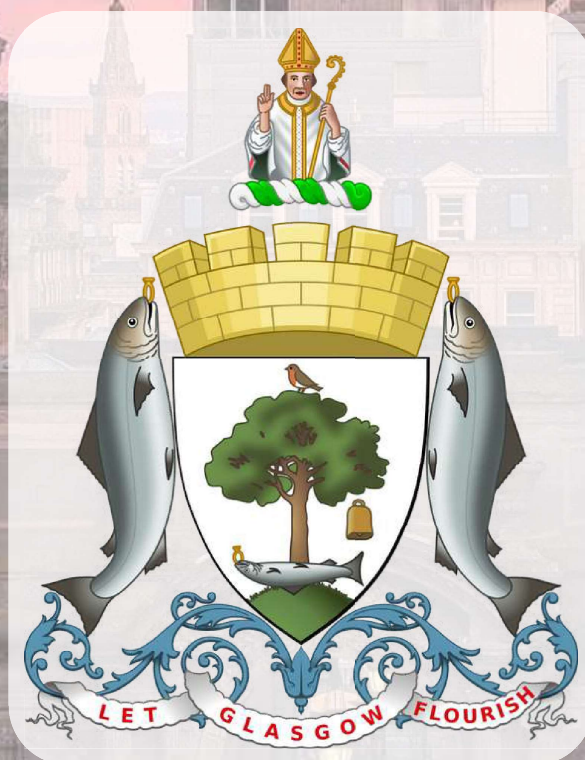


POP

City of Glasgow



Ariotti Greta Martina 999661
Festino Davide 1072245
Pavese Edoardo 1071332

Letter from Glasgow's City Council

“Dear Residents,

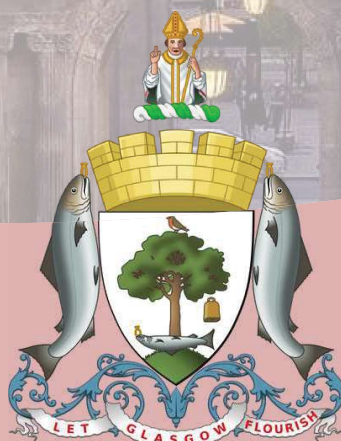
As Glasgow's primary service provider, the City Council remains dedicated to enhancing quality education, social services, and infrastructure for our 635,000 residents. We aim to address key challenges:

1. Reduce poverty and inequality,
2. Expand opportunities for all,
3. Combat climate change towards net zero,
4. Empower staff to deliver efficient, sustainable services.”



“These goals guide our planning and resource use, with annual reviews to adapt to external pressures and budget constraints. Despite rising costs, we successfully managed our budget, addressing increased social service demands and inflation. Key revenue sources include the General Revenue Grant, Non-Domestic Rate Income, and Council Tax. A new Budget Support Fund addresses unexpected challenges, and updated regulations have saved over £100 million.”

“Though we celebrate progress, challenges remain particularly around equal pay settlements and post-COVID changes. We commit to responsible spending, transparency, and our climate goals for a sustainable Glasgow. Thank you for your support.”



Lord Provost



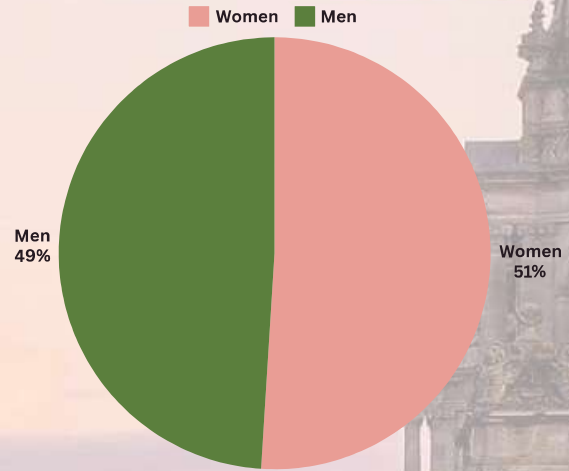
General data and content

Population Size

Glasgow City had the highest population in 2022 out of all 32 council areas in Scotland.

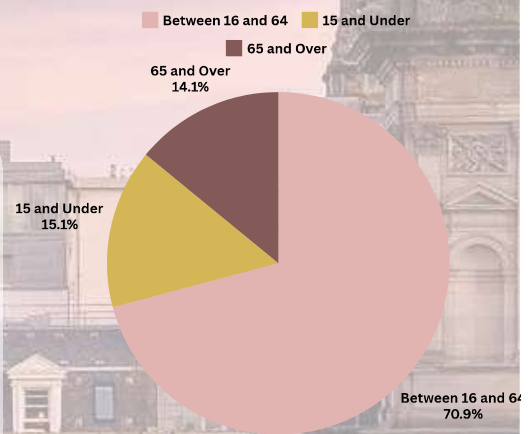
2014	592,740
2015	595,690
2016	601,460
2017	605,040
2018	609,200
2019	613,730
2020	614,200
2021	612,650
2022	622,820

2022 Age and Gender Distribution



History

Glasgow is an ancient city steeped in history, from its founding in the Early Middle Ages to its important role in the Scottish Enlightenment and the Industrial Revolution. Glasgow has been settled since prehistoric times due to its location along the River Clyde. Glasgow is the largest city in the country and it is currently the fourth most populated city in the United Kingdom. Today, Glasgow is a vibrant cultural and economic hub, known for its arts, music, sports, education, and thriving nightlife.



2022 Operating Budget:

£19.7 million

Economic inactivity, underemployment and unemployment

24% of households in 2021 had no adults in employment, the highest rate among Scottish and UK cities.

In 2021/2022, the ILO unemployment rate was **4.4%**

15% (2013) **9%** (2020) Underemployment in Glasgow (reflecting the number of employees who want/need to work more) has fallen from 15% in 2013 to 9% in 2020.

2022 Average Income



2022 Employment and Unemployment Rates

Employment levels in 2022

- 72%** of working-age people were employed. **2%** lower than the Scottish average.
- 46%** of people with a disability were in employment. **26%** lower than the overall employment rate in the city.
- 60%** of adults from an ethnic minority group were employed. **12%** lower than the average employment rate in the city.

Rankings and positioning

According to the Numbeo's 2023 report, Glasgow ranks as the second-best city for quality of life in the UK.

This ranking reflects various factors, such as:

1. Quality of life and cost of living



Purchasing Power Index	134.89	Very High
Safety Index	54.68	Moderate
Health Care Index	78.94	High
Climate Index	84.78	Very High
Cost of Living Index	63.06	Moderate
Property Price to Income Ratio	5.08	Low
Traffic Commute Time Index	32.05	Low
Pollution Index	34.22	Low
f Quality of Life Index:	190.91	Very High



Rankings and positioning

2. Sustainability:

As of 2024, Glasgow ranks at the 12th spot in the Global Destination Sustainability (GDS) Index, with a score of 82%.



Rankings and positioning

3. Digital Innovation:

Glasgow consistently ranks among the top 20% of innovative cities worldwide, standing second in the UK behind London.

The city is recognised for its flourishing digital economy and tech ecosystem, which includes a focus on enhancing digital public services.



3rd highest 5G coverage ...

among UK combined authorities and major cities



Glasgow City Region is home to ...

more than 1,500 innovative tech firms – more than in Bristol, Brisbane, or Brussels.



Glasgow City Region is home to ...

more than 1,500 innovative tech firms – more than in Bristol, Brisbane, or Brussels.



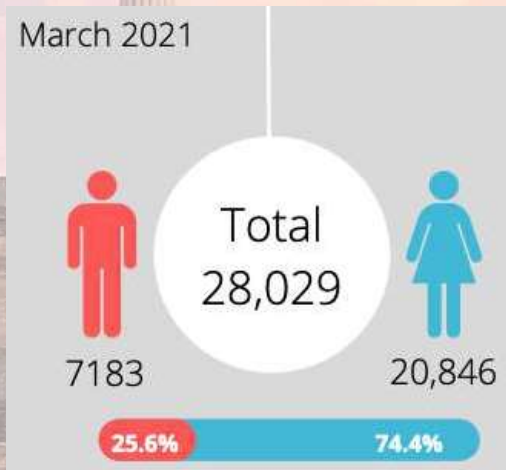
Glasgow ranks 2nd in the UK ...

(outside London) in CBRE's latest study of emerging tech destinations.



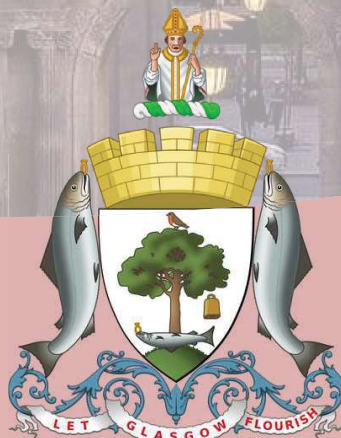
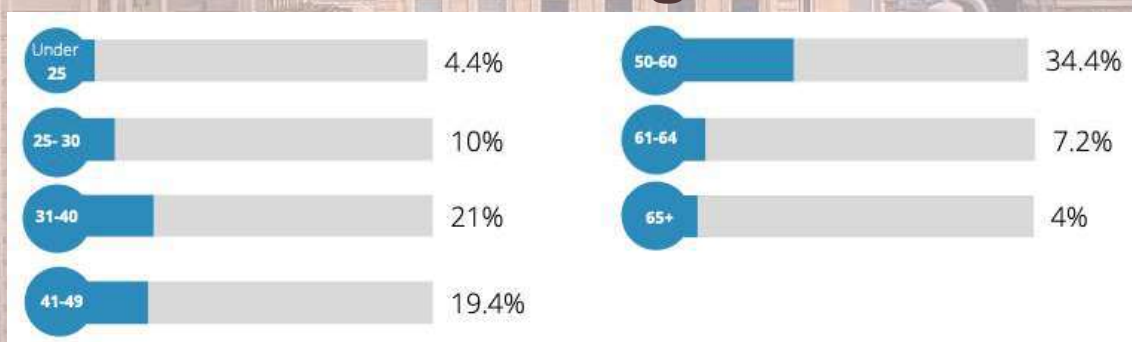
Public Administration Group

Number of Employees by Gender



As of March 2021, Glasgow City Council employed a total of 28,029 individuals, representing a 1.85% increase from the previous year

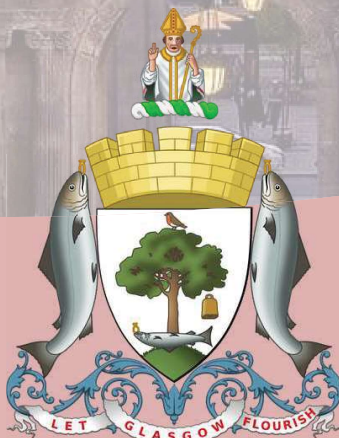
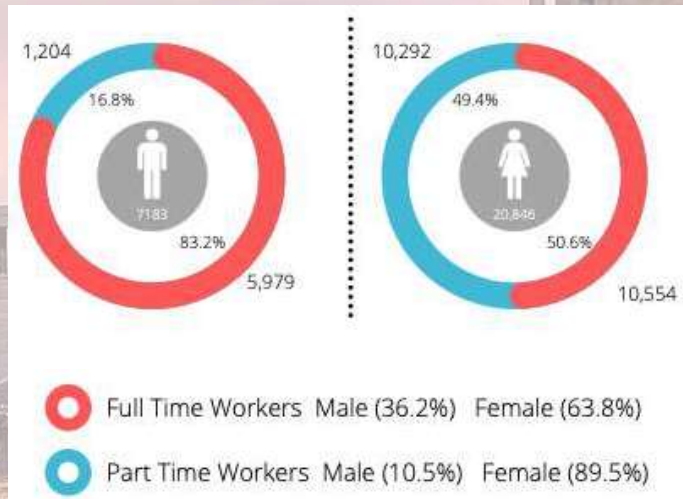
Age Distribution



Public Administration Group

Full Time / Part Time

Of the total workforce 59% were full time workers.
Of those full time workers 36.2% had self identified as Male, and 63.8% had self identified as Female.

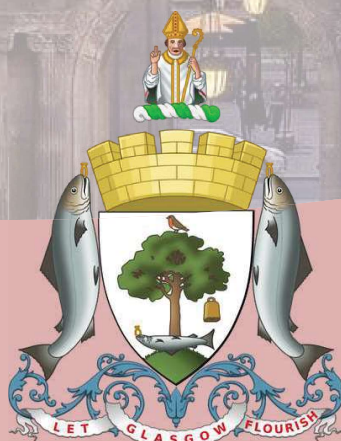


Public Administration Group

Composition and Services of the Group

The Council Family consists of both internal service departments and arms-length external organizations (ALEOs), each fulfilling specialized roles:

- **Direct Service Departments:** Handle areas like education, social work, neighborhoods, regeneration, sustainability, and financial management.
- **Subsidiaries (ALEOs):** Independently operated but council-supported entities, including:
 - *Glasgow Life for managing libraries, museums, and cultural events.*
 - *City Building (Contracts) LLP for construction and maintenance.*
 - *City Property Glasgow (Investments) LLP for council property and real estate management.*
 - *Scottish Event Campus Ltd for hosting major events.*
- **Joint Ventures and Third Sector Entities:** Collaborative projects with partners like the Strathclyde Partnership for Transport and Glasgow City Integration Joint Board, aiming to improve health services and promote sustainable transport.

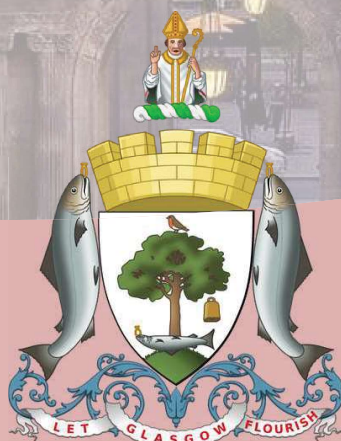


Public Administration Group

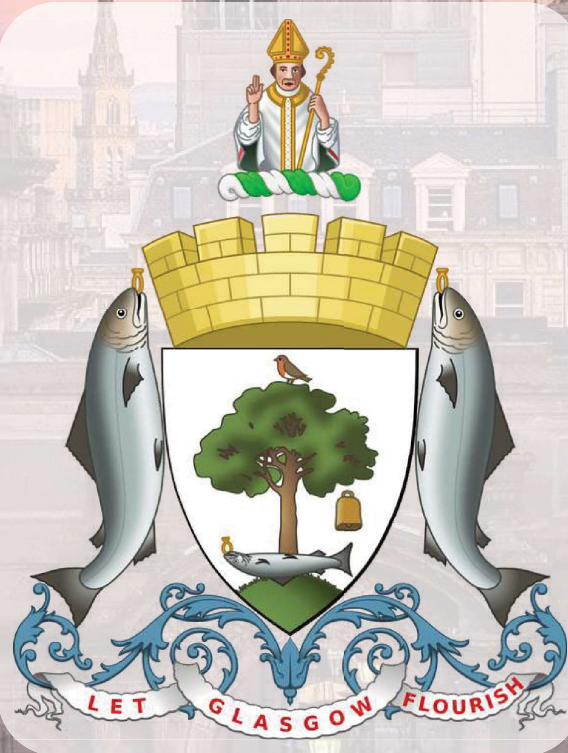
Group and City Governance

The **City Council** acts as the primary controlling entity, overseeing subsidiaries and joint ventures through a structured framework that supports collaboration among departments and ALEOs. Key committees, including the Finance and Audit Scrutiny Committee, regularly review council performance, attendance, motions, and resolutions to ensure effective governance and accountability.

This structure provides a clear chain of command, with department heads and project managers guiding initiatives under the council's strategic objectives.



CONSOLIDATED FINANCIAL STATEMENT



Total Assets (in £000)

Divided into:

- Current assets
- Long-term assets (PPE+Non-current assets)

£ 6,219,854

£ 5,660,063

£ 557,791

TOTAL ASSETS

LONG-TERM ASSETS

CURRENT ASSETS

Total Liabilities (in £000)

Divided into:

- Current liabilities
- Long-term liabilities

£ 3,375,942

£ 2,499,927

£ 876,015

TOTAL LIABILITIES

LONG-TERM LIABILITIES

CURRENT
LIABILITIES

Total Earnings (in £000)

Divided into:

- Government Grants and Taxes
- Capital and Investment Revenues

£ 2,891,502

£ 1,776,667

£ 1,114,835

CAPITAL AND
INVESTMENT
REVENUES

GOVERNMENT GRANTS
AND TAXES

TOTAL EARNINGS

Total Expenditures (in £000)

Divided into:

- Service and Operational Costs
 - Sustainability and neighbourhoods
 - Education and financial services
- Financing and Pension Costs

£ 2,026,166

£ 1,913,962

£ 112,204

FINANCING AND
INVESTMENT
EXPENDITURE

SERVICE AND
OPERATIONAL COSTS

TOTAL LIABILITIES

SUMMARY STATEMENT OF NET POSITION

	2023 (in £000)	2022 (in £000)
Total Assets	6,219,854	5,637,970
Total Liabilities	(3,375,942)	(3,659,394)
Net Assets	2,843,912	1,978,576

SUMMARY STATEMENT OF ACTIVITIES

	2023 (in £000)	2022 (in £000)
Revenues	2,891,502	2,912,970
Expenditures	(2,026,166)	(2,229,650)
Change in Net Position	865,336	683,320

Description of Major Policies

The public sector (public administration, education and health) is the largest employing sector in the Glasgow City Region.

Businesses and Jobs

In 2023, the leading industries in Glasgow City Region were public admin education & health, distribution, hotels & restaurants, banking finance & insurance etc., and transport & communication.

Top industries by jobs



Improving Public Services

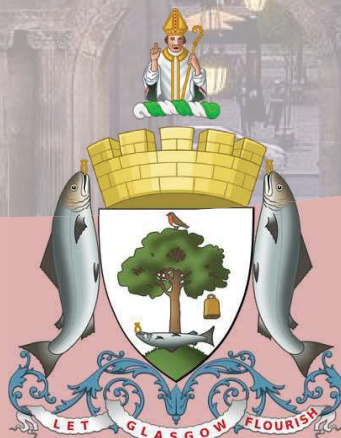
The government is reforming public services to be more inclusive, sustainable, and effective. Key initiatives include reviewing local governance, supporting community planning, setting efficiency targets, developing an Open Government Partnership action plan, improving services for children and families, and transforming digital services to better meet citizens' needs. These actions aim to improve outcomes for individuals and communities.



Methodological note

The methodological framework for compiling this report includes:

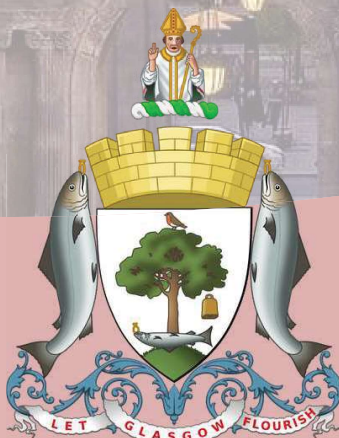
- **Guidelines and Criteria:** The report follows established frameworks such as the CIPFA Code of Practice on Local Authority Accounting to ensure compliance with financial reporting standards.
- **Consulted Documents:** Key documents include:
 - The Annual Audit Report for 2022/23 by Glasgow City Council
 - The Glasgow City Council Annual Accounts for the year ended 31 March 2023
 - Demographic profiles from the Glasgow City Health and Social Care Partnership
 - Various local government publications



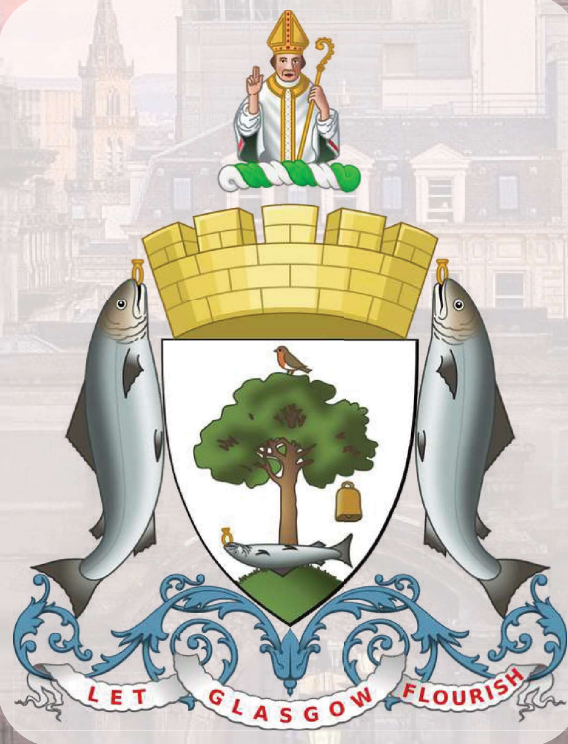
Dissemination plan

Digital access will be prioritized, with the report available on the Glasgow City Council website, alongside summaries shared via social media platforms to reach a diverse audience. Local news outlets and community websites will also be encouraged to share the report, further amplifying reach.

For in-person access, printed copies will be distributed in public libraries, community centers, and council offices, making the report available to those without internet access. Additionally, information sessions and community meetings will be organized to present key findings and encourage questions from residents.



SIX CAPITAL



Intellectual Capital

The Digital Glasgow Strategy 2024-2030 aims to strengthen the city's digital capabilities to address challenges like poverty, prosperity, climate change, and public service improvement. It focuses on three goals:



1. **A fair and empowered digital society**
2. **An inclusive digital economy**
3. **Sustainable digital public services**

The strategy leverages technologies like Generative AI to improve service efficiency and outcomes for residents. It integrates digital solutions across city strategies, promotes innovation, encourages leadership, and emphasizes community engagement, digital skills, and data-driven decision-making. The goal is to redesign public services to be more efficient and responsive while fostering creativity and accelerating digital project delivery.

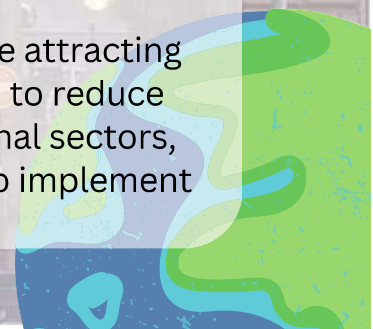
Overall, it envisions a digitally advanced, inclusive, and sustainable Glasgow.

Human Capital

The UK Labour Government is focused on boosting productivity, with the Scottish Government prioritizing fair, green economic growth. However, the UK Productivity Institute warns that without significant improvements, GDP growth may drop below 1% in the next decade, affecting services like the NHS.

For Glasgow, increasing productivity would improve regional performance, infrastructure, and services. The city aims to be the UK's most productive region by 2030 but faces challenges such as high economic inactivity, a lack of export-driven businesses, a productivity gap between sectors, and a reliance on low-resilience industries like retail and hospitality.

To address these issues, opportunities include attracting investment, improving health and education to reduce inactivity, enhancing job quality in foundational sectors, and advocating for more regional autonomy to implement tailored solutions.






Natural Capital

Natural capital refers to Glasgow's valuable environmental resources, including its green spaces, water bodies, and air quality, which contribute to the city's ecological health and residents' well-being. Glasgow boasts extensive green spaces, such as over 90 public parks, 19.4 km² of forests, and riverbanks along the Clyde.

The city is also committed to mitigating climate impact through green policies and conservation efforts. Projects to restore and protect natural habitats help maintain biodiversity, sequester carbon, and improve resilience to environmental changes.



Productive Capital

Glasgow's productive capital regards the infrastructure developed to provide essential services to residents. Key components of this framework are transaction-based services, like public transportation systems, which facilitate mobility; monitorable services, such as road construction and maintenance, ensuring well-connected and safe neighborhoods; professional services delivered by skilled operators, including healthcare and social work; and customized services, like digital resources for residents' access to public information and services.



Social Capital



Glasgow's social capital, grounded in community trust, civic participation, and transparency, significantly supports its sustainability agenda.

Active community networks and volunteer initiatives foster a culture of shared responsibility, encouraging residents to engage in sustainable practices and citywide environmental goals.

This collective civic effort not only strengthens local connections but also propels Glasgow's progress toward becoming a more resilient, inclusive, and sustainable city.

Financial Capital

Glasgow aligns with international standards, such as IPSAS, to enhance transparency, accountability, and sustainability in resource allocation.

By fostering public trust and reducing corruption, these practices enable more effective and sustainable investments, particularly in environmental and infrastructure projects.

Through technology and standardized reporting, Glasgow prioritizes sustainable development, ensuring responsible financial management that supports long-term goals for a greener, resilient future.



“This work was completed as part of the Public Management course at the School of Advanced Studies (SAA), University of Turin, under the supervision of Prof. Valerio Brescia.

The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra”.

Thank you for listening!

