

Glasgow's Single Outcome Agreement

June 2008

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Glasgow's Single Outcome Agreement 2008/09-2010/11

It gives me great pleasure to be able to present on behalf of the Glasgow Community Planning Partnership, our first Single Outcome Agreement (SOA) which sets out the key outcomes by which we will measure how we are improving the lives of all those who live, visit and work in the city of Glasgow.

Here in Glasgow, we have taken the opportunity to develop our first SOA hand-in-hand with our Community Planning partners to ensure that we are able to derive the maximum benefit that this new approach to assessing public sector improvement presents. In creating our first Single Outcome Agreement, we have taken the opportunity to refocus our commitment to the key objectives that are required to deliver improved benefits and opportunities for the city and its citizens.

Improving the services that are delivered across Glasgow's communities, whether in relation to health, education, employment, community safety etc, cannot be most effectively achieved by any single organisation and the SOA presents a powerful opportunity to strengthen our partnership arrangements and to deliver the more integrated, accessible and cost effective services that the public want and deserve.

Glasgow has made great strides in the last decade, particularly with regard to its economic performance and public infrastructure, but much work remains to be done to address inequalities in health, education and employment. We therefore welcome the opportunity that the SOA provides to maximise the flexibility in the use of resources at a local level and to respond more directly to the needs of local communities. By focusing more closely on the outcomes of our approaches and investments, we would hope to become more responsive to local needs and to provide the assurances required to the Scottish Government that Glasgow City Council and its Community Planning partners are delivering for the communities of Glasgow.

This first Single Outcome Agreement will surely provide a keystone in the further development of genuine integrated community focused services and a clear and positive message about the shared commitment to service improvement that is contained within our Community Planning Partnership.

Councillor Steven Purcell
Leader
Glasgow City Council

Purpose of the Agreement

The purpose of the Single Outcome Agreement is to identify areas for improvement and to deliver better outcomes for the people of Glasgow and Scotland, through specific commitments made by Glasgow's Community Planning Partners (referred to as 'Partnership') and Scottish Government.

The Glasgow Community Planning Partnership Strategic Board includes:

The City Council
Greater Glasgow & Clyde NHS
Strathclyde Police
Glasgow Housing Association
Strathclyde Fire and Rescue

Other Community Planning structures provide membership opportunities to the Voluntary Sector, Job Centre Plus, Culture and Sport Glasgow, Glasgow Community and Safety Services, the five Local Regeneration Agencies, the Community Health and Care Partnerships, local Community Residents and representatives from the Further Education Sector.

This document sets out the joint commitments between the Partnership and the Scottish Government to the delivery of an agreed set of outcomes.

Each party to this Agreement is mutually accountable for the delivery of the agreed outcomes. For the purposes of this Agreement, "mutually accountable" means that each party:

- 1 will jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and
- 2 will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

This agreement reflects a new relationship between the Scottish Government and Local Government and one that the Partnership is committed to developing. The basis on which this agreement is being made is set out in the Concordat between the Scottish Government and COSLA. The components of the package under the Concordat are:

- 1 Commitment from the Scottish Government that there will be no structural reform of local government during this Parliament;
- 2 Introduction of Single Outcome Agreements for every Council;
- 3 An overall funding package for the period 2008-09 to 2010-11;
- 4 A significant reduction in the number of separate funding streams to local government;
- 5 That local authorities will be able to retain their efficiency savings;
- 6 Commitment from local authorities to deliver on a specified set of commitments from within the funding envelope provided;
- 7 That a new performance reporting system will over time replace the myriad of existing systems and provide regular, timely and transparent reporting to local

- communities and the Scottish Government;
- 8 Over and above requirements for this new performance reporting system, requirements associated with statutory requirements, any agreed transitional arrangements in moving to an outcomes based approach, ongoing statistical returns and formal inspections, local authorities will not be asked to submit any other monitoring returns or plans to the Scottish Government without prior agreement;
 - 9 An agreed response to the Crerar Review leading to improved performance management, increased self-assessment and more focused and proportionate external scrutiny; and
 - 10 Joint responsibility between local government and the Scottish Government for overseeing and monitoring the new relationship.

Scope of the Agreement

This Agreement covers all local authority services in Glasgow, including those delivered by or with non departmental public bodies, agencies, businesses, the third sector and other partners.

Parties to this Agreement confirm their commitment to fulfil legal and policy obligations upon them in relation to Community Planning, Best Value, equalities and sustainable development.

Developing the Agreement

Glasgow Community Planning Partnership has a Community Plan in place to cover the period 2005-2010. The development of this Outcome Agreement has as its starting point this Community Plan. Sitting alongside the Community Plan is the Partnership's Regeneration Outcome Agreement which was previously approved by Scottish Ministers.

In developing this Single Outcome Agreement, the Partnership has taken the opportunity to consider the activities driven by its existing Community Plan and other more recent Partner Action Plans, strategies and events.

To drive the activities and investment across the City, the Partnership has appointed five Thematic Champions to lead on the development of activities under each of the Themes of the Community Plan, namely, Healthy, Working, Safe, Learning and Vibrant.

The Partnership agreed that each of the Thematic Champions should have a role in developing the scope of the inputs to populate the SOA Templates and as such each Thematic Champion was therefore allocated a Primary Role in a number of National Outcomes (and identified other Champions with a Secondary or Tertiary role in each National Outcome) from the list of 15 provided under the Concordat with COSLA. The purpose of this process was to achieve a co-ordinated and inclusive approach to the development of all of the National Outcome Templates. Whilst a number of the National Outcomes did reflect on activities carried out across a range of partners and to some extent, the responsibilities of more than one of the Thematic Champions, for administrative purposes, a best fit judgement was taken to allocate these responsibilities, some of which could have been jointly led.

This was supplemented by a series of five independently facilitated workshops to which a range of partners were invited to participate. Each workshop considered the range of

current strategies and action plans impacting upon that National Outcome and developed appropriate associated local outcomes.

By adopting this process we have taken cognisance of and built upon the stakeholder consultations and community involvement for the Community Plan and key plans and strategies of the Community Planning Partners. We have also built ownership through an inclusive process.

The Local Outcomes articulated in this agreement have been agreed by Glasgow's Community Planning Partners and represents a distillation of key partnership strategies. Each of these Local Outcomes addresses specific local priorities identified in key strategy documents of the Community Planning Partners and whilst we are keen to enter into the anticipated period of negotiation with the Scottish Government on these local Outcomes, we are also keen to further consult across our Community Planning structures at a Strategic and local level on the content within this submission.

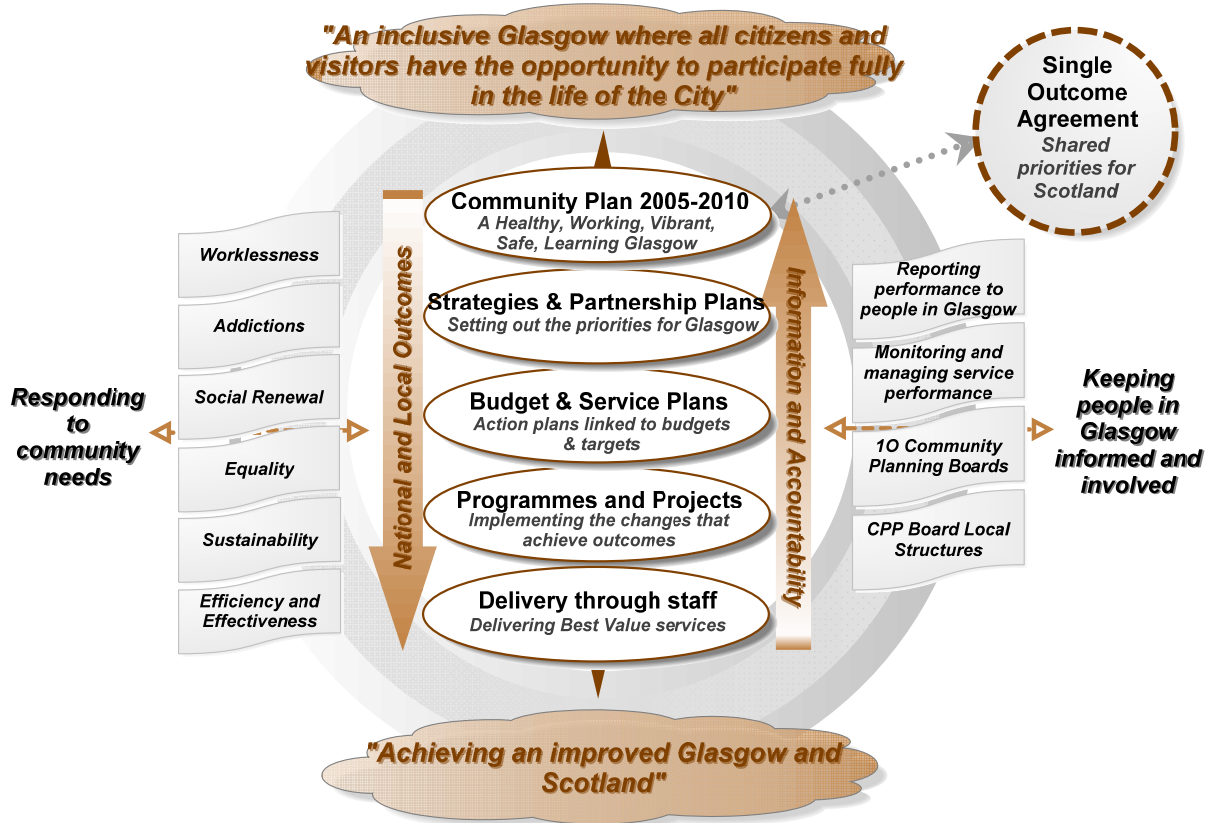
Three of the National Outcomes were considered to be cross-cutting and as a result, were discussed at each of the five workshops. At the end of the workshop process some 31 Local Outcomes had been identified. As a number of these had been developed across the range workshops, there were some similarities and after further discussion with Partners, a number of these were merged, which reduced the number to a more manageable suite of 24 Local Outcomes as identified in the following Templates.

Whilst the themes of the Glasgow Community Plan 2005-10 remain relevant, the targets have now been subject to some revision, and a review /update of the current Community Plan is likely.

The key partnership strategy documents from which these new targets have been distilled include:

- 1 Glasgow City Council's Council Plan 2007-11
- 2 A Step Change for Glasgow - Ten Year Economic Strategy
- 3 Glasgow's Local Housing Strategy
- 4 Glasgow's Cultural Strategy
- 5 Glasgow Works Strategy
- 6 Glasgow City Joint Alcohol Policy Statement
- 7 Joint Community Care Plan 2008-11
- 8 Integrated Children's Services Plan 2005-08
- 9 Association of Chief Police Officers in Scotland's Public Reassurance Strategy
- 10 Metropolitan Glasgow – A Vision for the Future of the City Region
- 11 Glasgow's Local Transport Strategy
- 12 Glasgow Tourism Action Plan
- 13 Glasgow Community Justice Authority Area Plan
- 14 Glasgow Community Learning and Development Strategy
- 15 Glasgow Adult Literacy and Numeracy Strategic Plan
- 16 Glasgow Anti-Social Behaviour Strategy
- 17 Environment Strategy 2006-10 – Blueprint for a Green Future.

Figure 1: SOA Delivery Structures



Governance

In Glasgow we have developed robust and strategic management arrangements to support our community planning processes. In doing so, we have recognised the importance of demonstrating and being able to evidence high standards of governance.

The Council, with its local partners, will ensure that corporate and joint governance and scrutiny arrangements are applied in support of their commitments under this Agreement and in full accordance with the principles of best value.

Ongoing Development of the SOA

The Community Planning Partnership is currently in the process of considering a discussion paper on how to improve the co-ordination of the Partnership's Budget and Planning Processes. Community Planning structures have been revised during the last year and whilst initial indications are that these are bedding in well we have yet to define in detail how they will interact and connect to the range of existing planning and delivery mechanisms across and within the community planning partners.

There is a strong desire to improve the relationships between priorities and resources allocation decisions, and between community planning priorities and objectives and the planning decisions of the community planning partners. It is intended that this stronger relationship will ensure that mainstream services and resources change to reflect priorities agreed in partnership, broadening the focus of community planning.

All Community Planning Partners have significant experience of working with the Voluntary Sector, whether through grant funding or the commissioning of services. The sector actively contributes to the ongoing Community Planning themes of a healthy, working, learning, safe and vibrant Glasgow and it will play a key role in delivering many of the outcomes and indicators detailed within the SOA.

In evidence of the value placed on the voluntary sector in Glasgow, the Partnership is currently developing a Compact for the city. This will be a high level agreement that sets out a frame of reference for relations between the voluntary and the public sectors, detailing a series of commitments i.e. principles, strategic objectives and actions, aimed at improving partnership links to mutual advantage.

A significant amount of consultation and ground setting work is currently underway through a Voluntary Sector Compact Implementation Group, set up by the Partnership and which is made up of representatives of several Community Planning Partners including the Glasgow Council for the Voluntary Sector.

Having developed a significant level of buy-in to the process across Community Planning partners, the Group is now in the process of drafting the Compact Agreement, which includes priority themes addressing issues of importance to the sector such as links to policy development and planning, structures for consultation, funding and sustainability, capacity building and volunteering. It is anticipated that that the Compact will be launched Summer 2008 at a major voluntary sector event and that the Partnership will ensure resources and structures are in place to support the implementation of the Compact post-launch.

All of these activities will, to some extent, be driven by the current SOA submission and will be reflected further in future SOA submissions as the detail of the processes become clearer and are adopted by Partners. This will include a reflection of city-wide priorities in the development of future activities of the local Community Planning structures.

Community Involvement

Involvement of the local community in planning and delivering public services is fundamental to Community Planning. In Glasgow a well-defined structure has been established to facilitate this by ensuring an influence across public services rather than simply on the use of limited targeted resources through the Fairer Scotland Fund. These structures will continue to evolve over the course of this year and it is anticipated that they will be fully operational by March 2009.

Community Reference Groups (CRGs) have been established in each of the ten local community planning partnership areas. These groups consist of nominated or elected individuals from a wide range of community based organisations. They reflect the range of community interests across their area, by ensuring membership from all the neighbourhoods as well as groups of people experiencing inequalities (e.g. in relation to race, gender, disability, sexuality, faith etc).

In order to operate effectively, standards have been developed for CRGs that highlight the requirement for fairness and inclusion, ensuring those that are affected by disadvantage and exclusion are involved and recognising the importance of place, interest, equalities and diversity. The Glasgow Equalities Partnership has been

established to facilitate this across the City.

The CRG brings together local residents with diverse backgrounds and interests to provide an initial point of contact for public sector engagement. By tapping into the local expertise that exists on these groups, service delivery organisations can ensure community influence in determining the issues that matter most to communities and respond accordingly.

More specifically, the CRGs have a key role to play to ensure effective community engagement on the local community planning structures. The CRG will directly communicate the priorities of local people to the LCPP, assist with wider community engagement, contribute to the planning of community engagement activities and assess their effectiveness, and contribute to the support of community residents on the local Boards of a wide range of public services.

Glasgow Community Planning Partnership is committed to ensuring appropriate community involvement through the CRG structure and has already begun the process of ensuring appropriate support for this. It has identified resources to facilitate the work of the CRG to meet the cost of events, administration and travel as well as publicity, training, communication and expenses. Furthermore, the Glasgow CPP will establish 5 Community Engagement Support Vehicles, one for each of the Strategic Planning Areas. These vehicles will consist of seconded and/or employed staff with a specific remit to support the Community Reference Group to achieve its aims. Support can take the shape of, administration, member development and community capacity building. The establishment of these vehicles will be taken forward in the early part of 2008/09 by the community planning partners.

Ongoing Outcome development with community involvement will influence future versions of our SOA. Partner organisations through the Workshop process have developed more targeted outcome indicators for inclusion as priorities in future strategy developments and these will shape future policy developments. Some of these lack baseline information at the moment and where this may not be sourced at an early stage Scottish Government may be asked to assist in some of this research activity. Further opportunities for work sharing around research and survey work is also being identified and this may form the basis of a number of joint funded research proposals. Other opportunities for will require to be addressed in relation to partnership priorities and how information is collated and measured. Community planning has developed an Information Sharing group and the outcome of this exercise will now influence the work programme of this group to ensure efforts are concentrated on achieving datasets appropriate to current and developing priorities for performance measurement.

In February 2008 Glasgow Community Planning Limited facilitated two major workshops for the public and voluntary sector to discuss proposals to develop a Race Equality Programme in the city. The central aim of developing a multi-agency Race Equality Programme is to reduce inequalities relating to race, faith or ethnicity and improve the quality of life of individuals and communities. The workshops were an important opportunity to influence the strategic direction of race equality work in the City, and were very well attended by key stakeholder agencies in both sectors. The Scottish Government, the Equalities and Human Rights Commission and The Big Lottery, a significant funder of race equality work in the city, were also represented at the events. The workshops explored current funding and partnership arrangements, agreed which agencies are statutorily responsible for delivering race equality and identified ways to

improve the delivery of these services based on partnership models.

Subsequent to these events, the Glasgow Community Planning Partnership Board approved the six strands of the Race Equality Programme and the establishment of a race equality and diversity fund. This fund brings together a range of current funding arrangements for BME work including work with refugee communities.

The Race Equality Partnership is developing an action plan to take the programme forward. This action plan will include indicators to measure progress. These will be incorporated in future SOAs. The work of the Race Equality Programme should implicitly contribute and add value to the wider thematic work of Glasgow Community Planning Partnership.

Fairer Scotland Fund

The Fairer Scotland Fund (FSF) is primarily aimed at eliminating social inequalities across Glasgow. All of the projects and programmes supported with these funds will, to a greater or lesser extent, contribute towards the achievement of one or more of the 15 National and 23 Local Outcomes. However, a number of National Outcomes are particularly relevant and have a clear 'line of sight' which is well matched to the objectives of the Fund. These outcomes are highlighted as having a high FSF priority status in the first column of the relevant National Outcome templates in the following section.

Local Context for the National Indicators

Following the completion of the five workshop sessions, as outlined earlier in this paper, some 18 local priorities were identified, as outlined below.

Theme	Priorities identified	Priority Code
Healthy	Obesity in children and adults	P1
	Alcohol consumption and alcohol related harm	P2
	Inequalities in health, particularly those caused by childhood poverty	P3
	Smoking	P4
	Drug addiction	P5
Working	Business productivity and Gross Value Added	P6
	Spreading the benefits of improved economic performance	P7
	Creating an excellent economic environment	P8
Vibrancy	Glasgow's image/ profile/identity	P9
	Glasgow's infrastructure and environment	P10
	Involvement (participation in cultural, sporting, volunteering activities)	P11
Learning	Life long learning	P12
	Adult literacies	P13
	Skills attainment	P14
	Graduate retention	P15
Safe	Crime related to alcohol consumption	P16
	Youth crime (victims and perpetrators)	P17
	Anti social behaviour	P18

The workshop sessions identified a total of 24 Local Outcomes aimed at tackling these priorities. A number are similar and contribute to more than one theme priority e.g. reducing alcohol consumption will have safety and health benefits.

The achievement of certain Local Outcomes is dependent upon positive progress with other Local Outcomes. In addition, each of the Local Outcomes contributes directly (shown in bold text) or indirectly to one or more of the 15 National Outcomes. Dependency relationships, the priorities each Local Outcome is aimed towards tackling and the National Outcome(s) it is contributing towards are outlined in the table below.

Each Local Outcome is informed by one or more performance indicators. Some indicators could be used to demonstrate improvements in a number of Local and National Outcomes e.g. an improvement in the employment rate of residents could be expected to demonstrate improvements to a number of Local Outcomes. However, to avoid an overly complicated and cluttered document, the employment rate indicator has only been included under National Outcome 2 - the outcome where it makes the most immediate or direct impact.

Where available, indicators from the proposed National Indicators and Local Indicator suites have been used. Locally developed indicators have also been employed.

Local Outcomes	Relevant priorities	Related to Local Outcome	Contributes to National Outcome
1. Reduce the level of violent crime, including gender-based and domestic violence	P16, P17	4,5	NO9
2. Reduce injuries as a result of road traffic incidents, fires and incidents in the home	P3	3, 5	NO6, NO9
3. Reduce the public acceptance and incidence of over-consumption of alcohol and its subsequent negative impacts (personal, social and economic)	P2, P3, P18	5, 18, 23	NO6, NO9, NO11
4. Reduce the impact and incidence of anti-social behaviour	P16, P17	3, 5	NO9, NO11, NO12
5. Reduce the involvement of young people in crime and as victims of crime and accidents	P17	17, 18, 21, 22, 23	NO4, NO7, NO8, NO15
6. Reduce the fear of crime	P8, P9	1, 3, 4, 5	NO1, NO9, NO11, NO13
7. Increase the number of jobs in Glasgow	P3, P7, P15	10, 11, 22, 24	NO2
8. Increase the proportion of better paid and more productive jobs	P3, P6, P8, P15	10, 11, 22, 24	NO2
9. Increase the proportion of Glasgow residents in work	P3, P7, P9	7, 20, 21, 22, 23, 24	NO2, NO6, NO7
10. Increase performance and volume of business carried on in Glasgow	P6, P8, P9, P15	8, 11, 20, 21, 22	NO1, NO2, NO3, NO15
11. Improve the attractiveness of Glasgow as a place to live, invest, work and visit	P8, P9, P10, P15	1, 3, 4, 8, 9, 10, 21, 22, 23, 24	NO1, NO10, NO12, NO13
12. Increase the proportion of the population with a healthy BMI	P1, P3	13, 14, 17, 18	NO6

13. Increase the proportion of residents involved in physical activity	P1, P3, P11	4, 18, 19, 23, 24	NO5, NO6, NO10
14. Improve children's diets	P1, P3	17, 18, 24	NO5, NO6
15. Reduce the difference in life expectancy between most affluent and most disadvantaged residents	P3, P6, P9	13, 14, 17, 18, 19, 20, 21, 22, 23, 24	NO6, NO7, NO8
16. Reduce the harm caused by drugs addiction	P3, P5, P9	5, 18, 23	NO7, NO8, NO9
17. Reduce the proportion of children in poverty	P3, P7, P9, P17	7, 8, 9, 18, 22	NO2, NO5, NO6, NO7, NO8
18. Increase the proportion of parents who are capable, responsible and supported	P1, P3, P17	3, 9, 20, 21, 22, 23	NO4, NO5, NO6, NO8
19. Reduce the proportion of residents who smoke	P3, P4		NO5, NO6, NO7, NO8
20. Improve Literacy and Numeracy of the population	P8, P9, P12, P13, P14	18, 21, 22	NO1, NO3, NO4
21. Improve educational attainment & achievement of all children and young people	P7, P8, P9, P14, P17, P18	9, 18, 23	NO1, NO3, NO4, NO5, NO7, NO15
22. Improve skills for employment	P6, P7, P8, P9, P12, P14	20, 21, 23	NO1, NO2, NO3, NO4,
23. Improve residents' aspirations, confidence, decision making capacity and involvement in community life	P7, P9, P11, P18	4, 5, 6, 9, 18, 20, 21, 22	NO3, NO4, NO10, NO11, NO12, NO13, NO15
24. Improve Glasgow's physical environment and infrastructure.	P8, P9, P10	4, 11	NO7, NO10, NO12, NO14

Some of the baseline information presented in the Templates is presented at a larger than City level, e.g. Strathclyde Partnership for Transport currently provides baseline information at for the region. However, although progress in developing a reporting mechanism at the City level is being discussed, given the "hub" role provided by the City and the City's travel to work area, there is still some significant benefit in noting and monitoring these activities at the wider than City level, and for this reason, we feel it is appropriate to include this performance measure.

Performance Management

The Council, with its local partners, will ensure that effective performance management arrangements are applied in support of their commitments under this Agreement and in full accordance with the principles of Best Value.

In the event of commitments under this Agreement not being fulfilled, nationally agreed arrangements for attributing and addressing the causes of non-delivery shall apply.

As the three 3 year lifespan of the Agreement will align to the lifetime of the most recent Council Plan, it will be appropriate for the performance management of the Agreement to be undertaken by the Council. This will result in a six monthly performance management regime being developed to consider progress against targets identified in the Agreement, where possible, and an Annual Performance report across the activities of all Partners within the Community Planning Partnership.

In the event of disagreements arising between parties to this Agreement, nationally agreed arrangements for resolving disputes and securing arbitration shall apply.

Public Reporting

In addition to performance reporting duties on Councils and Community Planning Partnerships under the Local Government in Scotland Act 2003, nationally agreed arrangements for reporting to stakeholders on progress made on the delivery of outcomes under this Agreement will apply.

In response to research which showed that Glasgow residents wanted more 'localised' public performance reporting rather than city-wide reporting, it has also been agreed by the Community Planning Partnership Board that joint reporting of the roll out of the Community Plan will be undertaken to each of the City's ten community planning areas. It is proposed that the first Local Reports be produced by Dec 2009.

Glasgow's Contribution to the 15 National Outcomes

The following section of the document maps how the achievement of Glasgow's Local Outcomes will contribute to each of the National Outcomes. A template has been completed for each of the 15 Scottish Government's National Outcomes.

**National
Outcome 1:**

**“We live in a
Scotland that
is the most
attractive
place for doing
business in
Europe”.**

Local Context

Glasgow's economy has performed strongly over the last decade, out-performing that of Europe as a whole and also outperforming comparator cities across the UK and Europe. This period of sustained growth marks the end of the city's transition to a knowledge-based economy, from which Glasgow has emerged as a strong international competitor for investment and talent. This economic success is clear from a range of indicators – for example Glasgow has 11% of Scotland's population but produces 17% of total output, and has accounted for 20% of Scotland's economic growth over the past decade. The city produces one third more GVA per capita than the UK average, a figure which continues to grow faster than for any of the UK core cities.

Culture and sport are playing a significant role in the growth of Glasgow's economy and promoting the city as a vibrant place to both visit and work. The creative industries are one of the fastest growing sectors in the city, accounting for approximately 7% of all city employment. Major cultural and sporting events have a significant economic impact – for example, a recent report estimated that Glasgow's staging of the 2007 World Team Badminton Championships generated £6.69 million additional expenditure in the city. With leisure the primary reason given for visiting Glasgow, such events are pivotal to attracting visitors. In 2016 Glasgow aims to welcome four million tourists, equating to an additional one million tourists compared to 2005. The importance of the wider tourism sector to the City's economy is reflected in the ambitious targets set for expenditure growth.

However Glasgow still lags in some key respects which impact on its attractiveness as a business location:

- Glasgow has a relatively small business base - In 2004 Glasgow had 26 VAT registered businesses per 1,000 head of adult population compared with 31 in Scotland and 38 in the UK.
- Glasgow has a relative shortage of prime development land - within the Glasgow and Clyde Valley Structure Plan area, Glasgow is the only local authority area failing to meet the requirement for holding at least 10 years future supply of industrial and business land. Currently Glasgow holds 9.25 years, cf the next worst Inverclyde with 15.2years. In addition, much of Glasgow's supply has difficult development constraints.
- Glasgow has an excess of vacant/derelict land - the Scottish Vacant and Derelict Land Survey (2005) shows a 17% reduction in Glasgow's derelict land 1997-2003, but no reduction over 2003-2005. In 2005, with 4.3% of its land classed as derelict, Glasgow had the highest proportion of derelict land of any local authority area in Scotland.
- Transport links within the region, Scotland, and overseas fall short of international standards - notably by the lack of a dedicated transport link to Glasgow airport, the lack of rail connection between the northern and southern rail networks, and comparatively poor commuter networks.
- Inadequate drainage is also a serious development constraint in parts of the city, limiting the development potential of large areas and requiring large-scale investment in the future

However Glasgow is actively addressing major opportunities to improve its standing as a place to do business in Europe. These are set out in the 'Step Change for Glasgow' strategy and action plan which will be delivered by the public and private sectors in partnership over the next 10 years. Major strategic area regeneration is being delivered through national priority projects at Clyde Waterfront and Clyde Gateway, the city centre action plan includes a range of ambitious activities which are transforming the metropolitan core area, and a major development programme is preparing Glasgow to host the 2014 Commonwealth Games.

An effective transport infrastructure is a vital component of a successful economy. Improvements targets for our transport network e.g. road condition, road congestion are located under Number Outcome 10.

The outcomes, indicators and targets below are consistent with the 'Step Change for Glasgow Strategy' and action plan.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome 10: Increase performance and volume of business carried on in Glasgow	Business stock per 1000 of population ¹	DTI Small Business Service (annual)	26	30 per 1,000 population (38 per 1,000 population by 2016 as per Step Change strategy)
	Business start-up rate per 1000 of population	DTI Small Business Service (annual)	3.1	3.3 per 1000 population by 2010/11 (3.7 per 1,000 population by 2016 as per Step Change strategy)
	Total GDP	Office for National Statistics	£13.5bn	£15.3bn by 2010/11 (£19bn by 2016)
Local Outcome 11. Improve the attractiveness of Glasgow as a place to live, invest, work and visit	Export sales	Global Connections Survey (Scottish Govt., annual)	£1.86bn	£2.48bn by 2010/11 (£3.72bn by 2016)
	GDP per capita	Office of National Statistics, (annual)	2 nd Quartile of European cities (18 th of 35)	15 th by 2010/11. (1st Quartile of European cities by 2016)
	Labour productivity	Office for National Statistics, (annual)	4 th Quartile of European cities (34 th of 35)	28 th by 2010/11 (2 nd Quartile of European cities by 2016)
	Business investment in R + D	Office for National Statistics, (annual)	£20m	£30m by 2010/11 (£52m by 2016)
	Ranking as a business location among European cities ²	Cushman and Wakefield survey (annual)	26th of 33	24th by 2010/11 (Top 20 by 2016)

		Connectedness with European and global business centres	BAK-Basel Economics accessibility index (annual) (included in BAK Basel International Benchmarking Programme)	2006 figures Global 106.5 Europe 89.6 (100=ave)	2 points increase each index by 2010/11 (based on 18 and 14 points increase respectively 1980-2006) 7 points increase each index by 2016
		World ranking-number of international delegates to conferences.	ICCA statistics	22nd in 2005	21st in 2010/11 (NB rapidly growing world market) Top 20 in 2016
		Tourism expenditure	Scottish Tourist Board	£700m in 2005	Increase to £1.05bn by 2016
		Capital investment in Glasgow (completed, under construction, and yet to start)	Glasgow City Council/Annual	£4.67bn (2006/07)	£5.4bn in 2010 (5% pa)
		Amount of land developed per annum	Source: Vacant and Derelict Land Survey (Annual in Sept) Council Plan ref. 4.2.6	3.48% net reduction for 2005/06 <u>and</u> 2006/07 – equating to 45.65 hectares.	deliver a 6% net reduction in the level of vacant and derelict land in the city by 2010/11
		Percentage of assessed Council and private bridges that fail to meet the European standard of 40 tonnes	Glasgow City Council/Annual	27.5%	During 2008/09 - 22% or less of assessed Council and private bridges that fail to meet the European standard of 40 tonnes
		Commonwealth Games related transport improvements	Glasgow City Council/Annual	N/A	<ul style="list-style-type: none"> • East End Regeneration Route to be completed by 2011 • M74 completed by September 2011 • Cathkin Mountain Bike Circuit completed by 2011
		Glasgow City region Population	General Registrar for Scotland		stabilise population levels at 2003 levels to 2013 (Population forecasts to 2013 suggest a reduction of 10,000)

	Required Actions/ commitment by local partners for these outcomes	Commitment of all members of Glasgow Enterprise Partnership to delivery of the Step-strategy and action for Strategy and Action Plan
	Scottish Government required action/commitment to support delivery of local outcome	Increased commitment by Scottish government to overcoming basic place-related constraints. In particular by: <ul style="list-style-type: none"> • investing in improved connectivity by air, rail and road • overcoming major development constraints related to drainage • increasing the rate at which vacant/ derelict land can be brought into economic use.

<p>National Outcome 2:</p> <p>“We realise our full economic potential with more and better employment opportunities for our people”.</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context</p> <p>Glasgow is Scotland’s largest city and a major contributor to the nation’s economy, generating over £13 bn GVA annually and supporting over 400,000 jobs. The last decade has seen strong jobs growth has benefited Glasgow residents, with an additional 45,000 finding work over the period; this has increased the employment rate from 55% in 1996 to 66% in 2006, but it is still significantly lower than the Scottish average (75%). The unemployment rate too has dropped steadily from 15.1% in 1996 to 7.8% in 2006, although, again, it remains higher than the rate for Scotland (5.3%).</p> <p>Over the last decade, its jobs growth (24%) has significantly outperformed that of Scotland (14%). This has been due to the continuing expansion of the service sector, particularly related to retail and tourism, including sport and cultural events, which grew by a third and now accounts for around nine out of ten of the city’s jobs. However, many of these service jobs are in ‘lower-value’ activities rather than in ‘knowledge intensive’ sectors.</p> <p>Not all of Glasgow’s citizens, however, have benefited so far from the city’s recent economic boom. While the trend is improving, over a quarter of Glasgow’s working age residents (26%) claim a key worklessness or income related benefit (compared to 17% across Scotland). Recent research has shown worklessness and ill-health are inextricably linked - a major issue for Glasgow which has the highest proportion of Incapacity Benefit claimants in Scotland.</p> <p>The employment rates for disabled residents, black and ethnic minority residents, young people (aged 16-19) and those aged over 50 are all significantly below the Glasgow average. Additionally, people from certain areas of the city, such as the north, East-end and the Inner South-side also have less access to work. We are unable to set outcome targets to reduce the gap in employment rates for these specific groups as reliable employment rate survey data is not currently available,</p> <p>Taking forward the “work for those without” theme specifically, the city has embraced the Department for Work and Pension’s (DWP) Cities Strategy by launching the Glasgow Works Partnership (partly funded by the Fairer Scotland Fund), which has a two-year contract with DWP but seeks to bring about long-term structural change in the city’s employability infrastructure, ensuring that more Glasgow residents get to be part of the city’s economic growth through support into employment and in work support to sustain employment. DWP and Glasgow Works have agreed the targets that the employment rate will be raised to 67.8% by May 2009, and some 12,000 residents will come off the three main benefits of JSA (620), Lone Parent Income Support (2,600) and Incapacity Benefits (8750). Glasgow Works policy groups are establishing further targets around Young People (covered by More Choices, More Chances) Incapacity Benefit claimants over 50 years, Black and Minority Ethnic residents and child poverty. Significantly, GGNHS plays a prominent part both in the Step Change strategy and in Glasgow Works; partners recognise the crucial role of health in the economy, and of employment in healthy working lives.</p> <p>Workforce skills are an increasingly important element in business competitiveness; however, a high proportion of the city’s residents (21%) have no qualifications compared to the Scottish average (13%).</p> <p>Glasgow has made great progress, but to make further progress requires a step change in the city’s performance. Glasgow’s task is two-fold: to ensure that job growth continues, especially higher value added jobs; and ensuring that more Glasgow residents are drawn into the labour market and into sustainable, rewarding employment. The employee job growth targets set out below reflect the expected job creation in strategic regeneration areas such as International Financial Services District (IFSD); the Clyde Gateway (Glasgow and South Lanarkshire) and Glasgow City Centre.</p>
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	Local Outcomes 7: Increase the number of jobs in Glasgow	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
		Employee jobs in Glasgow	Annual/ Annual Business Inquiry / Council Plan 4.1.2	388,387 (2006/07)	Increase employee jobs by 17,000 by 2010/11 (50,000 increase by 2016/17)
	Local Outcome 8: Increase the proportion of better paid and more productive jobs	Employment in priority industries (financial services, tourism, creative industries, life sciences, marine, energy and food and drink)	Annual Business Inquiry	ABI 2006 Financial 23,000; Tourism 31,000; Creative 23,000; Energy 2,500; Food & drink 5,500; Marine 3,600	Increase in employee job numbers in all priority sectors by 2016 and specifically: • 5,000 additional jobs in Financial Services (in International Financial Services District (IFSD)) jobs by 2011 • Marine 400 additional by 2011.
	Local Outcome 9: Increase the proportion of Glasgow residents in work	Average earnings ³	Annual Survey of Hours and Earnings	5.3% below UK average	UK average by 2017
	Local Outcome 17: Reduce the proportion of children in poverty	Labour productivity (GVA per employee (£) + growth %)	Annual Business Inquiry and Bak Basel survey.	4th quartile, 34 of 35 European comparator cities	2 nd quartile by 2017
		Number of families receiving Child or Working Tax Credits while in work or with CTC more than the family element	Her Majesty's Revenue and Customs	70,500 (April 2008)	Target will be provided by end of June
		Employment rate	Annual Population Survey/NOMIS.	9% below Scottish average (66% cf 75%)	67.8% by May 2009 71.3% by 2010/2011 achieve Scottish average (75%) by 2016/17
		Proportion of working age residents claiming key benefits ⁴	Monthly/ DWP Work and Pensions Longitudinal Study (WPLS)/Council Plan ref: 4.1.1	8.5% gap (2006/07)	Narrow the gap between Glasgow and the rest of Scotland to 6% by 2010/11

		Number of Key Benefit Claimants ⁵	Monthly/ DWP Work and Pensions Longitudinal Study (WPLS) /Glasgow Works City Strategy	Number of claimants (May 2006 baseline): Job Seekers' Allowance - 16,060 Incapacity Benefit - 58,220 Lone Parent -13,985	Target number of claimants by May 2009: Job Seekers' Allowance - 15,443 Incapacity Benefit - 49,469 Lone Parent -11,388
	Required Actions/commitment by local partners for these outcomes	Continued commitment to implementation of Step Change economic strategy and action plan to drive generation of more and better jobs. Continued commitment to implementation of Glasgow Works City Strategy to ensure improved integration between the public funders, more streamlined delivery of services to achieve a more client-centred approach, and greater involvement of employers. Skills Development Scotland working with Scottish Enterprise and priority industry employers, including major public sector partners such as Glasgow City Council and NHS, to promote effective workforce development.			
	Scottish Government required action/commitment to support delivery of local outcome	Support Glasgow and other Scottish City Strategy areas in seeking benefit flexibilities from DWP to support transitions into work. Support from Government departments to enable local partners to work effectively together. Support in helping agencies to deliver across theme. Explore scope for obtaining more robust data, eg boosting Annual Population Survey to improve sample sizes and allow measurement for particular groups e.g. BME resident unemployment etc.			

<p>National Outcome 3:</p> <p>We are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context:</p> <p>While Glasgow has one of the largest concentrations of students and educational institutions in the UK and over 30% of adults possess degrees, the city has fewer graduates than the UK average among its over-50s. Indeed, those aged 50 to retirement are significantly more likely to have no qualifications (39.2%), compared to their counterparts in other areas. Many adults have low skill levels and it is estimated that some 65,000 would benefit from literacy and numeracy support. It is estimated that in 2008-09, approximately 13,000 learners will be engaged through a range of Adult Literacy and Numeracy programmes in their communities, through local colleges and voluntary and health organisations, in their workplaces or through specialist thematic provision (e.g. provision to young people, liberated prisoners).</p> <p>We are committed to enabling inclusion and independence for vulnerable groups receiving community care e.g. those with learning and physical disabilities and mental health problems. A key element of this approach is to support those with care needs to achieve their employment aspirations. Social Work Services is currently working to improve its client information system to ensure that future iterations of the SOA include employability targets for individual client groups.</p> <p>There will be a commitment in the coming year to encouraging all employers in Glasgow to secure effective staff training, support for career progression and accreditation in the workplace. In working towards that commitment, information will be gathered to assist consideration of options for indicators and targets which would make sense across the range of employers. Since 2003/04 approximately 10,000 assisted training places for unemployed and disadvantaged persons have been provided each year to improve residents' skills for employment.</p> <p>Staff from early years' services and schools will maximise the contribution which these services can make to driving the economy in Glasgow by working with Glasgow's Colleges to encourage and support parents and carers into training and employment including improved access to childcare throughout the city. Literacy and numeracy will be a priority for all ages, and prioritised in a programme of Family Learning.</p> <p>We will incorporate the values, purposes and principles of Curriculum for Excellence for all ages in the city. Our aspiration is to enable all Glasgow learners to develop their capacities as successful learners, confident individuals, responsible citizens and effective contributors to society. By keeping our learners at the centre and building the curriculum around the development of capacities, we can transform the learning experience for people of all ages, linked directly to the Glasgow City Learning Theme and the National Skills strategy to contribute to economic, cultural and social regeneration.</p>
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The outcomes and targets below reflect the need to ensure that children, young people and adults receive the best possible educational and vocational support to help fulfil their potential and that those who are jobless or poorly skilled, have greater opportunity to gain employment or improve their skills. The city's relatively high levels of deprivation impact adversely on the educational attainment levels for children and young people and, in particular, the average school leaver. In spite of general increases in rates of participation in higher education, the gap between the traditionally 'high participation' communities and less affluent areas is not narrowing. This is particularly important in relation to those 16-19 year olds who are not in education, employment or training who represent a higher proportion of school leavers in Glasgow than the average for Scotland. We are currently developing a 14-19 strategy which will involve all learning providers in the City and provide an entitlement to positive destinations for our young people. As part of this approach, we are committed to ensuring entitlement to a Modern Apprenticeship for every suitably qualified school leaver aged 16-18 in Summer 2009. In terms of young people entering higher and further education on leaving school:

- In 2003/04, 22% of Glasgow's young people moved on to further education; in 2006/07 this figure was 26%. This was above the national average of 23% in 2006/07
- In 2003/04, 18% of Glasgow's young people moved on to higher education; in 2006/07 this figure was 22%. This was below the national average of 30% in 2006/07.

Local Outcome 20: Improve Literacy and Numeracy of the population	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Proportion of working age residents with no qualifications	Annual Population Survey	21% with no quals (2006)	Reduce to the Economic Strategy's economic comparator group Core Cities' average of 17% by 2016
Local Outcome 21: Improve educational attainment & achievement of all children and young people	Number of adults participating in the adult literacy and numeracy programmes	Glasgow City Council Annual/ Council Plan ref 2.2.4 ⁶	12,500 (2006/07)	Increase to 13,000 by 2008/09 and thereafter increase by 2% year on year to 2010/11
	Provision of assisted certificated and non-certificated training places	Glasgow City Council Annual/ Council Plan ref 2.2.3	10,059 (2006/07)	Deliver 7,500 training places in 2008/09 22,500 adults receiving training to 2010/11
Local Outcome 22: Improve skills for employment	Disabled people into mainstream employment	Glasgow City Council Annual/ Council Plan ref 2.2.3	0% (2005/06)	Aim for 10% of RSBi employees to enter mainstream employment
	Numbers trained in construction skills at the new Construction Skills Academy	Glasgow City Council Annual/ Council Plan ref 2.2.3	N/A	training over 200 adults each year specifically targeting people who have difficulty accessing the labour market

	Local Outcome 23. Improve residents' aspirations, confidence, decision making capacity and involvement in community life	Construction training provision for Lone Parents	Glasgow City Council Annual/ Council Plan ref 2.2.3	9 (2006/07)	15 lone parents each year to 2010/11
		Number of adult literacy learners reporting positive impact on quality of their life in their personal, family, community and working lives	Glasgow City Council Annual/Adult Learning Network reporting	Establish by end July 2008	Increase against baseline by 2% by 2009/10, and thereafter increase by 2% year on year to 2010/11
		Number of adults literacies learners reporting positive impacts in their working lives and employability	Glasgow City Council Annual/Adult Learning Network reporting	Establish by end July 2008	Increase against baseline by 2% by 2009/10, and thereafter increase by 2% year on year to 2010/11
		Proportion of people leaving prison, resident in Glasgow, engaged in literacies development	Glasgow City Council Annual/Adult Learning Network reporting	Baseline to be developed over 2008/09	Local target and timescale to be developed by June 2009
		Number of parents/carers taking part in family learning programmes	Annual Education and Social Work Services Annual Reports	New indicator – no baseline. Work to assess this in coming year.	To be considered against baseline
		Working age Social Work service users referred to employment services	Glasgow City Council Social Work Services Annual Performance Report Council Plan ref 4.1.3	No Baseline – new	Refer at least 1000 service users per year
		Adult Social work service users (numbers) in work, education or training, or voluntary work	Glasgow City Council Social Work Services Annual Performance Report/Council Plan ref 4.1.3 (Quarterly reporting)	No Baseline – new	Increase number of service users in: <ul style="list-style-type: none"> • work by 200 • education or training by 300 • voluntary work by 125

		Proportion of young people going to higher education, further education, training or employment ⁷	Annual/ Council Plan ref. 2.1.6 Source: Scottish Government Publication: Destination of Leavers from Scottish Schools	84% (2006/07)	87% by 2010/11 (additional target for young people leaving care under Nat Outcome 7)
		Number of places on schools vocational programme for 14 – 16 year olds in mainstream schools	Glasgow City Council Annual Performance Report/Council Plan ref 2.2.1	1,000	Increase to 1090 by 2010/11 (additional target for young people in care under Nat Outcome 7)
	Required Actions/commitment by local partners for these outcomes	Commitment by all partners to implement Glasgow's Community Learning Strategy Partnership's Adult Literacy and Numeracy Strategic Plan 2008/11 at a City and local planning level. Commitment by all adult literacies partners to use the Learner Outcome Information Tracking System to support development of information on outcomes being achieved.			
	Scottish Government required action/commitment to support delivery of local outcome	Recognise a need to focus on the wider achievement of children and young people at national level would be helpful, and work to establish indicators in this regard would also assist inspection and audit bodies in evaluating improvements and in giving recognition to the considerable work done in the city in this regard and the many achievements of Glasgow's children and young people.			

<p>National Outcome 4:</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context:</p> <p>Glasgow City Council manages 127 pre 5 establishments: nursery schools/classes; extended day provision; Family Learning Centres and has partnership arrangements with 22 voluntary and 66 private and independent sector providers. The Glasgow Schools' Pupil Census 2006 found that in terms of the overall school population, i.e. excluding children in early years' provision: there is almost a 50/50 gender split; where the ethnic minority background is disclosed: 82% (56,337pupils) of the school population has an ethnic background which is 'UK White'; 3% (2,119 pupils) has an ethnic background of 'White Other'; 12% (7,842 pupils) has a minority ethnic background. (3% is not known or has not been disclosed); 3.1% of the school population (2,146 children and young people) are from Asylum Seeking or Refugee families (or are themselves Asylum Seekers or Refugees).</p> <p>While some children who grow up in low-income households will go on to achieve their full potential, many others will not. Poverty places strains on family life and excludes children from the everyday activities of their peers. Many children experiencing poverty have limited opportunities to play safely and often live in overcrowded and inadequate housing, eat less nutritious food, suffer more accidents and ill health and have more problems with school work. Therefore tackling child poverty will also impact on this National Outcome.</p> <p>We recognise the value of Curriculum for Excellence and are committed to improving the learning experiences for all children and young people and to raising attainment and achievement. Curriculum for Excellence acknowledges the need to recognise a broader range of achievements, as well as enabling high levels of attainment. Through strong partnership working Glasgow City Council already provides a rich and diverse range of opportunities for children and young people to achieve. We shall work to make these a more coherent and integrated part of a curriculum to broaden and deepen the experiences of all our children and young people. Curriculum for Excellence in Glasgow will include partnership working with for example, further education colleges, Culture and Sport Glasgow, Glasgow Works, the voluntary sector and other services and agencies to ensure a coherent, all age approach by learning providers with a clear focus on social renewal throughout the City. We will build on our successful interagency work in Employability and Enterprise, Health Promotion, Active Schools, Eco Schools and International Education, etc. to extend and enhance the range of opportunities for personal achievement and for cross curricular and interdisciplinary learning. Furthermore, we shall incorporate Education Service's 'Be All You Can Be' policy in a way which promotes challenge, enjoyment, breadth, depth, progression, relevance, coherence, personalisation and choice in learning for all children and young people. We have a strong tradition of recognising establishment and individual achievement in these areas, e.g. health promoting schools, Eco schools, music festivals, sporting events, International awards and Fulcrum Challenge. Our establishments have gained national recognition in citizenship, public speaking, sport, music, dance and drama.</p> <p>A review of Continuing Professional Development for all Education Service staff is currently taking place to ensure that we are rising to the challenge of learning in the 21st century. The Service has a Quality Assurance and Improvement policy based on effective self-evaluation using quality indicators. There is also a strategy of quality reviews which involves officers and peer headteachers in conducting thematic reviews in nurseries and schools. A working group chaired by a secondary headteacher has taken forward a leadership strategy this year and a succession planning and talent spotting initiative has targeted 20 education staff who have the potential to be leaders of the future. Plans are in place to offer this leadership opportunity to social work staff.</p>
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In relation to attainment levels in Glasgow the following should be noted:

- In terms of the proportion of children achieving appropriate national levels of attainment in Reading, Writing and Mathematics:
 - Between 2004/05 and 2006/07 there was an improvement in the proportion of children in primary school attaining appropriate national levels of attainment in Reading (up from 78% to 82%), Writing (up to 70% to 75%) and Mathematic (up from 82% to 86%)
 - Between 2004/05 and 2006/07 there was an improvement in the proportion of young people in secondary school attaining appropriate national levels of attainment in Reading (up from 54% to 58%), Writing (up from 44% to 51%) and Mathematics (up from 52% to 59%) by S2
- In terms of the proportion of young people in secondary schools achieving SQA awards, between 2004/05 and 2006/07 there was an improvement in the proportion of pupils attaining:
 - SCQF 3 Eng/Maths from 82% to 86%
 - 5+ SCQF 3 or better from 83% to 86%
 - 5+ SCQF 4 or better from 63%% to 66%
 - 5+ SCQF 5 or better from 21% to 22%
 - 3+ SCQF 6 or better from 17% to 18%
 - 5+ SCQF 6 or better from 10% to 11%.
- In terms of school attendance, between 2004/05 and 2006/07:
 - Primary school attendance increased from 92.8% to 93%
 - Secondary school attendance increased from 86.8% to 88%.
- In terms of school exclusions, between 2004/05 and 2006/07:
 - The incidence of primary school exclusions dropped from 986 to 815
 - Secondary school exclusion increased from 6,215 to 6,367.

At this stage, the majority of targets set in these areas relate to all children and young people and what we aim to see over the coming period is a closing of the gap between those groups not achieving the Glasgow averages. Targets in relation to improvement s in the educational attainment and achievement of Looked After and Looked After and Accommodated Children and reductions in the volume and seriousness of offending by young people are covered under National Outcome 7.

	Local Outcome 20: Improve Literacy and Numeracy of the population	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 21: Improve educational attainment & achievement of all children and young people	Proportion of children in primary schools achieving appropriate national levels of attainment in Reading, Writing and Mathematics ⁸	Annual/ Council Plan (CP 2.1.1)	Reading 82% (2006/07) Writing 75% (2006/07) Mathematics 86% (2006/07)	Reading 88% by 2010/11 Writing 83% by 2010/11 Mathematics 90% by 2010/11
		Proportion of young people achieving appropriate national levels of attainment by the end of S2 in Reading, Writing and Mathematics ⁹	Annual/ Council Plan (CP 2.1.2)	Reading 58% (2006/07) Writing 51% (2006/07) Mathematics 59% (2006/07)	Reading 65% by 2010/11 Writing 58% by 2010/11 Mathematics 65% by 2010/11
	Local Outcome 22: Improve skills for employment	Proportion of young people by the end of S4 achieving English and mathematics at SCQF level 3 or better ¹⁰	Annual/ Council Plan (CP 2.1.3)	86% (2006/07)	88% by 2010/11
	Local Outcome 23: Improve residents' aspirations, confidence, decision making capacity and involvement in community life	Proportion of young people by the end of S4 achieving 5 or more awards at SCQF level 3 or better	Annual/ Council Plan (CP 2.1.3)	86% (2006/07)	88% by 2010/11
		Proportion of young people by the end of S4 achieving 5 or more awards at SCQF level 4 or better	Annual/ Council Plan (CP 2.1.3)	66% (2006/07)	68% by 2010/11
		Proportion of young people by the end of S4 achieving 5 or more awards at SCQF level 5 or better	Annual/ Council Plan (CP 2.1.3)	22% (2006/07)	23% by 2010/11
		Proportion of young people by the end of S6 achieving 3 or more awards at SCQF level 6 or better ¹¹	Annual/ Council Plan (CP 2.1.4)	18% (2006/07)	18.5% by 2010/11
		Proportion of young people by the end of S6 achieving: 5 or more awards at SCQF level 6 or better	Annual/ Council Plan (CP 2.1.4)	11% (2006/07)	11.25% by 2010/11

		Secure education and positive destinations for all young pregnant women and mothers	Annual / Council Plan	Baseline to be established in coming 6 months.	Increase (Targets to be established following consideration of baseline)
		Primary school attendance	Annual/Council Plan (CP 2.1.7)	93% (2006/07)	95% 2010/11
		Secondary schools attendance	Annual/Council Plan (CP 2.1.7)	88% (2006/07)	90% 2010/11
		Primary school exclusions	Annual/Council Plan (CP 2.1.7)	815 (2006/07)	Reduce by 2% each year to 2010/11
		Secondary schools exclusions	Annual/Council Plan (CP 2.1.7)	6367 (2006/07)	Reduce by 2% each year to 2010/11
	Required Actions/commitment by local partners for these outcomes	It will be essential that these priorities are reflected in the city's Child and Family Services Plan (to be developed), and that Community Planning partners support the implementation locally of these priorities, including decisions about resource allocation at local and city wide level. Further, that there are positive links with the children's services planning arrangements to ensure maximum effort and minimum duplication of unnecessary effort, to achieve these local outcomes.			
	Scottish Government required action/commitment to support delivery of local outcome	It is assumed that the national Early Years and Early Intervention Policy will articulate the links between parental involvement in their children's learning and improved outcomes for children currently and in later life, as well as the costs associated with improving and expanding early childhood services to meet the wider needs of families. In this regard it would be helpful if the Policy makes clear expectations around this, around adult learning to support this and takes account of Glasgow's needs in this regard, including the high levels of need in relation to those children, young people and adults where English is their second language.			

<p>National Outcome 5: Our children have the best start in life and are ready to succeed</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context:</p> <p>Forty two percent of all young people aged 8 to 20 in Glasgow live in the most deprived 10% of neighbourhoods in Scotland (Scottish Index of Multiple Deprivation, 2006). Addressing child poverty is a key issue and will be considered under National Outcome 8.</p> <p>If our young people are to be successful learners, confident individuals, effective contributors and we are to reduce the poverty gap, then this starts at birth. All services to children and families, during the earliest years of a child's life, are committed to ensuring that all children have the best possible start in life. Within the next 5 years, all parents / carers will be able to access childcare provision within buggy - pushing distance of their home, 52 weeks a year, 8.00 a.m. until 6.00 p.m. and beyond where appropriate. There will be high quality education and high quality childcare services in all settings and services in the city: council, voluntary and private sector for children from birth to 16 years with strengthened quality assurance arrangements and a review of the partnership arrangements in this regard to ensure that in the city we will be delivering National Outcome 4 for children and for parents and carers.</p> <p>Breast feeding is known to give health benefits to both mother and child and this is internationally recognized by the World Health Organization recommendation that all children should be exclusively breastfed for the first 6 months of life. Glasgow City stills fall short of the Scottish Target of 50% children to be still breastfeeding at 6 weeks of life and there are also large variations in breastfeeding rates across Glasgow. A new HEAT target has been set to reach 33.3% of newborn children being exclusively breastfed at 6-8 weeks by 2010/11.</p> <p>The dental health of children is slowly improving. However, throughout the NHS Greater Glasgow and Clyde area, between 40% and 70% of children aged five have decayed teeth. Dental cavities is the most frequently recorded cause of admission to acute hospitals in the area for children aged 0 to 15. Children from the top 15% most deprived parts of the area had 67% more admissions than expected, based on all NHS Greater Glasgow and Clyde area rate. In relation to Free School Meal entitlement/registration, in 2005/2006 (Scottish Executive, 2006. School Meals in Scotland 2006. Edinburgh: SE) this applied to 37.9% of Glasgow children (compared to 18.6% of Scotland's children)</p> <p>Glasgow's "Big Breakfast" provides open access to a free breakfast as part of a multi-strand integrated approach which aims to improve nutritional intake of primary school children, improve their attendance and punctuality and contribute towards higher educational attainment. During 2007/08, the service has had an uptake level of 20% which equates to approximately 7,020 breakfasts being served on a daily basis.</p>
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Fruit Plus provides pre-school children, primary school children and children attending special needs schools with free fruit five times a week during the school year. The main aim of Fruit Plus is to encourage a fruit eating habit amongst pupils at an early age that will be maintained throughout life. The project places emphasis on integrating the principles of healthy eating into various areas of the school curriculum with the aim of improving health and attainment levels.

A new programme for future childcare is proposed which would replace the current Working for Families approach. This programme will contribute to the city's emerging approach to childcare following completion of the on-going childcare review. The specific details of two substantial childcare programmes as well as the services formerly funded under Better Neighbourhood Services Fund (now Fairer Scotland Fund) which aim to improve the lives of children and young people in the most deprived communities will be finalised in the next three months. One programme will be relating to supports for vulnerable children and one relating to future childcare, following on from Working for Families.

Improvement targets relating to the provision of support for children and young people due to parental substance misuse is under National Outcome 8.

Local Outcome 18: Increase the proportion of parents who are capable, responsible and supported	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome 21: Improve educational attainment & achievement of all children and young people	Proportion of carers/parents with access to high quality education and childcare within buggy pushing distance of their home	Annual/GCC Education Services	New indicator. Baseline will be established during 2008/09	100% carers and parents (within the next 5 years)
	Staged intervention in early years establishments to identify needs of the 'whole child' and family/carers	Annual/GCC Education Services	New indicator. Baseline will be established during 2008/09	All early years establishments in the city by 2010/11
	Proportion of 3 year olds attending early years' provision	Annual/GCC Education Services	80% (2006/07)	85% by 2009
	Proportion of 4 year olds attending pre-school education	Annual/GCC Education Services	97% (2006/07)	sustain at 97% in 2009
	Proportion of newborns exclusively breastfed at 6-8 weeks	Annual/Greater Glasgow & Clyde NHS	22.5%	increase to 33.3%
Local Outcome 14: Improve children's diets	Uptake of school meals ¹²	Glasgow City Council/ (annual) Council Plan ref. 5.2.5	primary (59%) and secondary (50%) schools	Halt the decline and maintain current level of uptake
Local Outcome 19: Reduce the proportion of residents who	Uptake of 'Big Breakfast' free breakfast provision in all Glasgow primary schools	Glasgow City Council/ (annual)	20% uptake (2006/07)	20% uptake (based on primary school roll) in 2008/09

	smoke	Uptake of 'Fruit Plus' free fruit provision in Glasgow primary schools	Glasgow City Council/ (annual)	90% of fruit provided was consumed (2006/07)	90% fruit consumed in 2008/09
		Proportion of children meeting recommended activity levels	Scottish Health Survey (SHS)	71.5% (SHS 2003)	Increase 75% by 2012
		Five year old children (primary one) with no signs of dental disease	Annual/Greater Glasgow & Clyde NHS	47.6%	60% by 2010
		3 to 5 years olds registered with dentist	Annual/Greater Glasgow & Clyde NHS	72.4%	80% by 2010
		Childhood vaccinations	Annual/Greater Glasgow & Clyde NHS	91.4% at 24 months 94.4% at 5 years	95% target for all (ongoing)
		Smoking rates among 13 year olds	Glasgow City Council/(annual)Council Plan ref. 5.2.2	3% (2006)	reduce to 2% by 2010
		Smoking rates among 15 year olds	Glasgow City Council/(annual)Council Plan ref. 5.2.2	13% (2006)	reduce to 12% by 2010
	Scottish Government required action/commitment to support delivery of local outcome	<p>The Government produces an Action Plan on the back of the discussion paper on Tackling Poverty, Inequality and Deprivation in Scotland which identifies national and local action which will reduce the income inequality gap as a prerequisite to reducing health inequalities between social classes.</p> <p>The Government to seek to ameliorate the possible adverse effects on child poverty of the DWP benefit change coming in October, particularly moving single parents onto Job Seekers Allowance, when the childcare provision in Scotland is currently inadequate to support single parents into work.</p> <p>With reference to Healthy Eating in schools, we ask that the Scottish Government recognise a more flexible approach to the maximum salt, sugar and fat content in school meals. In some parts of the City, adherence to the current limits has resulted in counterproductive negative behaviour with school meal uptake dropping as pupils switch to eating from fast food outlets. Greater flexibility is sought to develop menus which will meet the needs of our young people in a more flexible way e.g. balanced diets which would include the above ingredients in small measure as well as fruit and vegetables.</p> <p>We also ask that the Government produces guidance to support work to encourage school children to stay within the school grounds during break times, avoiding access to fast food outlets.</p>			

<p>National Outcome 6:</p> <p>We live longer, healthier lives.</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context</p> <p>The NHS Greater Glasgow and Clyde area has a mortality rate that is almost a quarter higher than would be expected based on the Scottish rate. Targets relating to improving life expectancy are under National Outcome 7.</p> <p>'Let Glasgow Flourish' highlighted that obesity is increasing both in Glasgow and nationally. This is a national and international problem which affects people across all ages, genders and deprivation categories, although there are higher rates amongst older populations, those with learning difficulties, women and in areas of multiple deprivation. One fifth of pre-school children and 60% of adults are either overweight or obese.</p> <p>Alcohol consumption and its damaging effects have increased sharply in Glasgow since the early 1990s. Alcohol problems are worse here than in the rest of Scotland, the UK, or Western Europe. Excessive consumption of alcohol increases the risk of a range of diseases including coronary heart disease, stroke, some cancers, as well as liver cirrhosis and psychiatric disorders. 72% of men and 58% of women in Scotland drink regularly.¹³ Among them, 63% of men and 57% of women exceeded the recommended maximum daily amount at some point in the week, although a smaller number (27% of men and 14% of women) exceeded the maximum weekly recommended total consumption. Men's consumption of alcohol has fallen slightly over time, while women's continues to rise. Three quarters of men and women drink at home rather than in pubs, clubs, or restaurants.</p> <p>True alcohol consumption is generally underreported. Current recommendations are that men and women should not consistently drink more than 3-4 and 2-3 Units (8 grams/10 mls alcohol) daily respectively. Binge drinking is defined as consumption in a single day of 8 Units or more in men and 6 Units or more in women. A maximum weekly total consumption of 21 Units is advised for men and 14 Units for women. 16-24 year olds drink most heavily compared with other adults. In Scotland, amongst 13 year olds 56% of boys and 59% of girls have ever drunk alcohol. 7% of 13 year olds and 18% of 15 year olds reported having been drunk more than 10 times. Socio-economic deprivation is associated with increasing alcohol consumption but the harm it causes people in more deprived circumstances cannot be attributed solely to the quantity of alcohol consumed. There is little evidence to explain why alcohol and deprivation make such a damaging combination but it is likely to be due to a mixture of individual risks (such as poor diet or drug use) and environmental risks (such as drinking on the street).</p> <p><u>The balance of Community Care expenditure across the City continues to shift away from residential towards home and community-based services, reflecting the increase in the proportion of vulnerable people being supported in their own homes with enhanced independence and choice. We are currently piloting a User Defined Service Evaluation Tool (UDSET) aimed at measuring both clients' and carers' satisfaction levels with the Community Care services provided. It is anticipated that improvement targets on satisfaction levels will be included in future iterations of the SOA. Additional Community Care improvement targets are included in National Outcome templates 3 and 15.</u></p> <p>The GoWell Research programme is a longitudinal study of the processes and impacts of housing improvement and neighbourhood transformation that are taking place in Glasgow. The programme, which began in 2006, will provide over the next eight years a sustained examination of how national policy goals related to communities, regeneration and health are achieved at a local level and their impacts on people and communities in Glasgow. A focus of the study is Glasgow Housing Association's (GHA) investment and regeneration programmes. The first GoWell Community Health and Wellbeing Survey was undertaken in 2006. The next survey will be completed in 2008/09. GHA is committed to using the findings to influence the way it invests in its neighbourhoods across the city.</p>
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	Local Outcome 19: Reduce the proportion of residents who smoke	Relevant Indicators	Frequency/Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Smoking rates among adults (aged 16+) ¹⁴	Glasgow City Council/(annual) Council Plan ref. 5.2.2	31% (2006)	reduce to 22% by 2010
		Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11	NHS/Annual/HEAT	0	4,000 per year (target to be reviewed for 2009/10)
	Local Outcome 3: Reduce the public acceptance and incidence of over-consumption of alcohol and its subsequent negative impacts (personal, social and economic)	Attendance at Glasgow City Council owned indoor and outdoor sport, recreation and leisure facilities ¹⁵	Glasgow City Council/(annual) Council Plan ref. 5.2.6	4,249,932 (2006/07)	to 4,463,789 by 2008/09
		Free swim sessions for juveniles and over 60s	Glasgow City Council/(annual) Council Plan ref. 5.2.6	245,506 (2006/07)	264,965 by 2008/09
		Modal share of adults undertaking active (walking, cycling, public transport) travel to work or education ¹⁶	Scottish Household Survey (SHS)/ (Annual)	30% travel to work using active forms of transport (2005/06)	Increase
	Local Outcome 12: Increase the proportion of the population with a healthy BMI	Achieve agreed completion rates for child healthy weight intervention programme by 2010/11	Annual / NHS HEAT	0	4,447 by March 2011
		Proportion of adults meeting recommended activity levels	Scottish Health Survey (SHS) Greater Glasgow Health and Well Being Survey (GGHWS)	35% (SHS, 2003) Greater Glasgow Baseline 48.9% (2005, GGHWS)	SHS increase to 40% by 2012 Increase
	Local Outcome 23: Improve residents' aspirations, confidence, decision making capacity and involvement in community life	Proportion of people aged 65 or over with intensive care needs cared for in residential homes	Glasgow City Council/(annual) Council Plan ref. 5.4.2	62.5%;	Reduce proportion cared for in residential homes to 59% by 2011
		Proportion of people aged 65 or over with intensive care needs cared for at home (10 hours a week or more) ¹⁷	Glasgow City Council/(annual) Council Plan ref. 5.4.2	37.5%.	Increase proportion receiving intensive home care to 41% by 2011

		Number of overnight respite nights per 1,000 population for people aged 65+	Glasgow City Council/ SWS Annual Report/Disability & Rehab Performance Framework	306	323 by 2011
		Number of overnight respite nights per 1,000 population for people aged 18-64	Glasgow City Council/ SWS Annual Report/Disability & Rehab Performance Framework	35	34 by 2011
		Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with dementia by March 2011	HEAT target annual	Not yet available	Not yet agreed
	Required Actions/commitment by local partners for these outcomes	Local Licensing Boards to work with the partnership on outlet density and licensing decisions. Strathclyde Police to support enforcement of legislation about serving people who are intoxicated. Consideration of local policies on fast food vans near schools			
	Scottish Government required action/commitment to support delivery of local outcome	Scottish Government to continue work on reducing access to, raising the cost of and advertising of alcohol. Further research on effective education on alcohol for young people. Scottish Government to review planning legislation that allows food vans outside schools and multiple unhealthy fast food outlets near schools.			

<p>National Outcome 7:</p> <p>We have tackled the significant inequalities in Scottish Society</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context</p> <p>Glasgow has a disproportionate share of persons living in Scotland's most deprived communities. It has 11% of the Scottish population, but accounts for more than one third (34%, SIMD 2006) of all those living in a neighbourhood ranked in the bottom 15% most deprived in Scotland. Many types of inequality exist across Glasgow e.g. health, education and employment inequalities. These inequalities can be gender, age, disability, race and faith, sexual orientation or area based, or can apply to certain groups such as Looked After and Accommodated Children. For instance, the Community Plan's Safe theme strategic assessment shows a disproportionate impact of key community safety issues on deprived areas, and by age and sex. This applies across the spectrum of perpetrators, victims, and in terms of overall impact including fear of crime, fire safety and community cohesion.</p> <p>Differences in income, gender, race and faith, disability, sexual orientation and social class are all associated with health inequalities. The interaction between them are also powerful determinants of health. Socio-economic status, however is central to inequality and health outcomes. Variations also exist in the impact of a whole range of community safety issues across the city with geographical 'hotspots', strongly correlated with deprivation levels, for some issues. Additionally, some small areas or neighbourhoods are significantly affected by a wide range of these issues¹⁸. The following information illustrates a variety of these inequalities which must be addressed to ensure social justice in Glasgow.</p> <ul style="list-style-type: none"> • The three CHCPs with the highest standardised mortality ratios also have the highest concentrations of most deprived data zones in their areas (60% of the population in East Glasgow (CHCP) lives in the 15% most deprived data zones in Scotland, 63% in North Glasgow; and, 49% in the South West Glasgow). • Detailed analysis of violent crime patterns in Glasgow shows that male offenders outnumber females by more than three to one, and that the peak ages for offending and being a victim are from around 15 to 25. The area of residence of offenders and victims is highly correlated with deprivation, and in some smaller, deprived communities in Glasgow more than one in ten people have been victims of a violent crime in the past three years (see graph). Unsurprisingly, incidents of violent crime are highly concentrated in the centre of the city. • Gender based violence in the form of domestic violence incidents has increased from 8,000 in 2003 to over 10,000 in 2006 and 2007. Gender-based violence including domestic abuse is overwhelmingly perpetrated by men against women, and children of both sexes. It occurs in all social groups, is not caused by stress, unemployment, poverty, alcohol or mental illness, nor by the women who experience the abuse. The physical and mental health consequences of gender-based violence include injury, anxiety, depression, post traumatic stress reactions, poor education/employment history, addictions, self harm, eating disorders and suicide. Women from deprived communities can face more barriers to escaping violent partners and overcoming the social and health impact of abuse. • Analysis of the police, fire and health statistics by age and sex shows a disproportionate involvement of young people both as perpetrators and victims. This is particularly true of young men. Additionally, young people, particularly boys, are disproportionately affected by road traffic accidents. • While we have seen improvements in the proportion of Looked After and Looked After and Accommodated young people leaving care service who are known to be in employment, education or training (up from 32% in 2003/04 to 45% 2006/07) this is still significantly lower than for Glasgow's young people as a whole, reflecting the significantly poorer educational attainment of these young people.
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- Educational attainment of Looked After and Looked After and Accommodated young people is significantly lower than that of Glasgow's other young people. Between 2004/05 and 2006/07, the proportion of Looked After and Accommodated young people leaving care with SCQF Level 3 in English and Maths decreased from 36% to **28%**. **However, over the same period there was** an improvement in the proportion of Looked After young people gaining these qualifications, up from 12% to 15% - equating to an overall decline for all young people leaving care from 20% to 19%.
- There is significant disparity in health conditions across Glasgow, which needs to be addressed. The proportion of emergency hospital admissions attributable to drugs is 66% higher in the 15% most deprived areas compared to the city average (2005/06, source: GG&CNHS), and is 400% higher than the non-deprived areas. The proportion of emergency hospital admissions attributable to alcohol is 66% higher in the 15% most deprived areas compared to the city average (2005/06, source: GG&CNHS), and is 369% higher than the non-deprived areas. The proportion of adults who smoke was 39% for Glasgow in 2005. However, this increased to 47% for bottom 15% Data Zone residents.
- Financial Inclusion remains a significant issue in the city which often re-enforces the inequalities that exist in our communities. According to the Scottish Household Survey, those most likely to suffer from financial inclusion include some of the most excluded groups, including older people, the unemployed, those who do not own their homes, those with a disability or long term illness, and those on low income. Many residents have a poor grasp of financial skills:
 - 22% of households having no access to a bank account
 - 63% having no savings
 - 33% having no home contents insurance
 - Just 10% of respondents in Glasgow stated that they manage their money 'very well'.

These inequalities are relevant to all of the Local Outcomes the partnership is trying to achieve, a variety of which is stated below.

Local Outcome 15: Reduce the difference in life expectancy between most affluent and most disadvantaged residents	Relevant Indicators	Frequency / Type / Source	Baseline (2007/08)	Local Targets & Timescales
	Mortality from Coronary Heart Disease among the under 75s in deprived areas	Annual/Greater Glasgow & Clyde NHS	123.2 per 100,000 persons aged under 75	86.0 at March 2011
	Male expectancy at birth in the most deprived areas	Annual/Greater Glasgow & Clyde NHS	69.2 male	Increase to Scottish average 74.6
	Female expectancy at birth in the most deprived areas	Annual/Greater Glasgow & Clyde NHS	76.0 female	Increase to Scottish average 79.6

	Local Outcome 19: Reduce the proportion of residents who smoke	Smoking rates among people living in the city's most deprived areas (bottom 20% SIMD)	Glasgow City Council/(annual) Council Plan ref. 5.2.2	39% (2006)	reduce to 32% by 2010
	Local Outcome 1: Reduce violence and its impact, including gender based violence	Difference in overall crime levels in worst 15% SIMD datazones and low crime areas	Quarterly/ Statistical Data Strathclyde Police	SIMD 2006 average crime score: • worst 15% SIMD is 1074 • top 15% SIMD is 284 • difference of 790	reduce difference to 770 without detriment to low crime areas by 2010/11
		Number of domestic violence incidents	Quarterly/Statistical/ Strathclyde Police	<u>10,079 (2007 baseline)</u>	Reduce by 2% by 2010/11
		Reducing the volume and seriousness of offending by young people	Council Plan ref. CP 3.1.4/ Annual	Indicators under development. 2008/09 baselines being developed.	Work towards the national targets relating to reducing the volume and seriousness of offending by young people
	Local Outcome 5: Reduce the involvement of young people in crime and as victims of crime and accidents	Numbers of children killed and seriously injured on the roads ¹⁹	Annual/statistical data/ Scottish Government-Key Road Accident Statistics. Council Plan ref. 3.1.6	52 (calendar year 2007) (1994-98 average- 149)	70% reduction from the 1994-98 average (exceeding the national targets of 50%) by 2010
	Local Outcome 20: Improve Literacy and Numeracy of the population	Number of adults estimated to have severe drug dependency	NHS/Glasgow City Council	Baseline 11,500 (2003)	Reduce (specific target available by mid June)
	Local Outcome 17: Reduce the proportion of children in poverty	Uptake of drug rehabilitation services	NHS/Glasgow City Council	Baseline available by mid June	Increase (specific target available by mid June)
		Number of people receiving social care support as part of an integrated substitute prescribing programme	NHS/Glasgow City Council	Baseline available by mid June	Increase (specific target available by mid June)
	Local Outcome 21: Improve educational attainment & achievement of all	Number of adults with addiction problems receiving support towards employability	NHS/Glasgow City Council	Baseline available by mid June	Increase (specific target available by mid June)

	children and young people	Number of young people reporting illegal drug misuse, lifetime ever, in the last 12 months and in the last month	NHS / Glasgow City Council	Baseline available by mid June	Reduce (specific target available by mid June)
	Local Outcome 24: Improve Glasgow's physical environment and infrastructure.	Physical health of people with severe mental health problems	NHS / Glasgow City Council	Baseline available by mid June	Improve (specific target available by mid June)
		Access to physical health check at least once per 15 months for mental health patients	NHS / Glasgow City Council	Baseline available by mid June	Increase (specific target available by mid June)
		Proportion of households with a bank account	Scottish Household Survey/Glasgow City Council DRS/Annual	81.5% (2007)	Increase
		Proportion of households which 'Manage Very Well' financially	Scottish Household Survey/ Glasgow City Council DRS/Annual	9.8%	Increase
		Proportion of Looked After and Looked After and Accommodated young people leaving care service who are known to be in employment, education or training ²⁰	Annual/ Glasgow City Council Social Work Services Council Plan ref 2.1.5 (B)	32% (2006/07)	Increase by 2% each year
		Proportion of Looked After and Looked After and Accommodated young people achieving at least one SCQF Level 3	Annual/ Glasgow City Council Social Work Services Annual/ Council Plan ref 2.1.5 (A)	37% compared to 52% nationally (2006/07)	Close the gap between Glasgow and rest of Scotland
		Proportion of Looked After and Looked After and Accommodated young people achieving SCQF Level 3 in English and Mathematics ²¹	Annual/ Glasgow City Council Social Work Services Annual/ Council Plan ref 2.1.5 (A)	19% (2006/07)	29% by 2010/11

		Number of places on schools vocational programme for vulnerable young people, including those who are looked after and accommodated	Annual/ Glasgow City Council/ Council Plan ref 2.2.1	150	Increase to 220 by 2010/11
		Provision of wheelchair accessible housing ²²	Council Plan ref. 4.2.5. Local Housing Strategy	New indicator	deliver 210 units of wheelchair accessible homes by 2010/11
		Provision of wheelchair accessible housing	Council Plan ref. 4.2.5. Local Housing Strategy	New indicator	ensure 10% of accommodation in all new housing projects of 20+ homes is wheelchair accessible or readily adaptable
		Proportion of rail, subway and bus stations and vehicles DDA-compliant (regional)	Annual / KPI / SPT and operators (GIS)	<p>55 Glasgow Rail Stations (44% of which are compliant) Baseline (2007)</p> <p>Buses: 690 buses 26% of which are compliant (Strathclyde Region) (2007)</p> <p>15 Glasgow Subway Stations: (0% of which are compliant) (2007)</p> <p>Glasgow Buchanan Bus Station (Compliant) Glasgow Partick & Govan Cross Bus Stands: Not compliant (2007)</p>	<p>Increase</p> <p>Increase</p> <p>Subway unlikely to be fully compliant due to narrow gauge rails in the event of a need to detrain. Dispensation has been granted because of reasonable cost factors and availability of alternative means of transport. When resources become available for a major refurbishment, the position will be reviewed.</p>

		Proportion of public service buildings suitable and accessible to people with disabilities ²³	Glasgow City Council/Statutory Performance Indicator/Annual	26.9% (2006/07)	Improve
	Required Actions/commitment by local partners for these outcomes	<p>Cross theme early years support and intervention including parenting support as part of preventive measures</p> <p>Increase provision of youth diversion programmes and the involvement of young people in sports and leisure activities.</p> <p>Increase the number of Strathclyde Fire and Rescue Service Firesetter Advisors working within Glasgow.</p> <p>Responsiveness of all organisations to local problems and concerns, and involvement of local people in decisions and actions – linked to National Outcome 15.</p> <p>Agencies within the Strathclyde Partnership Transport with regional responsibilities should aim to provide City level data for baseline and future monitoring purposes.</p>			
	Scottish Government required action/commitment to support delivery of local outcome	<p>Cross government strategy and priority to early years support and education including parenting strategies</p> <p>Legislation to prevent the sale of matches and cigarette lighters to children and young people.</p> <p>Improve access to funding to support multi agency youth development work.</p> <p>Cross government strategy and priority to early years.</p> <p>The Government produces an Action Plan on the back of the discussion paper on Tackling Poverty, Inequality and Deprivation in Scotland which identifies national and local action which will reduce the income inequality gap as a prerequisite to reducing health inequalities between social classes.</p> <p>The Government to seek to ameliorate the possible adverse effects on child poverty of the DWP benefit changes coming in October, particularly moving single parents onto Job Seekers Allowance, when the childcare provision in Scotland is currently inadequate to support single parents into work</p>			

<p>National Outcome 8. We have improved the life chances for children, young people and families at risk</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context</p> <p>At the heart of many of these differences in health outcome are issues of socio-economic deprivation and inequality. Living on a low income affects different sectors of the population in different ways. For children, it means that their diet and health suffers, they are more likely to die in an accident, they have higher rates of long-standing illness and have poorer attainment and school attendance records. As adults, they are more likely to have poor health, be unemployed or be homeless. They are also more likely to become involved in offending drug and alcohol use. 49,570 people with children claiming working age benefits in Glasgow which equates to 15.8% of the Scottish number. 20,580 people with children claiming IS/JSA in Glasgow, which equates to 21% of the total claimants with children for Scotland. Improvement targets aimed at addressing aspects of economic inequality e.g. reducing the number of people claiming key benefits (a proxy for child poverty) are included in the National Outcome 2 template.</p> <p>Over the 2006/07 period 8,822 children and young people in Glasgow were referred to the Scottish Children's Reporter Administration²⁴, equating to 9% of the city's child population compared to a Scotland wide average of 5.8%. Of these referrals:</p> <ul style="list-style-type: none"> • 2,913 were referred on offence related grounds • 6,604 were referred on non-offence related grounds (e.g. related to welfare and abuse concerns). <p>On 31st March 2006, 19.8% of all of Scotland's Looked After Children and young people were looked after by Glasgow City Council (2,565 children and young people)²⁵.</p> <p>In 2003 it is estimated that 3.1% of all children aged 0-15 in Glasgow lived with a parent with problem drug use.</p> <p>The number of children on the Child Protection Register is projected to rise by 35% from 353 in 2006/07 to 476 in 2010/2011. We will continue to meet this increasing demand for the provision of help and support to children at serious risk and aim to receive positive inspection reports of Glasgow's child protection services. We will work with our partner agencies to achieve a positive inspection report when Glasgow's child protection services are inspected by HMIE in Autumn 2008 and continue to work together on the resultant action plan targets for improvement.</p> <p>Within Glasgow City crude teenage pregnancy rates vary between a high of 65.1 per 1,000 population in North Glasgow CHCP to a low of 47.6 per 1,000 in SE Glasgow CHCP. These rates, which reflect the concentration of social deprivation in parts of Glasgow, seem unacceptably high when they are compared to the equivalent rate in East Renfrewshire CHCP of just 19.7 per 1,000.</p> <p>Homelessness is another key issue for the City. Partners are working towards meeting the national target that all unintentionally homeless households will be entitled to settled accommodation by 2012.</p>				
	<p>Local Outcome 16: Reduce the harm caused by drugs addiction</p>	<p>Relevant Indicators</p>	<p>Frequency / Type / Source</p>	<p>Baseline (2006/07)</p>	<p>Local Targets & Timescales</p>
		<p>Vulnerable 2s initiative in targeted areas of the city based on staged intervention</p>	<p>Annual/GCC Education Services Standards and Quality Report</p>	<p>440 childcare places (2006/07)</p>	<p>500 childcare places</p>

	Local Outcome 17: Increase the proportion of parents who are capable, responsible and supported	Number of children in residential units and schools	Annual/ GCC Council Plan (CP 5.3.2)/ Social Work Services Annual Performance Report	125 children in residential units and 73 in schools (at 31 Mar 2007)	Reduce to 110 in residential units by 2010/11 Minimise number of children in residential schools from 2007 baseline
		Number of foster carers, including respite and shared carers	Annual/ GCC Council Plan (CP 5.3.2)/ Social Work Services Annual Performance Report	446	Increase to 546 by 2010/11
		Number of adoptive families approved per year	Annual/ GCC Council Plan (CP 5.3.2)/ Social Work Services Annual Performance Report	31 approved in 2006/07 (up from 9 in 2005/06)	Increase to 40 per year
		Suicide rate	NHS	17.9 per 100,000 population	Reduce suicide rate between 2002 and 2013 by 20%. 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010
		Percentage of population with positive perception of general mental or emotional well being	NHS/3 yearly	83% of sample - 78.7% in deprived areas	Increase
		Drug-Related Deaths	NHS/Annually	113 deaths (27% of Scottish)	Reduce
		New individuals reported to the Scottish Drug Misuse Database	NHS/Annually	448 per 100,000 pop EASR (2002/03)	Reduce

		Percentage of secondary school pupils reporting they had not taken any illegal drugs/solvent in the past year	NHS/Annually	Baseline tbc	Increase proportion
		Number of children and young people (12-18 years) supported by Community Addiction Teams ²⁶	Social Work Services Annual Performance Report/Glasgow City Council Plan ref. 5.2.4	1,250	Maintain at 1,250
		Number of children supported due to parental substance misuse	Annual/ Council Plan (CP 5.3.4)/ Social Work Services Annual Performance Report	2,429	Increase provision of support - 2,800 children by 2010/11
		Number of adults supported by the Community Addiction Team ²⁷	Glasgow City Council/(Annual) Council Plan ref 5.2.4	10,514 (2006/07)	Increase to 12,500 by 2010/11
		Proportion of homeless households assessed as non-priority ²⁸	Glasgow City Council/ Annual Council Plan ref 5.2.1	14.9% (1,285) in 2006/07	Reduce to 7.5% (642) by end of 2008/09
		Teenage pregnancy rate	Annual/Greater Glasgow & Clyde NHS	7.5	Reduce by 20% the pregnancy rate (per 1000 population) in 13-15 year olds from 7.5 in 1995 to 6.8 by 2010
	Required Actions/commitment by local partners for these outcomes				
	Scottish Government required action/commitment to support delivery of local outcome	National Media campaigns to promote infant mental health and parenting. Better co-ordination of the performance management and outcome monitoring across agencies and community plan themes.			

<p>National Outcome 9:</p> <p>We live our lives safe from crime, disorder and danger</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context:</p> <p>The Safe Theme Strategic Assessment highlights the following:</p> <ul style="list-style-type: none"> • Violent Crime. Glasgow has higher rates of violent crime than the rest of Scotland and many comparable English cities. This includes high levels of serious assault using weapons. This is a particular problem in the city centre. <ul style="list-style-type: none"> ○ Over 4,286 violent crimes reported in Glasgow in 2007 which is slightly below the four year average 2003-2007 of 4,412 ○ Over 1,000 people admitted to hospital as a result of an assault each year ○ Up to 85% of men attending Accident and Emergency at weekends have been involved in a fight or assault ○ Trends show a slight reduction in violent crime and assault admissions since 2004 but the picture has remained fairly steady since. Violent crime is rising in some areas of the city and falling in others. • Anti-social behaviour and disorder (ASB) <ul style="list-style-type: none"> ○ 160,00 ASB incidents recorded annually (Four year average 2003-2007 =157,266) ○ Over 8,000 deliberate (5,000 Secondary and 3,000 Primary) fire incidents each year ○ Trends for both of these are reasonably stable, although there is a significant increase in the city centre ○ Fire related ASB is concentrated within the most deprived high density housing areas where levels of deliberate fire setting and fire related ASB are higher than elsewhere in Scotland and many comparable UK cities. • Accidents and Injury – on the roads and in the home <ul style="list-style-type: none"> ○ Over 6,000 police reported road traffic incidents each year ○ Over 2,000 older people admitted to hospital as a result of an accident or fall each year ○ Over 1,000 under 15 years olds admitted to hospital as a result of an accident each year ○ 1,334 fires in domestic dwellings and 284 fire casualties including 8 fatalities ○ Over 2700 Home Fire Safety Visits carried out by Strathclyde Fire and Rescue (SFR) ○ Trends for RTIs and admissions are slightly declining but remain high • Alcohol. The significant impact of alcohol misuse and particularly drunkenness on all of these issues. 2004 statistics for Glasgow City show: <ul style="list-style-type: none"> ○ 2,026 drunkenness offences; ○ 1,649 drink driving offences; ○ 7,540 offences of consumption of alcohol in a designated place. ○ 63% of fatal fires in Strathclyde were alcohol related but this figure is significantly higher within Glasgow e.g. alcohol was a contributory factor in six of the fatalities within Glasgow • A&E snapshot survey data shows: <ul style="list-style-type: none"> ○ More men than expected from overall figures were injured in fights/attacks (84.9%). ○ More women than expected self harmed (31.3%) or had accidents (26.8%). ○ Of 172 interviewees who had been attacked, 65% thought that their assailant had been drinking alcohol. 63% of assailants were strangers. The majority of injuries were to the head (47%) or face (33%).
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- Drugs:
 - Each year between 150-200 people die as a result of drugs overdose
 - A significant proportion of people caught in possession of drugs were 19- 25 year old
 - A quarter of lifetime drug users first tried drugs when they were 16 years old
 - The number of people caught in possession of drugs in the previous 6 years has increased steadily with a slight reduction in 2006/07

Targets in relation to tackling gender-based violence are included in National Outcome 7 template.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome 1: Reduce the level of violent crime, including gender based violence, and its impact	Violent crime rates ²⁹	Quarterly/Statistical/ Strathclyde Police	14,432 (2007)	Reduce by 2% by 2010/11
	Overall re-conviction rates ³⁰	Community Justice Authority. Council Plan ref. 3.1.5	47% within 2 years in 2003/04	Reduce to 45% within 2 years by 2010/11
	Reported incidence of ASB/Disorder (incl vandalism and malicious mischief) ³¹	Quarterly/Stats/ Strathclyde Police	166,866 (2006/07)	Reduce by 2% by 2010/11
Local Outcome 4: Reduce the impact and incidence of anti-social behaviour	Percentage of adults who rate their neighbourhood as a good place to live ³²	Annual Questionnaire Survey/ Strathclyde Police	Very good = 28% Fairly good = 52%	5% increase by 2011
	Incidence of fire setting and fire related crime and ASB	Strathclyde Fire and Rescue Service/ (annual)	8,000	10% reduction by 2011
	Number of children and adults killed or seriously injured in road accidents ³³	Annual/Statistical data Scottish Government (Key Road Accident Statistics) Council Plan ref. 3.1.6	258 (2007 calendar year) (1994-98 average of 594)	60% reduction from the 1994-98 average (exceeding the national target of 40% reduction) by 2010 (target for children under National Outcome 7)
Local Outcome 2: Reduce injuries as a result of road traffic incidents, fires and incidents in the home	Incidence of home fires resulting in casualties ³⁴	Annual/Statistical Data Strathclyde Fire and Rescue Services	284	10% reduction by 2011
	Incidence of fires in domestic dwellings	Annual/Statistical Data Strathclyde Fire and Rescue Services	1,334	10% reduction by 2011

	Local Outcome 3: Reduce the public acceptance and incidence of over-consumption of alcohol and its subsequent negative impacts (personal, social and economic) Local Outcome 6: Reduce the fear of crime Local Outcome 16: Reduce the harm caused by drugs addiction	Number of transport-related accidents across Strathclyde region	Road Accidents Scotland (Scottish Government); Railway Safety (Office of Rail Regulation)/(Annual)	Road accidents 4,294 (cars), 2,356 (other modes) (2006) Rail and Subway 24 (2006/07) (all regional figures)	Reduce rail and subway to 20 (2006/07). Discussions are underway with Strathclyde Police and Railway Safety to obtain statistics at a City level
		Crime incidence on public transport across Strathclyde region	Annual reports; British Transport Police	1,086 Bus; 3,948 Rail (Regional figures) 68 Glasgow Subway (provisional data)	Reduce
		Number of persons reported for drinking in public	Quarterly/Statistical/Strathclyde Police	8,929 (2006/07)	Reduce by 2% by 2010/11
		Detection for the supply and possession with intent to supply controlled drugs	Quarterly/Statistical/Strathclyde Police	8677 (2007 calendar year)	Increase by 5% by 2011
		Weight of Class A drugs seized	Quarterly/Statistical/Strathclyde Police	211.25kg (2007-2008)	Increase by 6% by 2011
		Number of class A tablets seized	Quarterly/Statistical/Strathclyde Police	480,418 (2007-2008)	Increase by 8% by 2011
		Referral offers to the Arrest Referral scheme to impact on offending relating to drug addiction	Quarterly/Statistical/Strathclyde Police	2,091 (2007-2008)	Increase by 5% by 2011

	Required Actions/commitment by local partners for these outcomes	<p>Partners to develop plans on gender based violence including strategies to increase identification and effectiveness in responding to disclosure.</p> <p>Partners to deliver actions in the Joint Alcohol Policy. Cross theme action also required on alcohol, particularly linked to healthy and vibrant themes</p> <p>Partners to increase the use of enforcement powers to reduce fire setting and fire related anti social behaviour</p> <p>Cross theme early years support and intervention including parenting support required as part of long term actions on violence</p> <p>Joint action from all partners to improve road and home safety and safe play areas</p> <p>Drugs and substance misuse cuts across all themes especially Health</p> <p>Strathclyde Partnership Transport agencies with regional responsibilities to provide City level data for baseline and future monitoring purposes.</p>
	Scottish Government required action/commitment to support delivery of local outcome	<p>Alcohol – government action required on issues such as pricing, labelling, advertising</p> <p>Road and home safety. Consideration of additional legislation, e.g. mandatory bike helmets, thermostats, banning looped blind cords. Needs to be part of a co-ordinated national strategy on child safety</p> <p>Cross government strategy and priority to early years support and education including parenting strategies</p> <p>Legislation to prevent the sale of matches and cigarette lighters to children and young people</p> <p>Cross Government Child Safety Strategy for Scotland as part of the European Child Safety Alliance.</p> <p>That Scottish Government reinforces the message to Fiscals that dealing with sales of alcohol to under age purchasers should be dealt with as a serious matter.</p> <p>That the Scottish Government gives guidance to Licensing Boards on the definition of “over capacity of licensed premises”.</p>

<p>National Outcome 10:</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Local Context</p> <p>A well-designed, accessible, vibrant city is essential for the attraction and retention of a skilled workforce and business investment (National Outcome 1). It should also improve the feeling of safety and reduce public fear of crime. Local outcomes relating to these issues are included in National Outcomes 11.</p> <p>Housing regeneration is a major part of the transformation of Glasgow as an attractive place to live and work. Improving the quality and range of housing, residential neighbourhoods and environments through good sustainable design and at strategic locations helps Glasgow develop its status as a major European city. This is being achieved through: redevelopment of the Waterfront and Clyde Gateway (national regeneration priorities); creation of 4 new neighbourhoods; continuing area regeneration mainly in deprived areas; redevelopment of 8 Transformational Regeneration Areas (TRAs) (East Govan/Ibrox, Gallowgate, Laurieston, Maryhill, North Torglen, Red Road, Sighthill and Shawbridge); renewal of local neighbourhoods; and development of Community Growth Areas. The TRAs require major re-structuring to create sustainable mixed tenure communities. While not all of the new housing provision in the city to 2010 will be in regeneration areas (targets provided below), the majority of the new social rented housing will be concentrated here. The scale of regeneration (including proposed mixed use redevelopment) and the linkages with the Scottish Government's National Regeneration priority - the Clyde Corridor – will bring significant change both for communities and the city. It is a priority to take advantage of the scale of housing-led regeneration in the city to impact directly on deprivation and poverty through employment and training opportunities.</p> <p>It is essential that both physical development and the provision of services is undertaken in a sustainable manner, alleviating rather than compounding the inequalities outlined in National Outcome 7. Many of the health and wellbeing improvements we are trying to achieve for Glasgow's residents (National Outcome 6) are dependent on increased participation in physical, sporting, cultural, voluntary and community activity. However these improvements cannot occur without appropriate provision of high quality, accessible community, cultural and leisure facilities and a transport and infrastructure system that encourages and enables a modal shift to active forms of transport (walking, cycling and public transport) for example.</p> <p>A number of large-scale developments are planned for the 2014 Commonwealth Games, including National Indoor Arena and Velodrome. However, as well as providing new facilities for the community, the legacy of the 2014 games will be a healthier, more vibrant City, of people enjoying and realising the benefits of sport as well as the wider social, environmental and economic improvements that the Games can help deliver.</p> <p>Visits to and usage levels of existing key community facilities has improved over the last few years, specifically:</p> <ul style="list-style-type: none"> • in 2006/07 Glasgow's museums attracted a total of 4,389,285 million visits representing a 59% increase on the 1,798,311 visits recorded during 2004/05 (Kelvingrove Art Gallery and Museum closed for refurbishment and previously accounted for 10% of overall museum visits). • in 2006/07 a total of 1,143,729 attendances were recorded at community facilities representing a 24% increase on the 924,522 attendances recorded during 2004/05. • in 2006/07 a total of 4,249,932 attendances were recorded at indoor and outdoor sports facilities representing a 2% increase on previous years' performance of 4,167,966 attendances - figures for outdoor facilities not available during 2004/05 and the figures reported during 2005/06 include the baseline outdoor figures. • in 2006/07 Glasgow's libraries recorded a total of 4,191,606 million visits representing a slight increase (0.33%) on the 4,177,776 visits recorded during 2004/05.
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	Local Outcome 24: Improve Glasgow's physical environment and infrastructure	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
		Deliver the Forth and Clyde Canal project	Annual / Council Plan / DRS	N/A	Complete Phase 1 of both the Maryhill and Speirs Locks by Spring 2011
		City's cultural and sporting infrastructure	Annually / Council Plan / CSG	N/A	Complete the following: <ul style="list-style-type: none"> ▪ Riverside Museum by 2011 ▪ Glasgow Museum Resource Centre Phase 3 by end of 2011 ▪ Toryglen Regional Football Centre in 2008 ▪ Redevelopment of Scotstoun Stadium an international athletics venue by 2010 ▪ Refurbishment of Castlemilk Pool by Summer 2008 ▪ Maryhill Community Leisure Centre by 2009 ▪ Milton Community Campus by August 2008 ▪ Drumoyne Sports Centre by 2010 ▪ North Kelvinside Pitch Complex by 2010 ▪ National Indoor Arena and Velodrome by June 2009 ▪ Upgrade and additional 50m pool at Tollcross Park Leisure Centre by May 2012 ▪ Upgrade of Kelvingrove Park Bowling Green by September 2011
	Local Outcome 11: Improve the attractiveness of Glasgow as a place to live, invest, work and visit				
	Local Outcome 13: Increase the proportion of residents involved in physical activity				
	Local Outcome 23. Improve residents' aspirations, confidence, decision making	Sports pitch provision	Annually / Sports Pitch Strategy / GCC	110	Reduce the deficit of sports pitches in Glasgow by providing: <ul style="list-style-type: none"> 3 x full size synthetic pitches 2 x 7-a-side synthetic pitches 11 x new or upgraded full size natural grass pitches additional changing accommodation at 2 locations (North Kelvinside and Drumoyne)
		Increase wireless capacity	Glasgow City Council (Annual)	N/A	From City Centre to: West End by 2009 and East End by 2012

	capacity and involvement in community life	Provision of private sector housing ³⁵	Glasgow City Council Council Plan ref. 4.2.5 (Annual)	New indicator	deliver 2,700 new build homes per year to 2010/11
		Provision of social rented sector ³⁶	Glasgow City Council Council Plan ref. 4.2.5 (Annual)	New indicator	deliver 4,700 new build homes by 2010/11
		Provision of large family and wheelchair housing ³⁷	Glasgow City Council Council Plan ref. 4.2.5 Local Housing Strategy (Annual)	N/A	deliver 210 units in each category over 3 years
		Proportion of population living up to 800 metres of rail with a half-hourly service or Subway station or up to 600m of bus stops with at least 6 buses per hour or up to 400m of a bus stop with an hourly service	SPT (Geographical Information Systems)	Work ongoing to establish baseline by June 2008.	Increase
		Bus passenger numbers	Glasgow City Council Council Plan ref. 3.3.2	8 quality bus corridors	4% growth in bus passengers as a result of increasing the number of quality bus corridors
		Percentage of the road network that should be considered for maintenance treatment	Glasgow City Council Council Plan/SPI	24.93% (2006-08)	To be within the top quartile of Scottish authorities in 2008/09
		Time lost on regional roads due to congestion ³⁸	(Annual) Scottish Household Survey (SHS) outputs (Scottish Government)	12.3 % of car driver trips affected by congestion (2005)	Decrease

		Proportion of population within 30 minutes (public transport) journey time of strategic employment location	SPT (Modelling Suite)	73% (work ongoing to verify baseline year)	Increase
		Visits to museums and galleries	Glasgow City Council/Statutory Performance Indicator Council Plan ref 5.2.7	4 million recorded in 2006/07	Maintain
		Resident who are active library borrowers	Glasgow City Council/Statutory Performance Indicator Council Plan ref 5.2.8	111,490 in 2006/07(19.3% of the population)	Increase by 5% to 116,930 by 2008/09 and thereafter set targets
		Number of visits to Glasgow's libraries	Glasgow City Council/Statutory Performance Indicator, Quarterly	4,191,606 visits	Increase by 3% by 2009/10
		Number of attendances at community facilities	Glasgow City Council/Statutory Performance Indicator, Quarterly	1,143,729	Increase by 3% by 2009/10
		Learning Centre & Access Point users as a percentage of the city's population	Glasgow City Council/Statutory Performance Indicator Council Plan ref 5.2.8	12% (2006/07)	12.75% by 2008/09 and thereafter set targets for the following two years
	Required Actions/commitment by local partners for these outcomes				

	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<p>Increased government investment in infrastructure and public transport. Also improved government support and guidance on developer/stakeholder contributions for infrastructure including public transport.</p> <p>Scottish Government willingness to endorse Transformational Regeneration Areas (TRA) delivery mechanism and to vary operation of the GHA Stock Transfer Land Protocol clawback agreement</p>
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<p>National Outcome 11:</p> <p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p> <p>Fairer Scotland Fund Contribution and Priority Status: High</p>	<p>Local Context</p> <p>Glasgow needs strong, engaged communities who feel in control and safe. Fear of crime has as much of an impact on communities as crime levels themselves. Strategies to tackle crime must be supported by information and reassurance to communities to ensure that fear reduces in line with action to reduce crime and its impact. Fear of crime is impacted on by social isolation and levels of community support and confidence.</p> <p>The Glasgow Community Safety Partnership brings together key public and voluntary sector agencies from across the city to support this. The development of neighbourhood management and public reassurance strategies is a key strand of community safety activity in identifying and responding to local needs and concerns. It is quite possible that in the first year the action plan in support of the Outcomes may actually result in an increase in some offence statistics but these are thereafter predicted to fall to the target levels.</p> <p>Reducing anti-social behaviour is a key aim of the Partnership. Indicators in relation to this are covered under National Outcome 9. The Glasgow strategic assessment has identified work with families and young people as a particular priority in relation to safety. Young people as victims or perpetrators of crime is covered under National Outcome 7. Reducing offending rates for young people is dependent on the provision of positive, diversionary activities, participation, volunteering and people's achievement.</p> <p>Research shows the condition of the physical environment (e.g. graffiti and litter) is linked to fear of crime. The 'Clean Glasgow' campaign aims to work with the community to tackle these environmental issues and to encourage pride in neighbourhoods. Targets relating to environmental conditions can be found in National Outcome 12.</p> <p>In addition, the Scottish Government continues to advocate a state of readiness against extremist action and we are taking every possible precautionary measure to protect Glasgow citizens, consistent with the level of threat from terrorist and extremist activity, This requires a balance between protecting those communities who would be affected most by extreme action and the wider community targeted by extremists so as to build community cohesion and strong diverse communities.</p>				
	<p>Local Outcome 4: Reduce the impact and incidence of anti-social behaviour</p>	<p>Relevant Indicators</p>	<p>Frequency / Type / Source</p>	<p>Baseline (2006/07)</p>	<p>Local Targets & Timescales</p>
		<p>Proportion of residents reporting their quality of life has been affected by anti-social behaviour in last 2 years</p>	<p>Glasgow City Council Citizens' Panel/Annual</p>	<p>64% (Spring 2007)</p>	<p>Reduce</p>
	<p>Local Outcome 6: Reduce Fear of</p>	<p>Percentage of adults who rate their neighbourhood as a good place to live³⁹</p>	<p>Strathclyde Police Public Consultation Survey (Annual)</p>	<p>Very good (28%) Fairly good (52%) (2006/07 baseline)</p>	<p>5% increase by 2011</p>

	Crime and increase confidence in local communities	Positive public perception of the general crime rate in local area (fear of crime) ⁴⁰ generally and by reference to the confidence of minority communities	Annual Strathclyde Police Public Consultation Survey	Fear of crime (39%) (2006/07 baseline)	2% reduction by 2011
		Satisfaction with safety and personal security on public transport	Annual Scottish Household Survey reports; Annual NOVA survey for Subway	81% Bus (2005/06); 53% Subway (Spring 2007) (Rail figures awaited)	Improve
		Attacks on emergency service workers (Fire Service)	Strathclyde Fire and Rescue Service/ (annual)	72 recorded attacks on fire-fighters	10% reduction by 2011
		Attacks on emergency service workers (Police Service)	Strathclyde Police (Quarterly)	1,747 (2006/07)	2% reduction by 2011
	Required Actions/commitment by local partners for these outcomes	Cross theme early years support and intervention including parenting support as part of preventive measures Responsiveness of all organisations to local problems and concerns, and involvement of local people in decisions and actions – links to national outcome 15. Improve the recording and reporting of fire setting and fire related ASB. Improve joint working between SFR and Clean Glasgow Campaign.			
	Scottish Government required action/commitment to support delivery of local outcome	Cross government strategy and priority to early years support and education including parenting strategies. Include Fire setting and fire related ASB within the National ASB agenda and current review of ASB legislation and enforcement. To provide support for Anti-radicalisation and related Protect strategies.			

<p>National Outcome 12:</p> <p>We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p>	<p>Local Context</p> <p>Glasgow has just under 100,000 houses built before 1945 and has an estimated 7,650 Below Tolerable Standard (BTS). One third of older private houses are in Conservation Areas and many of these are in disrepair. The city's improvement and repair programmes are vital to preserving the city's distinctive townscape. Eradication of BTS housing and substantial improvement in condition of older private housing. Among older private houses 2004/05: 7,650 are BTS, around 30% of properties have over 20% disrepair to most roof elements, one fifth of tenement closes require modernisation, 84% fail SHQS</p> <p>Improving the environment of neighbourhoods is important for encouraging communities to make full use of local services, assisting to improve perceptions about safety, bringing benefits for health and social interaction, and fostering greater pride in their neighbourhoods. GHA as the largest social landlord in the city with the majority of its stock in the most deprived neighbourhoods is investing £105 million in environmental improvement in these neighbourhoods over the next 10 years. This investment includes the Neighbourhood Quality Improvement Fund designed to work with partners to improve the wider neighbourhood, not just the land it owns. GHA is working with partners to derive employment and training benefits from environmental investment and maintenance. Neighbourhood GHA Environmental Capital programmes 2008/09 of £12 million will benefit 4,408 tenants and owner occupiers.</p> <p>The Glasgow Fuel Poverty Strategy (2005) provides a framework for energy efficiency improvements in housing. The Council has adopted a policy requiring all social housing funded through the Development Funding programme from April 2007 to meet EcoHomes 'very good' standard as a minimum, with the draft City Plan 2 requiring higher sustainability standards. The GHA's investment programme is the largest single contributor to improved energy efficiency in Glasgow's housing. GHA's investment programme has invested £580 million in the last 5 years on improving tenants homes to make them warmer, safer and drier.</p> <p>The cleanliness and safety of the city is a key issue for local people and we believe that by tackling environmental problems, we can enhance the appearance of local communities and improve citizens' quality of life, while at the same time eliminating "signal crime", which encourages more serious problems in neighbourhoods. Achieving the local outcomes cited here will help to improve residents' and visitors' perceptions of crime and safety in their neighbourhoods and the city (National Outcome 11). In 2006/07, Glasgow received a street cleanliness score of 67 out of 100 from the Keep Scotland Beautiful index. While this represented a significant improvement from 47 in 2001/02, the score remains significantly below the Scottish average (71) and sees Glasgow ranked 28th of all 32 local authorities on this indicator. While Citizens' Panel findings show that the proportion of residents who are dissatisfied with street cleaning has decreased from 33% in 2001 to 26% in 2006, the issue continues to attract one of the lowest levels of customer satisfaction in the Citizens' Panel survey results.</p> <p>Poor quality environments and higher rates of anti-social behaviour and related crimes are linked. The level of recorded crimes of vandalism and malicious mischief peaked in 2004 as a result of the introduction of the Scottish Crime Recording Standard and has remained relatively constant since then. After many years of simply cleaning up after offenders, it became increasingly accepted that a more holistic approach was needed, in order to bring any kind of long-term sustainable improvement. It was therefore recognised that a new, integrated strategy was required; one that put some onus on the general public to change their behaviour. This has been addressed under the Clean Glasgow campaign launched in 2006. The key objective in its first year has been to achieve a noticeable improvement in the physical environment across the City, through a process that incorporates education, improvements in Council Service operations, and enforcement. It is expected that this will require long-term commitment in order to break down the accepted practices of recent decades.</p>
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During 2006/07 there were major works at 6 woodland sites and 18 grassland sites, ground flora plants were introduced to 7 new plantation woodlands, there was an improvement in water quality in some of Glasgow's most polluted burns, new ponds were created at Ruchill Park and Cardowan Moss and Garscadden Wood local nature reserves and design works were prepared for 9 pond creation or improvement schemes.				
Local Outcome	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome 24: Improve Glasgow's physical environment and infrastructure.	Complete the Townscape Heritage Initiatives	Glasgow City Council Project reports. Annual	N/A	Merchant City Spring 2010 Parkhead by Spring 2011 Govan by Autumn 2008 (Stage 2 bid)
	Condition of older (pre 1945) housing stock	Scottish House Condition Survey (continuous, reporting every 2 years), local surveys (occasional)	7,650 older homes Below Tolerable Standard (BTS)	Reduce ⁴¹
Local Outcome 4: Reduce the impact and incidence of anti-social behaviour	Sustainable construction of housing procured by public sector	Glasgow City Council Council Plan ref. 4.2.5 (Annual)/ Development Funding Annual Performance Review	N/A	100% of social rented sector new build programme (see National Outcome 10) will satisfy EcoHomes "Very Good" Standard
	Biodiversity	Glasgow City Council Council (Annual)/Land and Environmental Services Annual Performance Report	N/A	<ul style="list-style-type: none"> • Complete 5 new grassland/ wildflower meadow projects • 3 pond creation/ naturalisation projects
Local Outcome 11. Improve the attractiveness of Glasgow as a place to live, invest, work and visit	White Cart Flood Prevention scheme	Glasgow City Council Council (Annual)/Development and Regeneration Service Annual Performance Report	N/A	<ul style="list-style-type: none"> • During 2008/09, much of the Contract 1 Upper Catchment preliminary work, including earthworks, concrete base detail, spill ways and flow controls, will be complete, and construction work for the Contract 2 Urban Defences should start • During 2010/11 most of the main construction works to create 8.3 kms of defence walls, etc, should be complete.
	Street cleanliness	Keep Scotland Beautiful index/ Statutory Performance Indicator Annual/Council Plan ref 3.1.1 (A)	67 (2006/7)	Improve to 68 by 2010/11
Local Outcome 23. Improve residents' aspirations, confidence, decision making capacity and involvement in community life				

		Proportion of residents citing litter as a problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	50% (2007)	Reduce proportion citing as problem
		Proportion of residents citing graffiti as problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	41% (2007)	Reduce proportion citing as problem
		Proportion of residents citing fly posting as a problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	30% (2007)	Reduce proportion citing as problem
		Proportion of residents citing chewing gum as a problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	60% (2007)	Reduce proportion citing as problem
		Proportion of residents citing fly tipping/dumping as a problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	31% (2007)	Reduce proportion citing as problem
		Proportion of residents citing dog fouling as a problem	Glasgow City Council Citizens' Panel (Annual) Council Plan ref 3.1.1. (B)	27% (2007)	Reduce proportion citing as problem
		Recorded crimes of vandalism, malicious damage or malicious mischief ⁴²	Quarterly/ Statistics Strathclyde Police	17,939 (2006/07)	Reduce by 2% by 2010/11
		Increase 'Friends of Parks' groups across the city	Glasgow City Council/Project reporting (Annual)	14 groups in 2007	21 groups in 2008 25 groups in 2009
	Required Actions/commitment by local partners for these outcomes	To articulate the role of Vibrancy across other themes Glasgow's Older Private Housing Strategy aims to secure a joint approach by the Council, property managers, private landlords and housing associations, with strong community support			
	Scottish Government required action/commitment to support delivery of local outcome	Recognise and support the Metropolitan role played by Glasgow City. Recognise and support the social economy and third sector in contributing to Vibrancy of the City of Glasgow. Scottish Government recognition of costs and difficulty of effective treatment where poor building conditions are combined with low incomes and low property values.			

**National Outcome 13:
We take pride in a strong, fair and inclusive national identity.**

Local Context

If Glasgow is to achieve its local outcomes relating to the attraction of investment, tourists and skilled workers (National Outcome 1), it is essential that residents and visitors view it as a welcoming, vibrant, safe and socially cohesive city. Residents' satisfaction with Glasgow as a place to live has increased from 85% (very satisfied 36% and satisfied 49%) in Spring 2005 to 95% in Spring 2007. Glasgow's success in winning the bid to host the Commonwealth Games will help us build a confident city, raising the aspirations not only of elite athletes but of all young people in the city, as well as raising Glasgow's profile across the world as a major visitor and tourist destination.

The targets set out in this SOA take account of the need to take full advantage of the opportunities arising from hosting the Commonwealth Games. We are also determined to leave a lasting legacy from 2014 by maximising the opportunities for the people of Glasgow, developing international relations with other Commonwealth countries and ensuring the memory of a magnificent Games. In tandem with the planned physical improvements, we will build volunteering capacity in the city and increase opportunities for all citizens to participate in sport and physical activity at community level. In the run up to the Games, we will stage the 2008 Commonwealth Sports Development Conference, a cultural festival programme and bring other major sporting events to the city.

Racist crime is one indicator of community cohesion. However, while the numbers of racist incidents and homophobic incidents has increased year on year since the introduction of recording through the Strathclyde Police Vulnerable Person database in 2002, it is currently estimated to be up to 80% underreported. Partners are currently working to increase the reporting of racist incidents and crime, therefore it is expected that the number of crime will increase in the short term as a result of these activities.

Culture and sport make a significant contribution to addressing issues of equality and inclusion, health and well-being, and community cohesion. A year round programme of festivals, major events and exhibitions (e.g. Mela, Glasgay, and the biennial Contemporary Arts and Human Rights Exhibition at the Gallery of Modern Art) promote mutual understanding and respect, challenge discrimination, and raise awareness of social justice issues. Culture and Sport Glasgow's newly established area teams will facilitate improved partnership working with local communities, thereby supporting increased participation in culture and sport amongst the most disadvantaged communities. In addition, evaluation of Glasgow's Cultural Pathfinder will identify critical success factors in widening participation and embedding culture and sport within community planning, and will help inform the future development of robust indicators to measure the impact of cultural activity.

Extending the English for Speakers of Other Languages (ESOL) provision in the city is considered vital to ensure people can fully participate in the labour market, the education system and community life, thereby supporting community cohesion⁴³. There has been a significant increase in demand for learning programmes that support English language development as a result of the Asylum Seeker Dispersal Programme and an increase in migrant workers from non-English speaking countries including from the EU Accession States⁴⁴.

The Glasgow area has the biggest concentration of Gaelic speakers outside the traditional Gàidhealtachd. According to the 2001 Census, some 10,000 Glasgow residents have some Gaelic language ability and the number of Gaelic speakers and learners is increasing. The Council has given strong support to Gaelic development in the city. It opened the first 3-18 year Gaelic Medium Education (GME) school (Sgoil Ghàidhlig Ghlaschu) in Scotland in 2006 and appointed the country's first Gaelic Arts Officer in 2004.

The Council is currently developing a Gaelic Language Plan (in response to the Gaelic Language (Scotland) Act 2005), which will run from 2009 to 2012. The plan acknowledges Gaelic's wider cultural value and aims to encourage its use and a greater appreciation of its place within historical and contemporary contexts. Culture and Sport Glasgow's Community Learning team provide Gaelic classes, courses and events for adult learners and parents of children in GME. In addition, Culture and Sport Glasgow employs a Gaelic Arts Officer who is responsible for leading the implementation of the existing three-year Gaelic Arts Plan which was adopted in 2006. Recent developments include the annual Feis Glaschu and the programme of traditional music, Ceol's Craic, presented at the Centre for Contemporary Arts. The Arts Plan 2009-12 is currently being developed in partnership with local and national Gaelic agencies.

Local Outcome 11: Improve the attractiveness of Glasgow as a place to live, invest, work and visit Local Outcome 23: Improve residents' aspirations, confidence, decision making capacity and involvement in community life	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Proportion of residents who are satisfied as a whole with Glasgow as a place to live	Glasgow City Council Citizens' Panel/ Annual	Very satisfied 44% Fairly satisfied 51% (95% overall) (Spring 2007)	Maintain
	Proportion of residents who feel involved in their local community	Glasgow City Council Citizens' Panel/ Annual	20% residents either felt very or fairly involved (Spring 2006)	Increase
	Proportion of residents involved in a community group in last 12 months.	Glasgow City Council Citizens' Panel/ Annual	20% (Spring 2006)	Increase
	Proportion of local residents involved in volunteering activities	[Baseline from Scottish Household Survey 2003/04] Biannual / KPI / GCPP	Average for Year 2003/04 19% for worst 15% areas 23% for non 15% areas 21% Glasgow City	Increase
	Volunteering levels in the city	This will be developed via the Strategic Volunteering Framework data	tbc	Increase
	Programme of events, activities, concerts in parks	Glasgow City Council Annual	260 local events	Increase to 350 local events in 2008/09

		Number of racist incidents ⁴⁵	Quarterly/ Strathclyde Police Vulnerable Persons database	1,660 (2006/07)	a 5% increase in reporting by 2010/11
		Number of homophobic incidents	Quarterly/ Strathclyde Police Vulnerable Persons database	129 (2006/07)	a 5% increase in reporting by 2010/11
		Number of English for Speakers of Other Languages (ESOL) learning places in community, college and work related settings	Community Learning Strategic Partnership	Baseline information to be developed over 2008/09	Local target and timescale to be developed by June 2009
		Number of children in Primary 1 entry to Gaelic Medium Education (GME)	Glasgow City Council Education Services (Annual)	2006/07 – 52	Increase to 106 by 2012
		Transfer rate from Primary GME to Secondary GME	Glasgow City Council Education Services (Annual)	2007/08 – 95%	Target: 2012 – maintain
	Required Actions/commitment by local partners for these outcomes	Partners are asked to work with the Hate Crime Policy Officer to improve third party reporting of racist incidents and crime (currently estimated at 80% underreported). They are also asked to broaden multi agency monitoring of hate crime to include homophobic abuse and harassment of disabled people. Partners will commit to providing information on adult ESOL learning participation levels.			
	Scottish Government required action/commitment to support delivery of local outcome	Additional national funds are needed to support ESOL services in Glasgow that will target people from a range of groups including asylum seekers and refugees, new migrants (including from the European A8 accession states), and settled minority ethnic communities. Recognise and support the role of Glasgow in International settings Recognise and support the social economy and third sector in contributing to Vibrancy of the City of Glasgow Support the development of strategies intended to develop and increase the role that volunteers play in the City (with particular reference to Glasgow 2014). Support the outcomes of the current Cultural Pathfinders as agents for regeneration in local communities.			

National Outcome 14: We reduce the local and global environmental impact of our consumption and production.	Local Context				
	<p>In the last decade significant progress has been made in Glasgow to improve local environmental problems such as urban decay, industrial dereliction and the contamination of our watercourses. It is now widely appreciated that global environmental issues such as climate change and the international pollution of land, water and air affect our local communities.</p> <p>In 2006/07, the tonnage of organic waste diverted from landfill increased to 31,420 from 10,842 in 2004/05. In the same year 16.8% of the municipal waste collected by Glasgow City Council was recycled. While this represented a significant improvement from 9.5% in 2004/05, it was the lowest recycling rate of all Scotland’s councils. To achieve the long term vision of Glasgow becoming amongst the most environmentally sustainable cities in the UK will require contribution from residents (reducing, recycling and reusing) and public sector partners through the introduction of increased recycling facilities and reduced energy consumption for their operations and activities.</p> <p>In terms of recycling, we have a three-pronged approach to improve current performance:</p> <ul style="list-style-type: none">o firstly, a revised and improved educational programme aimed at persuading the public, young and old to take ownership of their responsibilities in terms of waste management and waste minimizationo secondly, there is the introduction of further specific programmes aimed at the collection of additional recyclable materials including glasso finally, in the medium term to develop and introduce a residual waste management plan that not only addresses the challenge of landfill but further improves the Council’s performance in the recovery of recyclable materials. <p>Air quality, as measured by the number of days per year when air pollution is ‘moderate’ or ‘higher’ for PM10, has also improved from 21 days in 2004/05 to 15 days in 2006/07.</p> <p>The Glasgow Fuel Poverty Strategy (2005) provides a framework for energy efficiency improvements in housing. The Glasgow Housing Association’s (GHA) investment programme is the largest single contributor to improved energy efficiency in Glasgow’s housing sector. In the last 5 years GHA has invested £580 million to make tenants’ homes warmer, safer and drier. Improvements have included over: 35,000 heating systems; 10,500 new windows; 20,500 new kitchens; 20,000 new bathrooms; 44,600 new doors; 16,600 homes re-roofed; 19,300 homes re-wired and 19,000 properties re-clad.</p>				
	Local Outcome 24: Improve Glasgow’s physical environment and infrastructure.	Relevant Indicators	Frequency/Type/ Source	Baseline (2006/07)	Local Targets & Timescales
		Tonnage of municipal waste diverted from landfill ⁴⁶	Glasgow City Council Statutory Performance Indicator Council Plan ref. 3.3.2	62,141 tonnes (baseline diversion rate)	over 85,000 tonnes (a diversion rate of 23%) by 2010
		Tonnage of municipal organic waste diverted from landfill	Glasgow City Council Statutory Performance Indicator Council Plan ref. 3.2.3	31,420 tonnes	40,000 tonnes by 2010

		Proportion of municipal waste recycled ⁴⁷	Glasgow City Council Statutory Performance Indicator Council Plan ref. 3.2.1	16.8% (2006/07)	Increase to: • 23% by 2009/10 • 31% by 2010/11 40% by 2011/12 (with residual waste treatment)
		Landfill diversion expressed as a maximum tonnage of BMW (biodegradable municipal waste) allowed to be sent to landfill	Glasgow City Council Council (Annual)/Land and Environmental Services Annual Performance Report	193,052 tonnes	Scottish Government set Glasgow Landfill Allowances of: 2008/09 – 159,693 tonnes 2009/10 – 151,648 tonnes In 2010/11 with residual waste treatment GCC seeks to reduce BMW to landfill to 144,662 tonnes.
		Air quality: PM10 Nitrogen Oxide and PM10 (particulate matter).	Glasgow City Council Statutory Performance Indicator Council Plan ref. 3.2.5	Nitrogen Oxide - 3 times (2006/07) The Particulate Matter (PM10) - 55 times (2006/07)	The Nitrogen Oxide (NO2) limit of 200 micrograms per metre cubed not to be exceeded more than 32 times in 2008/09 and 18 times per year in 2010/11. The Particulate Matter (PM10) limit of 50 micrograms per metre cubed not to be exceeded more than 12 times in 2008/09 and 7 times per year in 2010/11.
		Energy consumption for Council operations and activities	Glasgow City Council Statutory Performance Indicator Council Plan ref. 1.21 Carbon Management Programme	203,688,000 KWHrs (Gas) and 99,548,000 KWHrs (metered electricity)	Reduce energy consumption by 10% in 2008/09, a further 3% in 2009/10 and a further 2% in 2010/11
		Council's environmental impact	Glasgow City Council Statutory Performance Indicator Council Plan ref. 1.2.2	a baseline of 196,600 tonnes of CO2 per annum	Reduce carbon emissions by 20% over 5 years
		Carbon output by the transport sector (Strathclyde Region)	(Annual) DEFRA report	4409 Kt CO2 (2005)	Reduce

		Increase the number of schools working towards and achieving green flags in schools	Glasgow City Council/ Quarterly	No of schools in programme: 2004/05 - 134; 2006/07 - 282 No of Green Flags 2004/05-9; 2006/07– 35	Increase the number of schools with: <ul style="list-style-type: none"> o a bronze award o a silver award o 1 green flag o 2 green flags
		Housing investment programme	Glasgow Housing Association Business Plan, Annual Report	N/A (see local context section above for 5-year totals where available).	Completed by end March 2009: <ul style="list-style-type: none"> • 2,400 heating systems • 4,000 properties overclad • 4,000 properties re-roofed • 7,500 kitchens and bathrooms installed • 6,700 homes rewired • 31 high-rise blocks overclad/re-roofed • 1,000 secure by design doors fitted
		Environment element of the Commonwealth Games Bid	Glasgow City Council/Annual	N/A	<ul style="list-style-type: none"> • During 2008/09 the Council Environment Working Group will put plans in place targets on biodiversity, green space, air quality, waste and renewable energy • During 2010/11 a Strategic Environmental Assessment will be undertaken to cover the entire Games.
	Required Actions/commitment by local partners for these outcomes				

	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<p>Local authorities should have the power to fine and enforce reinstatement of road works that have been inadequately reinstated by utility companies</p> <p>Local authorities should have the power to enforce moving traffic violations as they can in England and Wales</p> <p>Local authorities should not be subject to fine for surpassing pre-agreed landfill targets if they have an appropriate strategic waste management strategy in place</p> <p>Scottish Government supports the Council's strategy of primarily focusing on the 2012/13 target for the proportion of municipal waste recycled. Glasgow is keen to make use of Zero Waste Budget to support reductions in landfill.</p>
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National Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local people's needs	Local Context				
	<p>The Glasgow Community Planning Partnership, and the individual agencies operating within it, seek to provide services which are responsive to community needs and continually improving. In an effort to develop this, the Partnership wishes to seek out better planning processes at both a city wide and local level. The partnership has yet to define in detail how the local and city wide planning processes will interact and connect to the range of existing planning and delivery mechanisms across and within the community planning partners. There is a desire to simplify and coordinate better these activities and reduce bureaucracy and duplication, where that is possible. We also want to create stronger relationships between priorities and resource allocation decisions, and between community planning priorities and objectives and the planning decisions of the community planning partners. This stronger relationship is intended to ensure that mainstream services and resources change to reflect priorities agreed in partnership, broadening the focus of community planning from the marginal to the mainstream and less on the use of CRF resources.</p> <p>The Partnership wishes to create a clearer performance framework, which creates mutual accountability and enables us to assess progress and the added value delivered by community planning.</p>				
	<p>Involvement of the local community in planning and delivering public services is fundamental to community planning. In Glasgow a well defined structure has been established to facilitate this by ensuring an influence across public services rather than simply on the use of limited targeted resources through the Fairer Scotland Fund. These structures will continue to evolve over the course of this year and it is anticipated that they will be fully operational by March 2009.</p>				
	<p>Community Reference Groups (CRGs) have been established in each of the ten local community planning partnership areas. These groups consist of nominated or elected individuals from a wide range of community based organisations. They reflect the range of community interests across their area, by ensuring membership from all the neighbourhoods as well as groups of people experiencing inequalities (eg in relation to race, gender, disability, sexuality, faith etc).</p>				
	<p>The delivery of a best value focussed community engagement process with strong planning and performance framework will set the foundations for the delivery of high quality improving services.</p>				
	<p>Glasgow Community and Safety Services provides the opportunity for a range of services to come together from previously separate agencies to work in a way which better supports local communities. The Community Safety Partnership particularly acknowledges the importance of response rates, crime detection rates and responsiveness of public sector services to local community needs in developing public confidence in their areas and in reducing the fear of crime.</p>				
	Local Outcome 21: Improve educational attainment & achievement of all children and	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Proportion of schools receiving positive inspection reports ⁴⁸ (as percentage of inspections in the given year)	Annual/GCC Education Services	Baseline ⁴⁹ (2006/ 07: Primary 90% Secondary 58% Special 100%	Increase proportion (Specific target TBC in coming 3 months)	

	young people	Proportion of pre-school centres receiving positive inspection reports ⁵⁰ (as percentage of inspections in the given year)	Annual/GCC Education Services	National criteria does not fit pre school Centres but a baseline of 'next fit' will be provided in coming 3 months	Increase proportion (Specific target TBC in coming 3 months)
		People's perceptions of the quality of Policing services delivered ⁵¹	Annual Consultation Survey Strathclyde Police Public Consultation Survey	Very Satisfied (30%) Satisfied (34%)	5% increase by 2011
	Local Outcome 5: Reduce Fear of Crime and increase confidence in local communities.	Percentage of all criminal cases dealt with within 26 weeks ⁵²	Strathclyde Police/ Annual Report COPFS	tbc	Increase by 3% by 2011
		Proportion of tenants of social landlords who report satisfaction with their services	Source: GHA Tenant Satisfaction Survey (2004)	72% of GHA tenants (2006)	Reach national average (currently 78%) by 2010/11
		Satisfaction with service provide by Glasgow City Council	Glasgow City Council Citizens' Panel/ Annual	23% very satisfied 57% fairly satisfied (baseline 2007/08)	Increase
	Local Outcome 11. Improve the attractiveness of Glasgow as a place to live, invest, work and visit	Proportion of passengers satisfied with public transport information provision	Annual SHS outputs/ SPT (Subway)	89% rail (2005) 82% bus (2005) 60% Subway (2007)	Increase
		Proportion of passengers satisfied with public transport reliability	Annual SHS outputs / SPT (Subway)	86% rail (2005) 75% bus (2005); 51% Subway (2007)	Increase
		Proportion of passengers satisfied with the public transport system	Annual SHS outputs/ SPT (Subway)	84% rail (2005) 76% bus (2005) 86% Subway (2007)	Increase
		Council efficiency savings ⁵³	Glasgow City Council/ Annual Council Plan ref. 1.1.3	Glasgow City Council - £42m saved in 2006/07	deliver £35m in Efficiency Savings in 08/09 Continue to deliver year on year efficiency savings
		Council Procurement costs ⁵⁴	Glasgow City Council/ Annual Council Plan ref. 1.1.5	N/A	deliver £5.5m in savings in procurement costs to 2010/11 as part of Scotland Excel Consortium

		Delayed discharge per 1,000 population (number of patients waiting more than 6 weeks for discharge to appropriate setting)	Annual NHS HEAT standard	0	Maintain at 0
		Reduction in the proportion of older people (aged 65+) who are admitted as an emergency inpatient two or more times in a single year	Annual NHS HEAT	72.1 per 100,000 population	tbc
		Proportion of residents who believe they can influence decisions that affect their local neighbourhood	Glasgow City Council Citizens' Panel/ Annual	3% strongly agree 21% tend to agree (24% overall) (Spring 2006)	Increase
		Community Capacity Building support provided by public services	Glasgow Community Learning Service Partnership mapping of Community Capacity Building services.	Baseline will be available from March/April 2008	Increase in range and extent
	Required Actions/commitment by local partners for these outcomes	Individual partners' statutory responsibilities for financial balance, efficiency etc and individual organisation performance targets across a range of measures.			
	Scottish Government required action/commitment to support delivery of local outcome				

¹ Related to National Indicator 2

² Related to Local Outcome Indicator 37: Business community satisfaction with local area. No local survey undertaken at present, however, international ranking as location best proxy

³ Related to LI 7: median weekly earnings relative to the Scottish average

⁴ Local Outcome Indicator 38: Number of claimants in receipt of unemployment related benefits

⁵ Local Outcome Indicator 38: Number of claimants in receipt of unemployment related benefits

⁶ Relates to National Indicator 30: Reduce number of working age people with severe literacy and numeracy problems. Improvement Service have advised that output indicator can be used.

⁷ Related to Local Outcome Indicator 40: Percentage of school leavers destined for employment, training, further, higher and other education

⁸ Related to Local Outcome Indicator 2: Glasgow indicator relates to the percentage of children attending publicly-funded schools in Glasgow and attaining appropriate level in maths, reading and writing by the end of relevant 5-14 stage

⁹ Related to Local Outcome Indicator 2: Glasgow indicator relates to the percentage of children attending publicly-funded schools in Glasgow and attaining appropriate level in maths, reading and writing by the end of relevant 5-14 stage

¹⁰ The S4 indicators measure the single year cumulative percentage of Glasgow S4 student attainment at these SCQF levels

¹¹ The S5 and S6 indicators measure the single year cumulative percentage of Glasgow S5 and S6 student attainment at these SCQF levels

¹² Related to Local Outcome Indicator 36: Numbers of children taking up nutritious school meals

¹³¹³ Scottish Executive. Scottish Health Survey 2003. Edinburgh, 2005.

¹⁴ Related to National Indicator 17: Reduce the percentage of the adult population who smoke to 22% of by 2010 and Local Outcome Indicator 28: Levels of smoking among adults/ young people

¹⁵ Related to Local Outcome Indicator 34: Percentage and breakdown of the local population taking part in sport/ leisure activities

¹⁶ Related to: National Indicator 36/Local Indicators menu 49

¹⁷ Related to Local Outcome Indicator 20: Percentage of older people aged 65+ with intensive care needs receiving services at home

¹⁸ Further work is ongoing to develop appropriate indicators to measure crime levels in the 15% most deprived SIMD areas and areas of lowest crime. It is hoped that baseline figures for 2007/08 will be available by June 2008.

¹⁹ Relates to Local Outcome Indicator 50: Number of adults and children killed or seriously injured in road accidents

²⁰ Related to Local Outcome Indicator 41: Number of young people leaving care for education, employment or training

²¹ Related to Local Outcome Indicator 5: Number and percentage of all looked after children who attain standard grades in English and Maths

²² Related to Local Outcome Indicator 61: Number, quality and variety of affordable homes

²³ Relates to Local Outcome Indicator 58

²⁴ Scottish Children's Reporter Administration, Annual Report, 2006.

²⁵ Children's Social Work Statistics 2004-05, Scottish Executive, 2005

²⁶ Related to Local Outcome Indicator 32: Prevalence of problematic drug use within council area and National Indicator 29: Decrease the estimated number of problem drug users in Scotland by 2011

²⁷ Related to Local Outcome Indicator 32: Prevalence of problematic drug use within council area and National Indicator 29: Decrease the estimated number of problem drug users in Scotland by 2011

²⁸ Related to Local Outcome Indicator 59: Number of households assessed as 'homeless' or 'potentially homeless'

²⁹ Related to National Indicator 24: Reduce overall crime victimisation rates by 2 percentage points by 2011

³⁰ Related to National Indicator 23: Reduce overall reconviction rates by 2 percentage points by 2011

³¹ Relates to Indicator 24

³² Relates to National Indicator 28

³³ Relates to Local Outcome Indicator 50: Number of adults and children killed or seriously injured in road accidents

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- ³⁴ Relates to Local Outcome Indicator 52: Incidence of home fires resulting in casualties and casualties
- ³⁵ Related to Local Outcome Indicator 61: Number, quality and variety of affordable homes
- ³⁶ Related to Local Outcome Indicator 61: Number, quality and variety of affordable homes
- ³⁷ Related to Local Outcome Indicator 61: Number, quality and variety of affordable homes
- ³⁸ Relates to National Indicator 4
- ³⁹ Related to National Indicator 28: Increase the percentage of adults who rate their neighbourhood as a good place to live and Local Outcome Indicator 48: Number and percentage of residents stating they are satisfied with their neighbourhood
- ⁴⁰ Related to National Indicator 31: Increase positive public perception of the general crime rate in local area and Local Outcome Indicator 46: Adult residents stating fear of crime is having a moderate or great effect on the quality of life
- ⁴¹ Specific targets will be included in Glasgow Older Private Housing Strategy which will be finalised by the end of 2008/09
- ⁴² Relates to Local Outcome Indicator 49: Incidences of vandalism, malicious damage or malicious mischief
- ⁴³ A8 Nationals in Glasgow, Blake Stevenson, May 2007
- ⁴⁴ "English for Speakers of Other Languages [ESOL] Strategy: mapping exercise and scooping study," Scottish Executive Social Research, 2004.
- ⁴⁵ Related to LO 55 and LOI: 56 Community cohesion
- ⁴⁶ Related to Local Outcome Indicator 7: Tonnage of municipal waste collected and Local Outcome Indicator 8: Tonnage of municipal waste landfilled and National Indicator 39: Reduce to 1.32 million tonnes waste sent to landfill by 2010
- ⁴⁷ Related to Local Outcome Indicator 9: Proportion of municipal waste recycled
- ⁴⁸ Related to National Indicator 8
- ⁴⁹ Based on HMIE Quality Indicators used pre 2008: 2.1; 3.3; 3.4. This represents the best fit available for the new Local Outcome Indicators
- ⁵⁰ Related to National Indicator 12
- ⁵¹ Relates to National Indicator 43: Improve people's perceptions of the quality of public services delivered
- ⁵² Relates to National Indicator 25: Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011
- ⁵³ Relates to National Indicator 42: Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum
- ⁵⁴ Relates to National Indicator 42: Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum