.89	316.16	-6.73
Greater Pollok and Newlands / Auldburn	85.3	94.25	8.95
Totals	1267.76	1325.76	58.00

<b>Community Health and Care Partnership</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>Change</b>
East	488.85	490.53	1.68
North	374.69	385.33	10.64
South West	181.60	204.7	23.10
West	121.46	127.41	5.95
South East	101.16	117.79	16.63
Totals	1267.76	1325.76	58.00

#### **CITY-WIDE REGENERATION (MIP4) – On Target**

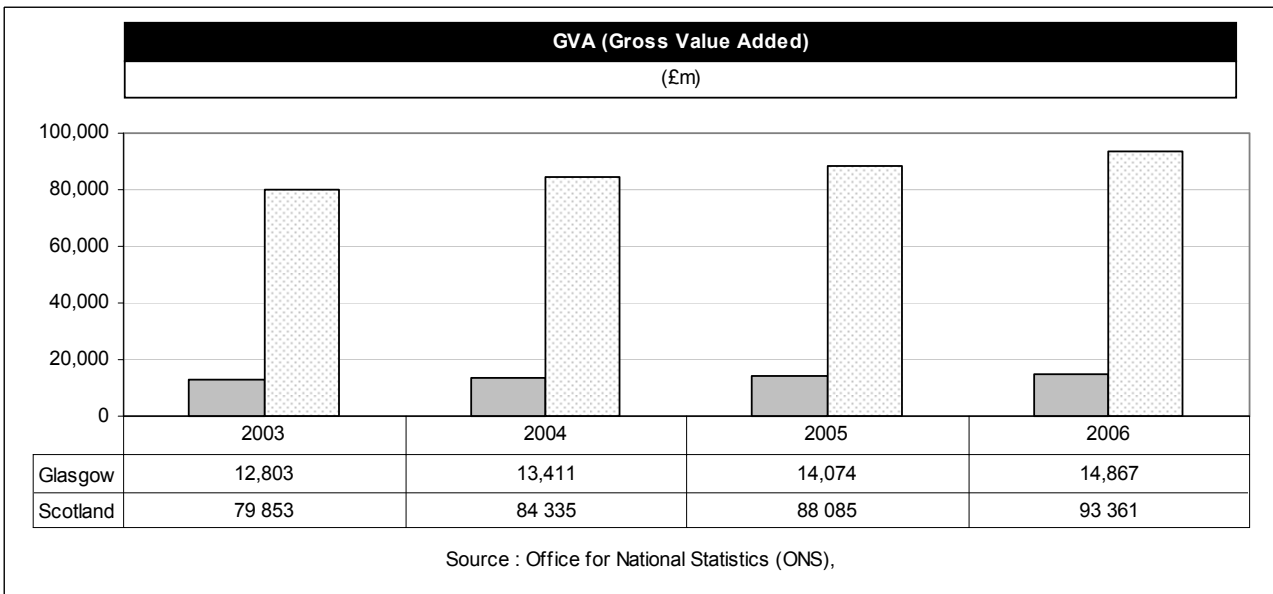
This indicator measures the value of completed development projects per annum. The scale of development activity across the City continues to exceed expectations delivering high quality residential, commercial, retail, and hotel and leisure developments. The chart below shows performance levels achieved in City-Wide regeneration over the last three years, as can be seen, all targets were exceeded.



**IMPACT THEME : BUSINESS**

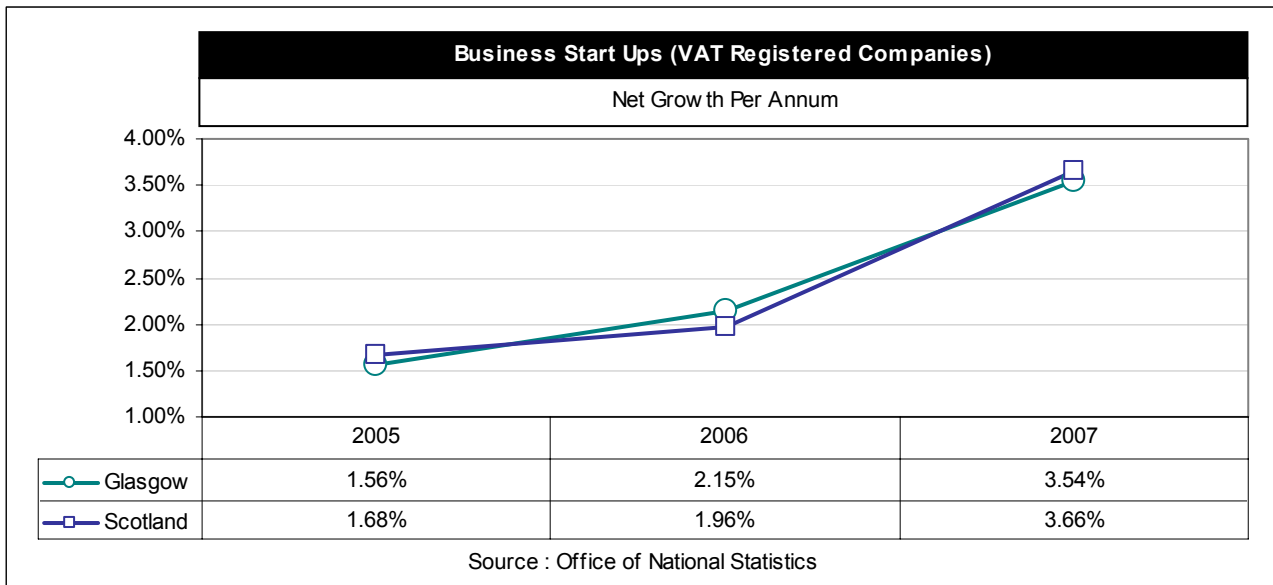
**GROSS VALUE ADDED (GVA) (SOA-NO1) - Possible Reconfiguration**

Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom. The measure enables regional comparisons to be made. The targeted level for Glasgow is to reach £15,300m by 2010/11. However, the current economic downturn means that this level is now unlikely to be met.



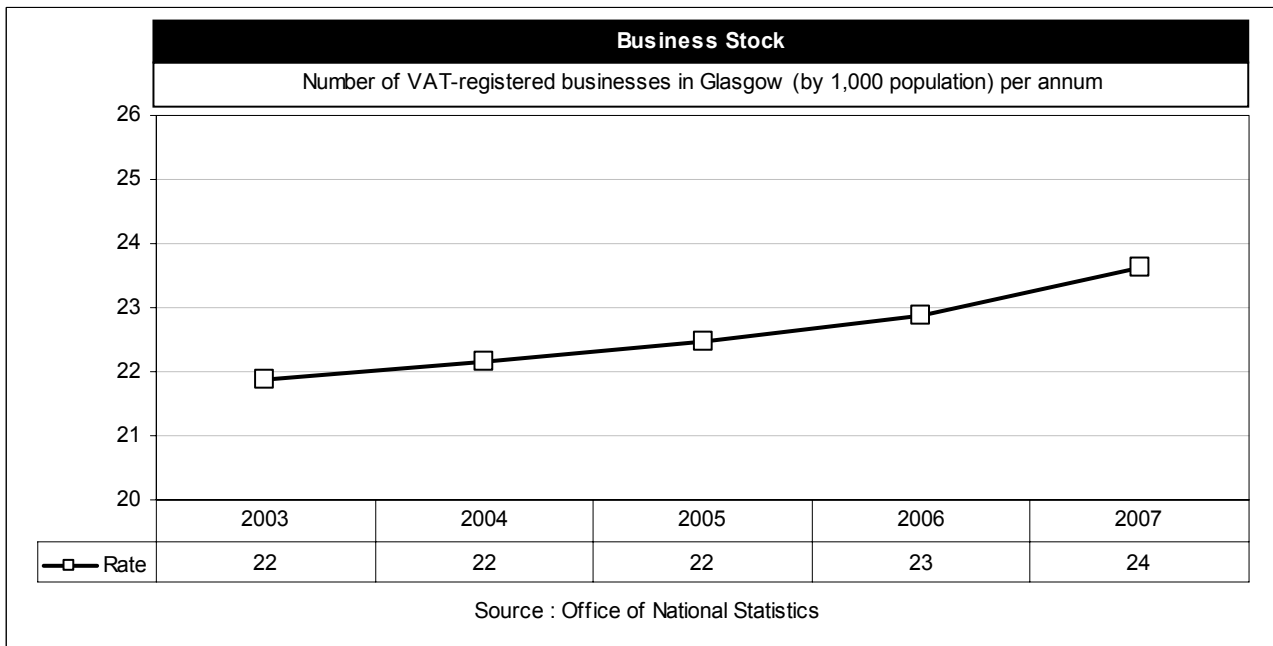
**BUSINESS START UPS (LI3) – On Target**

This indicator measures the net growth in the number of VAT-registered businesses per annum. Data is not yet available to report on the specific Council target of 1,300 business start-ups each year in 2008/2009 and 2009/2010. As can be seen, growth rates for Glasgow and Scotland are similar, and have increased year on year. The overall growth rate in Glasgow over the last three years was 7.3%.



**BUSINESS STOCK (SOA-NO1) - Possible Reconfiguration**

This indicator looks at the relationship between population and the number of VAT-registered businesses per annum. Fluctuations in business activity could impact on population and vice versa. The chart shows business stock at the year end expressed against population. The targeted level is 36 by 2016. At current growth levels this is unlikely to be met.



**EMPLOYMENT IN PRIORITY INDUSTRIES – On Target**

This indicator measures the growth in full-time and part-time jobs provided by key employment sectors in Glasgow. The table identifies these sectors and the employee numbers in each per annum. The Council’s target is to grow jobs in all sectors. As can be seen, over the last three years, the total number of employee jobs in these priority industries has grown by 1,200 (or 1.29%). However there was negative growth in the Financial Services sector. The Council has also set two specific targets of :

- 5,000 additional jobs in Financial Services by 2011
- Marine 400 additional by 2011.

The Council and its partners remain on course to deliver on the pledge given at the launch of the Broomielaw International Financial Services District of creating 20,000 jobs in the Financial Services sector. This coupled with the steady growth evident in the Marine sector should see these specific commitments being met.

Priority Industries	2005	2006	2007	Growth 2005/07	%
Financial Services	25,800	23,700	23,200	-2,600	-10.08%
Tourism	30,300	31,100	31,000	700	2.31%
Creative Industries	25,500	25,000	27,200	1,700	6.67%
Life Sciences	600	600	800	200	33.33%
Marine	2,900	3,000	3,100	200	6.90%
Energy	2,600	2,400	3,400	800	30.77%
Food and Drink	5,200	5,300	5,400	200	3.85%
	92,900	91,100	94,100	1,200	1.29%

Source : Annual Business Enquiry

## IMPACT THEME : PERFORMANCE

### PLANNING APPLICATIONS (SPI - DS1) – On Target

This indicator reports the number of planning applications processed within a 2 month timeframe. The tables below show performance levels achieved in processing planning applications over the past three years. As can be seen, targets for 2008/09 have been met or exceeded.

	2006/2007	2007/2008	2008/2009
Target Rate (All Applications)	65%	67%	67%
Actual Rate (All Applications)	68%	54%	68%
Difference (+/-) % Points	+3	-13	+1

	2006/2007	2007/2008	2008/2009
Target Rate (Householder Applications)	85% - 90%	88% - 92%	88% - 92%
Actual Rate (Householder Applications)	93%	72%	91%
Target Rate (Non-Householder Applications)	50% - 53%	52% - 55%	52% - 55%
Actual Rate (Non-Householder Applications)	53%	46%	57%

Note : Results for 2008/09 are projected year end results based on data to February 2009 ( ie 11 of 12 monthly returns)

### PLANNING APPEALS (SPI - DS2) - Possible Reconfiguration

The table below shows the level of appeals over the past three years. 2008/09 targets are 0.7% for successful appeals as a % of determinations, and 34% for successful appeals as % of all appeals. As can be seen, whilst the projected year end results show a significant improvement on the previous year, results are likely to fall marginally short of target. The continuing implementation of service improvements in both local planning and development control arrangements should help ensure that planning appeals are kept at a minimal level.

	2006/2007	2007/2008	2008/09
Number of planning determinations	3,514	3,614	2,771
Number of determinations that went to appeal	75	94	65
Number of appeals that were successful	34	51	23
Successful appeals as a % of determinations	1.0%	1.4%	0.8%
Successful appeals as % of all appeals	45.3%	54.3%	35.4%

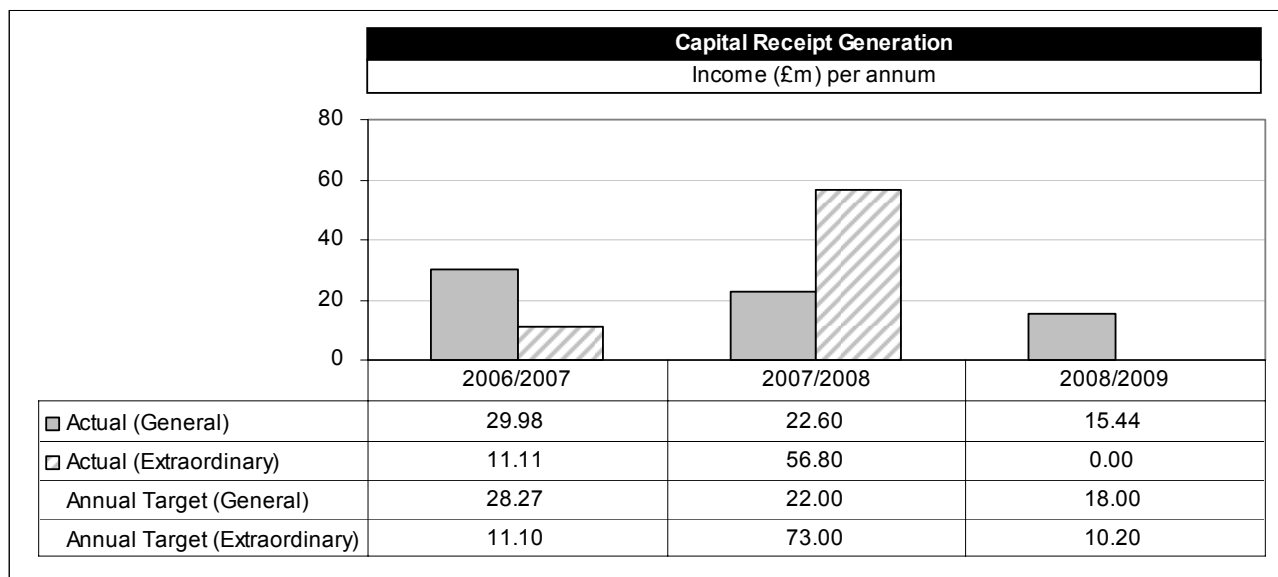
Note : Results for 2008/09 are projected year end results based on data to February 2009 ( ie 11 of 12 monthly returns)

### LOCAL PLAN COVERAGE (SPI - DS3)- On Target

This indicator measures the proportion of the population covered by a Local Plan that has been adopted or finalised within the last five years Since 2002/2003, and the formal adoption of the City Plan, the Council has achieved and maintained 100% local plan coverage as per target. The adoption of City Plan 2 in 2009 should help ensure that this coverage level is maintained.

## CAPITAL RECEIPTS GENERATED (MIP1) - Possible Reconfiguration

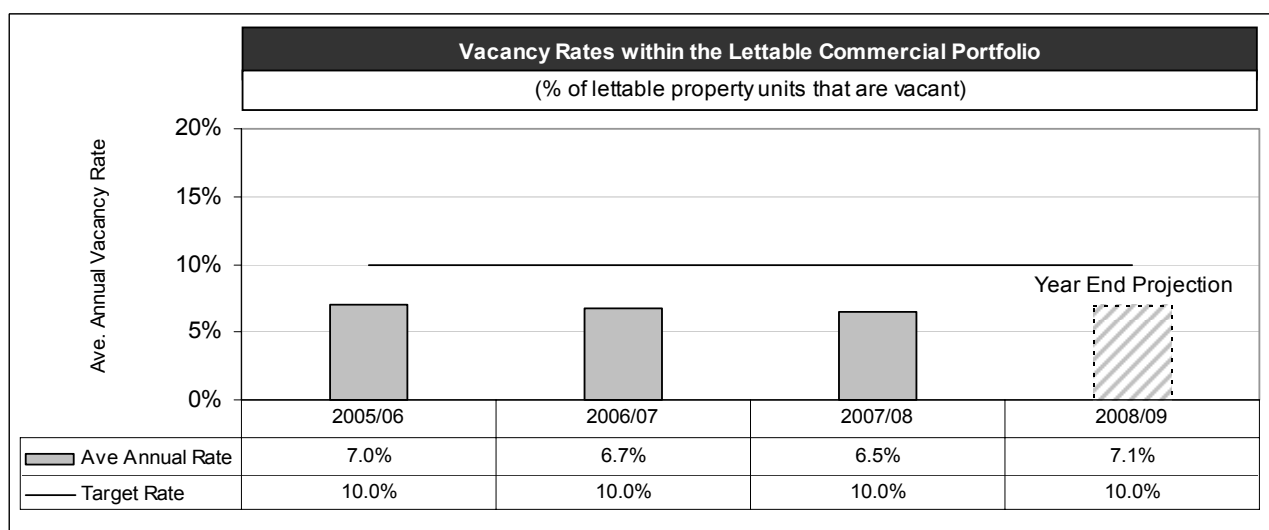
This indicator measures income realised from the sale of land and property assets (ie Capital Receipts). The following chart shows performance levels achieved over the last three years for General Receipts and Extraordinary Receipts.



The current economic crisis is adversely affecting business and consumer confidence. Consequently, land and property values continue to fall, and property sales and development activity have slowed markedly. This is having a detrimental impact on income to the Council from the sale of its land and property assets. The 2008/09 General Receipts target was not met, and income from large scale asset sales ie Extraordinary Receipts, have stalled. As the crisis persists it is likely that income levels from asset sales will fall further due to reduced take up and the withdrawal from sale of assets that cannot achieve anticipated values.

## VACANCY IN LETTABLE PROPERTY AND LAND HOLDINGS (LI2) – On Target

This indicator measures the average vacancy rate in the Council's lettable commercial assets per annum. The chart below shows performance achieved over the last three complete years, and a prediction based on three quarterly returns for the 2008/9 year end. As can be seen targets have been exceeded in all years this against a backdrop of contracting portfolio due to the sale of some assets.



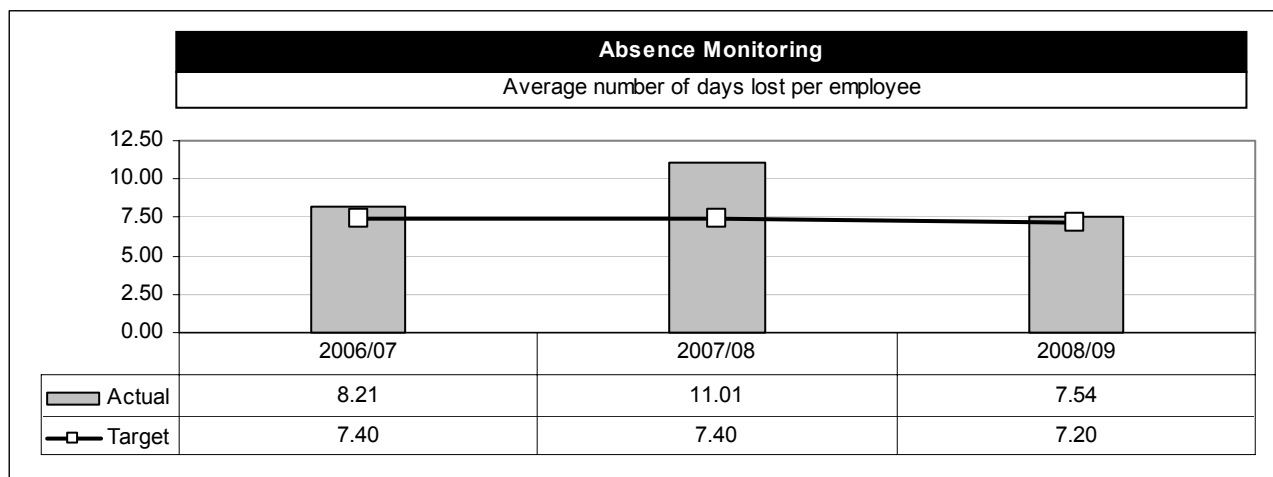
## ASSET MANAGEMENT (SPI - CM8) – On Target

This indicator measures the level of operational property (ie premises used to deliver services) which are in a satisfactory condition and suitable for use.

	2005/2006	2006/2007	2007/2008
% in satisfactory condition.	-	97.2%	96.1%
% suitable for its current use	-	90.6%	88.2%

## ABSENCE MONITORING (LI1) - Possible Reconfiguration

This indicator measures the average number of days lost through absence per annum. The chart below shows performance levels achieved over the last three complete years. As can be seen, whilst there is likely to be a notable improvement in 2008/09 when compared to the previous year, the Council target was marginally missed, and work needs to continue on reducing absence levels.



## ACCREDITATIONS AND AWARDS in 2008/09

The following provides details of successful accreditations and awards during 2008/2009.

Award	Submission	Status	Date
Scottish Home Awards - City Apartment of the Year	Fusion Flats IFSD	Winner	Apr 2008
Scottish Home Awards 2008 - Affordable Housing Development of the Year	Regeneration of Oatlands	Winner	Apr 2008
Vision of Europe – Prize for Best New Urban Neighbourhood in Europe 2008	Regeneration of Oatlands	Shortlisted	Jun 2008
Association for Public Sector Excellence (APSE) 2008 awards - public/private partnership working	International Financial Services District	Winner	Sep 2008
Scottish Events Award, Best Arts Event	Radiance 2007	Winner	Sep 2008
GO Awards Scotland, Public Procurement Awards Scotland 2008 – “Team Excellence”	Supplier Development Programme	Highly Commended	Oct 2008
Guardian Public Sector Awards - Best Public Sector Project in Britain	Scotcash Initiative	Winner	Dec 2008
Guardian Public Sector Awards - Best in Category	Scotcash Initiative	Winner	Dec 2008
GCC Flourish Awards – Category 4	Pre-12 Strategy Project	Finalist	Feb 2009
Prospect Magazine – Planner of the Year	Urban Model	Winner	Feb 2009
British Urban Regeneration Association – Strategy and Masterplanning	Speirs Lock Masterplan Framework	Winner	Mar 2009
COSLA Excellence Awards - Community Planning & Local Democracy	Scotcash Initiative	Winner	Mar 2009

## **STAKEHOLDER CONSULTATIONS**

A wide range of statutory and non-statutory exercises is undertaken by DRS. The following provides examples of areas in which stakeholders have influenced the planning and delivery of services.

<b>Consultation Undertaken</b>	<b>How We Used the Information to Improve</b>
Access (Paths for All) Strategy including Clyde Walkway	The Draft Core Path Plan was taken to the Glasgow Show for general public consultation, and made available at the BBC Springwatch event at Hogganfield Loch. The consultation resulted in approximately 200 formal comments. Most of these will result in negotiations between the service and the consultee. A majority of these comments were positive asking for paths to be added or moved slightly. All consultation responses will be taken into account when developing the final plan.
Business Improvement District (BID)	Feedback influenced the content of the BID Business Plan
City Plan	Consultation helped shape the strategy and policy content of the finalised Plan. Outstanding objections to the Plan were dealt with by examination led by Reporters from the Department of Planning and Environmental Appeals (report of examination awaited - this will lead to further Plan changes)
East End	Much of the work on Planning Studies etc is being taken forward by Clyde Gateway URC, and the company has set up a working group Clyde Gateway Community Consultation WG to monitor and appraise consultation activity in Glasgow and South Lanarkshire. Various project identified in the East End LDS are in a design stage and local consultation is being managed and paid for by CGURC staff and budgets. The EELDS was approved by Council in January 2008. Since then, there have been 56 presentations to community, local government and professional audiences, and local organisations such as housing associations.
Glasgow and Clyde Valley Structure Plan	Feedback used to help shape the finalised Plan 4th Alteration as sent to Ministers for approval (now approved)
Glasgow Open Space Audit and Strategy.	There has been an ongoing consultation over the last couple of years as the brief for the Glasgow Open Space Strategy has been developed. The validation process for the Open Space Quantity Audit map ( Pan 65 map) involves internal consultation within DRS and is about to move towards consultation with other Services and Partners. The consultation is helping to refine the mapping process to ensure that the typologies allocated to areas of open space are correct.
Govan THI Programme Development	Consultation was undertaken with stakeholders to promote the THI grant scheme and encourage feedback on potential projects. The purpose was to encourage stakeholder "buy in" to the initiative, with the possibility of securing match funding as well as providing the local community with information that could lead to their greater involvement as projects progress over the five years of the programme.
Housing needs of families with children with Autism (2009)	To develop a Housing and Autism Spectrum Disorder Action Plan to be implemented by the Housing and Autism Sub-group of the Autism Working Group.
Joint Economic Strategy	Feedback made an important contribution to the content of individual action plans and priorities
LHS Implementation Plan Update (2008/09)	The LHS Implementation Plan Update is being prepared taking into account contributions and suggestions from stakeholders, and considered in developing policy on programme delivery.
National Planning Framework 2	Consultation sought to ensure that needs/opportunities within the City were properly represented within the Framework, and that key national development priorities relative to Glasgow and West of Scotland were also listed.
Money Advice Strategy	The consultation exercise helped to ensure that the commissioning process to award contacts was fully understood by all of the local agencies, and that there was improved awareness of the critical timescales in the process and the types of support which available in preparing tenders
Older Private Housing Strategy (2007/08 – extended to 2008/09)	Feedback was noted and helped shape the Scheme of Assistance (Section 72) Statement that is currently in preparation. This is a new requirement of the Housing (Scotland) 2006 Act which deals with assistance to owners of private housing in relation to housing conditions.
Planning etc. (Scotland) Act 2006	Consultation responses sought to influence Government both in the shaping of the Act and the associated proposals/processes which have emerged from subsequent related documentation.

Strategic Housing Investment Plan	Input was used to ensure that the contribution of others in delivering housing investment was recognised in the overall plan.
<b>Consultation Undertaken</b>	<b>How We Used the Information to Improve</b>
Tourism Action Plan	Feedback made an important contribution to the content of individual action plans and priorities
Toryglen/Hampden	Responses collectively suggested that there is continuing uncertainty over the development of major strategic sites within the area. This includes delivery and timing of a GHA Transformational/Regeneration Area, and the effect of the market slow down on a proposed retail park, as well as similar constraints on other key sites. In addition, the effect of the Commonwealth Games on the environs of Hampden Park has still to fully determined meaning that the timing of any update of the Planning Study to committee is currently under review. This will be undertaken when there is greater clarity about the future planning needs of the Study area.

## **HOUSEHOLDER SURVEY**

DRS is the Council's lead service for delivery of the Commonwealth Games Athletes' Village. The most recent consultation via the Householder Survey (Autumn 2008) accessed resident's viewpoints on a number of matters pertaining to the Games. Residents were asked a series of questions regarding how they felt Glasgow hosting the Commonwealth Games in 2014 would impact upon themselves, their local area and Glasgow itself. The relative proportions providing a positive response to these elements are noted below.

- Positive effect on you and your family                      50%
- Positive effect on the local area                                67%
- Positive effect on Glasgow overall                              88%

Residents were also asked what the priorities for Glasgow should be to get as much benefit as possible from the Games. Improving the image of Glasgow and providing access to employment opportunities associated with the Games were rated as top priorities.

The delivery of a high quality Athletes' Village that will post Games provide high quality homes for residents, and the delivery of other community benefits including jobs are key priorities of the Village project. Moreover, the Council has recently approved a spending commitment of £2,000,000 per annum on the implementation of the Commonwealth Games Apprenticeship Programme which aims to :

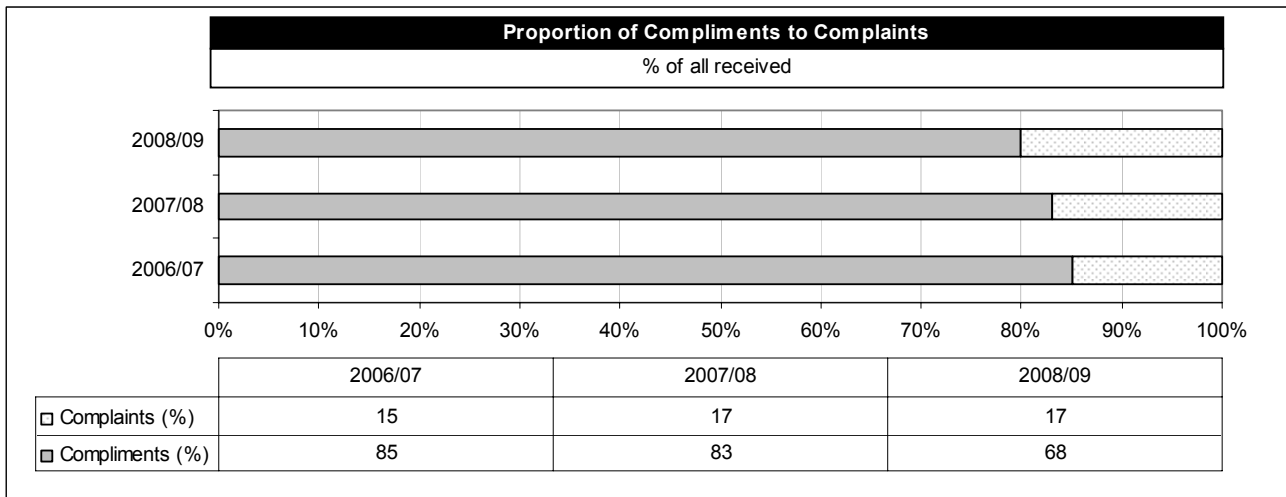
- ensure entitlement to modern apprenticeship for every suitably qualified school leaver aged 16 to 19 who is a Glasgow resident or educated at a Glasgow school
- identify routes to qualification for those school leavers who do not meet the Modern Apprenticeship entry standard
- make available pre-training places to all those who do not qualify to assist guaranteed access to apply for a place in 2010.

Through these and other actions the Council should help ensure that the expectations of residents are met.

## **COMMENTS, COMPLAINTS AND SATISFACTION RATINGS**

In line with other services DRS operates the corporate Comments, Compliments and Complaints system. In the 2008/2009 period, 85 formal comments were received, down by 36 comments (ie 30%) on the previous year. Of these comments, 68 (ie 80%) were complimentary in nature with the majority relating to planning and development management services, and 17 (ie 20%) were complaints with the majority also relating to planning and development management services.

The table below shows the balance between compliments and complaints over the last three years. As can be see, the balance of compliments to complaints has reduced over the three years. Proportionately, there has been an increase in complaints received.



A breakdown of the 17 complaints received in 2008/2009 is given below.

- Handling of Applications 5
- Failure to respond to correspondence 3
- Staff issues 5
- Questioning a Council process/decision 3
- Concern over safety of a building 1

Of these complaints, 5 were upheld for one of the following reasons, a delay in responding to letters, a weakness within a process, or a communication issue which required resolution.

## **EQUALITIES**

The following provides an overview of some of the main actions by DRS to improve equalities.

Area	Action
DRS Integrated Equality Action Plan	The Council developed an integrated equality scheme in 2008/09 which replaced the existing Race, Disability and Gender Scheme. DRS had 3 Equality Action Plans on Race, Gender and Disability which have been incorporated into DRS Integrated Equality Action Plan which was approved at DRS PDSC on 30 September 2008. The purpose of the Action Plan is to ensure that a strategic approach is adopted in taking forward the Equality agenda within DRS. The Plan includes actions which are applicable to all Divisions such as Training, Reporting of equality initiatives and communicating with equality groups. There are also actions which are specific to Divisions within DRS such as the review and development of HR monitoring, monitoring of planning permission and building warrants in relation to equality groups and participation in research to develop local authority projections for disabled populations. Progress on the Equality Action Plan will be reported to committee on an annual basis.
Equality Monitoring	Equality monitoring has been developed to ensure that a consistent approach is adopted within DRS. Corporate guidance on equality monitoring has been adopted, and the revised corporate equality monitoring categories have been issued to Divisions. The corporate monitoring categories will be adopted in 2009/10. The adoption of a consistent approach within DRS and across the Council will facilitate a formal method of reporting. Annual reporting of 2009/10 equality information will be available Spring 2010.
Equality Reporting	A formal mechanism for reporting equality issues has been developed during 2008/09. The first HR Management Information Report was submitted to committee on 30 September 2008. Reports on workforce equality statistics will be produced on a 6 monthly basis and focus on issues such as complaints, recruitment, training and progression opportunities from an equality perspective.
Impact Assessments	DRS adopted a strategic programmed approach to Equality Impact Assessments during 2007/08 when assessments were carried out on the City Plan 2 and Local Housing Strategy. Both were completed within the timescales given and were reported to DRS PDSC on 3 June 2008. This programmed approach continued through 2008/09 when Equality Impact Assessments were carried out on the Local Transport Strategy, Economic Development Strategy and the Environment Strategy. These assessments are scheduled for completion by end of March 2009, and will be reported to DRS PDSC during Spring 2009. DRS are currently in the process of identifying a number of assessments which will be carried out during 2009/10. A process for annual reporting on the progress of actions plans in completed Equality impact assessments is currently being developed and

	reporting to committee will begin by the end of 2009.
<b>Area</b>	<b>Action</b>
Supporting Blind and Partially Sighted People	The Focus on Employability Project was launched in January 2008. This project is a 2 year partnership with DRS, Royal National Institute for the Blind, and Community Enterprise in Strathclyde. The aim of the project is to engage with blind / partially sighted people who wish to move into employment. A report was submitted to DRS PDSC on 19 August 2008 which outlined progress including the training of 54 employability practitioners citywide.
BME Money Advice Initiative	The one year pilot project which aimed to develop money advice services for the Black and Minority Ethnic Community ended in the Summer of 2008. An evaluation report has been prepared and it concluded that aims of capacity building, marketing and information, assessing the need for services and increasing the number of staff undertaking cultural awareness have been achieved. Elements of the pilot project are continuing, including the interpretation service which funding has been secured for.
Business Services / Business Development	Minority Enterprise Support Services are a broad range of business support services that aim to encourage new business formation and stimulate enterprise culture within minority ethnic and other diverse groups eg graduates, women etc. In 2008/09 up to Quarter 3, 89% of a £347,574 budget was expended supporting 318 companies. Business health checks are also carried out by business advisers and require companies applying for grants to define their policies on equality and diversity. The themes of equality, environmental awareness and sustainability are woven through the assessment and influence decisions on offers of grants.
Local Housing Strategy (LHS – 2003/08)	A wide range of actions under the LHS aim to improve equality. The following highlights some of these actions: <ul style="list-style-type: none"> <li>■ Delivery of Care and Repair Grants and Services for older people</li> <li>■ Funding adaptations. The total number of adapted units recorded in the development funding programme since the adoption of the LHS in 2003 to February 2009 was just over 5,600 at a cost of around £13.61m. The total number of private sector adaptations in the same period was 2,825 at a total cost of just over £7.46m.</li> <li>■ The Development Funding Programme provides support for the delivery of particular needs housing and has unit targets for wheelchair user housing and larger homes in particular. This is to address known shortages of suitable housing for persons with disabilities and for some BME group households. Targets established in 2006 include 211 units for wheelchair and 210 for larger family homes for 2006/09. The cumulative total achieved for 2006-08 was 95 wheelchair units and 176 larger family units.</li> <li>■ The Council has doubled annual spending on particular housing needs in the Development Funding programme, from a planned £7.0m in 2003/04 to an average of £14.79m per year in the four years 2004-08. Planning for social care groups is updated annually.</li> </ul>
	<ul style="list-style-type: none"> <li>■ The LHS evaluation undertaken in 2008 has identified the need for more work on housing needs in relation to autistic spectrum disorder, and on housing needs assessment generally and this is being progressed.</li> <li>■ Progress on the Common Housing Register with its common application form will improve matching of applicants with properties in the social housing sector.</li> <li>■ An Equality Impact Assessment Report has been carried out on the LHS 2003-08 with recommendations for the development of the next Local Housing Strategy. This will form part of the consultation on the new development of the LHS.</li> <li>■ DRS hosted a placement under the PATH programme that aims to address the under-representation of BME workers in the housing sector in Scotland</li> </ul>

### **BEST VALUE AND EFFICIENT GOVERNMENT REVIEW PLANS**

DRS is currently completing a Service Improvement Plan for the Planning Division and part of the budget savings for 2009/10 relate to Service Reforms in the Housing and Project Design/Management Divisions. DRS is also contributing to the corporate, cross cutting Service Reforms in respect of attendance management and energy efficiency.

### **EXTERNAL INSPECTIONS / AUDITS**

The Service has an ISO 9001:2000 registered Quality Management System (QMS) which necessitates a renewal visit every three years supported by a surveillance visit every six months by the external third party assessor SGS. The outcome of the visit was satisfactory and continued registration was recommended by SGS. The next surveillance visit is planned in April 2009.

**SECTION 4 : WHAT THIS MEANS, HOW WE WILL IMPROVE, AND OUR TARGETS FOR NEXT YEAR**

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The global economic downturn is now having a noticeable and direct impact on DRS services and performance outputs and outcomes. This is most evident in the decline of land and property acquisitions, falling land values, and the large scale reduction/slowing in development activity across the city including house building. Major development programmes across all property sectors are being reviewed and deferred. There is no active private sector development. Many developers are seeking/have sought development extensions, and scaled down, or shelved projects. This is evidenced in the construction of new neighbourhoods where delivery timetables have been adjusted and the start of new building works is limited by sales. As a result, there has been a significant fall in revenue income to the Council from planning applications, building warrants, and property enquiry certificates. Capital receipts ie monies realised from the sale of the Council's land and property assets and used to help fund the Council's extensive capital expenditure programme, have also suffered with all 2008/09 targets missed.

For the first time in over a decade, an increase in the level of vacant and derelict land was recorded. The acquisition of land for the M74 and Schools restructuring project etc is having a temporary, but significant impact on levels in the city. The availability of resources for investment and the adverse impact on investors' profit margins resulting from the current economic downturn, recent changes to the planning applications process, and land constraints on multiple levels eg fragmented ownership, ground conditions etc. are also impacting on levels. Presently, there is little active development of vacant and derelict land.

Difficult trading conditions, are fuelling a lack of business and consumer confidence, and leading to a growth in business failures, and a decline in new business ventures. There is a growth in employment restrictions and cutbacks, and reduced recruitment – with a consequential growth in unemployment.

Whilst the demand for some services has temporarily reduced due to the crisis, the demand for others has increased eg Business Support Services, and Money and Debt Advice Services. There is also a heightened need for skills development programmes and back to work initiatives if Glasgow residents are to be best equipped to secure limited employment opportunities, and Glasgow communities are to avoid large scale increases in worklessness. The Council has recently approved a spending commitment of £2,000,000 per annum on the implementation of the Commonwealth Games Apprenticeship Programme, and remains fully committed to the provision of 30,000 certificated and non-certificated assisted training places for unemployed persons by 2011. Moreover, continued investment in major regeneration projects including the Commonwealth Games Village, M74 Completion, Forth and Clyde Canal, Transformational Regeneration Areas (with GHA), and the International Financial Services District should help create new employment opportunities, and help lessen the full impact of job losses on communities caused by the crisis.

The foregoing will undoubtedly impact on the Council's key objectives of Building a Prosperous City, and Increasing Access to Lifelong Learning. Reduced income and increased demand for services is creating a significant pressure on budgets and services. The Council is currently working with partner organisations to respond to this crisis, and is in the process of reviewing its Council Plan commitments, and developing new and specific programmes and actions to help people and businesses through this unprecedented crisis. The 'Targets for 2009/2010' section which follows highlights the range of actions by DRS to help address many of the issues and challenges raised within this report.

## TARGETS FOR 2009/2010

### Existing Council Plan 2008/2011 Commitments

DRS has lead responsibility for progressing the following commitments.

No	EXISTING COUNCIL PLAN COMMITMENTS	REPORTING OFFICER	DRS IMPACT THEME	CP OBJECTIVE
1.2.3	<b>Reform of Scottish Enterprise Network</b>	J Cunningham	Performance	Improving efficiency and effectiveness
2.2.3	<b>Assisted Training Places (MIP5)</b>	J Cunningham	People	Increasing access to lifelong learning
4.1.1	<b>Worklessness (MIP7)</b>	J Cunningham	People	Building a prosperous city
4.1.2	<b>Job Creation (MIP6)</b>	J Cunningham	People	Building a prosperous city
4.1.4	<b>Business Start Ups (OTH3)</b>	J Cunningham	Business	Building a prosperous city
4.2.2	<b>Toryglen Regional Football Centre (by 2008)</b>	I Macnab	Place	Building a prosperous city
4.2.2	<b>Scotstoun Stadium (by 2010)</b>	I Macnab	Place	Building a prosperous city
4.2.2	<b>Maryhill Community Leisure Centre (by 2009)</b>	I Macnab	Place	Building a prosperous city
4.2.2	<b>National Indoor Sports Arena (Start in 2009)</b>	I Macnab	Place	Building a prosperous city
4.3	<b>THI : Merchant City (by Spring 2010)</b>	A MacDonald	Place	Building a prosperous city
4.3	<b>THI : Parkhead (by Spring 2011)</b>	A MacDonald	Place	Building a prosperous city
4.3	<b>THI : Govan (Stage 2 Bid)</b>	A MacDonald	Place	Building a prosperous city
4.4	<b>Maryhill and Speirs Locks (Phase 1 by Spring 2011)</b>	B McGraw	Place	Building a prosperous city

#### NOTE :

Owing to the current global economic downturn, commitments relating to capital receipts generation, the development of vacant and derelict land, and housing developments have been suspended and will be reviewed at a later date.

### Council Plan Supplement 2009/2011 Proposed Commitments

The following commitments proposed by DRS will be considered for inclusion in the future development of a Council Plan Supplement (CPS) which is intended to set out the Council's response to the current financial crisis. Any of the undernoted proposals which do not feature in the supplement will be re-considered and may be re-designated as DRS service level commitments.

No	COUNCIL PLAN SUPPLEMENT COMMITMENT	REPORTING OFFICER	DRS IMPACT THEME	CPS THEME
1.	Implement the Better Glasgow Fund Programme with a spend value of £36m over 2009/2011 which will include the following economic regeneration programmes and projects <ul style="list-style-type: none"> <li><input type="checkbox"/> Area Regeneration Projects including Canal Corridor Projects, Govan THI and Town Centre, East End, and City Centre and Merchant City</li> <li><input type="checkbox"/> Heritage Building Programme</li> <li><input type="checkbox"/> City Public Realm and Lighting Strategy</li> <li><input type="checkbox"/> Green Space Initiatives (including Allotments)</li> <li><input type="checkbox"/> New Business Centre Development Programme</li> <li><input type="checkbox"/> Business Growth Fund.</li> </ul>	S Inch	Business	Supporting Glasgow's economy

No	COUNCIL PLAN SUPPLEMENT COMMITMENT	REPORTING OFFICER	DRS IMPACT THEME	CPS THEME
2.	<p>Implement a range of financial and property management initiatives to support the development industry through the current economic downturn including :</p> <ul style="list-style-type: none"> <li>□ Dispose of sites on an 'off market' basis where developers have access to the resources necessary to fund development in order to avoid developers having to incur the additional time and costs associated with the normal competitive bidding process.</li> <li>□ Implement a more flexible land disposal to stimulate confidence and reduce the immediate financial pressure on the development industry. This will include such measures as : <ul style="list-style-type: none"> <li>&gt; staged payments over the period of a site development</li> <li>&gt; deferred payments</li> <li>&gt; increased use of base price and overage payment systems</li> <li>&gt; increased use of joint venture/profit sharing arrangements</li> </ul> </li> <li>□ Implement measures to reduce the initial costs facing developers in the residential sector by amending the RES 3 payment regime to allow graduated and/or staged RES 3 payments over the life of a development</li> <li>□ Increase the use of the derelict land fund to support developments that are constrained by the up-front costs associated with tackling difficult ground conditions</li> <li>□ Implement the Surplus Property Company to help bring forward new development and capital income.</li> </ul> <p>All arrangements to be in place by Summer 2009.</p>	A Young	Business	Supporting Glasgow's economy
3.	<p>Implement the new arrangements agreed with the Scottish Government on the future determination of large scale planning applications. Work to extend these principles to other non householder planning applications (where practicable). Align procedures for building warrants and road construction consent applications to support these developments. All arrangements to be in place by the end of 2009.</p>	A MacDonald	Business	Supporting Glasgow's economy
4.	<p>Deliver the City Centre Action Plan to support the development of the retail potential of the City Centre through the new City Centre Initiative.</p>	A MacDonald	Business	Supporting Glasgow's economy
5.	<p>Deliver a range of Business Support Services to support Glasgow businesses including :</p> <ul style="list-style-type: none"> <li>□ <u>Glasgow4Business Initiative</u> - Provide some 200 companies per annum with business advice, and some 20 companies per annum with premises providing up to a 2 year rent free period</li> <li>□ <u>Glasgow4Business Fund</u> - Disburse grant aid of £100,000 per annum to some 40 companies</li> <li>□ <u>West of Scotland Loan Fund</u> – Provide assistance to some 80 companies and safeguard some 200 jobs per annum</li> <li>□ <u>Supplier Development Programme</u> – Hold 80 events over 2009/10. The programme has a database of 5,000 companies of which 60% will be actively bidding for Public Sector contracts with 25% winning.</li> <li>□ <u>International Trade</u> - Develop new working partnerships with Business Club Scotland, Scottish Council Development and Industry, Scottish Development International, and the Glasgow Chamber of Commerce to establish an export ready programme. A working database of around 50 export ready companies will be developed.</li> </ul> <p style="text-align: right;">continued./</p>	J Cunningham	Business	Supporting Glasgow's economy

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No	COUNCIL PLAN SUPPLEMENT COMMITMENT	REPORTING OFFICER	DRS IMPACT THEME	CPS THEME
	<ul style="list-style-type: none"> <li>□ <u>Glasgow Business Training Support</u> - Provide grant support to some 300 companies per annum, with some 1,200 workers per annum upskilled or jobs safeguarded. In addition, through               <ul style="list-style-type: none"> <li>&gt; <u>Early Response Programme</u> - Support some 50 companies per annum through the introduction of a new Early Response Programme supplying independent business planning and financial advice to companies feeling the effects of the economic downturn</li> <li>&gt; <u>Business and Employee Training Review</u> - Support some 90 companies per annum through delivery of a professional review service</li> <li>&gt; <u>Internet Marketing Check</u> - Support some 60 companies per annum by providing an off/online marketing review service</li> </ul> </li> </ul>			
6.	Support Clyde Gateway URC to implement its Business Plan	G Gormal	Business	Supporting Glasgow's economy
7.	<p>Work with Business Club Scotland to support local businesses in securing contracts from the Commonwealth Games 2014 Works and Supplies Procurement Programme. Business Club Scotland is a new initiative designed to ensure that Scotland's business community capitalises on the country's ambitious events programme in the run up to the 2014 Commonwealth Games and beyond.</p> <p>The Council will support the objectives of BCS to :</p> <ul style="list-style-type: none"> <li>□ improve Business Competitiveness</li> <li>□ build Supply Chain Networks</li> <li>□ facilitate procurement around events</li> <li>□ extend reach of existing networks</li> <li>□ provide direct business engagement and targeted networking at events to win business</li> <li>□ develop expertise in event management and delivery.</li> </ul> <p>It will do this through participation in a range of support activities including</p> <ul style="list-style-type: none"> <li>□ business preparation workshops</li> <li>□ one-to-one business consultations</li> <li>□ public sector contract/tender exhibitions</li> <li>□ provision of comprehensive information to business on a range of related matters</li> <li>□ trade events focused on appropriate Commonwealth member countries; sector trade fairs etc</li> </ul>	S Inch	Business	Supporting Glasgow's economy
8.	Implement the 3rd Strategic Housing Investment Plan 2009-2013 to support the availability of affordable housing.	D Rodgers	People	Mitigating the impact on citizens
9.	<u>Implement the Financial Inclusion Strategy</u> . - Implement a contract system for Financial Inclusion Services (3 central contracts, 5 area contracts). All contracts let by April 2009 and operational by July 2009.	S Inch	People	Mitigating the impact on citizens
10.	<p>Implement the Fuel Poverty Strategy by</p> <ul style="list-style-type: none"> <li>□ ensuring that all social housing complies with the energy efficiency criteria of the Scottish Standard for Social Housing by 2015</li> <li>□ maximising the uptake of energy efficiency improvements by supporting the provision of 130 central heating units over 2009/10</li> <li>□ developing and implementing a Fuel Poverty Advice Team for the city in partnership with Housing Associations and the Wise Group. Launch Winter 2009.</li> <li>□ continuing to develop and update the LHS Fuel Poverty and Housing Options Guide websites</li> <li>□ continuing to organise and facilitate the delivery of Fuel Poverty Seminars (2 per year) aimed at Glasgow's Advice and Information Network (GAIN)</li> </ul>	D Rodgers	People	Mitigating the impact on citizens

No	COUNCIL PLAN SUPPLEMENT COMMITMENT	REPORTING OFFICER	DRS IMPACT THEME	CPS THEME
	and Registered Social Landlords (RSL's)			
11.	Work with Strathclyde Partnership for Transport to enhance local road and rail transport services to communities, and promotions and concessionary fares schedules to improve affordability, connectivity, and mobility, and support quality of life improvements and access to jobs.	S Gillon	People	Mitigating the impact on citizens
12.	Support Glasgow's economy by ensuring that 'community benefit' clauses are included in all procurement for capital projects. The procurement process will adopt the approach used by the Council for large scale capital projects and require bidders to consider recruitment and training of unemployed people, and the letting of sub-contracts. A monitoring system to assess the impact of this approach will be developed and implemented by Summer 2009.	I Macnab	People	Mitigating the impact on citizens
13.	Integrate Glasgow Works training programmes with other Council training programmes, including the Commonwealth Games Apprenticeship Programme, to ensure a unified approach to addressing worklessness.	J Cunningham	People	Mitigating the impact on citizens
14.	Implement the Commonwealth Games Apprenticeship Programme with a spending commitment of £2,000,000 per annum to : <ul style="list-style-type: none"> <li><input type="checkbox"/> ensure entitlement to modern apprenticeship for every suitably qualified school leaver aged 16 to 19 who is a Glasgow resident or educated at a Glasgow school</li> <li><input type="checkbox"/> identify 'routes to qualification for those school leavers who do not meet the Modern Apprenticeship entry standard</li> <li><input type="checkbox"/> make available pre-training places to all those who do not qualify to assist guaranteed access to apply for a place in 2010.</li> </ul>	J Cunningham	People	Mitigating the impact on citizens
15.	Support further development of the Local Economic Regeneration Agencies (LERA) network., under the management of the Glasgow Local Regeneration Agency	J Cunningham	People	Mitigating the impact on citizens
16.	Equity and Diversity Monitoring – Monitor development and regeneration programmes and projects to ensure that equality and diversity policies and practices are not undermined during the financial crisis.	J Cunningham	People	Mitigating the impact on citizens
17.	Review the Joint Economic Strategy Action Plans through the Glasgow Economic Partnership	S Inch	People	Supporting Glasgow's economy
18.	Continue to implement the New Neighbourhoods Initiative to deliver social housing, and affordable private sector housing.	F Sheridan	Place	Mitigating the impact on citizens
19.	Develop a greening programme that will particularly address environmental blight arising from the increase in vacant and derelict land, and scheduled works along the transport corridor.	A MacDonald	Place	Mitigating the impact on citizens
20.	Develop an energy map for Glasgow to support the development of a sustainable city.	S Gillon	Place	Supporting Glasgow's economy
21.	Implement the Tourism Action Plans to 2016 (including the Events Strategy) to help maintain and develop the benefits that tourism brings to the local economy	S Inch	Place	Supporting Glasgow's economy
22.	Completion of the appointment of the Commonwealth Games Athletes Village development consortium, and management of the initial phase of the development programme.	S Gillon	Place	Supporting Glasgow's economy
23.	Complete the Metropolitan Glasgow Strategic Drainage Plan that will deliver improvements to the sewerage and drainage network and enable completion of developments linked to the 2014 Commonwealth Games, and the Clyde Gateway project.	S Gillon	Place	Supporting Glasgow's economy
24.	Review the Environment Strategy and Action Plan to	S Gillon	Place	Supporting

	identify opportunities for sustainable development and finalise the Sustainable Glasgow strategy			Glasgow's economy
No	COUNCIL PLAN SUPPLEMENT COMMITMENT	REPORTING OFFICER	DRS IMPACT THEME	CPS THEME
25.	Complete the revision of the Local Housing Strategy	D Rodgers	Place	Supporting Glasgow's economy
26.	Complete and adopt City Plan 2 (by Winter 2009) to focus developments in the City.	A MacDonald	Place	Supporting Glasgow's economy
27.	Continue to implement the International Financial Services District programme that aims to attract 20,000 new jobs and develop two million sq ft of Grade A office space by 2011.	S Inch	Place	Supporting Glasgow's economy
28.	Continue to modernise services to support e-planning commitments eg online applications	A MacDonald	Performance	Investing in staff / building workforce flexibility
29.	Maximise efforts to secure additional funding from external sources	S Inch	Performance	Meeting the financial challenge
30.	<u>Implement the Office Rationalisation Programme</u> - Rationalise the Council's office accommodation within the City Centre reducing total office space from 94,638m2 to 46,863m2 within three years	A Young	Performance	Investing in staff / building workforce flexibility
31.	Continue to review DRS management structures and working practices.	S Inch	Performance	Investing in staff / building workforce flexibility

### Additional DRS Service Level Commitments

The following commitments have been identified by DRS to augment Council Plan commitments.

No	DRS SERVICE LEVEL COMMITMENTS	REPORTING OFFICER	DRS IMPACT THEME	CP OBJECTIVE
1.	Implement the Supplier Development Initiative	J Cunningham	Business	Building a prosperous city
2.	Manage the West Of Scotland Loan Fund and Glasgow Business Growth Fund	J Cunningham	Business	Building a prosperous city
3.	Manage all EU funded business development programmes	J Cunningham	Business	Building a prosperous city
4.	Implement the small business centre development programme	J Cunningham	Business	Building a prosperous city
5.	Manage the Glasgow Business Gateway contracts	J Cunningham	Business	Building a prosperous city
6.	Develop the Business Internationalisation Programme (with the Chamber of Commerce)	J Cunningham	Business	Building a prosperous city
7.	Manage the Business Locations Programme	J Cunningham	Business	Building a prosperous city
8.	Develop the Cultural Industries Programme	J Cunningham	Business	Building a prosperous city
9.	Support new approaches to developing the social economy eg developing mechanisms for impact and value for money evaluations	J Cunningham	People	Building a prosperous city
10.	Implement the Glasgow Open Space Audit	C Johnston	Place	Building a prosperous city
11.	Review the Local Transport Strategy	S Gillon	Place	Building a prosperous city
12.	Review the City Centre Traffic Plan	S Gillon	Place	Building a prosperous city

13.	Review Derelict Land and Land Remediation programmes	F Sheridan	Place	Building a prosperous city
<b>No</b>	<b>DRS SERVICE LEVEL COMMITMENTS</b>	<b>REPORTING OFFICER</b>	<b>DRS IMPACT THEME</b>	<b>CP OBJECTIVE</b>
14.	Complete the new Strategic Development Plan for Glasgow and Clyde Valley	A MacDonald	Place	Building a prosperous city
15.	Implement the first three transformational regeneration areas	G Gormal	Place	Building a prosperous city
16.	Continue to implement the River Clyde Waterfront Strategy (including the remaining phases of the International Financial Services District Programme)	A MacDonald	Place	Building a prosperous city
17.	Review investment and development activity at the River Clyde Waterfront to support the earlier identification of additional measures that can promote continued development and sustainable design against the backdrop of the global financial crisis	S Inch	Place	Building a prosperous city
18.	Continue to develop and implement the New Neighbourhood programme	F Sheridan	Place	Building a prosperous city
19.	Implement the Govan Regeneration Programme (through the Govan Regeneration Board)		Place	Building a prosperous city
20.	Implement the Strategic Housing Investment Plan 2009-2013 proposals	D Rodgers	Place	Building a prosperous city
21.	Contribute to the implementation of the Clyde Gateway Programme	G Gormal	Place	Building a prosperous city
22.	Implement the Canal Corridor Local Development Strategy	B McGraw	Place	Building a prosperous city
23.	Complete the conservation area appraisal programme	C Johnston	Place	Building a prosperous city
24.	Complete the Clyde Gateway Strategic Drainage Plan	S Gillon	Place	Building a prosperous city
25.	Continue to implement the Strategic Business Sites Programme	B Potts	Place	Building a prosperous city
26.	Progress the approved Community Growth Areas	G Gormal	Place	Building a prosperous city
27.	Implement the Glasgow Greenspace Partnership Programme	C Johnston	Place	Building a prosperous city
28.	Continue to manage the implementation of major capital projects (including any future phases of the pre-12 programme)	I Macnab	Place	Building a prosperous city
29.	Review strategic transport projects	S Gillon	Place	Building a prosperous city
30.	Establish the Glasgow Climate Change Partnership to support businesses in setting CO2 reduction targets and help them realise financial savings through reduced utility / transport and waste management bills	S Gillon	Place	Making Glasgow a cleaner, safer city
31.	Prepare for the 2011 Census	B Potts	Performance	Improving efficiency and effectiveness
32.	Continue to progress towards meeting national targets for processing planning applications	A MacDonald	Performance	Improving efficiency and effectiveness
33.	Implement on-line development management	A MacDonald	Performance	Improving efficiency and effectiveness
34.	Implement on-line building standards systems	I Morrison	Performance	Improving efficiency and effectiveness
35.	Implement the on-line cityplan	A MacDonald	Performance	Improving efficiency and

				effectiveness
36.	Meet responsibilities from the Planning etc. (Scotland) Act 2006	B Potts	Performance	Improving efficiency and effectiveness
<b>No</b>	<b>DRS SERVICE LEVEL COMMITMENTS</b>	<b>REPORTING OFFICER</b>	<b>DRS IMPACT THEME</b>	<b>CP OBJECTIVE</b>
37.	Meet responsibilities from the Housing (Scotland) Act 2006	G Gormal	Performance	Improving efficiency and effectiveness
38.	Meet responsibilities from the Licensing (Scotland) Act 2005	I Morrison	Performance	Improving efficiency and effectiveness
39.	Address changes to Building Standards technical standards	I Morrison	Performance	Improving efficiency and effectiveness
40.	Meet the requirement to prepare Energy Performance Certificates for Council properties	A Young	Performance	Improving efficiency and effectiveness
41.	Implement the strategic asset management plan (SAMP)	A Young	Performance	Improving efficiency and effectiveness
42.	Generate capital receipts as per targets	A Young	Performance	Improving efficiency and effectiveness
43.	Complete the 2nd round of Personal Development Plans	K Harkness	Performance	Improving efficiency and effectiveness
44.	Participate in the full range of staff training / development programmes arising the continued implementation of the Council's People Strategy	K Harkness	Performance	Improving efficiency and effectiveness
45.	Consolidate the role of the DRS Organisational Development Board	K Harkness	Performance	Improving efficiency and effectiveness
46.	Implement and monitor the Council's policies and initiatives on absence management	K Harkness	Performance	Improving efficiency and effectiveness
47.	Develop staff focus groups on key issues (eg service planning, single outcome agreement, communications).	S Inch	Performance	Improving efficiency and effectiveness

DRS will continue to operate a tight policy on programme and project management reporting, and is committed to the production of a range of performance reports. Some of the key reports that are scheduled to be produced include :

- Building Control (Quarterly and Annual)
- Buildings at Risk (Annual)
- Business Support Services (Quarterly)
- City Centre Action Plan (including the Merchant City) (Annual)
- City Economy Audit (Annual)
- Development Management (Quarterly and Annual)
- DRS Service Plan (Quarterly and Annual)
- Environment Strategy Action Plan (Annual)
- Fuel Poverty (Annual)
- Governance (Annual)
- Housing Investment Plan (Annual)
- International Trade Development Programmes (Annual)
- Inward Investment in Glasgow (Annual)
- Joint Economic Strategy (Annual)
- Measures for Improved Performance and Local Indicators (Quarterly)
- Property Management Transactions and Vacancy Rates within the Commercial Portfolio (Quarterly)
- Statutory Performance Indicators (Annual)
- Vacant and Derelict Land (Annual)

In addition, in line with accepted good practice DRS will continue to adopt a robust approach to project appraisal monitoring and evaluation to ensure that all new initiatives are "tested" to ensure that the anticipated outcomes are fully discussed and understood.

## Further Information

DRS in association with partner organisations publish a wealth of information that relates to its services. Information on the range of services together with information on service performance, policies and strategies, programmes and projects can be found on the Council's website at [www.glasgow.gov.uk](http://www.glasgow.gov.uk). A wide range of additional websites provide further information about key programmes and projects. Some of these are noted below.

2014 Commonwealth Games	<a href="http://www.glasgow2014.com">www.glasgow2014.com</a>
Clyde Gateway Project	<a href="http://www.clydegateway.com">www.clydegateway.com</a>
Community Enterprise In Strathclyde	<a href="http://www.ceis.org.uk">www.ceis.org.uk</a>
Communities Scotland	<a href="http://www.communitiesscotland.gov.uk">www.communitiesscotland.gov.uk</a>
Equal Access to Employment	<a href="http://www.easglasgow.com">www.easglasgow.com</a>
Facts about the City and its economy	<a href="http://www.glasgoweconomicfacts.com">www.glasgoweconomicfacts.com</a>
Gain Network	<a href="http://www.gain4u.org.uk">www.gain4u.org.uk</a>
Glasgow and Clyde Valley Structure Plan	<a href="http://www.gcvcore.gov.uk">www.gcvcore.gov.uk</a>
Glasgow and Clyde Valley Green Network	<a href="http://www.gcvgreennetwork.gov.uk">www.gcvgreennetwork.gov.uk</a>
Glasgow Canal Regeneration Project	<a href="http://www.glasgowcanal.co.uk">www.glasgowcanal.co.uk</a>
Glasgow City Marketing Bureau	<a href="http://www.seeglasgow.com">www.seeglasgow.com</a>
Glasgow Film Office	<a href="http://www.glasgowfilm.com">www.glasgowfilm.com</a>
Glasgow Harbour Project	<a href="http://www.glasgowharbour.com">www.glasgowharbour.com</a>
Glasgow Lighting Festival	<a href="http://www.radianceglasgow.com">www.radianceglasgow.com</a>
Glasgow's Local Housing Strategy	<a href="http://www.local.housingstrategy.glasgow.gov.uk">www.local.housingstrategy.glasgow.gov.uk</a>
Glasgow's Merchant City	<a href="http://www.glasgowmerchantcity.net">www.glasgowmerchantcity.net</a>
Glasgow Works	<a href="http://www.glasgowworks.eu">www.glasgowworks.eu</a>
International Financial Services District	<a href="http://www.ifsdglasgow.co.uk">www.ifsdglasgow.co.uk</a>
Kelvin Clyde and Carts Greenspace Projects	<a href="http://www.kelvinclydegreenspace.org.uk">www.kelvinclydegreenspace.org.uk</a>
M74 Motorway	<a href="http://www.transportscotland.gov.uk/projects/m74-completion">www.transportscotland.gov.uk/projects/m74-completion</a>
Oatlands New Neighbourhood	<a href="http://www.oatlandsregeneration.co.uk">www.oatlandsregeneration.co.uk</a>
Renewal of the Clyde Waterfront	<a href="http://www.clydewaterfront.com">www.clydewaterfront.com</a>
West of Scotland Archaeology Service	<a href="http://www.wosas.net">www.wosas.net</a>
White Cart Water Flood Prevention	<a href="http://www.whitecartwaterproject.org">www.whitecartwaterproject.org</a>



## Feedback

DRS is continuously seeking to improve services. A key feature of such development is securing meaningful feedback. You can play your part by forwarding comments on this report. To do this, please complete and return this form to :

Steve Inch,  
Executive Director,  
Development and Regeneration Services,  
Glasgow City Council,  
229 George Street,  
Glasgow G1 1QU.

Telephone                    0141 287 8555  
Fax                            0141 287 8444  
E-mail                        [regeneration@glasgow.gov.uk](mailto:regeneration@glasgow.gov.uk)

### COMMENTS ON ANNUAL PERFORMANCE REPORT 2009/2010

Name  
Organisation  
Address  
Telephone  
E-Mail

*Please Tick*

Question 1            Did you find this document useful in relating the Service's performance?

YES	NO
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Question 2            What information would you like to see included in future reports?